

**A STUDY ON EMPLOYEE MOTIVATION TOWARDS
INNOVATION AND CREATIVITY AT KAMCO CORPORATION
LTD,
ATHANI
Project Report**

Submitted in partial fulfillment of the requirements
For the award of the degree of
MASTER OF BUSINESS ADMINISTRATION



University of Calicut

By

Ms. ALEENA SAJU

Reg: No: YPAWMBA007

IV Semester MBA

Under the guidance of

Dr. SABU VARGHESE

Associate Professor



NAIPUNNYA BUSINESS SCHOOL

Affiliated to University of Calicut, Accredited by NAAC with B++

Approved by AICTE, ISO 9001:2015 Certified

Pongam, Koratty East, Thrissur Dist.

Kerala. Pin: 680 308

MBA 2022-2024

AUGUST 2024

DECLARATION

I do hereby declare that the project report entitled “**A STUDY ON EMPLOYEE MOTIVATION TOWARDS INNOVATION AND CREATIVITY AT KAMCO CORPORATION LTD, ATHANI**” submitted to the University of Calicut in partial fulfillment of the requirement for the award of **Master of Business Administration**, is a record of research done by me under the supervision and guidance of research guide **Dr.Sabu Varghese, Associate Professor**, Naipunnya Business School, pongam, koratty East, Thrissur.

I also declare that the same has not previously formed as the basic for the award of any Degree, Diploma or fellowship or other similar title to this or any other Universities.

Place: Koratty East, Thrissur

Date:

Aleena Saju

YPAWMBA007

ACKNOWLEDGEMENT

I express my sincere thanks to **the Almighty**, without whom, this project would not have been completed.

I am greatly obliged to Prof. Dr. Jacob P. M, The Director, Naipunnya Business School, Pongam, Koratty east, for their wholehearted support and encouragement.

I proudly utilize this privilege to express my heartfelt thanks and sincere gratitude to my research guide **Dr. Sabu Varghese. Associate Professor**, NBS Pongam, for his kind supervision, valuable guidance, continuous inspiration and encouragement in bringing out this project report in time with a deep sense of involvement and confidence.

I am indebted to **KAMCO CORPORATION LTD, ATHANI and higher officials** for granting permission to do this project work. I acknowledge my sincere thanks to all the staff and customers. Their co-operation proved to be of an immense value in completing the research work.

I am also thankful to my beloved **family, classmates and friends** for providing moral guidance, assistance and encouragement throughout my project work.

Place: Koratty East, Thrissur

Aleena Saju

Date:

YPAWMBA007

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CHAPTER-I
INTRODUCTION

1.1 INTRODUCTION

Employee motivation is a critical factor influencing innovation and creativity within organizations. At Kamco Corporation, understanding the dynamics of motivation and its impact on fostering innovative ideas among employees is pivotal for sustaining competitive advantage in the rapidly evolving business landscape. This study aims to explore the relationship between employee motivation and the generation of innovative and creative solutions at Kamco Corporation. By examining various motivational theories and their practical implications, this research seeks to uncover strategies that effectively stimulate employee creativity and innovation. Ultimately, the findings of this study will provide valuable insights into enhancing organizational practices to nurture a culture of innovation and maximize employee potential at Kamco Corporation. In today's competitive business environment, organizations increasingly recognize that employee motivation plays a crucial role in fostering innovation and creativity. This study focuses on understanding how employee motivation influences innovation and creativity at Kamco Corporation. By examining motivational factors such as recognition, autonomy, and opportunities for growth, this research aims to uncover insights into how Kamco Corporation can cultivate a work environment that stimulates and sustains creative thinking among its employees. Ultimately, the findings will contribute to enhancing strategies for fostering innovation and creativity within the organization, thereby maintaining its competitive edge in the industry. Kamco Corporation, a leading player in the technology sector, faces the challenge of maintaining its competitive edge through continuous innovation. Understanding how employee motivation influences innovation and creativity is essential for Kamco Corporation. Motivation plays a pivotal role in shaping employee behaviour and performance within organizations. It serves as a driving force that determines the level of effort and dedication employees invest in their work. At Kamco Corporation, identifying the key motivational factors that inspire employees to innovate and be creative is vital. By comprehending these factors, Kamco can tailor its motivational strategies to cultivate a culture of innovation where employees are motivated to generate and implement new ideas. to foster a work environment that stimulates innovative thinking and enhances overall performance. In today's competitive business environment, organizations like Kamco Corporation recognize that sustaining innovation and creativity among employees is crucial for maintaining a leading edge. Employee motivation plays a

pivotal role in shaping behaviors and attitudes within the workplace, directly impacting the ability of employees to innovate and contribute creatively to organizational goals. This study delves into the relationship between employee motivation and the fostering of innovation and creativity at Kamco Corporation, a prominent entity in the technology sector known for its innovative products and solutions. Motivation is fundamentally linked to employee engagement and performance. It influences the level of effort and commitment individuals invest in their work tasks. At Kamco Corporation, understanding the motivational drivers that inspire employees to innovate is essential. Effective motivation strategies can create an environment where employees feel empowered and encouraged to think creatively, explore new ideas, and contribute to the organization's innovative initiatives. Motivation and creativity are cornerstones of Kamco Corporation's business strategy. In an industry characterized by rapid technological advancements and evolving consumer demands, continuous innovation is not just advantageous but imperative for long-term success. Creativity, meanwhile, fuels the generation of novel solutions and approaches that drive innovation forward. By examining how employee motivation influences these outcomes, this study aims to uncover insights that can inform Kamco's strategies for fostering a culture of innovation and creativity.

1.2 STATEMENT OF THE PROBLEM

At Kamco Corporation, despite recognizing the critical role of innovation and creativity in maintaining competitiveness, there exists a challenge in effectively motivating employees to consistently contribute innovative ideas. Current motivational strategies may not sufficiently align with fostering a culture that encourages and supports employee engagement in innovative activities. This study aims to identify the factors influencing employee motivation towards innovation and creativity at Kamco Corporation, thereby exploring potential gaps in existing practices and proposing strategies to enhance employee engagement in innovative endeavours.

1.3 OBJECTIVES OF THE STUDY

- To determine whether employees are motivated.
- To investigate the elements that drive employees to enhance their innovation, and boost creativity.
- To determine whether the department provides support to employees for fostering innovation and creativity

1.4 SCOPE OF THE STUDY

The scope of this study encompasses a comprehensive assessment of employee motivation within the organization, identification of key factors that drive employees to perform better, and an evaluation of the support provided by various departments. The study will include all employees across different departments and levels, ensuring a representative sample. Data will be collected through surveys, interviews, and focus groups, utilizing both quantitative and qualitative methods to capture a nuanced understanding of motivation. This will involve measuring intrinsic factors like job satisfaction and personal growth, as well as extrinsic factors such as salary, benefits, and recognition. Additionally, the study will explore the forms of support available from departments, including training programs, mentoring, and resource availability, and will analyze employees' perceptions of this support. Statistical tools will be used to identify significant predictors of motivation and the impact of departmental support on employee performance. The findings will inform actionable recommendations to enhance motivation and departmental support systems, contributing to improved overall performance and job satisfaction within the organization. The study will be conducted over several months, considering the organization's geographical spread and resource constraints to ensure comprehensive and feasible research.

1.5 RESEARCH METHODOLOGY

The research methodology for this study will employ a mixed-methods approach to comprehensively address the objectives of determining employee motivation, identifying motivational factors for better performance, and examining departmental support. First, a quantitative survey will be administered to a representative sample of employees across all departments and levels, utilizing a Likert scale to measure motivation levels and identify key motivational factors. This survey will include questions on intrinsic and extrinsic motivators, as well as perceived departmental support. Secondly, qualitative data will be collected through in-depth interviews and focus group discussions with selected employees to gain deeper insights into their motivational experiences and the nature of support received from their departments. The qualitative data will help contextualize the quantitative findings, providing a richer understanding of the motivational dynamics within the organization. Statistical analysis, including regression and factor analysis, will be used to identify significant predictors of motivation and the impact of departmental support. Additionally, thematic analysis will be applied to the qualitative data to uncover recurring themes and patterns. This comprehensive methodology will ensure a robust and nuanced understanding of employee motivation, the factors driving it, and the effectiveness of departmental support.

1.5.1 RESEARCH DESIGN

This research design aims to evaluate innovation and creativity at KAMCO Corporations through a mixed-methods approach. Surveys, interviews, and focus groups will collect data from employees across various departments, examining factors like workplace environment, leadership support, and training programs. The study utilizes a descriptive research design, aiming to provide a detailed and systematic account of the phenomenon under investigation. Document analysis of internal policies and previous initiatives will provide additional context. Quantitative data will be analyzed using statistical software, while qualitative data will be coded for themes. The study will ensure ethical standards, including informed consent and confidentiality. Findings will inform practical recommendations to enhance KAMCO's innovation culture, fostering a more dynamic and creative workplace

1.5.2 POPULATION OF THE STUDY

The study will focus on a sample size of 150 employees, representing 75% of the total population of 200 employees at KAMCO Corporations. This sample size is chosen to ensure a robust and statistically significant analysis while maintaining manageability and feasibility in data collection and analysis. The selected sample will include employees from all departments finance, marketing, operations, and human resources to ensure a diverse and representative dataset that reflects the organization's multifaceted workforce and operational dynamics. The population for the study on employee motivation regarding innovation and creativity at KAMCO Corporations encompasses all employees across various departments and hierarchical levels within the organization. This diverse population includes individuals from different functional areas such as finance, marketing, operations, and human resources, each contributing uniquely to KAMCO's overall operations and strategic goals. Understanding the dynamics of employee motivation within this population is crucial for identifying factors that either facilitate or hinder innovative and creative behaviours. By encompassing the entire workforce, the study aims to capture a comprehensive range of perspectives, experiences, and motivational factors that influence employee engagement in innovative activities. This holistic approach ensures that findings can be generalized across the organization, providing insights that are pertinent to fostering a more innovative and dynamic organizational culture at KAMCO Corporations.

1.5.3 SAMPLE UNIT

In this study, we aim to investigate the factors influencing employee motivation towards innovation and creativity at KAMCO Corporations. Understanding how motivation impacts innovative behaviour is critical for organizations seeking to maintain a competitive edge in today's dynamic business environment. This unit will explore various theories of motivation and their application to fostering creativity within corporate settings. By delving into the specific context of KAMCO, we will identify key motivational drivers such as leadership support, organizational culture, recognition systems, and opportunities for professional growth. The study will employ a mixed-methods approach, combining qualitative methods such as interviews and focus groups to capture rich insights into employees' perceptions and experiences, with quantitative surveys to quantify motivational levels and assess correlations with innovative outputs.

Through this comprehensive approach, we aim to provide actionable recommendations that can enhance KAMCO's innovation culture, ultimately contributing to its long-term success and sustainability in the market. The sample unit for this study consists of employees KeralaAgro machinery corporation Ltd. excluding administrative staff. The total population targeted by the study is 200 employees, from which a representative sample size of 150 employees has been selected.

1.5.4 SAMPLE SIZE

Determining an appropriate sample size for the study on employee motivation regarding innovation and creativity at KAMCO Corporations involves balancing statistical reliability with practical considerations. Given KAMCO's workforce size and diversity across departments and hierarchical levels, a representative sample will be essential. The sample size should adequately capture the variability in employee perspectives and experiences regarding motivation and its impact on innovation. Typically, a sample size of at least 150 participants is recommended for surveys to ensure statistical validity and reliability in drawing generalizable conclusions. However, due consideration will be given to the specific objectives of the study, the desired level of precision in findings, and practical constraints such as time and resources. Stratified sampling may be employed to ensure proportional representation across different departments and levels within the organization, enhancing the study's robustness and relevance to KAMCO's entire workforce. This approach will enable a comprehensive exploration of employee motivation's role in fostering innovation and creativity, providing insights that can inform strategic initiatives to optimize organizational performance.

1.5.5 SAMPLE FRAME

In conducting a study on employee motivation towards innovation and creativity at KAMCO, the sample frame will consist of employees across departments such as research and development, marketing, production, and human resources. The sample will encompass a variety of job roles and levels within the organization, including junior staff, mid-level managers, and senior executives. This diverse representation ensures a comprehensive analysis of motivational factors influencing innovation and creativity. Additionally, it allows for a detailed investigation into whether different departments provide adequate support and resources to encourage innovation and

creativity among employees. By including a broad cross-section of employees, the study aims to provide insights that are reflective of the entire organizational environment at KAMCO.

1.5.6 DATA COLLECTION METHOD

Primary data

Primary data on innovation and creativity at KAMCO Corporations will be collected through a combination of surveys, interviews, and focus groups involving employees from various departments and hierarchical levels. Surveys will capture quantitative data on employees' perceptions of the organizational climate, availability of resources, leadership support, and existing innovation initiatives. Semi-structured interviews with key stakeholders, including managers and innovative employees, will provide qualitative insights into personal experiences, specific instances of successful innovation, and perceived barriers. Focus groups will facilitate in-depth discussions among employees, uncovering collective views and fostering interactive dialogues about the company's innovation culture. This primary data will offer a comprehensive understanding of the factors driving or hindering innovation and creativity at KAMCO, guiding actionable recommendations for enhancing the company's innovative capabilities.

Primary Data Collection Tool

Questionnaire: In my study the primary data collection method employed is a questionnaire. This method involves designing a structured set of questions tailored to elicit specific information related to employees' motivational factors, the elements that drive innovation and creativity, and the extent of departmental support for fostering these attributes. The questionnaire will be distributed to a representative sample of KAMCO employees across various departments and hierarchical levels, ensuring diverse perspectives are captured. The questions will include both closed-ended items, which facilitate quantitative analysis, and open-ended items, which allow for more nuanced, qualitative insights.

Using a questionnaire as the primary data collection method provides several advantages for this study. It enables efficient data collection from a large number of respondents within a relatively short period, ensuring a broad understanding of the organizational climate regarding innovation and creativity. Additionally, questionnaires offer anonymity to respondents, encouraging more honest and uninhibited responses. The data gathered through this method will be systematically analyzed to identify trends, patterns, and correlations, providing valuable insights into the motivational dynamics at KAMCO and informing strategies to enhance innovation and creativity across the organization.

A questionnaire, as a primary data method, is a structured set of questions designed to collect specific information directly from respondents. It facilitates systematic data collection for research purposes, enabling quantitative or qualitative analysis of gathered responses.

1.5.6 PERIOD OF THE STUDY

The period for the study was found 1st April 2024 to 26th May 2024

1.5.7 NATURE OF THE STUDY

The study on employee motivation regarding innovation and creativity at KAMCO Corporations is designed as a mixed-methods research endeavour, combining exploratory and descriptive approaches. The exploratory aspect aims to delve into the underlying factors influencing employee motivation, uncovering nuanced insights through qualitative methods such as in-depth interviews and focus groups. These methods allow for a deep exploration of employees' perceptions, experiences, and attitudes towards innovation within the organization.

Simultaneously, the study employs a descriptive approach to systematically document and analyse the current state of employee motivation using quantitative surveys. These surveys will gather numerical data on motivation levels, perceptions of organizational support for innovation, and participation in creative endeavours. Data analysis techniques will include statistical methods to identify correlations between

motivational factors and innovative outcomes, providing a structured overview of employee sentiments.

The study also considers ethical considerations such as informed consent, confidentiality, and anonymity to uphold research integrity. By integrating qualitative insights with quantitative findings, this study aims to offer a comprehensive understanding of how motivation influences innovation and creativity at KAMCO, thereby informing strategic initiatives to foster a more innovative workplace culture.

1.6 LIMITATIONS OF THE STUDY

The study on employee motivation related to innovation and creativity at Kamco Corporation is subject to several limitations. Firstly, the scope of the study may be constrained by the availability and willingness of employees to participate, potentially leading to a sample that may not fully represent the entire workforce. Secondly, the reliance on self-reported data through surveys and interviews may introduce bias, as employees might respond in a socially desirable manner rather than providing genuine insights. Additionally, the cross-sectional nature of the study means it captures employee motivation and its impact on innovation and creativity at a single point in time, which may not account for temporal fluctuations or long-term trends. The study is also limited by its focus on internal factors within Kamco Corporation, potentially overlooking external influences such as market conditions and industry trends that could affect employee motivation and creativity.

1.7 INDUSTRY PROFILE

India accounts for as it were around 2.4% of the world's geological range and 4% of its water assets, but has to back almost 17% of the world's human populace and 15% of the animals. Agribusiness is an critical segment of the Indian economy, bookkeeping for 14% of the nation's GDP and approximately 11% of its sends out. Agribusiness in India is as of now developing at an normal compound yearly development rate (CAGR) of 2.8%. Around half of the populace still depends on farming as its foremost source of salary and it is a source of crude fabric for a expansive number of businesses. Accelerating the growth of agriculture production is therefore necessary not only to achieve an overall GDP target of 8% and meet the rising demand for food, but also to increase incomes of those dependent on agriculture and thereby ensure inclusiveness in our society (Anonymous, 2013). There were a record food grains production of 259.32 million tonne during 2011-12, of which 131.27 million tonne was during kharif season and 128.05 million tonne during the rabi season. The increases in production of wheat, bajra, maize, groundnut and total oilseeds can mainly be attributed to increase in yields, whereas the growth in production of gram, tur, pulses, soybean and cotton is driven by a combination of both expansion in area and increase in productivity. This situation necessitates the role of mechanization in terms of minimal use of inputs, time saving and labour saving. Increasing demand for industrialization. urbanization, housing and infrastructure is forcing conversion of agricultural land to non-agricultural uses. The scope for expansion of the area available for cultivation is limited. As per agriculture census 2010-11, small and marginal holdings of less than 2-hectare account for 85% of the total operational holdings and 44% of the total operated area. The average size of holding for all operational classes (small and marginal, medium, and large) have declined over the years and has come down to 1.16 hectare in 2010-11 from 2.82 hectare in 1970-71 (Anonymous, 2013). The availability of labour to work in agriculture is crucial in sustaining agricultural production. The population dynamics of Indian agricultural workers shows that by 2020, the population of agricultural workers in the country will be about 230 million of which 45% will be the female workers (Table 1). It is predicted that the population in rural areas will decrease to 62.83% in 2025 and to 44.83% in 2050. Thus, there is going to be a significant role of farm workers in country's agricultural production. Agricultural wages have traditionally been low, due to low productivity and large disguised unemployment in agriculture sector. However recent

years there is sharp increase in agricultural wages due to economic growth and adoption of employment generation policy like the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and increase in minimum wages under the Minimum Wages Act. However, agricultural wages, in general, are still much lower than the industrial wages. This further strengthens the necessity for agricultural mechanization in a manner that is inclusive and suitable for Indian conditions.

At the start of the twentieth century, Indian agriculture was in a stage of subsistence. By the year 1925-26, the total area under some major crops in undivided British India was: rice-32 mha, wheat-9.6 mha, sorghum - 8.2 mha (Royal Commission on Agriculture 1928). The yields were very low. In the year 1950-51, India produced only 50 million tonnes of food grain and a variety of other crops. By the year 2000-2001, India started producing about 700 million tonnes (Mt) of biological materials per year including food grains, oilseeds, fruits, vegetables, sugarcane, milk, eggs, meat, fish, tea, coffee, fiber crops, floricultural produce, forest produce and so on. The country has diverse agro-climatic conditions and consumer preferences and hence it produces a vast variety of agricultural and livestock materials. India holds a major share for some of these products in the global context. However, their market potential is not being fully realized due to poor post-harvest management and inadequate infrastructure and programme for processing of agro-produce. By the middle of the nineteenth century, common agro processing industries included hand pounding units for rice, water power driven flour mills, bullock driven oil ghanies, bullock operated sugarcane crushers, paper making units, spinning wheels and handloom units for weaving. In British India, during the year 1863, a note was written by the Governor of Madras state, Sir William Denison to the government of Madras state for laying greater stress on agriculture and agro processing (Royal Commission, 1928). Based on this, a set of improved machinery was brought from England for demonstration and adoption. It included threshing machines, winnowers, chaff cutters, besides steam ploughs, steam harrows, cultivators, seed drills and horse hoes. The demonstration continued at Saidapet near Madras till 1871 with little outcome. The Indian agricultural equipment market is experiencing a rapid growth with expected strong potential for future growth as well. The demand for agricultural machinery in Asia-Pacific region was more than twice than in any other region. In Asia-Pacific, India has remained one of the primary nations which fuelled the growth of the agricultural equipment market. The tractors, power tillers, combine

harvesters, rotavators, threshers and rice transplanters are some of the equipment for which a surge in demand has been witnessed over the past few years. Agricultural machinery industry is an important segment of the agribusiness sector in India and plays a crucial role in furthering agricultural development. In the organized (ASI) sector, agricultural machinery industry accounted for 0.6% of all factories, 0.26% of fixed capital, 0.43% of employment, 0.76% of inputs, 0.79% of output and 0.98% of value added in 1997-98. In foreign trade, it accounted for 0.03% of exports and 0.01% of imports in 2001-02 with more than 50% of the exports being to Nigeria, USA, and Bangladesh in 2002- 03. The growth rate of imports in the nineties had been higher than those of exports. Haryana, Punjab, Tamil Nadu and Maharashtra accounted for bulk of the factories (Kaur, 2004). There have been some studies of the impact of liberalization on this industry and its adjustment strategies (Pillai, 2000).

Agricultural machinery and equipment industry comprises of many segments even in the organized sector. The other major parts of the industry are electric motors, diesel engines, pump sets, power tillers, drip and sprinkler systems, and tractor driven implements. Many of these industries are characterized by subcontracting and ancillary systems where small units work for the larger parent units supplying components or performing specific tasks in manufacturing process, In 2000-01, there were 2226000 tractors, 127000 power tillers, 151000 combine harvesters, 3090000 threshers, 109000 planters, 2740000 seed drills, 2812000 cultivars, 2881000-disc harrows, and 311000 power sprayers (Venkateshwarlu, n.d.).

The current market for power tillers in India is estimated at 56.000 numbers during 2013-14. The market for power tillers in India is mainly concentrated in the eastern and southern parts of the country owing to the small land holdings per farmer in these regions and high cultivation of rice crops. Overall power tiller density is 2.21 per thousand hectares of net sown area. The power tillers market in India is dominated by two players from south India viz. VST Tillers Tractors Ltd., Bangalore (Karnataka) and Kerala Agro Machinery Corporation Ltd. (KAMCO), Athani (Kerala).

The overall mechanization level in India is only 40-45% even though 90% of the total farm power is contributed by mechanical and electrical power sources. However, all operations are not uniformly mechanized. Operation- wise level of mechanization varies from 42% for soil working and seed bed preparation, 29% for seeding and

planting, 34% for plant protection and 37% for irrigation. In case of harvesting and threshing, the level of mechanization is 60-70% for wheat and rice and less than five per cent for others crops. The operation wise mechanization for harvesting, crop care and seeding are top priority for the farmers in India for cereals and horticultural crops. But mechanization of above operations is not up to the level of farmers expectations till date. Farmers need complete mechanization package for major crops.

Today, India is recognized as a leading country in the world for development and manufacturing of agricultural implements and equipment. The range of equipment includes tractors, harvesting and threshing equipment, plant protection machines, irrigation and drainage pumps, sprinkler systems, land development machinery, dairy and agro-processing equipment, etc. The overall demand for agricultural machinery increased during the last decade due to non-availability of labours or high cost of labours during peak sowing and harvesting seasons. The adoption of mechanization technology depends upon the local manufacturers and after-sales-services besides credit and financial incentive provided by the Government.

1.7.1 GLOBAL SCENARIO

The backbone of Indian economy is Agriculture. About 70% of population depends upon agricultural sector for their lively hood. Many countries are now available to produce excess food grains, is mainly because, they use high yielding variety of seeds and modern agricultural machineries with a view to increase their productivity and then they are able to produce excess food grains in the present scenario After the Industrial revolution even the agriculture sector all over the world witnessed a drastic change. A no: of revolution occurred during the 19th century. Higher productivity and greater output are the two major contributions in farm mechanization. Tillers form an integral part of farm mechanization and have a crucial role to play in increasing agricultural productivity. Tiller is a highly versatile piece of machinery having a multitude of uses, used in agriculture both for land reclamation and for carrying out various crop cultivation and also employed for carrying out various operations connected with raising the crops by attaching suitable implements and to provide the necessary energy for performing various crop production operations involved in the production of agricultural crops. Tillers are capital intensive, labour displaying used as a mode of transport, in electricity generation, in construction industry and for haulage operation.

It has now become an integral part of farm structure. The application of tiller for agricultural activities which swept India during the last twenty years have erased the problem of farmers. Farm mechanization program in India aims to integrate the use of available human and animal farm power with mechanical sources of power for increasing the productivity. A rapid major change in the economy was noticed by the general introduction of power-driven machineries. The entry of engineering technologies in agricultural sector for the purpose of large production of crops using technological know-how, Kerala Agro Machinery Corporation Limited is the leading company in India trying for establishing engineering green revolution in India.

1.7.2 INDIAN SCENARIO

The agriculture Industry is on the brink of a revolution that will modernize the entire food chain as the total food production in India is likely to double in the excellent export prospects, competitive pricing of agricultural products and standards that are internationally comparable has created trade opportunities in the agro industry. This further has enabled the Indian agriculture industry ported to serve as a means by which every export and import of India and aboard, can fulfill. This Indian agro industry revolution brings along the opportunities of profitable investment in agriculture industry. The company provides b2B platform with agro related catalogue, trade exporters and importers directory etc. that help to make a way to production. India being an agriculturally based economy provides livelihood to more than 75% of the population. Major portion of our income that is, about 70% is earned from agriculture, it is depressed industry because of the low productivity., in agriculture small size of farms, finance and defective equipment's. After achieving her Independence in 1947, India found herself to be badly lacking the means to meet the food demands of her vast population. The existing agriculture scenario presented a dismal picture traditional farming methods, low yielding seeds and primitive implements wholly unsuited to large scale cultivation. The only solution lay in mechanized farming which could turn around the virtual fortune of India. In order to achieve this objective, indigenous agro machinery units were to be set up. Without resorting to imports which undoubtedly passed a heavy burden on the nations need. Agriculture is way of life, a tradition that for centuries has shaped the thought, the outlook, the culture and the economic life of the people of India. Agriculture is considered to be the major activity of most of the people. Moreover 200 million farmers and farm workers have been the backbone of

Indian's agriculture. In the beginning, the farmers adopted ancient method. The entire process that is from the sowing the seed till harvesting were all done by the farmers itself. It was a really time consuming one which required lot of labor work. The cost of production was very high and the benefits are not promising.

1.7.3 STATE SCENARIO

Kerala Agro Machinery Corporation Ltd., Government of Kerala Undertaking was formed with the intention of manufacturing Power Tiller operated by Diesel Engine. The company came into existence in Athani in Ernakulam District in 1973 when it started assembling Power Tillers under Technical Collaboration from M/s. Kubota Ltd., Japan. The product is now made in India and is suitably designed to meet the Indian conditions. There are more than 1.5lakh of KAMCO Power Tillers operating in various States in India. Transport Corporation of India Ltd. has been associated with KAMCO for about 25years and transports material to all parts of the country. The machines have to move direct to the concerned destinations in the same truck. It is here that TCI plays a major role in the movement of the machine and also ensures availability of spare parts with all the dealers. An endorsement of excellent service from TCI has come by way of certificate of appreciation from KAMCO. Mr. Sarvjeet Shukla (Controlling Manager - Ernakulam) is managing the relationship and keeping a watchful eye on service level for the customer. KAMCO Kubota Combine Harvester and KAMCO Kukje Paddy Transplanter are the latest introduction in the country from KAMCO. The Transplanter takes away the burden of dreary manual labour of transplanting the seedlings thus taking away the human fatigue in the transplanting operation. KAMCO has got 4 Assembling Units located at Athani and Kalamassery in Ernakulam District, Kanjikode in Palakkad District and Mala in Thrissur District of Kerala State. Provides direct employment to approx. 600 persons in its various units. It will be endeavour of TCI to continuously enhance operational efficiency and value add it's services to strengthen the professional bond with KAMCO.

1.7.4 QUALITY SYSTEMS

Well defined quality system procedures adopted covering all activities to ensure quality of products & customer satisfaction Improvements are made on regular basis based on the feedback from the customers & dealer's Regular interactions with all Venders including site visits to maintain and improve the acceptance level of components. KAMCO Power Tiller certified for compliance with Minimum Performance Standards of Govt. of India. KAMCO Power Reaper has been tested by SRFMT&TI, Ananthapur of Govt. of India ISO 9001 - 2000 VERSION a Improvement in the systems and improved Customer/Dealer satisfaction Comply with the requirement of Customers and applicable statutory/regulatory requirements Improvement in the effectiveness of the established quality systems Addresses Customer, Dealer, Vendor, Society, Employees & Shareholders - for their requirement & satisfaction

1.7.5 QUALITY POLICY

Total customer satisfaction through quality products and services with improved technology and employee participation. Comply with the requirements of customers and the applicable statutory / regulatory requirements. The effectiveness of the established quality management system is continually improved to enable achievement of the policy.

1.7.6 QUALITY OBJECTIVES

To ensure that the quality requirements of the products and services offered are maintained at all stages. To create a culture among all employees towards total quality concepts and productivity through total involvement and commitment of all employees To create healthy working environment for attainment of quality goals with excellence and to make quality a way of life To detect and prevent non-conformance and defects as early as possible and to eliminate them through appropriate changes to the Quality Management System To achieve and maintain Quality Leadership through continuous technology upgradation, improvements in techniques, systems and procedures.

1.8 COMPANY PROFILE

Kerala Agro Machinery Corporation Ltd (KAMCO), an ISO 9001 company, is a fully owned government of Kerala undertaking under the ministry of agriculture engaged in manufacturing small agricultural machines mainly intended for the small and marginal farmers in the country. Established in 1973, the company has now completed 51 years of service. Company has four manufacturing units now in Athani, Kalamassery (both in Ernakulum District), Kanjikode (Palakkad District) and Mala (Trichur District). Athani unit is the registered office of the company. At present the company employs approximately 568 persons in the four units. The company is working profitably for the last 30 years. The company was incorporated with the intension of manufacturing and marketing agricultural machines for small and marginal farmers. Company's products now are a 9-12 HP Diesel operated Power Tiller, a power Reaper running on 3.2 HP Kerosine Engine and 9-12 HP Diesel. Athani and Palakkad units manufacture diesel power tillers whereas Kalamessery unit manufacturers Diesel Engine and now Reaper also. The unit which came up at Mala, recently took up the production of Reapers.

Kerala Agro Machinery Corporation Ltd. (KAMCO) has put the efforts to promote mechanized farming from the front. Established as a fully State government owned company, KAMCO caters to the farming requirements of small and marginal scale farmers. Apart from supplying farm machinery, KAMCO organizes training programs for farmers on modern farming techniques

The company enjoys the position of premier manufacturer in the field. The products manufactured are fully indigenized and there is no imported content in any of the items. The machines have acquired a reputation for quality and reliability. KAMCO is an ISO 9001 organization with the aim of providing quality products at reasonable price to the satisfaction of customer. Company enjoys all India sales through a network of about 45 dedicated dealers Products are sold on premium at several places. They have acquired a brand preference because of the high quality and reliability associated with each machinery Power Tiller is equipment suitable for small farm holdings for basic tilling operations. Instead of conventional ploughing, the Tiller breaks the soil into fine parts, which is highly suited for paddy and wheat cultivation. Originally of Japanese design, the machine has been modified later to perfectly suit to Indian conditions.

KAMCO is originally conceived by Kerala Agro Industries Corporation Ltd. (KAIC), as a central government and state government joint venture, who promotes agro-based industries in Kerala by manufacturing farm equipment. machinery & implements required for mechanized farming. During that time the demand for agricultural machinery rose tremendously and Govt. of Kerala decided to separate the manufacturing wing of KAIC to form KAMCO in the year 1973. This was the beginning of KAMCO.

The head office and first manufacturing unit of KAMCO at Athani in Ernakulam District of Kerala started off with a single product: the Power Tiller. The know-how was through a technical tie-up with Japan's Kubota Corporation. The Power Tiller is a multi-utility machine that can be used for many agricultural applications such as tilling, ploughing, weeding, pumping, puddling, leveling, spraying, hulling and transportation. Soon farmers took KAMCO Power Tiller to their farms and hearts, thanks to the superior quality performance and robust nature of the product. The unprecedented success of the first product meant that KAMCO had to expand its manufacturing capacity, and the company started its second unit at Kalamassery where Engines were made. KAMCO could not rest on its laurels as a successful multi-unit corporation as the demand for its product kept on rising higher, leading to the formation of the third manufacturing unit at Kanjikode, Palakkad, for Power Tiller production. That was in 1995.

As natural offshoot of its growth process, KAMCO focused on expanding its product range and technology upgrade. This led to the development of the Power Reaper, a versatile harvesting machine. The production started in the Kalamassery Unit in 1997. A fourth manufacturing unit was opened in Mala. Thrissur in the year 2000 to increase Reaper production.

Again, product development was an ongoing process with KAMCO, and the company brought out the low smoke 12 HP DI Engine in the year 2005. When this innovative product was fitted to the power tiller the new Super DI Power Tiller was born, soon to conquer farmlands.

In 2010, a compact, lightweight Power Weeder/Garden Tiller with 4 HP Petrol Engine suited for horticultural applications entered the bouquet of KAMCO products. In the

same year, a compact 16 HP mini tractor for dry land applications was developed in collaboration with Mis. Barbieri SRL, Italy.

The regular expansion of manufacturing units continued with another, the fifth, manufacturing unit of KAMCO at Valiyavelicham, Kannur District, in 2014. New additions to the product range included Brush Cutter and Engine Water Pumps in the following year. A small handy machine fitted with a 1 HP petrol engine to remove weeds from paddy fields, called a Paddy Weeder or Cono Weeder is the latest addition to the product development range.

Besides new products, KAMCO continues to develop accessories and implements suitable for increasing the utility and durability of its machines. production empire expands to 6 state-of-the-art manufacturing units across the Southern Indian state of Kerala. All these units employ stringent quality control and testing measures at every stage from procuring raw materials to the finished products. The registered head office at Athani, besides being the administrative command, also manufactures Power Tillers and Tractors Kalamaserry, established in 1992, makes Diesel Engines. The third and fourth units are at Kanjikode, Palakkad and Mala. Thrissur respectively, in 1995 and 2000 Power Reapers are manufactured in these units. The fifth manufacturing unit was established in 2014 at Valiyavelicham. Kannur. The 6th unit for manufacturing tractors is also set up at Athani. Organizational structure is essential for businesses to achieve their goals and objectives effectively. It refers to the arrangement and coordination of activities, roles, and responsibilities within an organization. It outlines the hierarchy, reporting relationships, and division of tasks among different departments. A well-designed organizational structure ensures clarity in roles, facilitates communication and coordination, and enables efficient decision-making and resource allocation. It establishes a framework for employees to understand their responsibilities, reporting lines, and authority levels within the organization. By providing a clear structure, businesses can streamline operations, promote accountability, and work towards achieving their desired outcomes. We know that in every organization there are many departments, each department perform various functions.

They coordinate men, material, labour, for attainment of organization objectives. there are departments they are:

- Marketing
- Finance
- Human Resource
- Production Department
- Research & development

1.8.1 MARKETING DEPARTMENT

This department ensures that there is a proper flow of goods and services from the company (producers) to the consumers. The products of KAMCO is sold through the dealers, so the marketing department has a direct relationship with the dealers, the products are sold throughout the country through the Agro Industries Corporation of that particular state, the states to which the products are sold are Kerala, Tamil Nadu, Andhra Pradesh, Maharashtra, gujarath, Rajasthan, Pondicherry, Chhattisgarh, Orissa, Bihar, West Bengal, Assam, Meghalaya Manipur, Tripura Uttar Pradesh. The marketing strategy followed by the department is Fixation of targets for each dealer The marketing department has regular contacts with the dealers of each state The dealers are selected tased on the certain criteria, first the climatic condition of the state is taken to consideration, availability of land, etc.

VISION

KAMCO, with other three decades of engineering excellence stand as the No. 1 power tiller manufactures on India. Not surprising with four state of the art production plants innovation R&D and stringer quality control system rated as one of the best of the country.

MISSION

To be innovative, resourceful and profitable company

To meet customer requirement of quality services and price consistently

To make "Doing business with us easy and delightful to our customers

To provide a congenial and entrepreneurial work environment in which employees can respond to the needs of business and service earn fair reward can be satisfied

PRODUCTS

- KAMCO Power Tiller model KMB 200
- KAMCO Power reaper Models (KR 120M/KR 120H/KR 120DS)
- KAMCO Super DI POWER TILLER
- KAMCO Tractor Tera TRAC 4W
- KAMCO Diesel Engine Model ER 90
- KAMCO Beriberi B/30 Garden Tiller
- KAMCO Brush Cutter KBC 300

➤ **KAMCO POWER TILLER KMB 200**

Popularly known as the complete farming units just it can deal with host farming operations like tilling transporting etc. single headedly also it has been designed to function equally well in both well and dry soil conditions it has retained its market position as the No: 1 power tiller in India for the last there dealer, after marketing debut in the year 1973.

Advantages:

- Simple movement and controls easy banking
- Perfectly balanced and vibration for engine used to operations fatigue
- Fail safe safety devices help to prevent accidents
- automotive fuel control help to save previous fuel

➤ **KAMCO POWER REAPER KR 120M**

KAMO Power reaper is ideally suited for harvesting of paddy, Wheat, barley and similar crops. It harvests and makes windrows at rate of 3-4 hours hectore. Since the fuel used is kerosene, cost of operations the lowest and it helps farmers to harvest his field at lower cost

➤ **KAMCO SUPER DI POWER TILLER**

It creates an ideal mixture of fuel and air with the swirl type internal parts The combustion chamber is placed in a cavity in the upper of the piston itself prevent heat loss and increase efficiency.

➤ **KAMCO DIESEL ENGINE MODEL ER90**

It is a 12 hp single cylinder Horizontal diesel engine with automatic fuel control mechanism and radiator cooling extremely compact and weighting only 140 kg. It has been well received in market owing to its virtually trouble-free performance.

➤ **KAMCO BARBIERI B/30 GARDEN TILLER**

Introduce the all new KAMCO Barbieri B/30, and to handle the garden tiller with Italian technology and design the powerful Honda petrol engine ensure efficiency, reduced vibration and noise, low emission levels and low maintenance. Overall, it is an economy model that offers safe and comfortable operation. This tiller can be easily dismantled. Also, it is facilities easily transport across kind of grounds with the two rear wheels which can be easily lowered. The technology partner beriberi has over 15years of expertise in producing a range of machines for small scale agricultural and gardening purposes

➤ **GARDEN TILLER KAMCO**

Garden tiller is a petrol engine, eco-friendly. Power tiller scalping gardening potato harvesting and for preparations at horticulture farms. A highly fuel-efficient power equipment with easy to control operations. Ideal for small medium and farmers.

1.8.2 HUMAN RESOURCE DEVELOPMENT

This department focuses on human resources in an organisation and works to boost individual development to the employees. They encourage a positive work environment and a strong inter personal relationships. HR department focuses and works towards the welfare of the employees by providing the required training etc. HR at KAMCO Corporation initiates and oversees robust talent acquisition processes to ensure the organization attracts and retains skilled individuals who embody the company's values and contribute to its growth. Through comprehensive job analysis, HR identifies the key competencies and qualifications required for each role, thereby shaping recruitment strategies that encompass job postings, networking events, and collaborations with educational institutions. By employing rigorous selection procedures such as interviews, assessments, and background checks, HR ensures that candidates not only

possess the necessary skills but also align with KAMCO's culture of innovation and excellence. Recognizing the importance of continuous learning and professional growth, HR at KAMCO designs and implements robust employee development programs. These initiatives cater to both skill enhancement and career progression, offering training sessions, workshops, and leadership development programs. By identifying training needs through performance evaluations and employee feedback mechanisms, HR ensures that employees are equipped with the skills required to excel in their roles and contribute effectively to the company's objectives. This proactive approach not only enhances individual capabilities but also strengthens KAMCO's overall organizational resilience and adaptability in a competitive market landscape.

FUNCTIONS: -

- Training and development
- Recruitment and Selection
- Workplace Safety
- Conducting management development programme for officers
- Periodical assessment of employee performance carried out after training.

The key functions typically performed by the HR department at Kamco Corporation:

1. Recruitment and Staffing

- **Job Analysis and Design:** Determine the requirements for each job role and design job descriptions.
- **Sourcing Candidates:** Utilize various channels to attract qualified candidates (job postings, recruitment agencies, campus recruitment, etc.).
- **Selection Process:** Conduct interviews, assessments, and background checks to select the best candidates.
- **Onboarding:** Facilitate the orientation and integration of new employees into the company.

2. Training and Development

- **Employee Training Programs:** Develop and implement training sessions to enhance employees' skills and knowledge.
- **Leadership Development:** Identify and nurture potential leaders within the organization through specialized programs.
- **Continuous Learning:** Encourage ongoing education and professional development through workshops, seminars, and courses.

3. Performance Management

- **Setting Objectives:** Work with managers to set performance goals and expectations.
- **Performance Appraisals:** Conduct regular performance reviews and provide feedback.
- **Employee Recognition:** Implement programs to acknowledge and reward outstanding performance.

4. Compensation and Benefits

- **Salary Administration:** Ensure competitive and fair compensation structures.
- **Benefits Management:** Oversee employee benefits programs, including health insurance, retirement plans, and other perks.
- **Payroll Management:** Ensure timely and accurate payroll processing.

5. Employee Relations

- **Conflict Resolution:** Address and mediate conflicts between employees or between employees and management.
- **Employee Engagement:** Foster a positive work environment and high levels of employee morale.
- **Communication:** Serve as a liaison between employees and management, ensuring clear and transparent communication.

6. Compliance and Legal

- **Policy Development:** Develop and implement HR policies in accordance with labor laws and regulations.
- **Legal Compliance:** Ensure the company adheres to all employment laws and regulations.
- **Health and Safety:** Promote workplace safety and ensure compliance with health and safety regulations.

7. Workforce Planning and Analytics

- **Strategic Planning:** Align HR strategies with the company's business objectives.
- **Data Analytics:** Utilize HR metrics and analytics to make informed decisions and improve HR processes.
- **Succession Planning:** Prepare for future staffing needs by identifying and developing internal talent for key positions.

8. Diversity and Inclusion

- **Diversity Initiatives:** Promote a diverse and inclusive workplace through specific programs and policies.
- **Cultural Competency:** Train employees on cultural awareness and sensitivity.

9. Employee Retention

- **Retention Strategies:** Develop programs to retain top talent and reduce turnover.
- **Exit Interviews:** Conduct interviews with departing employees to gather feedback and identify areas for improvement.

10. HR Technology

- **HR Information Systems (HRIS):** Implement and manage HR software solutions for efficient data management.

- **Automation:** Streamline HR processes through automation to improve efficiency.

Key HR Goals at Kamco Corporation:

1. **Enhancing Employee Satisfaction:** By creating a supportive and engaging work environment.
2. **Improving Productivity:** Through strategic talent management and development programs.
3. **Ensuring Compliance:** With all relevant employment laws and regulations to mitigate legal risks.
4. **Fostering Innovation:** By encouraging continuous learning and development.

1.8.3 FINANCE DEPARTMENT

The financial performance of an organization is an important factor in the long-term profitability and survival of any organization. Finance is defined as the provision of money when it is needed. Every business, whether large, medium or small, needs finance to run its operations to achieve its goals. It is the livelihood of the business. Without adequate financial resources, no business can achieve its goal. The finance department deals with the procurement and management of funds. This department controls the overall financial transactions of the company. Controls the receipts and payments of each activity for all divisions. In KAMCO, the finance department plays a major role because very few companies make a profit in the public sector. KAMCO is a multi-million multi-unit organization. This means that KAMCO has more than one unit established with its own fund. What is surprising is that KAMCO has been paying dividends and showing profit for 30 years. The finance department keeps records of all expenses or income. This department plays a crucial role in a company as it manages the funds. They deals with all the financial transactions of a company, it includes all the receipts and payments for each and every division. As in the case of KAMCO its profit is way higher so this keeps track on the expenses and the funding sources.

FUNCTIONS: -

- Management of Receipts
- Management of Payments
- Auditing

- Budget and Budgetary control
- Costing

1.8.4 PRODUCTION DEPARTMENT

Production is the main unit in a company. The basic purpose of this unit is manufacturing company's products and ensuring safety standards. This department focuses on assembly, maintenance and machining. The Production Department at KAMCO Corporation holds a critical role in ensuring operational efficiency, product quality, and timely delivery of goods, which are foundational to the company's success in the competitive marketplace. Responsible for the manufacturing processes, the Production Department oversees the transformation of raw materials into finished products while adhering to stringent quality standards and optimizing resource utilization. The production is the largest department of the company.

Under the production department there are mainly three sections:

- 1) Assembly shop
- 2) Machine shop
- 3) Maintenance department

The main functions of the production department are machining, assembly and maintenance. In the machine shop, mainly 13 components are machined. KAMCO's main raw material suppliers are from Coimbatore, Karnataka, Mumbai, Bangalore, Delhi and Chennai. Most of the raw materials are castings. The target for the current year is around 10,000 cultivators. And that goal is set by the board of directors. Around 250 employees are employed in the production department. The material handling equipment used at KAMCO are conveyors, stackers, pallet trucks, pallet trucks, forklifts, cranes, etc. The company has a modern machine shop with Special Machines (SPM) to ensure compliance with the prescribed quality standards. The materials purchased by the purchasing department are then sent to the stores. From there, the materials are handed over to the Q.A. department. From the Q.A department, the materials are transferred to the machine shop. Processes such as milling, drilling, boring, etc. are carried out in the machine shop. Finished products are not sent directly to assembly from the machine shop. It is sent for assembly only after inspection in Q.A. department and are then kept in stores. Assembly is one of the main sections of the

production department. The main mechanic is present in this section. Engine assembly is one of the main jobs in Assembly. After testing the assembled engines, it is sent to the painting section. Through various transfers in the assembly, we get the finished product.

Operational Excellence and Efficiency: At KAMCO, the Production Department is committed to achieving operational excellence through continuous improvement and streamlined manufacturing processes. This involves implementing lean principles, just-in-time inventory management, and advanced production planning techniques to minimize waste, reduce costs, and enhance productivity. By optimizing workflow efficiencies and leveraging automation where applicable, the Production Department ensures that production schedules are met efficiently and effectively.

Quality Control and Assurance: Maintaining high standards of product quality is paramount for the Production Department at KAMCO. Rigorous quality control measures are implemented throughout the manufacturing process to uphold consistency, reliability, and compliance with industry regulations and customer specifications. Quality assurance initiatives encompass rigorous testing, inspections, and adherence to standardized procedures to mitigate risks and ensure that only products meeting stringent quality criteria reach the market.

Technology and Innovation: Embracing technological advancements and innovative practices is integral to the Production Department's strategy at KAMCO. The department invests in state-of-the-art manufacturing technologies, equipment upgrades, and automation solutions to enhance production capabilities, improve product precision, and reduce cycle times. Continuous innovation in production techniques allows KAMCO to stay ahead of industry trends and customer expectations, thereby fostering competitiveness and market leadership.

FUNCTIONS: -

- Accountable for fixing problems relating to manufacturing
- Quality control
- Design of the product
- They should ensure the maintenance of the machines and its replacement

- They should minimize the risk of product failure
- They should use the resources and capital skilfully

Importance of production department on employee motivation on innovation and creativity

The production department forms the backbone of operational excellence at KAMCO Corporations. By focusing on efficient manufacturing processes, quality control, and timely delivery of products, the production department creates a stable foundation that allows other departments and employees to innovate and experiment without constraints.

- **Efficient Resource Utilization:** Production departments optimize resource allocation and utilization, ensuring that materials, equipment, and manpower are efficiently managed. This efficiency provides employees with the necessary resources and support to focus on innovation and creativity rather than operational bottlenecks.
- **Quality Assurance:** Ensuring high standards of product quality and consistency is paramount for the production department. By maintaining rigorous quality assurance processes, production departments instill confidence in employees that their innovative ideas will result in products that meet or exceed customer expectations.
- **Timely Delivery:** Meeting production deadlines and delivery schedules is essential for customer satisfaction and market competitiveness. The production department's ability to deliver products on time allows other departments, such as marketing and sales, to capitalize on market opportunities and support innovative product launches.

2. Support for Innovation and Continuous Improvement

The production department contributes significantly to fostering a culture of innovation and continuous improvement at KAMCO. Here's how:

- **Process Optimization:** Production departments continuously optimize manufacturing processes to improve efficiency, reduce waste, and enhance

product quality. This commitment to process improvement encourages employees in other departments to innovate by providing a framework for implementing new ideas and technologies.

- **Feedback Loops:** Production departments provide valuable feedback to R&D, engineering, and design teams based on their practical experience with manufacturing processes. This feedback helps refine product designs, identify opportunities for cost reduction, and enhance manufacturability, thereby supporting innovation initiatives.
- **Prototype Development:** Collaborating with R&D and engineering departments to develop prototypes and pilot production runs enables the production department to test new innovations in real-world manufacturing environments. This collaboration accelerates the innovation cycle by facilitating rapid prototyping and iterative improvements based on practical manufacturing considerations.

3. Employee Engagement and Empowerment

Engaged employees within the production department are more likely to contribute creatively and innovate in their roles. Here's how the production department promotes employee engagement and empowerment:

- **Training and Skill Development:** Providing training programs that enhance technical skills, problem-solving abilities, and familiarity with new technologies empowers production employees to innovate. Training initiatives foster a culture of continuous learning and skill development, enabling employees to adapt to evolving production techniques and contribute innovative solutions.
- **Recognition and Rewards:** Recognizing and rewarding production employees for their contributions to process improvement, cost savings, and quality enhancement motivates them to pursue innovative ideas. Incentive programs, bonuses, and public acknowledgment reinforce a culture of innovation within the production department and across the organization.

- **Empowerment in Decision-Making:** Empowering production employees to participate in decision-making processes related to process optimization, equipment upgrades, and workflow enhancements fosters a sense of ownership and responsibility. This empowerment encourages employees to proactively identify and implement innovative solutions that drive operational efficiency and productivity.

4. Collaboration with Cross-Functional Teams

Effective collaboration between the production department and cross-functional teams enhances innovation and creativity at KAMCO:

- **Interdisciplinary Projects:** Engaging production employees in cross-functional teams that include R&D, engineering, marketing, and sales facilitates knowledge sharing, idea generation, and collaborative problem-solving. This interdisciplinary approach brings diverse perspectives together to address complex challenges and drive innovation across organizational boundaries.
- **Feedback and Iterative Improvement:** Production departments provide practical insights and feedback to cross-functional teams during product development cycles. This iterative process allows teams to refine designs, improve manufacturability, and address production constraints early in the innovation lifecycle, minimizing risks and accelerating time-to-market for innovative products

5. Adaptation to Market Demands and Trends

The production department's responsiveness to market demands and trends is essential for supporting innovation and creativity:

- **Market Intelligence:** Monitoring market trends, customer preferences, and industry developments enables the production department to align manufacturing strategies with emerging opportunities for innovation. By staying informed about market demands, production teams can proactively adapt processes and production capabilities to meet evolving customer needs and expectations.

- **Agility in Manufacturing:** Maintaining flexibility and agility in manufacturing operations allows the production department to respond swiftly to changes in product specifications, order volumes, and supply chain dynamics. This agility supports innovation by enabling rapid prototyping, customization, and efficient scaling of production to capitalize on market opportunities.

Conclusion

In conclusion, the production department at KAMCO Corporations plays a pivotal role in fostering employee motivation for innovation and creativity. By providing a foundation of operational excellence, supporting innovation and continuous improvement, promoting employee engagement and empowerment, collaborating with cross-functional teams, and adapting to market demands and trends, the production department creates an environment where employees are inspired and enabled to innovate. Investing in the production department's capabilities and fostering a culture that values creativity and innovation ensures that KAMCO remains competitive, agile, and responsive to evolving customer needs in an increasingly dynamic marketplace. This comprehensive approach underscores the importance of the production department in driving organizational success through innovation and creativity at KAMCO Corporations.

1.8.5 RESEARCH AND DEVELOPMENT DEPARTMENT

This department is concerned with the strategy developments regarding the product, quality etc. KAMCO has a very strong research and development department

FUNCTIONS: -

- According to the feedbacks from the clients and from other departments corrections can be made
- They deal with product design and development
- They should maintain copies of all design of the product

Importance of research and development employee motivation on innovation and creativity

Research and development (R&D) play a pivotal role in driving innovation and creativity at companies like KAMCO Corporations. This essay explores the importance of R&D in motivating employees towards innovation and creativity, particularly within the context of KAMCO, focusing on how R&D initiatives can inspire, support, and enhance employees' innovative capabilities.

1. Foundation of Innovation

Research and development serve as the cornerstone of innovation within organizations. At KAMCO Corporations, investing in R&D provides the necessary resources and infrastructure for exploring new ideas, technologies, and solutions. This foundation enables employees to engage in creative thinking and problem-solving, pushing the boundaries of what is possible in their respective fields.

- **Exploration of New Technologies:** R&D efforts at KAMCO allow employees to explore emerging technologies that could disrupt industries or lead to new product innovations. By staying ahead of technological trends, R&D motivates employees to think innovatively and apply these technologies in practical and impactful ways.
- **Market Research and Customer Insights:** R&D activities often include market research and gathering customer insights. This knowledge empowers employees with a deep understanding of market needs and preferences, motivating them to develop innovative solutions that resonate with customers and drive business growth.

2. Employee Engagement and Empowerment

Engaged employees are more likely to contribute creatively and innovatively to their work. R&D initiatives at KAMCO contribute significantly to employee engagement and empowerment by:

- **Encouraging Ownership and Initiative:** Involving employees in R&D projects gives them a sense of ownership and responsibility for driving innovation within the organization. This empowerment motivates employees to take initiative, experiment with new ideas, and contribute proactively to R&D efforts.
- **Providing Learning and Development Opportunities:** R&D activities often require employees to learn new skills, technologies, and methodologies. This continuous learning fosters personal and professional growth, motivating employees to stay updated with industry trends and expand their innovative capabilities.
- **Recognition and Rewards:** Recognizing employees for their contributions to R&D initiatives reinforces a culture of innovation. Rewarding innovative ideas, successful projects, and milestones achieved through R&D encourages employees to persist in their creative endeavors and reinforces their motivation to innovate.

3. Competitive Advantage and Market Leadership

Innovation driven by R&D can provide KAMCO Corporations with a sustainable competitive advantage in the marketplace. Here's how:

- **Differentiation and Unique Value Proposition:** R&D efforts enable KAMCO to differentiate its products and services from competitors. Innovations developed through R&D can create a unique value proposition that attracts customers and enhances brand loyalty.
- **First-Mover Advantage:** Being at the forefront of innovation allows KAMCO to establish a first-mover advantage in new markets or industries. R&D initiatives motivate employees to pioneer new ideas and technologies, positioning the company as an industry leader and innovator.
- **Adaptation to Market Changes:** R&D investments help KAMCO anticipate and adapt to changes in market dynamics, customer preferences, and regulatory requirements. This agility ensures that the company remains responsive and resilient in a competitive environment, driving continuous innovation and growth.

4. Collaboration and Cross-Functional Integration

R&D encourages collaboration and cross-functional integration across departments within KAMCO Corporations:

- **Cross-Pollination of Ideas:** R&D projects often involve interdisciplinary teams working together to solve complex problems and achieve common goals. This collaboration fosters the exchange of ideas, perspectives, and expertise, stimulating creativity and innovation among employees from different backgrounds and specialties.
- **Shared Goals and Alignment:** Aligning R&D objectives with corporate strategy ensures that all departments are working towards common goals. This alignment promotes synergy and cohesion within the organization, motivating employees to collaborate effectively and contribute to overarching innovation initiatives.

5. Risk Management and Experimentation

Innovation inherently involves taking risks and experimenting with new ideas. R&D at KAMCO Corporations plays a crucial role in managing these risks and facilitating experimentation:

- **Risk Mitigation Strategies:** R&D activities include risk assessment and mitigation strategies to minimize potential drawbacks associated with innovative projects. This proactive approach instills confidence among employees, encouraging them to pursue bold and innovative ideas without fear of failure.
- **Culture of Experimentation:** Promoting a culture where experimentation is encouraged and supported fosters creativity and innovation. R&D initiatives provide a safe environment for employees to test hypotheses, explore unconventional solutions, and learn from both successes and failures.

Conclusion

In conclusion, research and development are instrumental in motivating employees towards innovation and creativity at KAMCO Corporations. By providing the

foundation for innovation, engaging and empowering employees, creating competitive advantage, fostering collaboration, and enabling risk-taking and experimentation, R&D initiatives inspire employees to push boundaries, explore new possibilities, and drive continuous innovation within the organization. Investing in R&D not only enhances KAMCO's ability to innovate but also strengthens its position as a market leader committed to delivering value-driven solutions that meet evolving customer needs and expectations. This comprehensive approach underscores the importance of R&D in fostering a culture of innovation that drives long-term success and sustainability at KAMCO Corporations.

Quality Assurance Department

This department is concerned in the development of a product. They are involved in the development of a product, testing of a product, packaging, delivery and quality control. The Quality Assurance (QA) Department at KAMCO Corporation plays a critical role in ensuring that the company maintains rigorous standards of product quality and reliability across its operations. Tasked with overseeing quality control processes, implementing regulatory compliance measures, and fostering a culture of continuous improvement, the QA Department is integral to KAMCO's commitment to delivering excellence to its customers and stakeholders.

Quality Control Processes: At KAMCO, the QA Department is responsible for establishing and enforcing stringent quality control processes throughout the manufacturing lifecycle. From raw material inspection to final product testing, QA specialists meticulously assess product components, assemblies, and finished goods to ensure they meet predefined quality standards and specifications. This proactive approach helps mitigate risks, identify potential defects early in the production process, and maintain consistency in product performance and reliability.

Regulatory Compliance: Compliance with industry regulations, international standards, and customer requirements is paramount for the QA Department at KAMCO. QA professionals stay abreast of evolving regulatory frameworks and ensure that all manufacturing practices adhere to applicable guidelines. This includes certifications such as ISO standards, safety regulations, environmental requirements,

and specific industry certifications that validate KAMCO's commitment to quality and regulatory compliance.

Quality Management Systems (QMS): The QA Department implements robust Quality Management Systems (QMS) at KAMCO to streamline operations, enhance efficiency, and foster a culture of quality excellence. QMS frameworks encompass documented procedures, process audits, corrective and preventive actions (CAPA), and continuous monitoring to identify areas for improvement and drive organizational performance. By leveraging QMS principles, the QA Department facilitates data-driven decision-making and drives initiatives that optimize quality assurance practices across the organization.

Supplier Quality Management: Collaboration with suppliers and external partners is essential for the QA Department to ensure that incoming materials and components meet KAMCO's quality standards. Supplier audits, performance evaluations, and collaborative improvement initiatives are conducted to establish strong partnerships and uphold quality consistency throughout the supply chain. This proactive approach not only enhances product reliability but also strengthens supplier relationships and promotes mutual accountability in maintaining high-quality standard

FUNCTIONS: -

- Quality assurance of a product
- Development of a product
- Testing
- They conducts auditing of product quality and inspections
- Executing corrective actions and procedures

1.8.6 SYSTEM DEPARTMENT

This department deals with IT infrastructure. All the important datas or information regarding the company is maintained by this unit. This company department units are connected by LANs.

FUNCTIONS: -

- Hardware maintenance
- Software installation and update
- Security control
- Backup and recovery

1.8.7 MATERIAL DEPARTMENT

This department collects and distributes all the raw materials or supplies needed for manufacturing of the product. The company have more than 250 qualified vendors.

FUNCTIONS: -

- Should ensure that the materials are available for the production
- Inventory control measures or related things should be reported to the board
- Should keep track on the raw materials
- Should maintain the least quantity of supplies possible

1.8.8 PURCHASE DEPARTMENT

This department creates a purchase order regarding the type of materials utilised, terms of payment, the rate, delivery schedule etc. after the approval from the materials department. Purchase of goods or any office supplies by departments should submit a purchase intent.

FUNCTIONS: -

- Vendor's performance is monitored, evaluated and accurately documented
- Verifies that the products constantly fulfil the purchase order's parameters and are of high calibre
- Should find reliable suppliers to meet the company requirements
- They develop and execute purchasing strategies

1.8.9 STORE DEPARTMENT

This department collect the supplies from the suppliers and is kept them in the storage.

FUNCTIONS: -

- Product distribution
- Keeps supplies for the business
- They keep a note on stock return

1.8.10 SWOT ANALYSIS

SWOT analysis based on organizational study SWOT analysis has been defined as 'a conceptual framework for a systematic analysis that facilitates matching the external threats and opportunities with the internal weaknesses and strengths of the organization.' SWOT stands for strengths, weaknesses, opportunities and threats.

Strengths

- Strong Corporate Culture
- Employee Training and Development
- Recognition Programs
- Collaborative Work Environment
- Dedicated work force
- Good incentive scheme
- Good industrial relation
- Strong and accepted products
- Fully computerized
- Good budgetary control
- Qualified and skilled labour

Weaknesses

- Inconsistent Implementation
- Limited Resources for R&D
- Rigid Organizational Structure
- Employee Burnout

Opportunities

- Leveraging Technology
- Market Expansion
- Cross-Departmental Collaboration
- Adapting Best Practice

Threats

- Economic Uncertainty
- High Competition
- Talent Retention
- Regulatory Challenges

CHAPTER-II
REVIEW OF LITERATURE & THEORETICAL
FRAMEWORK

2.1 REVIEW OF LITERATURE

The study of employee motivation, particularly its impact on innovation and creativity, has been a focal point in organizational research. As Kamco Corporation aims to enhance its innovative capabilities, understanding the interplay between motivation and creative performance becomes critical. This literature review synthesizes key theories and findings related to employee motivation, innovation, and creativity, providing a foundation for examining these dynamics at Kamco Corporation. The study of employee motivation, particularly its impact on innovation and creativity, has been a focal point in organizational research. As Kamco Corporation aims to enhance its innovative capabilities, understanding the interplay between motivation and creative performance becomes critical. This literature review synthesizes key theories and findings related to employee motivation, innovation, and creativity, providing a foundation for examining these dynamics at Kamco Corporation.

- Alfatihah, Inayah & Nugroho, Antonius & Haessel, Elmarian & Maharani, Anita. (2021). examined the relationship between work-life balance, work motivation, and job satisfaction. Using a quantitative approach with 212 participants in an online survey during the new normal situation, the study found that work-life balance and work motivation both significantly impact job satisfaction. Additionally, work-life balance can mediate the relationship between work motivation and job satisfaction.
- Joseph Ato Forson et al. (2021) conducted on basic school teachers in Ghana, Showed that the teachers' motivation in the municipality is believed to be positively influenced by compensation package, employment design and atmosphere, and performance management system. These aspects of job motivation were valid indicators of job performance.
- Najameddin Sadeg Tumi, Ali Nawari Hasan, Jamshed Khalid (2021) examines the impact of compensation, job enrichment and enlargement, and training on employee motivation in the telecommunications sector in Libya. The results indicate that all of these factors significantly influence employee motivation. The study recommends that telecommunication companies in Libya should establish a compensation system that includes both monetary and non-monetary rewards. Additionally, providing job training to enhance employees'

knowledge and skills, as well as offering job enrichment and enlargement opportunities, can contribute to increased motivation and ultimately lead to organizational success.

- Philipp Koncar et al (2021) conducted a study on Herzberg two factor theory, showed that this study applied the Two-Factor Theory to online employer reviews and examined the characteristics of reviews from satisfied and dissatisfied employees. Hygiene factors were found to be more relevant to reviewers, while motivation factors were considered less important. Although we expected dissatisfied employees to focus more on hygiene factors and satisfied employees on motivation factors, the results showed a higher importance of hygiene factors for both groups. Despite these findings, the study's conclusions can be applied to predict employee satisfaction at a company level across cultural, industrial, and employment status differences.
- This study can be used to create strategies and accomplish objectives by creating and putting to work an effective leadership style. Leaders and managers should make an effort to show transformational leadership in their daily actions because it is crucial. There are academic and business implications to this study. Leaders should use suitable styles and an inclusive and equitable incentive scheme to motivate employees by setting expectations. Nadezhda Angelova Vasileva, Palto Datta (2021)
- According to the study, employee performance in business process outsourcing has a positive association with salary, bonuses, commissions, and working conditions. Thus, rewards and employee motivation have a favourable association. Employee motivation is the goal of rewards, which will improve organisational performance. Sophy Alexander and Steema Tomy (2020)
- Nirma Sadamali Jayawardena and Darshana Jayawardena (2020) Has studied how the Sri Lankan clothing industry's extrinsic and intrinsic reward systems affected employee engagement. The study's findings showed that job promotion, a significant extrinsic reward, had a significant beneficial impact on employee motivation. By identifying the elements that drive the current workforce, the study helped to minimize the current labor turnover ratio and uncover the employee motivational drivers in the chosen organization.

- The study by Mahmoud et al. and Shafee et al. (2020) provides findings on the degree of work-life balance and engagement attained by non-academic staff as members of Malaysian higher education institutions. The results also highlight the important link between work- life balance and job satisfaction for non-academic staff at Malaysian higher education institutions. Maintaining a balance between life and work will make good emotional well- being that will keep us motivated. Work-life balance indirectly encourages and improves work motivation and affects individual motivation and personal life.
- This paper we show that motivation-oriented factors act as motivational stimulation to externally boost employee utilization of their abilities, skills and personal attributes to engage in creative endeavours. This idea complements the basic motivational mechanisms through which contextual factors stimulate employees' internal motivations to exhibit creativity by showing that the motivational factors in organizations enable the expression of ability-oriented facilitators. In the same vein, opportunity-oriented factors emphasizing the provision of avenues for employees to express creativity can highlight opportunities that can be performed creatively. *J. Environ.* December (2019)
- Mosbah, A. (2019) attempt to illustrate the extent to which transformational leadership can affect organizational innovation in Saudi Arabia, specifically in the public sector, and to explore how employees' creativity can be improved. This research is beneficial for academics, organizations and policy makers, especially in the Gulf countries.
- This study presents a program for increasing students motivation to be creative, innovative and entrepreneurs, based on interventions in business firms for improving employee performance through the use of critical and creative thinking. Results showed that the program was effective both for workers and students, and that the most important factor to be considered for enhancing creativity, innovation and entrepreneurship is intrinsic motivation. People are more creative when they do what they like, instead of just doing what they know or what they are told to. The more creative people are, the better performance and higher productivity could be expected. This is an opportunity for educational institutions to set links with business firms and

take a more active role in human and business development. Francisco Gerardo Barroso-Tanoira (Nov 29, 2017)

- Thokozani S B Maseko (4 February 2017) Organizational culture and motivation are crucial variables in every Organization. This is due to the general recognition that these variables do not only influence the individual employee's performance but the whole Organization's effectiveness, performance and sustenance. The interest in Organizational culture stems from the belief that culture influences behavior, decision-making, Organizational strategies, individual motivation and Organizational performance. Employees are conscious of Organizational culture, and they learn it in their life at workplace, then align their professional goals with the Organization's goals. The extent to which they learn and embrace the Organizational culture varies and is determined, partly, by the Organization's culture being either weak or strong. Non-motivated employees, generally portray a dissatisfied attitude at work, hence are less committed, and are more likely to quit the Organizational. The purpose of this review was to compare the impact of strong and weak Organizational culture on employee motivation.
- R. Magesh (August 16, 2016) the influence of tangible and intangible resources management and organisational commitment on employee motivation to innovate is analysed. The sample consists of 483 software engineers from 180 small and medium sized software organisations in Chennai, India. Structural equation modelling technique was utilised to analyse the mediation effect of organisational commitment and the inter relationships of the variables. Results from the analysis show that tangible and intangible resources management and organisational commitment have a positive influence on employee motivation to innovate. Organisational commitment has a partial mediation effect on the relationship of tangible resource management and intangible resource management with employee motivation to innovate.
- The paper's objective is to analyse a certain influence of using creative potential of employees on the innovation processes management in the transportation-logistics companies. An important part is the presentation of partial results of a survey (conducted between 2013 and 2016) regarding

particular development of orientation towards the level of motivation and support of employee creativity in Slovak companies with over 50 employees. These results revealed significant deficiencies in the employees' motivation to be creative and in the extent of their involvement in innovations. In the process of creating an appropriate environment, a particular point evaluation is then provided recognizing the actual level of the organizations' orientation towards the discussed issue. In order to identify certain barriers to improve the innovation processes, a case study was also used to classify the current state of the three selected transportation-logistics companies operating in the Slovak Republic. Katarína Stachová 2016

- James C. (Aug 2016) examined a randomly selected sample of 200 empirical peer-reviewed articles published over the course of 3 years (2009–2012). The sample was stratified to include 50 articles in 4 disciplines (psychology journals, creativity journals, business or industrial/organizational psychology journals, and education journals). Across this sample of articles, ICI were treated as dependent variables most of the time, suggesting that scientists may be more interested in investigating what predicts ICI, rather than what ICI can predict. Approximately a third of articles examined did not explicitly address why researchers should care about ICI. Less than 10% included any type of substantive discussion of the issue. Qualitative analysis highlighted 9 main themes among the explicit reasons provided by researchers for studying ICI. Results varied according to journal types considered. Overall, findings from this review suggest that scientists may often assume that their readers already share the implicit assumption that ICI constitute inherently valuable traits/behaviours, and thus pass up opportunities to explain why they think that ICI are important to study.
- Irum Shahzadi, Ayesha Javed, Syed Shahzaib Pirzada, Shagufta Nasreen, Farida Khanam (2014) indicates a strong and favourable relationship between employee motivation and performance. Additionally, it is established that intrinsic rewards significantly improve employee motivation and performance. This study comes to the conclusion that motivation has a poor relationship with employee perceptions of training efficiency. While receiving the training courses, they chose not to use them in their regular lessons since they

considered they were ineffective. They were dissatisfied with the instruction they received, which had an impact on their desire to teach. This study aimed to explore three types of organizational cultures and their impact on job satisfaction and employee commitment in the Chemical Sector in Karachi. The findings revealed that supportive and bureaucratic cultures significantly influenced employee commitment and job satisfaction. On the other hand, innovative cultures had a significant effect on employee commitment and job satisfaction.

- Alvi et.al (2014) analysis focused on understanding how different organizational cultures affected employee commitment and job satisfaction. It was observed that innovative culture had little relevance or connection to an employee's dedication or satisfaction with their work. This can be attributed to the nature of the chemical industry, which operates within predefined processes and lacks a strong emphasis on innovation. Each sector within the chemical industry produces distinct products without actively
- Anders Dysvik, Bård Kuvaas (2013) This study looked at a different connection between employee outcomes and job autonomy. We developed a hypothesis claiming that intrinsic motivation moderates the association between perceived job autonomy and work performance, which is in contrast to the prevalent belief that perceived job autonomy leads to higher levels of intrinsic motivation and subsequently better work performance.
- Dr. Baskar, Prakash Rajkumar K. R (2013) has studied how rewards and recognition affect employees' motivation. Numerous variables have been found to have an impact on employee motivation and happiness. Relevant was also the finding that motivation and job satisfaction were directly and favorably related to rewards and recognition. As a result, if changes are made to employee rewards and recognition, they will also affect organizational commitment and job satisfaction. This can be simply translated to indicate that rewards and incentives rise in direct relation to levels of motivation and satisfaction. Large differences in emotional suffering between performers and non-performers should cause the organization to reevaluate and solve the problem.

- The study as an Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambra State. This study can be seen as an encouragement for employers to feel committed to putting in place appropriate incentive plans that will encourage workers to be more purposeful and improve their performance. They have stressed the importance of a good remuneration policy on the performance of workers and the different kinds of rewards that can influence workers to perform better on a job. Muogbo U.S. (2013)
- Lubna Javed and Nida Javed, (2013) the aims of the organization, this paper emphasizes the value of inspiring people to exhibit exceptional work behaviours. Employee motivation is influenced by a variety of intrinsic and external factors. The employees in Pakistan nowadays appear to be unmotivated for a number of reasons. The identification of motivational elements and the relationship between motivation and job performance are the main objectives of this study. The key conclusions of this study showed that a favourable work environment, the chance to obtain valuable experience, the alignment of abilities and work performed by employees, and benefit packages all significantly affect motivation and job performance.
- Chaubey, Dhani & Maithel, Nidhi & Gupta, Deepak. (2012) an organization's success and growth depend on how well and efficiently its employees perform, and culture is a way for employees to understand and convey what is and is not acceptable inside an organisation in light of its values and conventions. This study investigate the connection between workplace culture and productivity. It attempts to develop the organisational culture variable construct that affects the employees for enhancing work motivation and performance.
- Yazdani, B.O. et al, (2011) Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute

their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs.

- The study aimed to understand the factors that contribute to the satisfaction and motivation of healthcare workers in the public and private sectors in Andhra Pradesh and Uttar Pradesh, two states in India. It involved 1916 participants from both sectors and utilized cross-sectional surveys along with a standardized instrument to measure satisfaction and motivation levels. The study revealed a significant degree of variation in the ratings of satisfaction and motivation among the healthcare workers. However, it also identified several similarities across the sectors. Peters (2010)

2.2 THEORETICAL FRAMEWORK

Today's business environment is extremely competitive, and businesses of all sizes, focuses, and technologies struggle to keep their best employees. Employees and their organizations need to develop and maintain a strong and positive relationship in order to overcome these limitations,

2.2.1 EMPLOYEE MOTIVATION

The word motivation is derived from the Latin word 'movere' which means 'to move'. This meaning is evident in the following comprehensive definition: motivation is a process that starts with a physiological or psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive'. (Human resource management, fifth edition, by Biswajeet Pattanayak)

Edwin B. Flippo defines, "Motivation is the process of attempting to influence others to do your will through the possibility of reward."

The following are the primary objectives of employee motivation:

- **Increased Productivity:** One of the primary objectives of employee motivation is to enhance productivity levels. Motivated employees tend to be more engaged, focused, and committed to their work, resulting in higher levels of productivity and efficiency.
- **Improved Job Satisfaction:** Motivating employees can contribute to higher levels of job satisfaction. When employees feel valued, recognized, and rewarded for their contributions, they are more likely to experience job satisfaction, which in turn leads to increased loyalty and reduced turnover.
- **Employee Development and Growth:** Motivation can be used as a tool to foster employee development and growth. By offering opportunities for learning, skill development, and career advancement, organizations can motivate employees to continuously improve and reach their full potential.
- **Enhanced Employee Engagement:** Motivation plays a crucial role in fostering employee engagement. Engaged employees are emotionally invested in their work, willing to go the extra mile, and actively contribute to the organization's success. Motivated employees are more likely to exhibit

behaviours associated with engagement, such as taking initiative, seeking opportunities for growth, and actively participating in organizational activities.

- **Innovation and Creativity:** Motivated employees are more likely to think creatively and contribute innovative ideas to the organization. By providing motivation and autonomy, organizations can stimulate employees' creativity and encourage them to explore new approaches and solutions.

2.2.2 MOTIVATION CONCEPTS

Motivation is the process that directs and maintains behaviours that enable workers to efficiently complete tasks or work towards a certain goal. Among the most common methods of motivation are:

Intrinsic Motivation

Intrinsic motivation is defined as motivation that derives from a person's interest in or enjoyment of the activity at hand rather than from any outside pressure. The effectiveness of these rewards and incentives in terms of motivating people as opposed to merely getting them to show up for work and perform has been up for disagreement. Higher salary, perks including retirement plans, stock options, profit sharing programmed, health and medical insurance, maternity leave, paid time off, and other benefits are some of these drivers.

Extrinsic Motivation

Extrinsic motivation, which is in opposition to intrinsic motivation, refers to engaging in an activity to achieve a goal. Extrinsic motivation originates from sources other than the person. Rewards like money and grades, compulsion, and the prospect of punishment are typical extrinsic motivators. Competition is typically extrinsic since it motivates participants to succeed and exceed others rather than to take pleasure in the activity's intrinsic benefits. Trophies and crowd support are two other examples of extrinsic rewards.

2.2.3 FACTORS AFFECTING EMPLOYEE MOTIVATION

Several factors can influence employee motivation within organizations. These factors can be categorized into intrinsic and extrinsic factors. Here are some key factors that can impact employee motivation:

1) Recognition:

Recognition is a powerful intrinsic factor that significantly influences employee motivation. When employees receive recognition for their efforts, accomplishments, and contributions in the workplace, it boosts their motivation levels. Recognition can take various forms, such as verbal praise, appreciation emails, awards or public acknowledgments. By recognizing employees' hard work and achievements, organizations demonstrate their appreciation and value for their employees' dedication, leading to increased job satisfaction, engagement, and a desire to perform at a high level. Recognizing employees' contributions fosters a positive work culture, enhances morale, and strengthens the bond between employees and the organization. Ultimately, recognition serves as a potent motivator that fuels employees' commitment, productivity, and overall performance.

2) Job autonomy:

Job autonomy is an intrinsic factor that has a significant impact on employee motivation. When employees have autonomy in their work, they experience a sense of control, ownership, and empowerment. This freedom allows them to make decisions, set goals, and approach tasks in ways that align with their strengths and preferences. The presence of job autonomy enhances employee engagement, satisfaction, and motivation. With autonomy, employees are more likely to take initiative, be proactive, and exhibit higher levels of performance. By providing job autonomy, organizations foster a positive work environment that empowers employees and contributes to their overall motivation and productivity.

3) Compensation and Rewards:

Compensation and rewards are considered extrinsic factors that influence employee motivation. Extrinsic factors are external to the individual and are typically provided by the organization. Compensation, including salary, bonuses, and benefits, serves as a tangible reward for employees' efforts and performance. These extrinsic rewards play a significant role in motivating employees to perform well, meet targets, and achieve desired outcomes. They provide employees with a sense of financial security, recognition, and tangible benefits for their work, which can enhance their motivation and job satisfaction. By offering fair and competitive compensation and rewards, organizations can create a motivating environment that incentivizes employees to perform at their best.

4) Effective Leadership:

Strong leadership is essential for inspiring workers. Employee motivation can be significantly impacted by leaders who are encouraging, supporting, and offer advice and mentorship. Clear expectations are established, helpful criticism is given, and a supportive work environment is fostered by effective leaders. The motivation of a company's employees is greatly influenced by the managers, supervisors, and other leaders in the organization. The right leadership approaches motivate staff to set goals and objectives for themselves in their roles, work towards those goals, and help staff stay motivated throughout their position with the company. Because not all employees respond well to all leadership styles, leaders must identify the ideal leadership styles for each type of employee if they are to be effective.

5) Work Environment and culture:

The work environment, which includes the physical, social, and cultural aspects of the workplace, is a key factor that influences employee motivation. The physical work environment refers to factors such as the office layout, noise levels, lighting, and ergonomic conditions. A comfortable and conducive physical work environment can positively impact employee motivation and productivity. The social work environment relates to the interactions and relationships among colleagues and supervisors. Supportive and collaborative relationships, effective communication, and a sense of belonging contribute to employee motivation.

Additionally, the work culture, which encompasses the values, norms, and practices within the organization, also plays a vital role in employee motivation. A positive work culture that promotes trust, respect, transparency, and recognition can significantly enhance employee motivation (<https://tetra.com/article/work-environment/>)

6) Work-Life Balance:

Work-life balance is a critical factor that impacts employee motivation. It refers to the ability of employees to effectively manage their professional and personal lives, achieving a harmonious integration. When employees have a healthy work-life balance, they are better able to prevent burnout, reduce stress, and maintain overall well-being. This promotes higher levels of motivation, engagement, and job satisfaction. Organizations that prioritize work-life balance by implementing flexible work arrangements, supportive policies, and fostering a culture that values personal well-being create an environment where employees feel supported and motivated, leading to increased productivity and positive organizational outcomes... (<https://doi.org/10.30574/wjarr.2024.21.1.0106>.)

2.2.4 THEORIES OF MOTIVATION

➤ Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs (1943) serves as a foundational theory in understanding employee motivation. According to Maslow, individuals are motivated by a series of hierarchical needs, starting with basic physiological needs and progressing to higher-order needs such as self-actualization. In the context of Kamco Corporation, recognizing where employees fall within this hierarchy can help identify the specific needs that must be addressed to enhance motivation. Employees who achieve higher-level needs, such as esteem and self-actualization, are more likely to engage in creative and innovative activities. For instance, Kamco can implement programs that support personal and professional growth, thereby helping employees fulfill their self-actualization needs, which in turn can boost their intrinsic motivation to innovate.

➤ Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) differentiates between hygiene factors and motivators. Hygiene factors, such as salary, work conditions, and company policies,

prevent dissatisfaction but do not necessarily motivate. Conversely, motivators such as recognition, achievement, and the nature of the work itself, actively enhance job satisfaction and motivation. At Kamco, it is crucial to ensure that hygiene factors are adequately addressed to prevent dissatisfaction. However, to truly drive innovation and creativity, the focus should be on enhancing motivators. This can include recognizing employee achievements, offering opportunities for career advancement, and ensuring that the work itself is engaging and meaningful. By fostering a motivational environment, Kamco can encourage employees to go beyond routine tasks and contribute innovative ideas.

➤ **Self-Determination Theory (SDT)**

Self-Determination Theory (SDT), developed by Deci and Ryan (1985), emphasizes the importance of intrinsic motivation, driven by the psychological needs for autonomy, competence, and relatedness. Intrinsic motivation is particularly relevant for creativity and innovation, as it involves engaging in activities for their inherent satisfaction. For Kamco, fostering an environment that supports these three psychological needs is essential. Providing employees with autonomy in their roles allows them to take initiative and explore creative solutions. Ensuring employees feel competent through ongoing training and development can boost their confidence in their ability to innovate. Additionally, fostering a sense of relatedness by encouraging teamwork and collaboration can enhance overall motivation and the willingness to engage in creative endeavors.

➤ **Amabile's Componential Theory of Creativity**

Amabile's Componential Theory of Creativity (1983) suggests that creativity arises from the confluence of intrinsic motivation, domain-relevant skills, and creativity-relevant processes. Intrinsic motivation is crucial for creativity as it drives individuals to engage deeply with tasks they find interesting and enjoyable. Domain-relevant skills provide the knowledge and expertise needed to generate creative ideas, while creativity-relevant processes include cognitive styles and personality traits that enhance creative thinking. At Kamco, it is important to create an environment that nurtures these components. This can be achieved by providing opportunities for skill development, encouraging creative thinking through brainstorming sessions and innovation workshops, and fostering a culture that values and rewards creative contributions.

➤ **Goal-Setting Theory**

Goal-Setting Theory, developed by Locke and Latham (1990), posits that specific, challenging goals combined with appropriate feedback significantly enhance motivation and performance. Clear and challenging goals provide employees with a sense of direction and purpose, aligning their efforts with organizational objectives. In the context of Kamco, setting specific innovation-related goals can motivate employees to engage in creative problem-solving and innovative thinking. Providing regular feedback on progress helps employees adjust their strategies and maintain motivation. By incorporating goal-setting practices, Kamco can create a structured approach to fostering innovation and creativity among employees.

➤ **Organizational Support Theory**

Organizational Support Theory (OST), introduced by Eisenberger et al. (1986), highlights the importance of perceived organizational support (POS). Employees who feel valued and supported by their organization are more likely to be motivated, engaged, and committed to their work. At Kamco, assessing and enhancing POS can lead to higher levels of motivation and creativity. This can be achieved by ensuring that employees have access to the necessary resources, providing emotional support through effective leadership, and creating opportunities for professional growth. When employees perceive that the organization values their contributions and cares about their well-being, they are more likely to go above and beyond in their roles, contributing innovative and creative ideas.

➤ **Transformational Leadership Theory**

Transformational Leadership Theory, as discussed by Bass and Avolio (1994), involves leaders who inspire and motivate employees through vision, intellectual stimulation, and individual consideration. Transformational leaders create an inspiring vision of the future, challenge employees to think creatively and innovatively, and provide individualized support and encouragement. At Kamco, encouraging transformational leadership practices can foster a culture of innovation and creativity. Leaders who articulate a compelling vision for the future of the organization can inspire employees to strive for excellence and innovation. By intellectually stimulating employees, leaders can encourage them to explore new ideas and approaches. Additionally, providing

individual consideration helps employees feel valued and supported, enhancing their motivation to contribute creatively.

2.2.5 Importance of Employee Motivation on Innovation and Creativity

Employee motivation plays a pivotal role in fostering innovation and creativity within organizations. Here's why it's crucial:

➤ Stimulates Idea Generation

Motivated employees are more likely to actively participate in brainstorming sessions, share their ideas, and propose innovative solutions to challenges. A motivated workforce at Kamco Corporation would continuously generate new ideas and concepts, contributing to a culture of innovation.

➤ Encourages Risk-Taking

Motivated employees are willing to take calculated risks and explore unconventional approaches. This willingness to step out of their comfort zones and try new things is essential for fostering creativity and innovation at Kamco. Employees who feel motivated are more likely to experiment with novel ideas without fear of failure.

➤ Boosts Problem-Solving Abilities

Motivated employees are more engaged and resourceful when faced with challenges. They are driven to find creative solutions and overcome obstacles, leading to innovative breakthroughs. At Kamco, motivated employees bring fresh perspectives to problem-solving, driving the company's competitiveness.

➤ Enhances Collaboration and Teamwork

Motivated employees are more likely to collaborate effectively, share knowledge, and leverage each other's strengths. Collaboration among motivated teams at Kamco encourages cross-pollination of ideas, leading to more innovative outcomes than individual efforts alone.

➤ Improves Productivity and Efficiency

Motivated employees tend to be more productive and efficient in their work. Their enthusiasm and commitment lead to higher-quality outputs and faster turnaround times.

At Kamco, motivated employees contribute to streamlined processes, reduced waste, and increased efficiency, which are essential for innovation.

➤ **Fosters a Positive Work Environment**

A motivated workforce contributes to a positive work environment characterized by enthusiasm, creativity, and mutual support. This positive atmosphere at Kamco encourages open communication, constructive feedback, and a willingness to experiment, all of which are conducive to innovation and creativity.

➤ **Increases Employee Engagement and Satisfaction**

Motivated employees are more engaged and satisfied with their work, leading to higher levels of commitment and loyalty. At Kamco, motivated employees are more likely to stay with the company, reducing turnover costs and maintaining a stable workforce that drives continuous innovation.

➤ **Promotes Continuous Learning and Growth**

Motivated employees are eager to learn and grow professionally. They seek out opportunities for skill development, further education, and career advancement. At Kamco, a motivated workforce encourages a culture of continuous learning, which is essential for staying ahead in a rapidly evolving industry.

➤ **Drives Competitive Advantage**

Innovation and creativity give companies a competitive edge in the market. Motivated employees at Kamco drive the development of unique products, services, and processes that set the company apart from competitors. This differentiation is crucial for attracting customers and sustaining business success.

➤ **Enables Adaptability and Resilience**

Motivated employees are more adaptable and resilient in the face of change and uncertainty. They embrace new challenges, pivot quickly, and capitalize on emerging opportunities. At Kamco, a motivated workforce ensures the company can adapt to market shifts, technological advancements, and evolving customer needs.

2.2.6 Relationship between employee motivation on innovation and creativity

The relationship between employee motivation, innovation, and creativity is intricate and dynamic, with each influencing the others in various ways. Here's how they are interconnected:

1. Motivation Drives Engagement:

- Motivated employees are more engaged in their work, leading to a higher level of involvement and commitment to organizational goals.
- Engaged employees are more likely to actively participate in problem-solving, idea generation, and creative initiatives, fostering a culture of innovation.

2. Intrinsic Motivation Enhances Creativity:

- Intrinsic motivation, driven by personal satisfaction and interest in the work itself, is positively associated with creativity.
- When employees are intrinsically motivated, they are more likely to engage in exploratory thinking, take risks, and pursue innovative ideas.

3. Autonomy Fosters Innovation:

- Providing employees with autonomy and decision-making authority encourages them to explore new approaches and solutions.
- Empowered employees feel a sense of ownership over their work, leading to increased innovation as they take initiative to solve problems creatively.

4. Recognition Stimulates Creativity:

- Recognition and rewards for creative contributions can motivate employees to actively seek out opportunities for innovation.
- Recognizing and celebrating creativity reinforces its importance within the organization, encouraging employees to continue generating innovative ideas.

5. Supportive Environment Encourages Innovation:

- A supportive work environment, where employees feel valued, respected, and encouraged to express their ideas, fosters innovation.
- When employees feel supported, they are more likely to share their innovative thoughts and collaborate with colleagues, leading to collective creativity.

6. Clear Goals Drive Innovation:

- Clear and challenging goals provide employees with direction and purpose, guiding their efforts toward innovative solutions.
- Well-defined goals encourage employees to think creatively about how to achieve objectives, sparking innovation in the process.

7. Opportunities for Learning and Growth Fuel Creativity:

- Providing opportunities for learning and development helps employees acquire new skills and knowledge, fostering creativity.
- Employees who feel supported in their professional growth are more likely to experiment, learn from failure, and innovate in their roles.

8. Leadership Style Influences Innovation:

- Transformational leadership, which inspires and empowers employees, is associated with higher levels of creativity and innovation.
- Transformational leaders encourage employees to challenge the status quo, think creatively, and pursue innovative solutions to problems.

9. Feedback and Collaboration Enhance Innovation:

- Constructive feedback and collaboration provide employees with valuable insights and diverse perspectives, fostering innovation.
- Open communication channels and a culture of sharing ideas enable employees to refine their creative concepts and collaborate on innovative projects.

10. Incentives Drive Innovative Behaviour:

- Providing incentives such as recognition, bonuses, or opportunities for advancement can motivate employees to innovate.
- Incentives align employee interests with organizational goals, encouraging them to invest time and effort in generating creative solutions.

Conclusion

Employee motivation plays a crucial role in fostering innovation and creativity within organizations like Kamco Corporation. Motivated employees are more engaged, autonomous, and willing to take risks, leading to a culture of innovation where creative ideas flourish. By creating a supportive environment, setting clear goals, providing opportunities for growth, and recognizing creative contributions, Kamco can harness the full potential of its workforce to drive innovation and maintain a competitive edge in the market. (<https://doi.org/10.1016/j.sbspro.2011.10.541>)

2.2.7 Innovation and creativity are closely intertwined concepts that significantly impact the success and growth of companies like KAMCO Corporation.

➤ Foundation of Creativity in KAMCO

Creativity refers to the ability to generate novel and valuable ideas. At KAMCO, fostering a creative environment is crucial. The corporation encourages employees to think outside the box and approach problems from unique angles. This creative thinking is the bedrock upon which innovation is built.

➤ Innovation as Applied Creativity

Innovation involves implementing creative ideas to produce new or improved products, services, or processes. At KAMCO, creativity fuels innovation by providing a reservoir of fresh ideas that can be developed and executed. The company emphasizes translating creative concepts into practical applications that offer value to customers and stakeholders.

➤ **Cultural and Structural Support**

KAMCO supports innovation and creativity through its organizational culture and structure. This includes:

- **Encouraging Collaboration:** Cross-functional teams are encouraged to collaborate, bringing diverse perspectives that spark creativity.
- **Providing Resources:** KAMCO invests in resources, such as R&D facilities and training programs, that enable employees to explore and develop their ideas.
- **Leadership Support:** Leaders at KAMCO play a crucial role in nurturing a creative and innovative mindset by providing support and recognizing efforts and achievements in these areas.

➤ **Processes and Systems**

KAMCO implements specific processes and systems to harness creativity and drive innovation:

- **Idea Management Systems:** These systems allow employees to submit and track ideas, ensuring that creative contributions are recognized and considered.
- **Innovation Pipelines:** Structured pipelines help in systematically developing, testing, and launching new ideas, ensuring that creativity leads to tangible outcomes.
- **Continuous Improvement Programs:** Regularly revisiting and refining processes to incorporate creative solutions that enhance efficiency and effectiveness.

➤ **Impact on Product and Service Development**

The synergy between creativity and innovation at KAMCO leads to the development of cutting-edge products and services. Creative thinking helps in identifying market needs and envisioning new solutions, while innovation ensures these solutions are feasible and marketable.

➤ **Case Studies and Examples**

- **Product Innovations:** KAMCO has launched several innovative products that originated from creative brainstorming sessions and R&D efforts.
- **Process Improvements:** Creative problem-solving has led to significant enhancements in KAMCO's operational processes, increasing efficiency and reducing costs.

➤ **Measuring and Encouraging Innovation**

KAMCO employs various metrics to measure the effectiveness of its innovation initiatives, such as the number of new products launched, time to market, and revenue generated from new products. Incentives and rewards are also used to motivate employees to contribute creatively and engage in innovation processes.

Conclusion

At KAMCO Corporation, the relationship between innovation and creativity is symbiotic and dynamic. Creativity acts as the source of new ideas, while innovation is the process of bringing these ideas to fruition. By fostering an environment that supports both, KAMCO is able to maintain its competitive edge and drive continuous growth and improvement.

Dependent Variable:

The dependent variable is the main outcome or factor that researchers are interested in understanding or explaining. In this case, it could be:

1. **Level of Innovation and Creativity:** This variable measures the extent to which employees or teams demonstrate innovative and creative behavior. It can be assessed through various indicators such as:
 - Number of novel ideas generated.
 - Implementation of innovative solutions.
 - Creative problem-solving abilities.
 - Level of participation in innovation-related activities.

- Quality and impact of innovative outputs (products, processes, services).

Independent Variables:

Independent variables are factors that are manipulated or observed to understand their effect on the dependent variable. For a study on innovation and creativity, independent variables might include:

1. Employee Motivation:

- **Intrinsic Motivation:** Employees' internal drive to engage in creative and innovative activities out of personal interest or enjoyment.
- **Extrinsic Motivation:** External factors such as rewards, recognition, or incentives that influence employees' motivation to be creative and innovative.
- **Job Satisfaction:** Employees' overall satisfaction with their work, which can influence their motivation to innovate.

2. Organizational Factors:

- **Leadership Style:** Transformational leadership, supportive leadership, or participative leadership styles may impact employees' willingness to engage in creative problem-solving and innovation.
- **Organizational Culture:** A culture that supports risk-taking, experimentation, and open communication fosters creativity and innovation.
- **Resources and Support:** Access to resources, training, tools, and support systems that facilitate innovation.

3. Individual Characteristics:

- **Creativity Skills:** Individual abilities and skills related to generating novel ideas, thinking outside the box, and approaching problems innovatively.
- **Experience:** Level of experience and expertise in the domain, which may influence employees' capacity to innovate.

- **Education and Training:** Formal education, specialized training, or exposure to creative methods and techniques.

4. **Environmental Factors:**

- **Task Complexity:** The complexity and challenge level of employees' tasks may influence their motivation and ability to innovate.
- **Time Pressure:** The amount of time available to complete tasks may impact employees' creativity and innovation.
- **Team Dynamics:** Collaboration, communication, and cohesion within teams may affect the generation and implementation of innovative ideas.

Moderator Variables:

Additionally, moderator variables may interact with independent variables to influence their effect on the dependent variable. For example:

- **Job Role:** Different roles within the organization may respond differently to motivational factors in terms of creativity and innovation.
- **Organizational Size:** The size of the organization may moderate the relationship between motivation and innovation due to differences in organizational structure and culture.

Conclusion:

In a study on innovation and creativity, the dependent variable is typically the level of innovation and creativity demonstrated by employees or teams. Independent variables include factors such as employee motivation, organizational factors, individual characteristics, and environmental factors, which may influence employees' creativity and innovation levels. Identifying and understanding these variables help researchers analyze the factors that contribute to innovation within an organization like Kamco Corporation.

Tools used for this study

The objectives of determining employee motivation, identifying motivating factors for better performance, and examining departmental support, various research tools and methods can be employed. Here are some commonly used tools for each objective:

1.To Determine Whether Employees are Motivated:

- **Surveys/Questionnaires:** Surveys are a common tool for assessing employee motivation levels. They can include Likert scale questions, open-ended questions, or specific scales like the Motivation Assessment Scale.
- **Interviews:** Conducting semi-structured or structured interviews with employees allows for in-depth exploration of motivation factors and understanding individual perspectives.
- **Employee Engagement Surveys:** Engagement surveys can provide insights into overall employee motivation levels, as engagement is closely linked to motivation.
- **Observations:** Direct observation of employee behavior and interactions in the workplace can provide qualitative insights into motivation levels.

2. To Identify Factors Motivating Employee Performance:

- **Focus Groups:** Focus group discussions can help identify key factors that motivate employees for better performance. Group discussions facilitate brainstorming and idea generation.
- **Job Satisfaction Surveys:** Assessing job satisfaction levels and identifying aspects that contribute to satisfaction can uncover factors motivating better performance.
- **Performance Appraisals:** Reviewing performance appraisal data can help identify factors associated with high performance, such as recognition, training, or leadership support.
- **In-depth Interviews:** Conducting one-on-one interviews with employees can provide detailed insights into specific factors that motivate them to perform better.

3. To Examine Whether Employees are Getting Support from Departments:

- **Organizational Climate Surveys:** Surveys assessing the organizational climate can help gauge employees' perceptions of support from departments.
- **360-Degree Feedback:** Collecting feedback from multiple sources (peers, supervisors, subordinates) can provide insights into the support employees receive from their departments.
- **Employee Assistance Programs (EAP) Usage Data:** Analyzing EAP usage data can indicate whether employees are seeking support for work-related issues.
- **Performance Reviews:** Reviewing performance appraisal feedback from supervisors can provide indications of departmental support received by employees.

Methodological Approaches:

- **Quantitative Analysis:** Using statistical techniques such as correlation analysis, regression analysis, or factor analysis to quantify relationships between variables.
- **Qualitative Analysis:** Employing thematic analysis or content analysis to extract themes and patterns from interviews, focus groups, or open-ended survey responses.
- **Mixed-Methods Approach:** Combining quantitative surveys with qualitative interviews or focus groups to gain a comprehensive understanding of employee motivation and support.

2.2.8 Employee Motivation, Innovation, and Creativity Model:

1. Employee Motivation:

- **Intrinsic Motivation:** Employees' internal drive and passion for their work.
- **Extrinsic Motivation:** External factors such as rewards, recognition, and job security.

- **Supportive Work Environment:** Factors like autonomy, leadership support, and organizational culture.

2. Innovation:

- **Idea Generation:** Employees actively generate new ideas and solutions.
- **Idea Implementation:** Turning innovative ideas into practical solutions, products, or processes.
- **Organizational Innovation Climate:** Culture that encourages risk-taking, experimentation, and creativity.

3. Creativity:

- **Creative Thinking:** Employees' ability to think outside the box and come up with novel solutions.
- **Problem-Solving:** Applying creative approaches to solve complex problems.
- **Continuous Learning and Development:** Opportunities for skill enhancement and exposure to new ideas.

Proposed Relationships:

1. Motivation and Innovation:

- **Hypothesis:** Higher levels of employee motivation lead to increased innovation.
- **Explanation:** Motivated employees are more likely to engage in idea generation, take initiative, and persist in overcoming challenges, thereby fostering innovation.

2. Motivation and Creativity:

- **Hypothesis:** Motivated employees are more likely to demonstrate creative thinking and problem-solving.
- **Explanation:** Motivation provides the energy and drive needed to explore new ideas, take risks, and experiment with creative approaches to tasks.

3. Innovation and Creativity:

- **Hypothesis:** Innovation and creativity are positively related, reinforcing each other.
- **Explanation:** Innovative solutions often emerge from creative thinking, while successful implementation of creative ideas leads to innovation.

3. Supportive Work Environment and Motivation/Innovation:

- **Hypothesis:** A supportive work environment enhances employee motivation and fosters innovation.
- **Explanation:** Supportive factors such as autonomy, leadership support, and organizational culture positively influence employee motivation, leading to increased innovation.

Measurement Variables:

- **Employee Motivation:** Surveys measuring intrinsic and extrinsic motivation, job satisfaction, and perceived organizational support.
- **Innovation:** Metrics such as the number of new ideas generated, successful implementation of innovations, and innovation impact on business outcomes.
- **Creativity:** Assessment of creative thinking skills, problem-solving abilities, and employee perceptions of creativity in the workplace.
- **Supportive Work Environment:** Surveys measuring perceived autonomy, leadership support, teamwork, and organizational culture.

2.2.9 Benefits of the supporting factors on employee motivation on innovation and creativity at KAMCO corporation

To explore the benefits of supporting factors on employee motivation towards innovation and creativity at KAMCO Corporations, we can delve into various aspects that influence and enhance employees' ability and willingness to innovate. Innovation and creativity are critical for organizational success, driving growth, competitiveness, and adaptation to changing market dynamics. Understanding how supportive factors contribute to employee motivation in these areas is essential for fostering a vibrant and

innovative workplace culture. Here's an in-depth exploration of the benefits of key supporting factors:

1. Leadership Support

Leadership plays a pivotal role in shaping organizational culture and setting the tone for innovation. When leaders actively support and encourage innovation, it signals to employees that their ideas are valued and that there is a commitment to creativity. Here are the benefits of leadership support:

- **Empowerment and Autonomy:** Employees feel empowered to take risks and explore new ideas when they have the backing of supportive leaders. This autonomy fosters a sense of ownership and initiative in driving innovation.
- **Alignment of Vision:** Clear and supportive leadership ensures that organizational goals and objectives align with innovation efforts. This alignment provides direction and purpose, motivating employees to contribute meaningfully to the organization's success.
- **Role Modeling:** Leaders who champion innovation serve as role models for employees. Their actions and behaviors inspire creativity and demonstrate the organization's commitment to fostering a culture of innovation.

2. Organizational Culture

The organizational culture at KAMCO significantly influences employee motivation towards innovation and creativity. A supportive culture fosters an environment where employees feel encouraged to experiment, collaborate, and contribute innovative ideas.

Key benefits include:

- **Open Communication:** A culture that promotes open communication and idea-sharing facilitates the flow of creative concepts and solutions across departments and hierarchical levels.
- **Risk Tolerance:** A supportive culture embraces calculated risk-taking, where failures are viewed as opportunities for learning and improvement rather than setbacks. This encourages employees to innovate without fear of negative consequences.

- **Recognition and Rewards:** A culture that recognizes and rewards innovative contributions reinforces desired behaviors. Incentives such as bonuses, promotions, or public recognition motivate employees to actively engage in creative endeavors.

3. Resources and Infrastructure

Access to resources and supportive infrastructure is essential for enabling employees to translate innovative ideas into tangible outcomes. Benefits include:

- **Investment in Technology:** Providing state-of-the-art technology and tools enhances employees' ability to innovate efficiently and effectively.
- **Research and Development Funding:** Allocating resources for research and development initiatives encourages employees to explore new technologies, processes, and products.
- **Cross-functional Collaboration:** Creating opportunities for cross-functional collaboration through dedicated spaces or projects fosters diverse perspectives and collective problem-solving approaches.

4. Training and Development

Investing in employee training and development programs enhances skills, knowledge, and capabilities necessary for innovation and creativity. Benefits include:

- **Skill Enhancement:** Training programs focused on creative thinking, problem-solving, and innovation methodologies equip employees with the skills needed to generate and implement innovative ideas.
- **Continuous Learning Culture:** A commitment to lifelong learning encourages employees to stay updated with industry trends and emerging technologies, fostering a culture of innovation.
- **Leadership Development:** Developing leadership skills among employees empowers them to champion innovation within their teams and departments.

5. Recognition and Feedback

Recognizing and providing constructive feedback on innovative efforts reinforces employee motivation and commitment to creativity. Benefits include:

- **Motivation and Engagement:** Positive feedback and recognition for innovative contributions motivate employees to sustain their efforts and continue seeking new opportunities for innovation.
- **Continuous Improvement:** Constructive feedback helps employees refine their ideas and approaches, leading to iterative improvements and enhanced innovation outcomes.
- **Celebrating Success:** Celebrating successful innovation projects cultivates a sense of achievement and pride among employees, further boosting morale and motivation.

Conclusion

Supporting factors such as leadership support, organizational culture, resources, training, and recognition play integral roles in fostering employee motivation towards innovation and creativity at KAMCO Corporations. By prioritizing these factors and creating a conducive environment for innovation, KAMCO can empower its employees to unleash their creative potential, drive organizational growth, and maintain a competitive edge in the marketplace. This comprehensive approach not only enhances employee satisfaction and engagement but also contributes to the long-term success and sustainability of the organization in an increasingly dynamic business environment.

2.2.10 The factors employees are getting support from departments on employee motivation on innovation and creativity

Understanding the factors employees receive support from various departments regarding employee motivation for innovation and creativity at KAMCO Corporations is crucial for fostering a dynamic and innovative workplace culture. Employees rely on different departments within the organization to provide resources, guidance, and encouragement that enable them to contribute effectively to innovation initiatives.

Here's an in-depth exploration of the key factors where departments support employee motivation for innovation and creativity:

1. Human Resources (HR)

Human Resources plays a pivotal role in supporting employee motivation for innovation and creativity through various initiatives:

- **Training and Development Programs:** HR departments design and implement training programs focused on fostering creative thinking, problem-solving, and innovation skills among employees. These programs equip employees with the necessary tools and knowledge to generate innovative ideas and implement them effectively.
- **Performance Management Systems:** HR oversees performance appraisal systems that recognize and reward employees for their innovative contributions. Clear performance expectations and feedback mechanisms motivate employees to engage actively in creative endeavors.
- **Employee Engagement Initiatives:** HR departments initiate employee engagement programs aimed at fostering a positive work environment conducive to innovation. These initiatives may include team-building activities, idea generation workshops, and recognition programs that celebrate innovative achievements.

2. Information Technology (IT)

IT departments provide crucial support for innovation and creativity by ensuring technological infrastructure and support:

- **Technological Resources:** IT departments maintain and upgrade software, hardware, and network infrastructure that support innovative projects. They provide technical expertise and resources necessary for employees to leverage technology in their creative endeavors.
- **Data Analytics and Insights:** IT departments offer data analytics capabilities that help employees gather insights into market trends, customer preferences,

and operational efficiencies. These insights empower employees to make informed decisions and drive innovation within their respective areas.

- **Cybersecurity and Data Protection:** IT departments ensure data security and compliance with regulations, protecting sensitive information and intellectual property related to innovative projects. This security enables employees to innovate confidently without concerns about data breaches or unauthorized access.

3. Finance

Finance departments play a critical role in supporting innovation and creativity through financial planning and resource allocation:

- **Budget Allocation:** Finance departments allocate funds for research and development initiatives, innovation projects, and training programs aimed at enhancing employees' innovation capabilities. They ensure that financial resources are available to support innovative ideas and initiatives.
- **Financial Analysis and Forecasting:** Finance departments provide financial analysis and forecasting that support strategic decision-making related to innovation. They assess the financial viability of innovative projects and provide insights into potential risks and returns.
- **ROI Evaluation:** Finance departments evaluate the return on investment (ROI) of innovation projects, measuring their impact on organizational growth and profitability. This evaluation helps justify investments in innovation and guides future resource allocation decisions.

4. Marketing and Sales

Marketing and Sales departments contribute to innovation and creativity by providing market insights and customer-centric support:

- **Market Research:** Marketing departments conduct market research to identify emerging trends, customer needs, and competitive landscape. They provide valuable insights that inspire innovative product development and marketing strategies aligned with market demand.

- **Customer Feedback:** Marketing and Sales departments gather and analyze customer feedback, providing employees with valuable insights into customer preferences, pain points, and expectations. This feedback informs the development of innovative solutions that meet customer needs effectively.
- **Brand Management:** Marketing departments manage the organization's brand identity and reputation, ensuring consistency and relevance in innovative product offerings and communications. They support employees in aligning innovative efforts with brand values and market positioning.

5. Operations

Operations departments support innovation and creativity through efficient processes and quality management:

- **Process Improvement:** Operations departments optimize workflows and processes to enhance efficiency and reduce time-to-market for innovative products and services. They collaborate with other departments to streamline operations and eliminate barriers to innovation.
- **Supply Chain Management:** Operations departments manage logistics and supply chain activities, ensuring timely delivery of materials and resources required for innovative projects. They support employees by facilitating seamless operations and minimizing disruptions.
- **Quality Control:** Operations departments oversee quality assurance processes to maintain high standards for innovative products and services. They provide employees with guidelines and support to ensure that innovations meet quality expectations and regulatory requirements.

Conclusion

Support from various departments at KAMCO Corporations plays a crucial role in motivating employees for innovation and creativity. Each department contributes unique resources, expertise, and strategic support that empower employees to generate and implement innovative ideas effectively. By fostering a collaborative environment and aligning departmental efforts with organizational goals, KAMCO enhances employee satisfaction, engagement, and overall organizational success in driving

innovation. This integrated approach underscores the importance of cross-functional cooperation and support in creating a culture where innovation thrives, ultimately positioning KAMCO as a leader in its industry through continuous innovation and creative excellence.

2.2.11 Human resource department help in employee motivation on innovation and creativity

The Human Resource (HR) department at KAMCO Corporations plays a crucial role in fostering employee motivation for innovation and creativity. HR professionals are instrumental in designing and implementing strategies, programs, and policies that create a conducive environment where employees feel empowered, supported, and inspired to innovate. Here's an in-depth exploration of how the HR department can help in employee motivation on innovation and creativity at KAMCO:

1) Recruitment and Selection

The process of recruiting and selecting employees who exhibit traits conducive to innovation and creativity sets the foundation for fostering a culture of innovation. HR can:

- **Identify Key Competencies:** HR identifies and defines the key competencies required for innovation and creativity within different roles at KAMCO. These may include qualities such as curiosity, problem-solving skills, adaptability, and a willingness to take calculated risks.
- **Behavioural Interviewing:** Implementing behavioral interviewing techniques allows HR to assess candidates' past experiences and behaviors related to innovation. This helps in selecting individuals who have demonstrated innovative thinking and initiative in previous roles.
- **Diverse Hiring Practices:** Promoting diversity and inclusion in recruitment practices ensures a variety of perspectives and ideas, which can stimulate creativity and innovation within teams.

2) Training and Development

HR plays a critical role in designing training and development programs that enhance employees' innovation and creativity skills:

- **Innovation Workshops and Seminars:** Organizing workshops and seminars focused on innovation methodologies, creative problem-solving, design thinking, and brainstorming techniques equips employees with practical tools to generate and implement innovative ideas.
- **Leadership Development:** Providing leadership development programs that emphasize the importance of fostering a culture of innovation. This includes training managers to support and empower their teams, recognize innovative efforts, and create an environment conducive to experimentation and risk-taking.
- **Cross-Functional Collaboration:** Facilitating opportunities for employees from different departments to collaborate on projects fosters interdisciplinary perspectives and enhances creative thinking. HR can organize cross-functional teams and projects that encourage knowledge sharing and collaborative innovation.

3) Performance Management and Recognition

Effective performance management systems are crucial for aligning employee goals with organizational objectives and recognizing innovative contributions:

- **Setting Clear Expectations:** HR helps in establishing clear performance expectations that emphasize innovation and creativity as key performance indicators (KPIs). This clarity motivates employees to actively seek opportunities for innovation within their roles.
- **Feedback and Coaching:** Providing regular feedback and coaching sessions that focus on employees' innovative efforts and developmental areas. HR facilitates constructive feedback discussions that encourage continuous improvement and experimentation.
- **Recognition and Rewards:** Implementing recognition programs that celebrate and reward employees for their innovative contributions. This can include

monetary rewards, public acknowledgment, career advancement opportunities, and inclusion in innovation-related initiatives.

4) **Organizational Culture and Communication**

HR plays a pivotal role in shaping organizational culture and fostering an environment that supports innovation and creativity:

- **Culture of Trust and Openness:** Promoting a culture where employees feel valued, trusted, and encouraged to voice their ideas without fear of criticism. HR establishes channels for open communication and idea-sharing across all levels of the organization.
- **Change Management:** Assisting in change management efforts during periods of organizational transformation or innovation initiatives. HR helps in communicating the vision for innovation, addressing concerns, and ensuring employees feel engaged and committed to the changes.
- **Employee Well-being:** Supporting employee well-being initiatives that promote work-life balance, reduce stress, and enhance creativity. HR implements policies and programs that prioritize mental health, wellness activities, and supportive work environments conducive to innovative thinking.

5) **Conflict Resolution and Risk Management**

HR plays a crucial role in resolving conflicts and managing risks associated with innovation:

- **Conflict Resolution:** Providing mediation and conflict resolution services to address conflicts that may arise during innovation projects. HR helps in fostering collaborative problem-solving and maintaining positive team dynamics.
- **Risk-Taking Culture:** Promoting a culture where calculated risk-taking is encouraged and supported. HR helps in defining boundaries for innovation, providing guidelines for managing risks, and supporting employees in taking informed risks that contribute to organizational growth and innovation.

6) Measuring and Evaluating Innovation Efforts

HR can collaborate with other departments to measure and evaluate the effectiveness of innovation initiatives and employee motivation:

- **Metrics and Analytics:** Developing metrics and analytics to assess the impact of innovation efforts on business outcomes. HR collaborates with IT and Finance departments to collect data, analyse trends, and measure ROI from innovation projects.
- **Employee Surveys:** Conducting employee surveys to gather feedback on innovation initiatives, employee motivation, and areas for improvement. HR uses survey results to identify strengths, weaknesses, and opportunities for enhancing innovation strategies.
- **Continuous Improvement:** Implementing a culture of continuous improvement in innovation practices. HR facilitates debriefing sessions and post-project reviews to capture lessons learned, celebrate successes, and identify areas for innovation refinement.

Conclusion

In conclusion, the Human Resource department at KAMCO Corporations plays a multifaceted role in enhancing employee motivation for innovation and creativity. By focusing on recruitment strategies that prioritize innovative traits, designing comprehensive training programs, implementing effective performance management systems, fostering a supportive organizational culture, managing conflicts, and evaluating innovation efforts, HR professionals can create an environment where employees are empowered to innovate and drive organizational success. Through these strategic initiatives, HR contributes significantly to building a culture of innovation that sustains competitive advantage and fosters continuous growth at KAMCO Corporation.

2.2.12 The elements that drive employees to enhance their performance, foster innovation, and boost creativity

1. **Autonomy and Freedom:** Giving employees the freedom to explore ideas and make decisions fosters creativity and innovation. When employees feel trusted and empowered, they are more likely to take initiative and think creatively.
2. **Challenging Work:** Assigning tasks and projects that are intellectually stimulating and challenging encourages employees to think innovatively to overcome obstacles and find new solutions.
3. **Clear Goals and Objectives:** Providing clear and meaningful goals helps employees understand the purpose of their work and encourages them to find innovative ways to achieve those goals.
4. **Supportive Work Environment:** A positive and supportive work environment where employees feel valued, respected, and encouraged to express their ideas without fear of criticism fosters creativity and innovation.
5. **Collaboration and Diversity:** Encouraging collaboration among employees from diverse backgrounds and disciplines promotes the exchange of ideas and perspectives, leading to innovative solutions.
6. **Time for Exploration and Experimentation:** Allowing employees time and space to explore new ideas, experiment with different approaches, and learn from failures encourages innovation and creativity.
7. **Recognition and Rewards:** Recognizing and rewarding employees for their innovative ideas and contributions reinforces a culture that values creativity and encourages continued innovation.
8. **Leadership Support:** Effective leadership that champions innovation, provides resources, removes obstacles, and supports risk-taking encourages employees to innovate and push boundaries.

CHAPTER-III
DATA ANALYSIS AND INTERPRETATION

3.1 DATA ANALYSIS AND INTERPRETATION

Data analysis in the context of this study on employee motivation towards innovation and creativity at KAMCO refers to the systematic process of inspecting, cleaning, transforming, and modeling collected data with the aim of discovering useful information, drawing conclusions, and supporting decision-making. This process begins with the organization and summarization of raw data into a manageable form, often involving statistical techniques to describe the main features of the data set comprehensively.

Percentage analysis plays a crucial role in the study on employee motivation towards innovation and creativity at KAMCO by providing a clear and comparative understanding of various aspects related to motivation levels, factors influencing creativity, and organizational dynamics. In this context, percentage analysis involves calculating and interpreting proportions or percentages of different variables within the data set, enabling meaningful comparisons and insights.

TOOLS USED OF DATA ANALYSIS

Percentage analysis is a valuable tool for assessing employee motivation, particularly in the context of innovation and creativity within an organization. Percentage analysis will be used to interpret the data collected through the questionnaire in this study on employee motivation towards innovation and creativity at KAMCO. By calculating the percentage of responses for each question, we can effectively quantify the prevalence of specific attitudes, behaviours, and perceptions among employees. For example, the percentage of employees who feel motivated to innovate or the proportion who believe their department supports creativity can be clearly illustrated. This analysis will highlight the most common factors driving or hindering innovation and creativity, allowing for straightforward comparisons across different demographic groups, departments, or job levels within the organization. The resulting insights will help identify key areas for improvement and inform targeted interventions to boost overall employee motivation towards innovation and creativity at KAMCO.

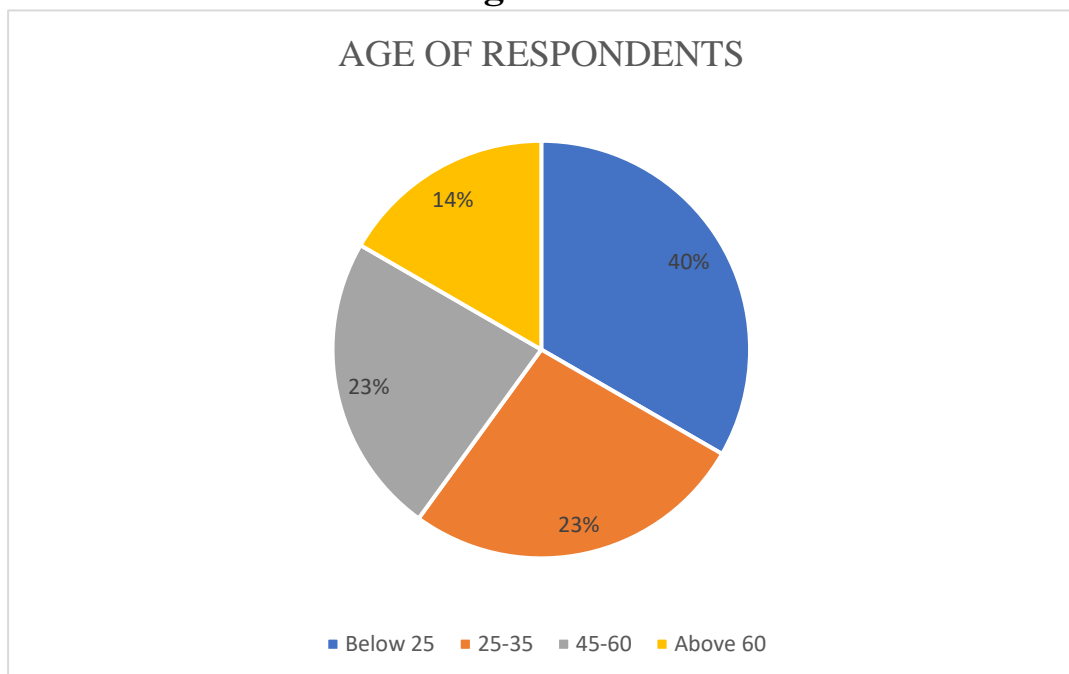
$$\text{Percentage of the respondents} = \frac{\text{No. of respondents}}{\text{Total respondents}} \times 100$$

3.1 Age of respondents

Table 3.1

	No of response	percentage
Below 25	60	40%
25-45	45	30%
45-60	35	23%
Above 60	10	7%
Total	150	100%

Figure 3.1



Interpretation

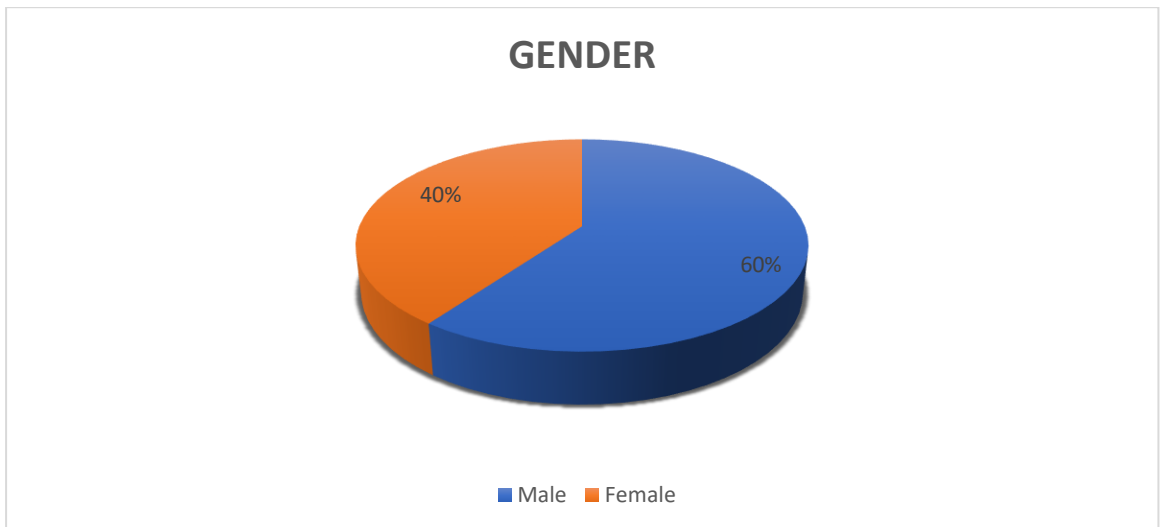
The study's findings indicate that a significant portion of respondents are young, with 50% under 25 years old. The 23-25 age group also represents a considerable share at 40%. Conversely, the 45-60 and above 60 age groups are smaller, comprising 35% and 25% of respondents, respectively. This suggests a younger demographic predominance among the respondents.

3.2 Gender

Table 3.2

	No of response	percentage
Male	90	60%
Female	60	40%
Total	150	100%

Figure 3.2



INTERPRETATION

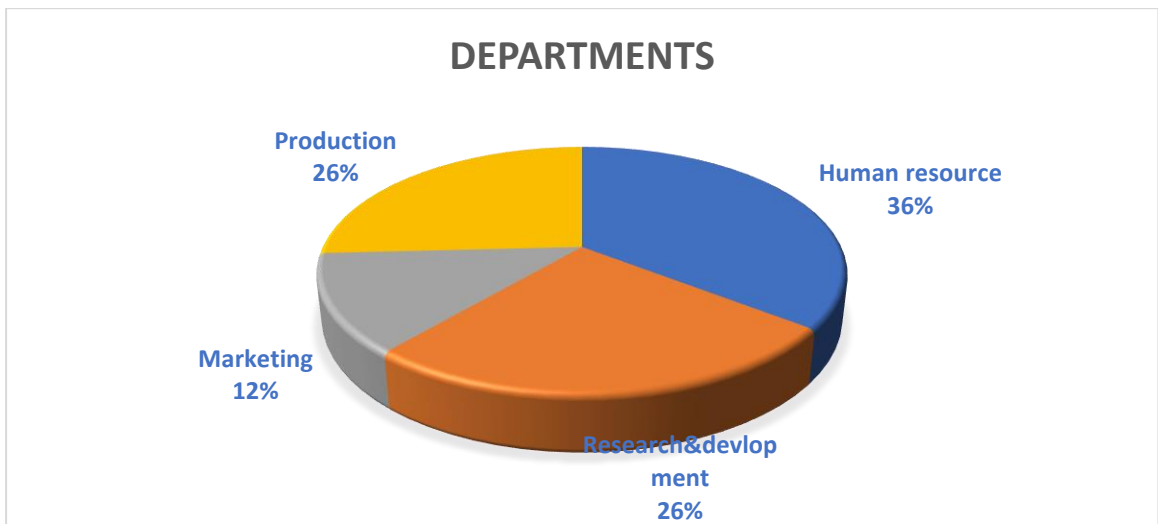
Based on the study it is clear that 90% of respondents are included in male and 60% of respondents are included in female.

3.3 Departments

Table 3.3

Departments	No of response	percentage
Human resource	55	36%
Research & Development	40	26%
Marketing	20	12%
Production	40	26%

Figure 3.3



INTERPRETATION

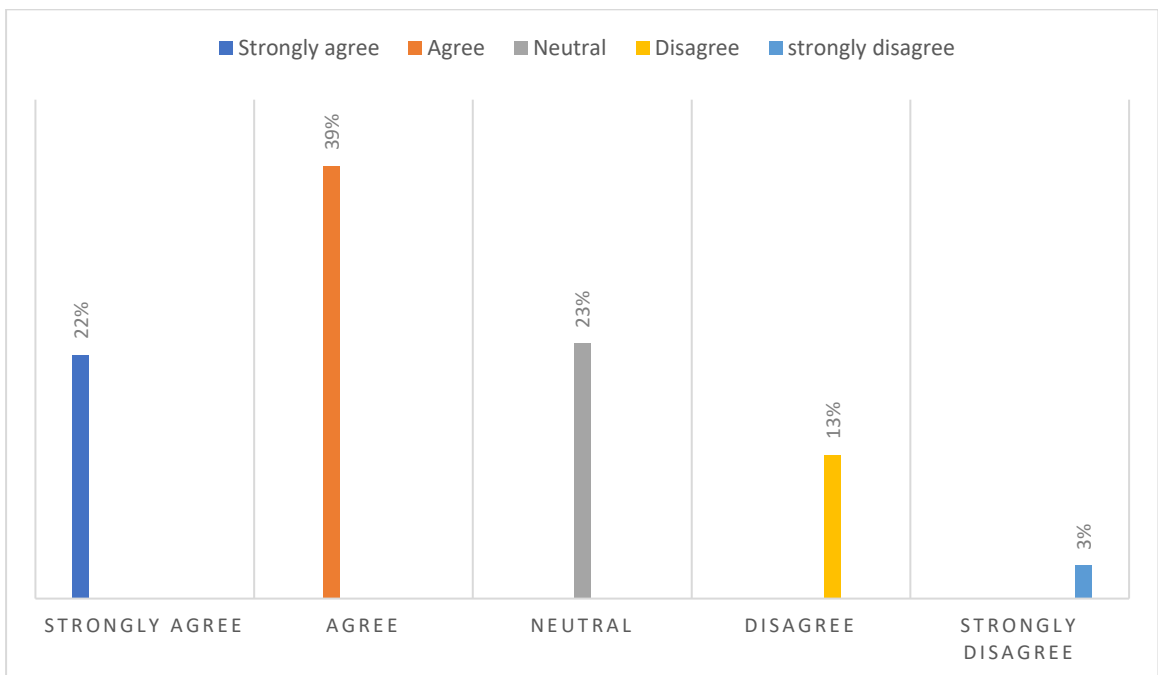
Based on the chart, the findings indicate a diverse distribution of respondents across different departments: 36% in Human Resources, 26% in Research & Development, 12% in Marketing, and another 26% in Production. This suggests a significant emphasis on R&D and Production roles, with HR also playing a prominent role in the respondent profile.

3.4 Motivation to work

Table 3.4

	No of respondents	Percentage
Strongly agree	35	22%
Agree	60	39%
Neutral	40	23%
disagree	20	13%
Strongly disagree	5	3%
Total	150	100%

Figure 3.4



INTERPRETATION

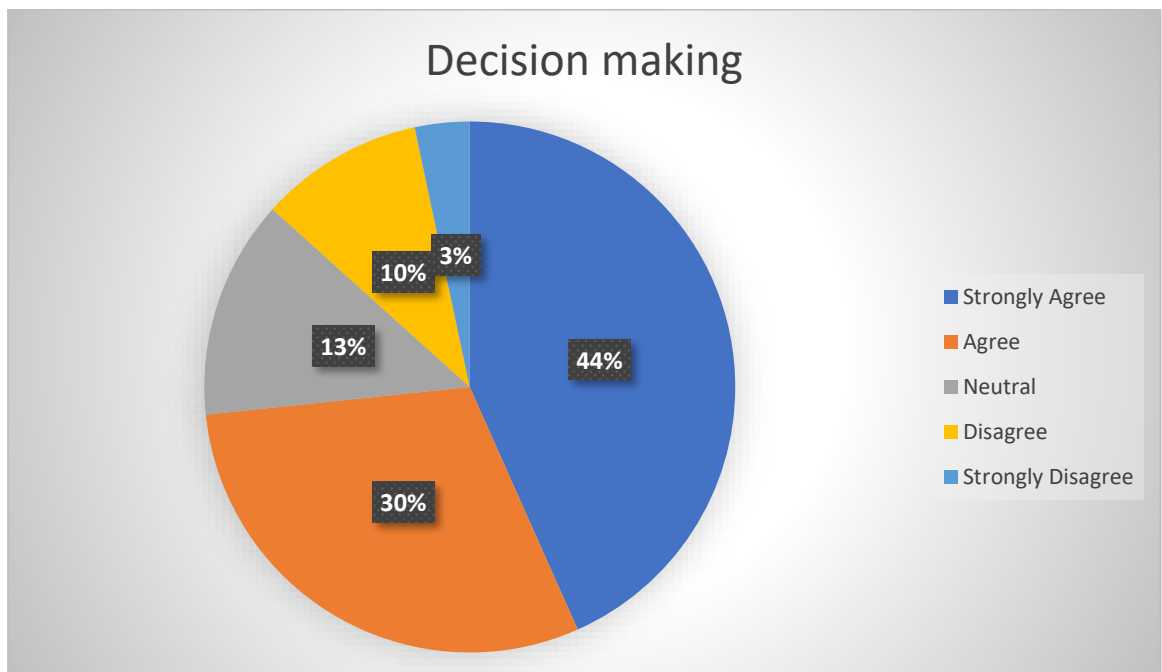
Based on the chart, a notable 61% of respondents either strongly agree (22%) or agree (39%) with the statements related to motivation, indicating a generally positive sentiment. However, 23% remain neutral, suggesting a significant portion with ambiguous feelings. A smaller percentage, comprising 13% and 3%, respectively, disagree or strongly disagree, highlighting areas where motivation may be lacking among respondents

3.5 Involvement in the decision making

Table 3.5

	No of respondents	Percentage
Strongly agree	65	44%
Agree	45	30%
Neutral	20	13%
disagree	15	10%
Strongly disagree	5	3%
Total	150	100%

Figure 3.5



INTERPRETATION

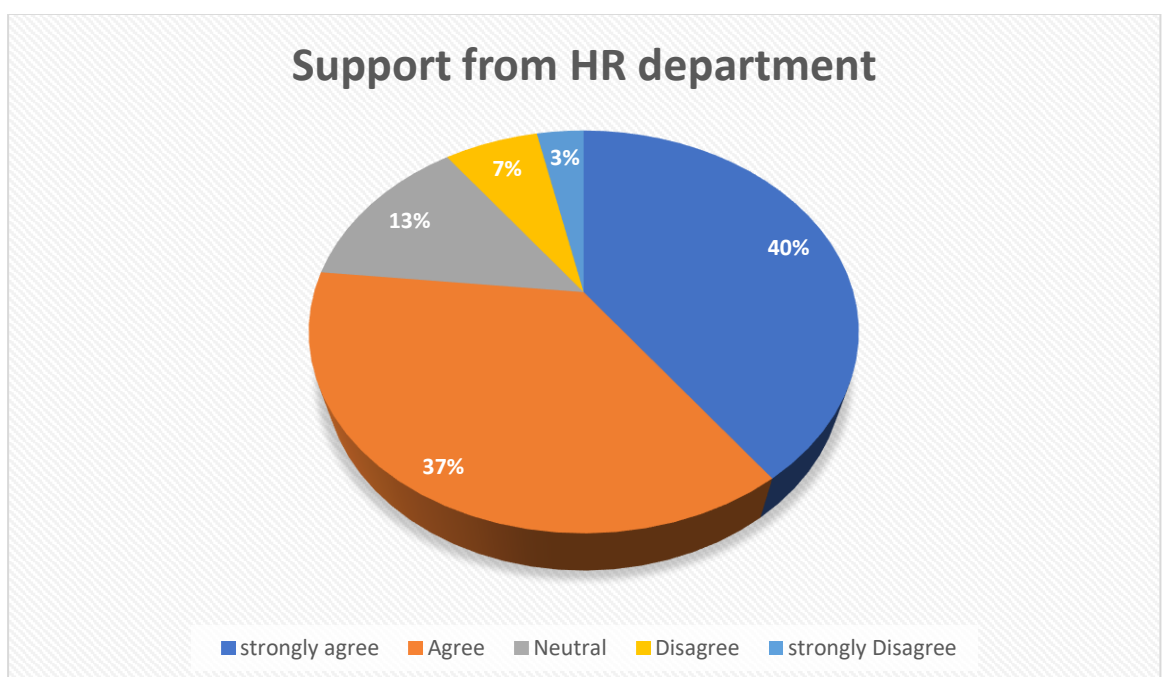
Based on the study's chart on respondent motivation, the majority express strong agreement followed by agreement, indicating a generally positive outlook. Neutral responses are moderate, while disagreement and strong disagreement combined form a smaller minority, suggesting less prevalent negative sentiments regarding motivation among respondents.

3.6 Satisfaction with the support from HR Department

Table 3.6

	No of respondents	Percentage
Strongly agree	60	40%
Agree	55	37%
Neutral	20	13%
disagree	10	7%
Strongly disagree	5	3%
Total	150	100%

Figure 3.6



INTERPRETATION

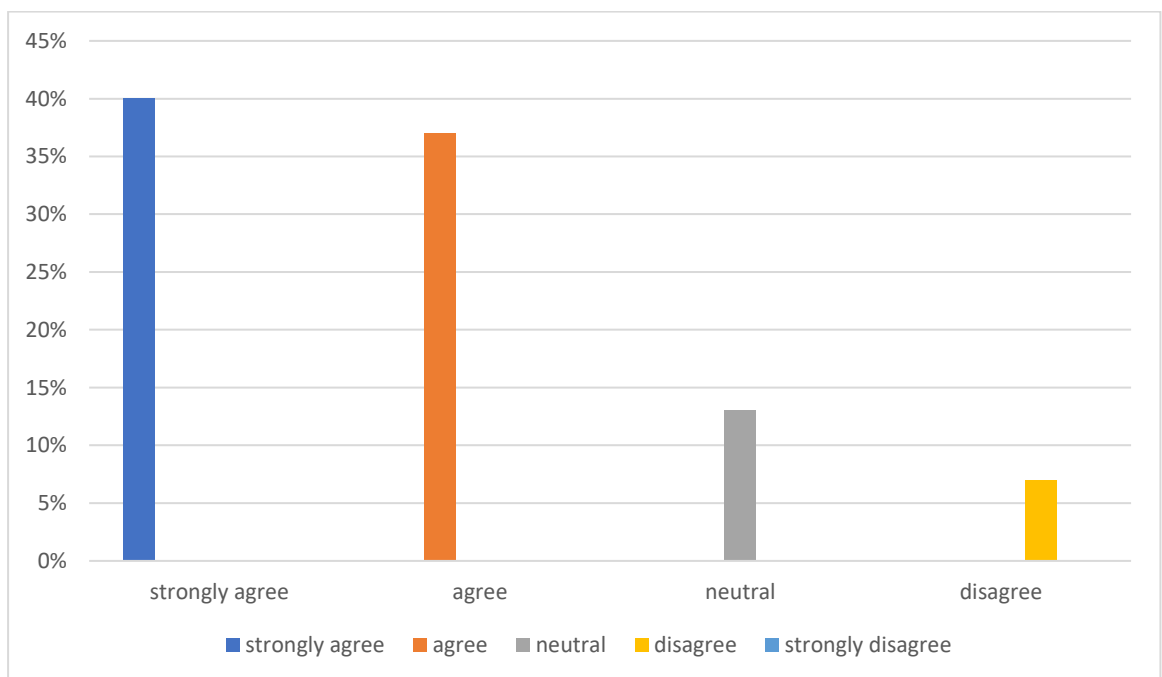
Based on the chart regarding satisfaction with HR support, a significant majority of respondents either strongly agree or agree, indicating high levels of satisfaction. Neutral responses are moderate, while disagreement and strong disagreement combined represent a smaller proportion, suggesting overall positive sentiment towards HR support among respondents.

3.7 Share creative ideas with team or supervisor

Table 3.7

	No of respondents	Percentage
Strongly agree	60	40%
Agree	55	37%
Neutral	20	13%
disagree	10	7%
Strongly disagree	5	3%
Total	150	100%

Figure 3.7



INTERPRETATION

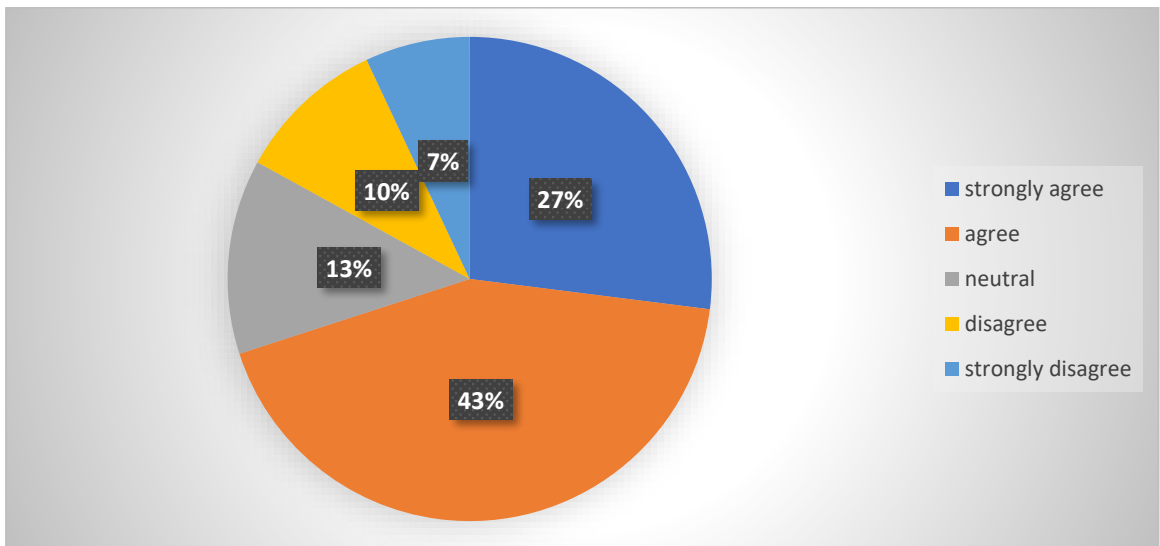
A majority of respondents (77%) either strongly agree or agree that they share creative ideas with their team or supervisor, indicating a generally open and collaborative environment for innovation.

3.8 KAMCO provides adequate resources to support innovative and creative ideas

Table 3.8

	No of respondents	Percentage
Strongly agree	40	27%
Agree	65	43%
Neutral	20	13%
disagree	15	10%
Strongly disagree	10	7%
Total	150	100%

Figure 3.8



INTERPRETATION

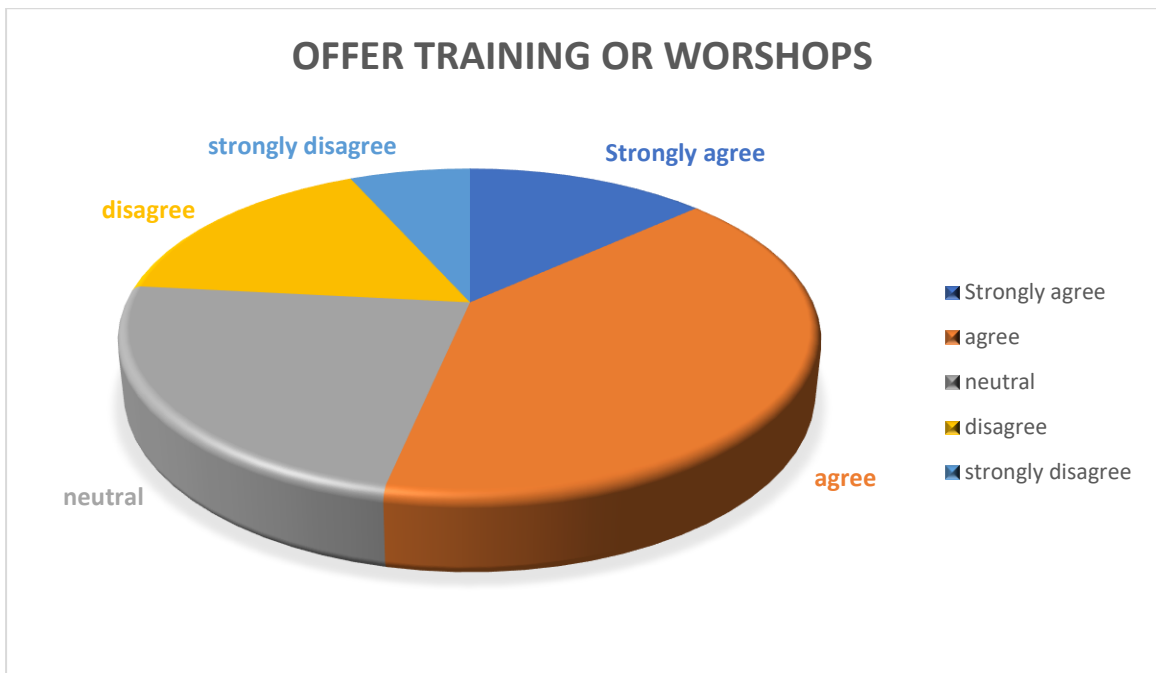
A majority of respondents (70%) feel the company provides adequate resources to support innovative ideas, though 17% express dissatisfaction, highlighting room for improvement in resource allocation for creativity

3.9 KAMCO offers training or workshops to enhance creativity and innovation skills

Table 3.9

	No of respondents	Percentage
Strongly agree	45	30%
Agree	70	47%
Neutral	20	13%
disagree	10	7%
Strongly disagree	5	3%
Total	150	100%

Figure 3.9



INTERPRETATION

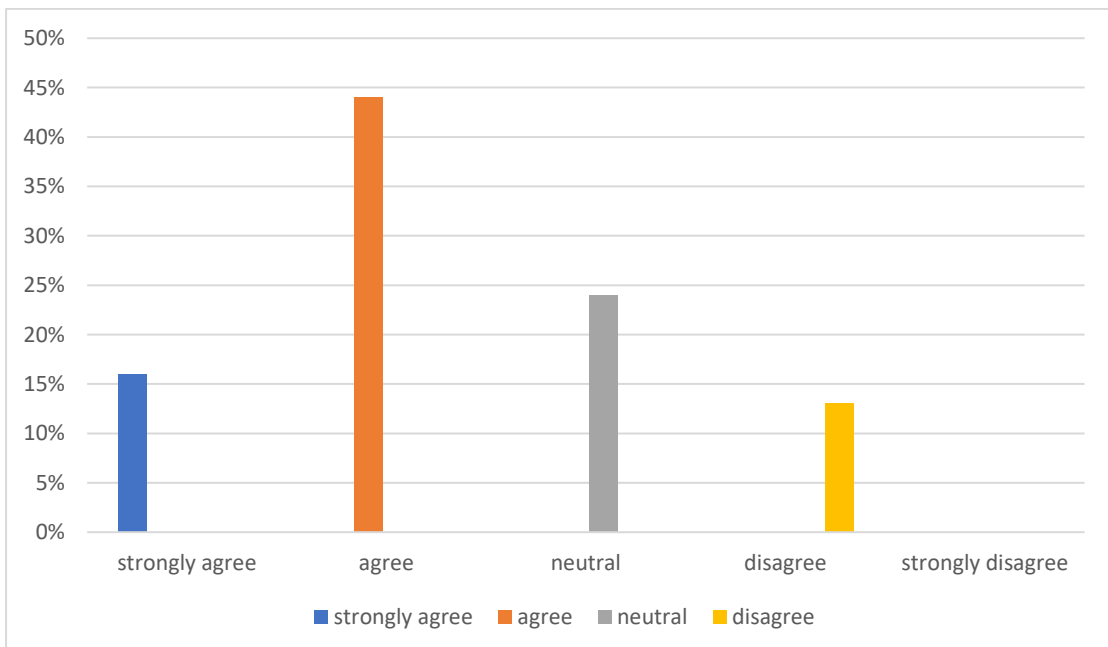
Based on the chart, a combined 60% of respondents either strongly agree or agree that management is supportive in implementing new ideas and projects, suggesting a generally positive attitude towards leadership's role in innovation. However, a notable 16% express disagreement or strong disagreement, indicating room for improvement in fostering a supportive environment for new initiatives.

3.10 Management support in implementing new ideas and projects

Table 3.10

	No of respondents	Percentage
Strongly agree	25	16%
Agree	65	44%
Neutral	35	24%
disagree	20	13%
Strongly disagree	5	3%
Total	150	100%

Figure 3.10



INTERPRETATION

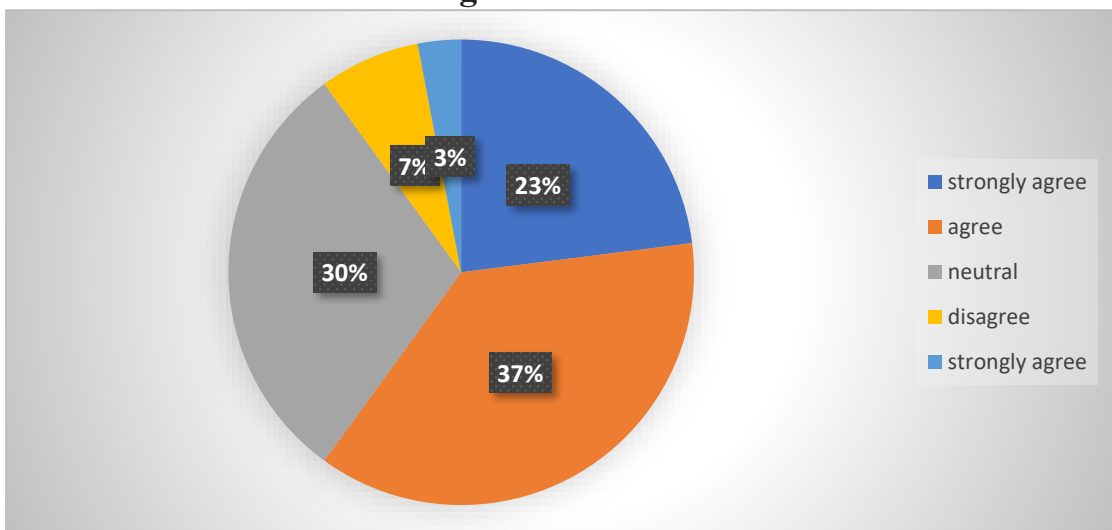
Based on the chart, a combined 60% of respondents either strongly agree or agree that management is supportive in implementing new ideas and projects, suggesting a generally positive attitude towards leadership's role in innovation. However, a notable 16% express disagreement or strong disagreement, indicating room for improvement in fostering a supportive environment for new initiatives.

3.11 Restriction by existing processes and policies when trying to implement new ideas

Table 3.11

	No of respondents	Percentage
Strongly agree	35	23%
Agree	55	37%
Neutral	45	30%
disagree	10	7%
Strongly disagree	5	3%
Total	150	100%

Figure 3.11



INTERPRETATION

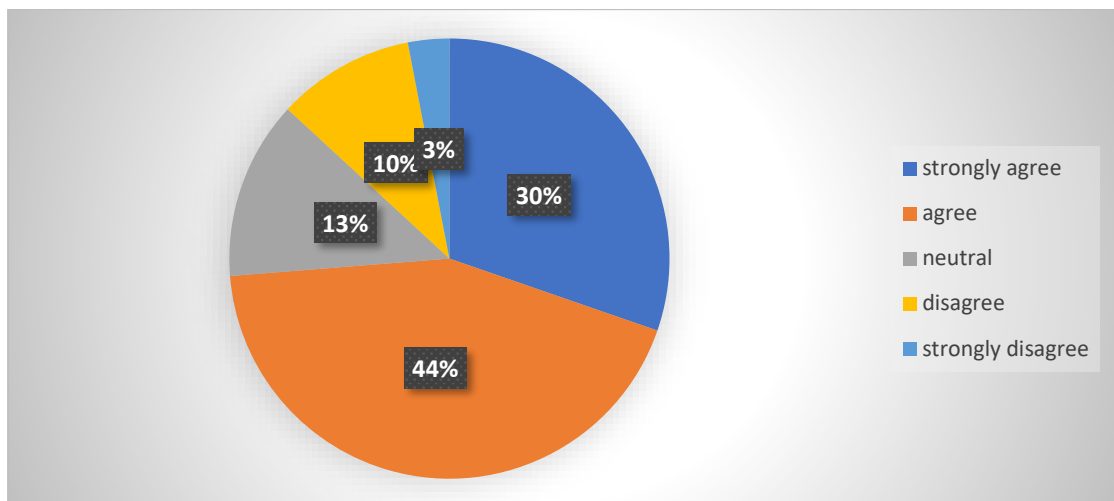
30% strongly agree, 43% agree, 13% neutral, 10% disagree, and 3% strongly disagree regarding risk-taking for pursuing innovative ideas, based on respondent motivations.

3.12 Comfort in taking risks to pursue innovative ideas

Table 3.12

	No of respondents	Percentage
Strongly agree	45	30%
Agree	65	43%
Neutral	20	13%
disagree	15	10%
Strongly disagree	5	3%
Total	150	100%

Figure 3.12



INTERPRETATION

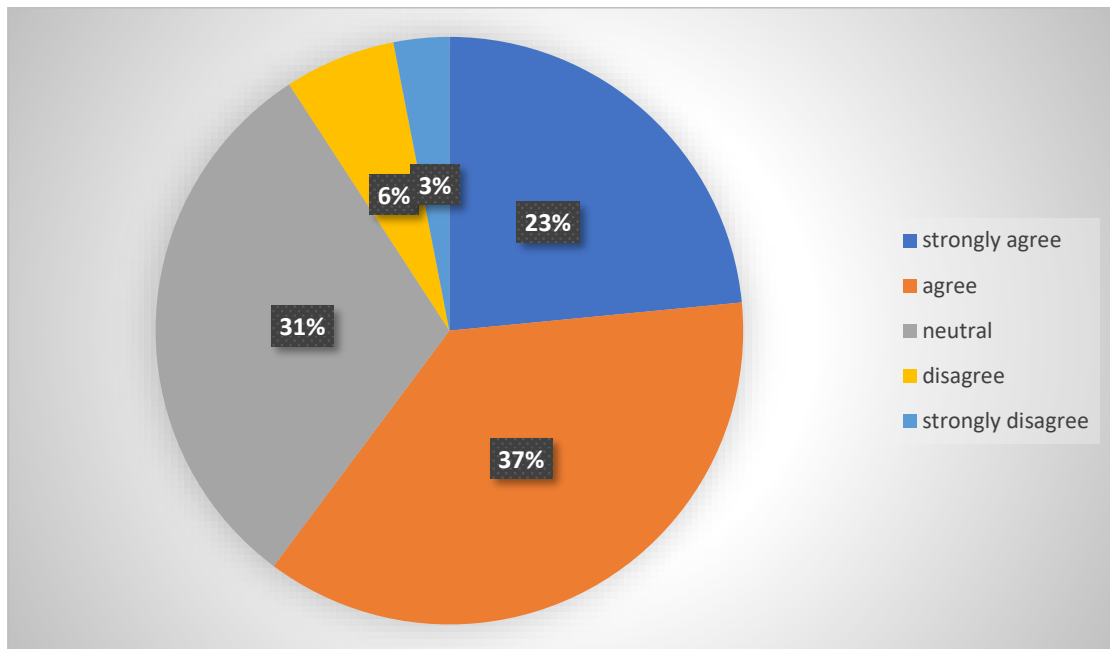
30% strongly agree, 43% agree, 13% neutral, 10% disagree, and 3% strongly disagree regarding risk-taking for pursuing innovative ideas, based on respondent motivations.

3.13 Collaboration with colleagues from different departments to develop new ideas

Table 3.13

	No of respondents	Percentage
Strongly agree	35	23%
Agree	55	36%
Neutral	45	30%
disagree	10	6%
Strongly disagree	5	3%
Total	150	100%

Figure 3.13



INTERPRETATION

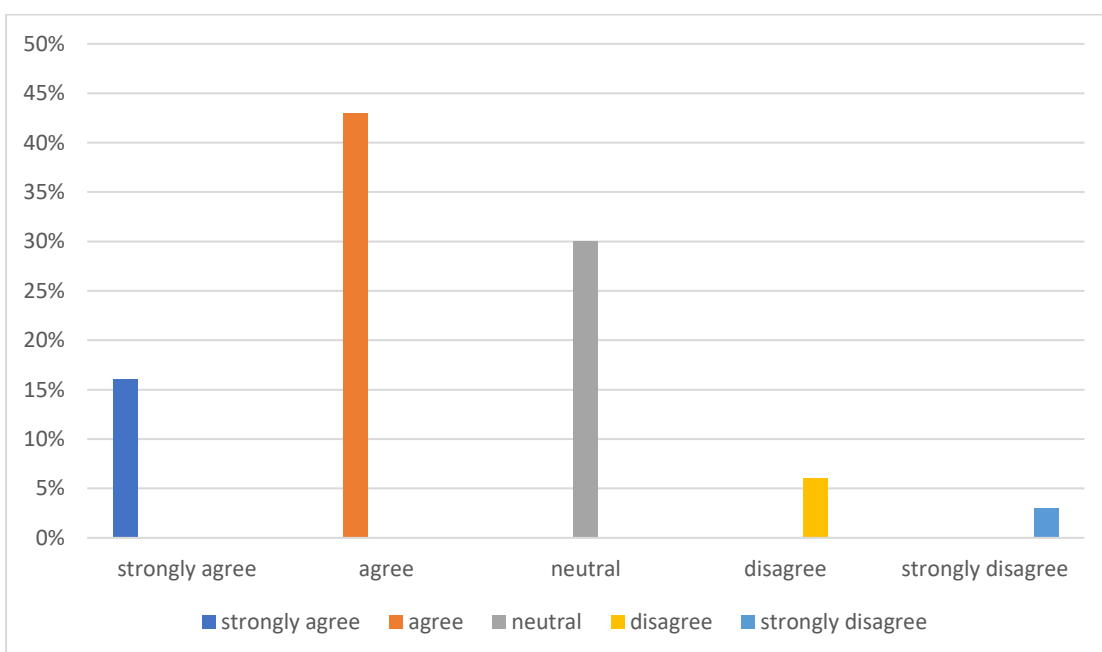
23% strongly agree, 36% agree, 30% neutral, 6% disagree, and 3% strongly disagree regarding collaboration with departments to develop new ideas, based on respondent motivations.

3.14 Providing training workshops focused on innovation and creativity

Table 3.14

	No of respondents	Percentage
Strongly agree	25	16%
Agree	65	43%
Neutral	45	30%
disagree	10	6%
Strongly disagree	5	3%
Total	150	100%

Figure 3.14



INTERPRETATION

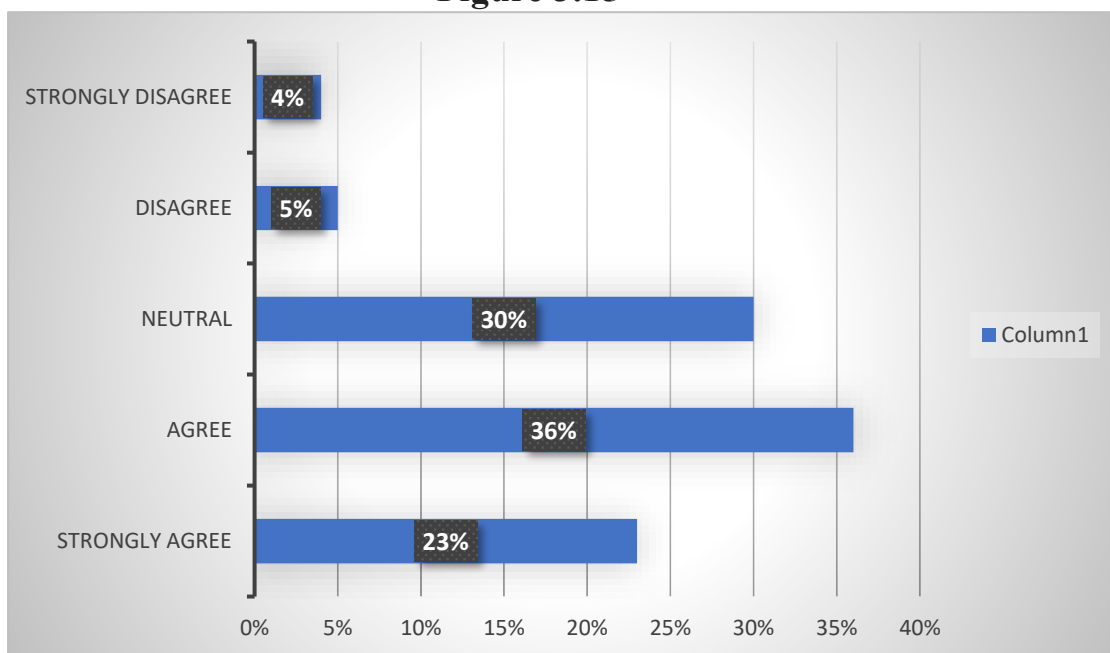
Respondents' attitudes towards providing training or workshops focused on innovation and creativity varied: 23% strongly agree and 36% agree, while 30% are neutral. Six percent disagree, and three percent strongly disagree, indicating mixed perspectives on this initiative.

3.15 Participation in brainstorming sessions or innovation related meetings

Table 3.15

	No of respondents	Percentage
Strongly agree	35	23%
Agree	55	36%
Neutral	45	30%
disagree	8	5%
Strongly disagree	7	4%
Total	150	100%

Figure 3.15



INTERPRETATION

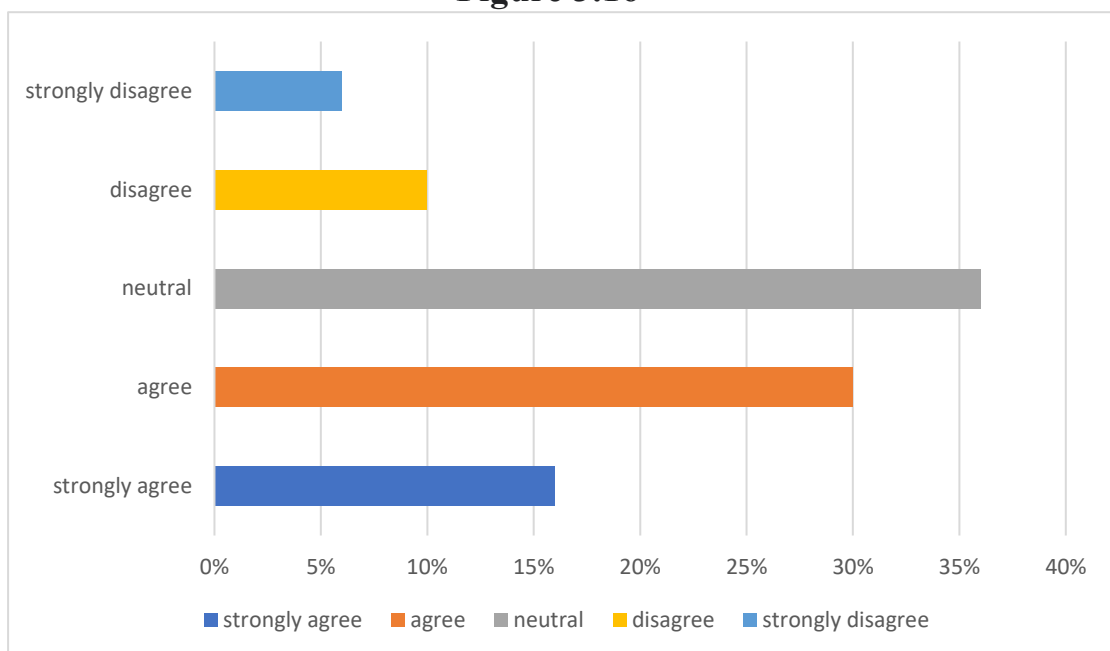
Respondents' engagement in brainstorming and related meetings shows a positive inclination: 23% strongly agree, 36% agree, and 30% are neutral. However, 5% disagree and 4% strongly disagree, indicating some resistance to participation in such activities.

3.16 Importance of creativity and innovation in the success of KAMCO

Table 3.16

	No of respondents	Percentage
Strongly agree	25	16%
Agree	45	30%
Neutral	55	36%
disagree	15	10%
Strongly disagree	10	6%
Total	150	100%

Figure 3.16



INTERPRETATION

23% strongly agree, 36% agree that creativity and innovation are crucial for their role and Kamco Corporation's success. 30% neutral, 5% disagree, and 4% strongly disagree.

CHAPTER-IV
FINDINGS, RECOMMENDATIONS AND SUMMARY

4.1 FINDINGS

- The study's findings indicate that a significant portion of respondents are young, with 50% under 25 years old. The 23-25 age group also represents a considerable share at 40%. Conversely, the 45-60 and above 60 age groups are smaller, comprising 35% and 25% of respondents, respectively. This suggests a younger demographic predominance among the respondents.
- Based on the study it is clear that 90% of respondents are included in male and 60% of respondents are included in female.
- Based on the chart, the findings indicate a diverse distribution of respondents across different departments: 36% in Human Resources, 26% in Research & Development, 12% in Marketing, and another 26% in Production. This suggests a significant emphasis on R&D and Production roles, with HR also playing a prominent role in the respondent profile.
- Based on the chart, a notable 61% of respondents either strongly agree or agree (39%) with the statements related to motivation, indicating a generally positive sentiment. However, 23% remain neutral, suggesting a significant portion with ambiguous feelings. A smaller percentage, comprising 13% and 3%, respectively, disagree or strongly disagree, highlighting areas where motivation may be lacking among respondents
- Based on the study's chart on respondent motivation, the majority express strong agreement followed by agreement, indicating a generally positive outlook. Neutral responses are moderate, while disagreement and strong disagreement combined form a smaller minority, suggesting less prevalent negative sentiments regarding motivation among respondents.
- Based on the chart regarding satisfaction with HR support, a significant majority of respondents either strongly agree or agree, indicating high levels of satisfaction. Neutral responses are moderate, while disagreement and strong disagreement combined represent a smaller proportion, suggesting overall positive sentiment towards HR support among respondents.
- A majority of respondents either strongly agree or agree that they share creative ideas with their team or supervisor, indicating a generally open and collaborative environment for innovation.

- A majority of respondents feel the company provides adequate resources to support innovative ideas, though express dissatisfaction, highlighting room for improvement in resource allocation for creativity.
- A majority of respondents feel positively about the company offering training or workshops to enhance creativity and innovation skills, indicating strong support for professional development in these areas.
- Based on the chart, a combined of respondents either strongly agree or agree that management is supportive in implementing new ideas and projects, suggesting a generally positive attitude towards leadership's role in innovation. However, a notable express disagreement or strong disagreement, indicating room for improvement in fostering a supportive environment for new initiatives.
- 30% strongly agree, 43% agree, 13% neutral, 10% disagree, and 3% strongly disagree regarding risk-taking for pursuing innovative ideas, based on respondent motivations.
- 23% strongly agree, 36% agree, 30% neutral, 6% disagree, and 3% strongly disagree regarding collaboration with departments to develop new ideas, based on respondent motivations.
- Respondents' attitudes towards providing training or workshops focused on innovation and creativity varied: 23% strongly agree and 36% agree, while 30% are neutral. Six percent disagree, and three percent strongly disagree, indicating mixed perspectives on this initiative.
- Respondents' engagement in brainstorming and related meetings shows a positive inclination: strongly agree, 36% agree, and neutral. However, 5% disagree and 4% strongly disagree, indicating some resistance to participation in such activities.
- strongly agree, agree that creativity and innovation are crucial for their role and Kamco Corporation's success. 30% neutral, 5% disagree, and 4% strongly disagree.

4.2 RECOMMENDATIONS

- Actively engage older demographics in future surveys to ensure a balanced view of organizational needs and perspectives, fostering inclusivity across generational lines.
- Promote initiatives to increase gender diversity in survey participation, aiming for equitable representation to capture a broader range of insights and experiences.
- Facilitate more opportunities for collaboration between departments, particularly between HR, R&D, Marketing, and Production, to foster innovation and cross-functional teamwork.
- Develop targeted strategies to understand and improve motivation among the who are neutral, ensuring clear communication and alignment of individual motivations with organizational goals.
- Develop targeted strategies to understand and improve motivation among the who are neutral, ensuring clear communication and alignment of individual motivations with organizational goals.
- Maintain momentum in promoting creativity and innovation as crucial for roles within the organization, reinforcing a culture that values and supports ongoing professional growth.
- Regularly assess and adapt organizational practices based on feedback, ensuring alignment with employee expectations and evolving industry trends to sustain a culture of innovation and growth.

4.3 SUMMARY

At Kamco Corporation, employee motivation is pivotal for driving innovation and creativity. By integrating intrinsic motivators like personal satisfaction and problem-solving enjoyment with extrinsic rewards such as financial incentives and recognition, Kamco creates a dynamic environment that encourages inventive thinking. A supportive organizational culture that values and rewards creative contributions further enhances this effect. Consequently, motivated employees are more likely to produce innovative solutions, giving Kamco a competitive edge in its industry. Emphasizing both intrinsic and extrinsic motivators ensures that employees remain engaged, passionate, and consistently contribute to the company's innovative endeavors. In conclusion, the study highlights the pivotal role of employee motivation in driving innovation and creativity at KAMCO Corporation. By understanding and enhancing the various intrinsic and extrinsic motivational factors, KAMCO can foster a more motivated and inventive workforce, ultimately reinforcing its competitive edge in the market. The recommended strategies, including robust recognition programs, alignment of roles with personal values, supportive leadership, and a conducive work environment, can help create an environment where creativity and innovation thrive, ensuring sustained growth and success for KAMCO Corporation. In conclusion, the study underscores the pivotal role of employee motivation in driving innovation and creativity at KAMCO Corporation. By understanding and enhancing the various intrinsic and extrinsic motivational factors, KAMCO can foster a more motivated and inventive workforce, ultimately reinforcing its competitive edge in the market. The recommended strategies, including robust recognition programs, alignment of roles with personal values, supportive leadership, and a conducive work environment, can help create an environment where creativity and innovation thrive. This, in turn, will ensure sustained growth and success for KAMCO Corporation, positioning it as a leader in innovation within its industry. Through continuous investment in employee motivation and the cultivation of a supportive and inclusive work culture, KAMCO can maintain its competitive advantage and drive ongoing innovation and creativity, securing its place as a forward-thinking and dynamic organization in the ever-evolving business landscape.

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APPENDIX

QUESTIONNAIRE

A STUDY ON EMPLOYEE MOTIVATION TOWARDS INNOVATION AND CREATIVITY AT KAMCO CORPORATION LTD, ATHANI

Sir/Madam,

I am ALEENA SAJU, pursuing MBA at “Naipunnya Business School, Pongam, Koratty, Thrissur”, doing a project, as a part of my curriculum at Kerala Agro Machinery corporation Ltd (KAMCO) on the topic, “**A STUDY ON EMPLOYEE MOTIVATION TOWARDS INNOVATION AND CREATIVITY AT KAMCO CORPORATION LTD, ATHANI**”, please feel free to answer the questions. Your answer will be used only for academic purposes.

1. Age

- below 25
- 25-45
- 45-60
- Above 60

2. Gender

- Male
- Female

3. Departments

- Research and development
- Marketing
- Production
- Human Resource

4. I think that I am motivated to work

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5. I involved by the management in decision-making to foster innovation and boost creative idea

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. I Satisfied with the support from all Departments in promoting innovation and creativity.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. I feel motivated to contribute innovative idea at work

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. I frequently contribute my creative ideas to my team or supervisor during decision-making processes.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. I believe that KAMCO provides sufficient resources to nurture innovation and stimulate creative ideas

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. KAMCO provides training or workshops to improve creativity and innovation skills.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
11. My management is encouraging and supportive when it comes to implementing new ideas and projects.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
12. I feel constrained by current processes and policies when attempting to implement new ideas
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
13. I feel comfortable taking risks to pursue innovative ideas
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
14. I collaborate with colleagues from different departments to develop new ideas
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

15. I often participate in brainstorming sessions or innovative related meetings

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. I consider creativity and innovation crucial for my role and essential in driving the success of Kamco corporation

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree