

## WORKERS IN SOCIAL ENTERPRISES AND THEIR MOTIVATIONS FOR DESIRE TO STAY IN THEIR JOBS

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### Abstract

In order to further understand what motivates those who engage in social enterprise, this study employed a mixed-method exploratory research design based on the a needs theory framework. The factor analysis of the survey revealed two variables, which represent internal and extrinsic drive, respectively. The degree to which these requirements are met provides insight into whether or if employees, managers, and creators plan to remain in their existing positions. However, the outcomes demonstrated that there are differences in the degree to which one's basic requirements are met across occupations. We investigate specific requirements that emerge from social entrepreneurs' identities and the environments in which they operate. In this article, we examine the consequences for human resource management in social enterprises. Despite their altruistic motivations, social entrepreneurs are nonetheless expected to compete successfully in a global marketplace. In such a setting, how human resources are managed is of the utmost importance. Keeping productivity levels at a competitive level is difficult, and it's more difficult to do so while retaining a stable workforce. To overcome this difficulty, one must devise a plan. This study aims to shed light on the factors (distributive justice, commander interchange, job happiness, and organizational commitment) that contribute to the retention or turnover of employees in social companies. The study's main premise on the woman's predictive power was examined using partial least square, an method for modelling structural equations. The findings did confirm most of the woman's predictions, but the link between distributive and either organizational loyalty or work happiness was flimsy at best. Finally, key challenges from human resources management are extracted with the aim of reducing the permanent staff turnover rate in social good organizations.

**Keyword:** HRM Intention to quit, Job satisfaction, Leader–member exchange, Organizational commitment, Social enterprises.

### 1. INTRODUCTION

Enterprises can be thought of as a cross between for-profit firms and nonprofits due to the fact that their goals and operating methods are comparable to those of both. Like traditional for-profit organizations, they use cutting-edge business tactics to ensure their organization's survival and growth. Organizations are similar to non-profits in that they share a commitment to achieving socially beneficial ends that is not an afterthought but rather central to their mission statements (Masseti 2012). Therefore, workers in social enterprises must strike a steady balance between financial success and maximizing the company's positive impact. Numerous studies chronicle the social impact of social companies on local residents, provide conceptual descriptions of the phenomenon, and describe case studies of existing social businesses (Hechanova-Alampay 2009; Hill, Kothari, and Shea 2010). However, there is a dearth of research that provides an empirical examination of core psychological concepts pertinent to the workplace for those working for social enterprises. Furthermore, most studies on psychological issues like motivation have focused on social entrepreneurs and founders,

whereas data on the other employees at social enterprises, who make up the great bulk of social organizations, is scarce (Doherty, Haugh, and Lyon 2014). This study will fill these gaps in knowledge by investigating not only social enterprises but also the supporting staff essential to the success of these organizations. In particular, this study will examine the employees who are essential to the success of social entrepreneurs. By doing so, we can gain a richer and more nuanced comprehension of the motivations of workers inside social enterprises and explore the possibility of differences in motivation among different groups of workers. The success of the workers and, eventually, the social enterprise's ability to continue operating is strongly tied to the workers' motives and goals of ongoing employment with social company. Additionally, studies have revealed a correlation between an employee's motivational needs and their intent to continue with the company (Newton, Becker, and Bell 2014; Johari et al. 2012). This study aims to better understand how various intrinsic motivations influence an employee's commitment to remaining with their current employer. Intent to stay will serve as the metric to evaluate the success of this study. It also looks into whether or not people at different levels of employment have different motivational needs and goals.

### **1.1 Social enterprises**

Individuals from across all kinds of backgrounds are becoming increasingly curious about and engaged in the process of establishing social enterprises. In underdeveloped nations, where extreme poverty or inadequate infrastructure for health care, schooling, or other critical services are all too widespread, the goal of social businesses to develop social concerns via ecologically sustainable approaches gives a glimmer of hope. The Philippines is a prime illustration, as it is where an estimated 30,000 similar enterprises (Dacanay 2013). Collectives like this can take many forms, including but not limited to cooperatives, banks, fair trade groups, businesses started by charities, and sector or area-based organizations that serve underserved communities. Fair trade organizations work to promote trade that benefits all parties involved. Both "social business" and "social entrepreneur" have indeed been variously defined in numerous scholarly works. Furthermore, there are clear national and regional variances in the conceptualization and management of social companies (Sengupta and Sahay 2017). In this study, we follow Germak and Robinson's definition for social enterprises, which indicates that such businesses "pursue financial, ethical, or, at times, environmental objectives too though." Social enterprises are businesses that aim to improve their economic (in the form of earnings or surpluses) or social (including the empowerment of the group of marginalised groups and environmental conservation) situations through time (Doherty, Haugh, and Lyon, 2014). Numerous scholarly articles concur that hybridity is one of the most distinctive properties of social enterprises. There are many similarities between hybrid organizations and businesses that operate for profit, charities, and the government. Employees of social firms must be aware of and committed to both profit and social influence. It is those who "have the initial vision, take action toward starting the enterprise, and work to sustain that venture" who are referred to as "social entrepreneurs" (Germak and Robinson 2014, 7). Numerous studies have found that these folks don't have the traits of successful business owners, charitable givers, or social activists. Social entrepreneurs, in contrast to conventional business owners, place a greater value on improving society. Volunteers in social development and social entrepreneurs

both have altruistic goals, but social entrepreneurs are more likely to take risks and have less concern for what others think (Bargsted et al. 2013). In addition, great social entrepreneurs don't stick to a single strategy when it comes to managing a business or nonprofit organization; rather, they combine approaches that have proven to work in similar contexts. This is because successful social entrepreneurs display a rare profile of qualities (Katre and Salipante 2012). Is it possible for current theories of motivation to fully capture the specific requirements of entrepreneurs and non-profit organizations, given their own distinct blend of characteristics?

## 1.2 Motivation

Over the last few decades, psychologists and business leaders have devoted considerable time and energy to the study of employee motivation due to its central role in the professional life of an individual. Motivation is "the psychological characteristics that govern the direction of a human's level of effort, and a person's tenacity in the face of obstructions," as defined by Lockwood. Businesses are better equipped to retain their best workers and advance toward their long-term objectives if they provide an environment that inspires and rewards their staff (Lockwood 2010). The field of generalized motivation theories includes the needs-based theories as one subfield. Needs theories are a way of understanding why people go to work by looking at the needs of employees and how well those needs are addressed. The needs of employees have inspired a number of theoretical frameworks, including Maslow's Hierarchy of Needs (1943), Herzberg's Motivation-Hygiene Theory (1968), McClelland's Theory of Needs (1961), or Self-determination Theory (SDT) (Dacanay, M. L 2013). Beliefs such as these give rise to a variety of needs, such as the desire for social approval and praise, meaningful relationships, fair compensation, and the satisfaction of basic physiological requirements. Conventional wisdom classifies motivational factors either as intrinsic or extrinsic. The term "intrinsic drive" is used to describe labor that is done "in and of itself," or since it inevitably brings the worker a feeling of enjoyment, satisfaction, and fulfillment (Ryan and Deci 2000). One of the key roles of intrinsic objectives is the fulfillment of fundamental psychological needs. Personal growth and competence, societal progress, humanitarian aid, supportive interpersonal connections, and the like are all examples of such expectations. Employees whose intrinsic motivation is high have been found to have lower rates of undesirable outcomes like intention to leave, exhaustion, and stress in the workplace and higher rates of desirable outcomes like work performance and affective commitment (Kuvaas et al. 2017). The work done in response to extrinsic motivators, on the other hand, may be seen as instrumental, meaning that it is being done to obtain genuine consequences and incentives that are unrelated to the task at hand. This includes material success, merit-based rewards, and widespread public acclaim. The connection between internal and external motivation has been the subject of a great deal of research. But there are many who argue that intrinsic and extrinsic motivation are not mutually exclusive, that they can be measured separately, and that they can even mutually reinforce one another. There's a school of thinking that says external incentives can do the job just as well as internal ones. In any case, studies show that extrinsic and intrinsic motivation are actually two sides of the same phenomena. Research into neural network models has shown, in fact, that various areas of the brain remain active in different people when they engage in a habitual behavior (Lee et al. 2012). It's likely that one's motivations would differ depending on

their function, even while the setting is the same. The notion of role motivation states that people's fundamental drives vary according to their particular responsibilities. They provide a variety of qualifications necessary for work in the administrative, technical, or professional sectors. For example, managers must exercise greater power than their employees do because they are responsible for the department's results. Other research with similar conclusions has found that middle managers are more extrinsically than top executives, whereas staff at all levels are more intrinsically motivated. Therefore, it may be possible to get a more complete view of what motivates workers if we define criteria in terms of roles.

### **1.3 Intent to stay and retention**

One of factors linked to inspiration is a person's intent to stick around. "Intend to stay," as defined by Johari et al., is an employee's intention to continue working for their current employer. A meta-analysis found that employees' intentions to stay or leave the company made up a significant portion of the predictors of employee turnover. To a greater extent than for other types of businesses, employee turnover is a serious issue for social enterprises because their core business model is labor-intensive. Typically, humans rather than machines or equipment offer the bulk of a company's services (Bhati and Manimala 2011; Ohana and Meyer 2010). High employee turnover is bad for a social company because it wastes time and money on finding, hiring, and training new workers, when that money and time could be put to better use elsewhere. The company may experience difficulties in its internal operations and external interactions with customers if it must once again build fresh knowledge, skills, or relationships. Companies that focus on social good would do well to learn more about the needs of their employees and use that information to create effective human resources (HR) initiatives that increase employees' commitment to staying with the company and reduce turnover. Ethical entrepreneurs or founders need to be committed to staying in the game because they face so many obstacles while trying to launch and grow their social enterprises. The difficulties inherent in running a conventional business—such as maintaining profitability and managing operational costs at a level that's also lower than revenue—are complicated further by the pursuit of social goals and ideals (Habaradas and Aure 2016). There is a paucity of certain competences among the available workforce, and social entrepreneurs inside the Philippines must obtain to scale their operations if they are to succeed. These are the difficulties encountered by social entrepreneurs in the Philippines.

### **1.4 Motivational needs and intent to stay**

As outlined in Mobley's (1977) attrition model, an employee's first step in deciding whether to leave or remain with an organization is to assess the many aspects of their position. The extent to which volunteers' motivating requirements (such as social, value, career, development, learning, and growth) are met is directly correlated with the length of time they plan to devote to an organization's cause. These facts provide credence to the aforementioned claim (Newton, Becker, and Bell 2014). Employees' desire to remain at non-profits is correlated with their enthusiasm for the organization's mission (Brown, Yoshioka, and Munoz 2004). The extent to which an employee feels supported by management and satisfied in their work are other important considerations when determining whether or not they will stay with the organization

(AbuAlRub 2010; Supangco 2015). To what extent an employee's personal values and beliefs coincide with those of the company they work for is a significant predictor of how long they plan to remain with the corporation (Presbitero, Roxas, and Chadee 2015). Finally, a positive correlation between retention and financial incentives has been identified. The aforementioned findings lend support to the idea that workers have varying desires, and that the extent to which those desires are met influences workers' decisions regarding whether or not to remain with just an organization or seek work elsewhere. However, most of these results come from studies of people employed by both for-profit and non-profit organizations that exercise control. The purpose of this study is to add to the current body of knowledge by conducting an empirical examination of the connection between employees' motivational requirements and their desire to remain in the field of social entrepreneurship through the use of a mixed method approach.

#### **1.4.1 Job satisfaction**

There has been extensive study into employee happiness by organizational and industrial psychologists. For some, employment is not only a means to an end but an essential aspect of their identity. However, there are many who dread going to work and only do so out of necessity. How much people enjoy their occupations can be gauged by measuring their levels of job satisfaction. There has been more research done on job satisfaction than any other aspect of company behavior (Anwar (2017)). The findings of job satisfaction studies have implications for both the workforce and the company as a whole. Fair treatment is something that workers value highly. Employees who report feeling valued and appreciated at work may be receiving fair treatment. From the perspective of the corporation, if employees are happy in their jobs, they will work more, which will improve the bottom line. Overall, businesses attribute high levels of retention and output to happy workers. Having a happy workforce is essential to achieving higher levels of efficiency, responsiveness, quality, and customer appreciation. Factors such as success or failure on the job, quality of supervision, and interpersonal connections with coworkers all have a role in an employee's degree of job satisfaction. Motivated and devoted workers who like their work are more likely to take actions that benefit the company. Career progression, workplace impact, collaborative work, and demanding tasks were found to be significant contributors to job satisfaction.

#### **1.4.2 Motivation of employee**

In today's modern organizations, one of the most important tasks is to inspire employees to provide more of their time and effort. Creating effective compensation plans is critical to inspiring employees to give their all in the workplace and achieve exceptional results. The first step in getting motivated is realizing you have a need that hasn't been met. The next step is to determine what the need is and set a target for achieving it. Individuals' performance can be improved by the use of rewards and incentives to encourage them to complete the task. Motivation is also influenced by one's social environment (Anwar & Shukur, 2015). The values and culture of the organization are part of this backdrop, as are the beliefs and practices of the team's leaders and managers, as well as the dynamics of the larger group in which the individual participates. Two types of motivation have been identified: intrinsic and extrinsic. Working because it fulfills one's own needs is an example of intrinsic motivation. When people are

intrinsically motivated, they look for a profession that they believe will allow them to meet their own personal requirements. Responsibility, autonomy, the confidence to rely on and improve one's own abilities, engaging work, and career growth prospects are all examples of qualities that can boost a person's level of intrinsic motivation. When other people make an attempt to encourage a person, this is known as extrinsic motivation. To give just one example of extrinsic motivation, consider a boost in income, a compliment from a superior, or a new position within the company. Although effective, the impact of extrinsic motivators is short-lived. Since they are internal to the individual rather than externally imposed, the effects of internal motivation tend to last for a longer period of time.

### **1.4.3 Reward**

A worker is rewarded in various ways, one of which is through monetary wages. One of the primary sources of motivation and stimulation. When salaries are set and distributed fairly, it can boost morale, output, and job satisfaction. Employees have expressed relatively low levels of contentment with their existing pay. This may indicate that workers are dissatisfied with their pay and are seeking a raise. As a result, managers should give thought to this aspect, as enhancing it can boost staff enthusiasm and output (Hassan et al. 2020). Staff dissatisfaction often extends to whether or not they are paid fairly for the work they do. They claim that the duties performed at work warrant a larger wage. It's true that some workers were pleased with their compensation, but the vast majority of workers feel that their salaries are unfairly distributed. Raising the wage could serve as a nice incentive. It's disheartening when some workers get paid more than others for doing the same work. The foregoing debate informed the researchers' development of the subsequent research hypothesis to assess the role reward plays as a motivational component in the attainment of job satisfaction.

### **1.4.4 Compensation**

Employee compensation plans were designed to do just that: motivate, recruit, reward, and keep the best employees. Management needs to carefully consider how and where to compensate their staff while not going over budget on compensation schemes. Making employees feel valued and appreciated by management is essential. Historically, the goal of compensation plans was to achieve the highest possible degree of internal fairness within payroll systems. Since the economy and a company's business circumstances are constantly shifting, there is no universally applicable method of compensating the workforce. Because of this, it is crucial for businesses to carefully consider their compensation policies (Anwar & Abd Zebari, 2015).

### **1.4.5 Incentive**

Incentives are a popular topic because of their proven effectiveness in boosting productivity and attracting the kind of skilled workers necessary to fulfil an organization's goals. Employees like incentives because they want to be rewarded for their hard work. Rewarding others for their efforts is a key component in helping them achieve their deepest desires. Not even their exceptional personal attributes could get them to work that efficiently without a system of incentives to back up their own intrinsic motivations (Chandrawaty & Widodo, 2020).

## 2. REVIEW OF LITERATURE

**Tiwari, et al (2022)** studied the goal of this research was to find out what factors, if any, may be used to predict whether or not someone will choose to launch a social enterprise after receiving training in social entrepreneurship. Also, see if you can find out if this link is mediated by altruistic motivation. The findings provide support for a moderated mediation condition, where prosaically drive mediates the relationship between antecedents and social entrepreneur aspirations. Education on social entrepreneurship, on the other hand, was positively correlated with future plans to launch a nonprofits. These findings support the need for curriculum reform on the federal, state, and local levels to teach empathy. In addition, there is a framework in place to inspire young people to work in social entrepreneurship. Promoting an entrepreneurial mindset is essential for a country's development, say experts and policymakers. Transnational, regional, regional, and political activities encourage young people to explore entrepreneurship, making this tendency more noticeable. There are many different kinds of entrepreneurship, and it's not always clear which policies should be targeted to whom. There have been major shifts in the economic landscape of emerging markets like India's. Policymakers are placing a premium on the development of social entrepreneurship because of its two-fold nature.

**Chandna, V. (2022)** studied the crowd funding is becoming increasingly common as a means to raise money for good causes, but it still hasn't found widespread use because of the many obstacles that must be overcome by social entrepreneurs. By bringing together research on social entrepreneurialism, valuation co creation, this same collaborative economy, as well as digital platforms, this work offers concrete insights into how formed platforms can be used for crowd funding financial resources, seeking creative ideas, collaborating, and gathering a wide range of nonfinancial resources. Additionally, the essay demonstrates how a versatile digital platform may be created and utilized by emerging social enterprises to meet a wide range of needs. Focusing on the ultimate goal of producing a good social effect can help social entrepreneurs overcome obstacles including doubts about the legitimacy of their organization and a lack of traditional funding sources. Many of the defining characteristics of the digital economy are at play here, such as the willingness of the participants to share, the internet's role as a facilitator, and the interest in exploring new experiences. Therefore, this essay adopts a multidisciplinary strategy to investigate the potential synergy between crowds funding as well as the solubilisation of dormant resources via digital platforms in the service of social-entrepreneurial initiatives.

**Bryson, et al (2022)** examined this essay contribute to the body of work on social business by utilizing the strategy-as-practice school of thought prevalent in the study of strategy. In that context, strategy is viewed as a set of actions rather than a static asset. Not much is discussed about the nature of strategy or its relevance to social enterprise in the current public and nonprofits literature. Case studies are used to illustrate a conceptual framework for learning about strategy. As a result of this endeavour at theory-building, we know that: strategizing is a collaborative effort; strategic thinking, reacting, and learning are all intertwined; and altering an organization's ecology is extremely challenging. Stories abound in the annals of social

enterprise of people and small groups who, through laser-like focus, passion, and commitment, made enormous contributions far outweighing their resources. This article looks at how one social entrepreneur collaborated with others to improve resources for minority and non-white business owners. When we talk about "social entrepreneurs," we mean "those who seek to achieve both social and commercial success through the launch of a social venture."

**Bhatt, B. (2022)** studied the delves at the ethical challenges posed by social entrepreneurs (SEs) and how they deal with the complexities of social change beyond the confines of their own organizations. Adding to the growing body of work on the moral dimensions of SEs, I propose defining ethics as a confrontation with imbalances of power. I theorize how a SE's inherent ethical leanings interact with the normative framework of the social structure in which it functions. Using this model in a hierarchical yet varied rural Indian community, I was able to illuminate the moral ambiguity of ethical decision-making and provide opportunities for ethical actions. While conducting research in India, I got to see an effective SE in action, which I analyzed using a qualitative approach. My eyes were opened to the ethical difficulties between effectiveness and fairness in program design, between fairness and authority in beneficiary selection, as well as between long-term viability and program expansion (cooperation versus autonomy). By isolating these three SE actions—acknowledgment, repositioning, and collaboration—I was able to build a model of the transformational process. In this session, I'll examine the theoretical ramifications of this research for SEs and make the case for a more critical engagement with ethical theories as a means of addressing systemic problems.

**Joyce, et al (2022)** studied the SDH framework to categorize the interplay between charities and health. We argue that social businesses and, more specifically, work integration community associations, are best characterized as 'diverse interventions,' each of which must necessarily result in distinct health outcomes for its users, communities, and employees. We show that the impact of these healthcare systems is molded by an infinite combination of complicated and dynamic conversations between software systems, configurations, spaces, connections, as well as individual and company factors, drawing on the life experience of four entrepreneurship who used a variety of methods, such as quasi surveys of staff members, supervisors, as well as entrepreneurship partner organizations, participant observation, and interviews. This paper aims to fill a knowledge vacuum about the methods and contexts wherein social entrepreneurship promotes and constrains healthcare outcomes, as policymakers are increasingly interested in the potential for social enterprises to affect the SDH.

**Enthoven, M. P., & Thelken, H. N. (2022)** examined the Entrepreneurs and activists with a focus on social good can help transition societies toward sustainability by shaping consumer norms. This buffer zone can shield emerging sustainability solutions from the rigors of the market until they are ready for widespread adoption. Our research focuses on the tactics used by sustainable business owners and environmental campaigners to shift public attitudes and behavior. Conversations between 26 activists & venture capitalists in the Netherlands' market for non-animal products are analyzed using grounded theory. We find that there is a common ground between the strategies of social entrepreneurs who aim to entice customers towards sustainable consumption and the strategies of activists who seek to dissuade them. There are

four components to these strategies: appealing to, contrasting with, and expanding consumers' ties to the values based on sustainable consumerism; and a focus on radical innovation. We demonstrate how niche-level sustainability transitions and consumer-culture-change tactics interact to provide a safe haven for environmentally friendly practices.

**Ali, B. J., & Anwar, G. (2021)** proposed the importance of Human Resource Department is growing in modern business as a result of the growing recognition that a company's production is heavily dependent on its people and their knowledge. The evaluation of worker contentment is a crucial part of human resource management. Increased efficiency, responsiveness, quality, or recognition service requires that companies ensure employee satisfaction is high. This thesis intends to investigate what factors contribute to a positive work environment for employees. The article also discusses how a company's culture may make or break morale in the workplace. Job contentment, intrinsic motivation, and compensation parity are some of the theoretical pillars on which this argument rests. Communication and cooperation between workers and supervisors is one of the company's greatest strengths.

**Smith, K., et al (2020)** conducted this importance of Human Resources Management is growing in modern business as a result of the growing recognition that a company's production is heavily dependent on its people and their knowledge. The evaluation of worker contentment is a crucial part of human resource management. Increasing productivity, availability, quality, or recognition service requires companies to ensure worker happiness is high. This dissertation is to investigate what factors contribute to a positive work environment for employees. The article also discusses how a company's culture may make or break morale in the workplace. Job contentment, intrinsic motivation, and compensation parity are some of the theoretical pillars on which this argument rests. Communication and cooperation between workers and supervisors is one of the company's greatest strengths.

**Paais, M., & Pattiruhu, J. R. (2020)** proposed it by using a combination of qualitative and quantitative techniques, this research seeks to understand how motivation, leadership, the organizational culture at Wahana Resources Ltd in the North Seram District of the Central Maluku Regency, Indonesia, affect employee happiness and output on the job. For academics doing studies in the topic of human resource management, this analysis is meant to serve as a critical overview. The same Amos Structural Equation Modeling was used to examine data gathered via questionnaire. A favorable and considerable effect on productivity was discovered when researchers examined the correlations between work motivation with organizational culture, whereas job satisfaction was shown to be unaffected by these factors. Job happiness is significantly affected by leadership, while performance is unaffected. According to the results of the coefficients of determination test, the factors of motivation, leadership, with culture have a 57.4% impact on work satisfaction, while the factors of motivation, leadership, culture, & job performance have a 73.5% impact on employee performance. There are other elements at play, but they are not directly related to our investigation. Staff morale can be raised through investing in their motivation, their leaders, and their company's culture. Worker productivity is a direct result of their level of job happiness.

**Riyadi, S. (2020)** studied a more and more businesses and items that are identical to one another enter the market, competition is fierce. Nonetheless, they highlight a number of positive aspects of the products. To survive in today's market, every business must focus on raising the bar on product and service quality. That depends on the caliber of its human resources if it is to survive in a market with so much rivalry. The company's end aim necessitates, consequently, that its staff possess greater competencies and assume greater responsibilities. A company's or organization's human resources are one of its most important assets. A corporation can have the best work plans, supervision, and employee performance improvement standards in the world, but if its employees aren't invested in their work, nothing will go smoothly. Slowness, dullness, poor job efficiency, decreased enthusiasm, decreased performance, or decreased productions are all undesirable and destructive effects of organizational goals. An employee's productivity in the workplace may be affected by a wide range of both internal and external variables.

### 3. RESEARCH METHODOLOGY

This study set out to examine how one's level of motivation and, by extension, happiness in the workplace changes with time. The researchers in this study used both intrinsic and extrinsic factors of motivation. We find that the previously indicated motivational viewpoints on job satisfaction at various organizations are distinct variables in this analysis. This study was analyzed using a quantitative methodology. The researcher's tolerance for a certain approach or method for selecting sample items is referred to as the sample design. The study's sample was selected at random, and it was conducted at several nonprofits. Out of a total total 220 respondents, only 205 completed the survey in its entirety.

#### 3.1 Data collection

In order to get this information, questionnaires are employed. A survey is a specific type of research tool that consists of a set of questions to collect information about respondents. The tool's intended use is for eliciting information from respondents. To get insight into a topic of interest, researchers conduct a census to compile data from a representative sample of the population. Because of their efficiency, low cost, and ease of administration, questionnaires are commonly used in research. One of the many reasons for their widespread acceptance is this. These tools are excellent for learning about a subject's habits, likes, dislikes, intents, attitudes, and beliefs.

### 4. RESULT AND ANALYSIS

#### ❖ Demographic profile

**Table 4.1 Gender profile of Respondents**

Gender	No. of respondents	Percentage%
Female	85	41.46341%
Male	120	58.53659%
<b>Total</b>	205	100%

Figure no: 4.1 Gender profile of Respondents

### Gender profile of Respondents

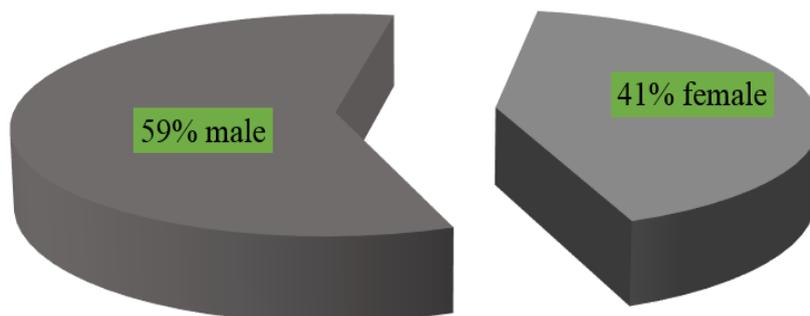


Table 4.1 and figure no 4.1 the Gender Profile of Respondents in this there are 85 (41.46%) female respondents and 120 (58.53%) male respondents out of 300 respondents. According to this data we analyze that male respondents is more than the female respondents.

Table 4.2 Annual Income of Respondents

Annual Income	No. of Respondents	Percentage%
Below 150,000	60	29.26829%
150,000-250,000	55	26.82927%
250,000-350,000	43	20.97561%
350,000-450,000	26	12.68293%
Above 450,000	21	10.2439%
<b>Total</b>	<b>205</b>	<b>100%</b>

Figure no: 4.2 Annual Income of Respondents

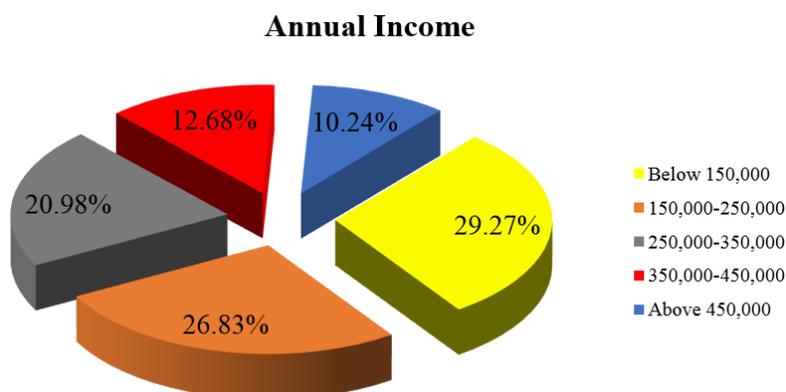


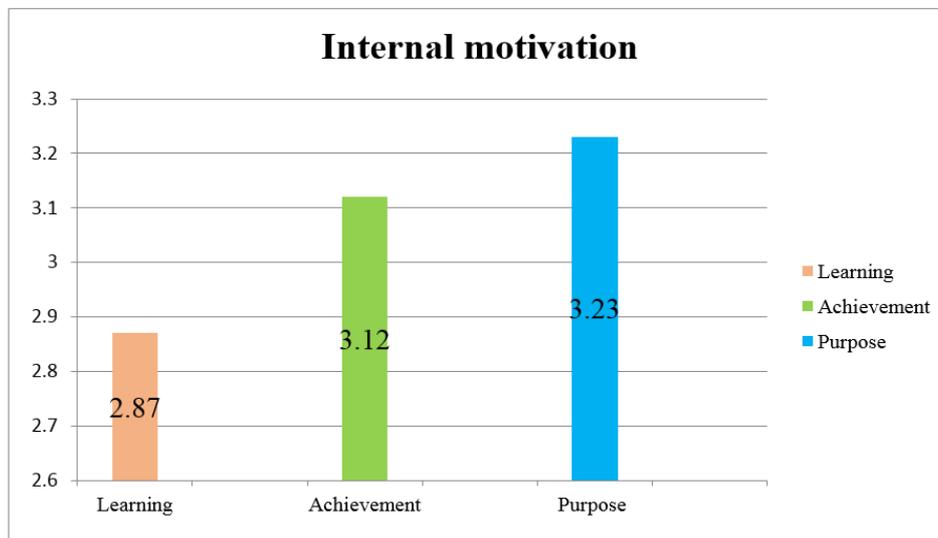
Table no 4.2 and figure no 4.2 the Annual Income of Respondents out of 205 respondents there are 60 (29.27%) respondents, whose annual income is below 150,000, 55 (26.83%) respondents annual income is between 150,000-250,000, 43 (20.98%) respondents annual income is between 250,000-350,000, 26 (12.68%) respondents annual income is between 350,000-450,000 and 21 (10.24%) respondents annual income is above 450,000. We analyze from this data that there are majority of annual income is Below 150,000.

❖ **Motivation of employees**

**Table no: 4.3 Mean, standard deviation and coefficient of variation of different-different factor of Internal Motivation**

Internal motivation	Mean	SD	Coefficient of variation
Learning	2.87	0.32	0.111498
Achievement	3.12	0.52	0.166667
Purpose	3.23	0.68	0.210526
<b>Overall</b>	<b>3.07</b>	<b>0.50</b>	<b>0.162866</b>

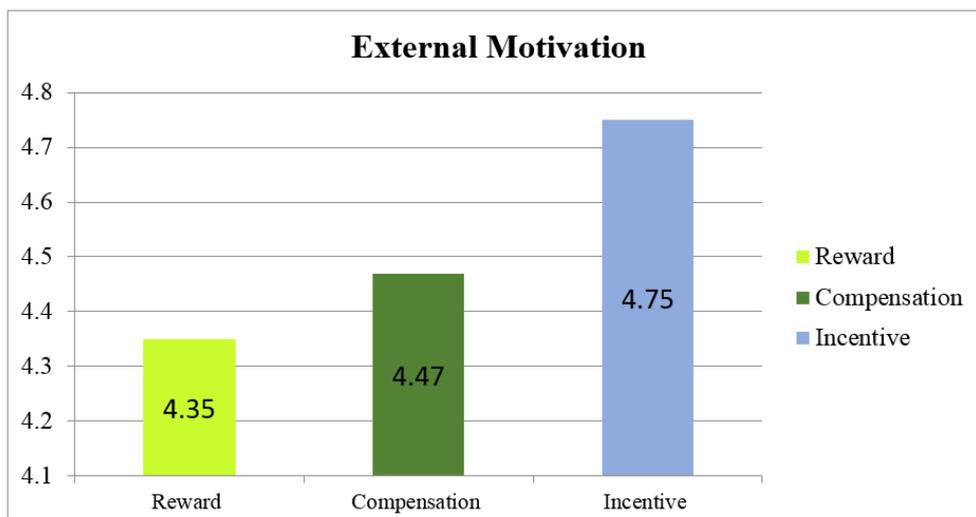
Internal motivation has three factors which are learning, achievement and purpose. Mean of learning factor is 2.87, and Coefficient of variation is 0.111498. Mean of achievement factor is 3.12, and Coefficient of variation is 0.166667. Mean of purpose factor is 3.23, and Coefficient of variation is 0.210526. The overall internal factor mean is 3.07 and the Coefficient of variation is 0.162866.



**Table no: 4.4 Mean, standard deviation and coefficient of variation of different-different factor of External Motivation**

External motivation	Mean	SD	Coefficient of variation
Reward	4.35	0.67	0.154023
Compensation	4.47	0.79	0.176734
Incentive	4.75	0.86	0.181053
<b>Overall</b>	4.52	0.77	0.170354

External motivation has three factors which are reward, compensation and incentive. Mean of reward factor is 4.35, and Coefficient of variation is 0.154023. Mean of compensation factor is 4.47, and Coefficient of variation is 0.176734. Mean of Incentive factor is 4.75, and Coefficient of variation is 0.181053. The overall internal factor mean is 4.52 and the Coefficient of variation is 0.170354.



## CONCLUSION

We found that as a direct result of our investigation, staff retention increased. The research shows that intrinsic motivation is valued less than monetary reward. Workers are mainly impacted by factors that can be classified as external motivation, such as salary, rewards, and incentives. The purpose of this study was to examine, with the aid of the theory of needs and the role theory of motivation, the factors that drive people working in a variety of positions inside social businesses. Those revealed needs can be broken down into two categories: those that come from within, and those that come from beyond. Individuals' levels of commitment to staying were predictably related to both types of expectations. While some qualifications seem to be expected of all employees, those working for social entrepreneurs may need additional skills. Therefore, this research adds to the current literature on people who work for nonprofits. In particular, it's an aid to the improvement of (HRM) techniques tailored to the needs and motivations of workers in social enterprises. It is much more likely that a social company will

be able to alleviate poverty, raise living standards for its employees, and spur further good, self-sustaining social change than any other type of business. Motivated workers will be able to get the job done. The study's primary objective was to shed light on the factors that motivate employees at social companies.

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