



Job Satisfaction and Motivation among Employees in a Manufacturing Industry

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Abstract

The manufacturing industry plays an important role in the economic development of a country by providing employment opportunities and supporting industrial growth. In this competitive environment, employee performance is highly influenced by job satisfaction and motivation. The present study aims to examine the level of job satisfaction and motivation among employees in a reputed manufacturing industry in Hosur. A descriptive research design was adopted for the study. Primary data were collected from 50 employees using a structured questionnaire based on a Likert scale. The questionnaire covered dimensions such as job satisfaction, work environment, compensation and benefits, career growth, work-life balance, intrinsic and extrinsic motivation, management and supervision, and organizational culture. The collected data were analyzed using percentage analysis, t-test, ANOVA, and correlation with the help of SPSS software. The findings revealed that 50% of the employees have a high level of job satisfaction and motivation, while 26% have moderate and 24% have low levels. Management and supervision (54%) and organizational culture and commitment (48%) showed higher levels of satisfaction. However, career growth and development (56%) and work-life balance (42%) showed lower satisfaction levels among employees. The t-test results indicated no significant difference between contract and permanent employees regarding job satisfaction and motivation. The ANOVA results also revealed no significant difference based on gender. Correlation analysis showed that work environment and working conditions ($r = 0.382$) and management and supervision ($r = 0.412$) have a positive relationship with employee motivation. The study concludes that improving work environment, career growth opportunities, and employee engagement can enhance job satisfaction and motivation among employees in the manufacturing industry.

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Keywords: Job Satisfaction, Employee Motivation, Manufacturing Industry, Work Environment, Compensation and Benefits, Career Growth and Development, Work-Life Balance, Organizational Culture, Management and Supervision, Employee Performance

Introduction

The manufacturing industry has a major role to play in the economic development of the country by providing employment and facilitating the growth of industries. Manufacturing industry has witnessed a rapid growth rate during the past few years due to advancements in technology, globalization, and the growing demand for products. In the competitive world, employee performance is one of the factors for the growth of the manufacturing industry. Job satisfaction and motivation are the key factors influencing employee performance and productivity. Job satisfaction is a measure of the level of satisfaction felt by employees towards their job. It involves various factors such as work conditions, salary, job security, and various benefits received from the organization. Motivation is a force, internal or external, that stimulates employees to work efficiently and perform their tasks in order to attain organizational goals. When employees are satisfied and motivated, they are likely to perform better in their tasks and show more commitment to their work. Employees in this field are likely to work in a hard situation, and this could impact their motivation levels. Hence, it is crucial for the organization to provide a favorable work environment to its employees. Various factors, such as leadership style, organizational culture, and compensation packages, are also considered to be influential in building employee attitude towards their job. In recent years, various manufacturing firms are implementing employee

engagement strategies to boost employee motivation levels and job satisfaction. Hence, it is crucial to study job satisfaction and motivation levels among employees in the manufacturing field to comprehend various factors influencing employee behavior and organizational performance.

Review of Literature

Several researchers have conducted research on the topic of job satisfaction and motivation among the employees of different industries, especially with the objective of exploring the factors that affect the performance of the employees. Herzberg, in his research conducted in 1959, concluded that the satisfaction level of the employees is influenced by two different factors, namely hygiene factors and motivational factors. Hygiene factors include salary, working conditions, and security, whereas motivational factors include recognition, achievement, and growth. Maslow (1943) indicated that the basis of employee motivation is the hierarchy of needs, which consists of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The study pointed out the importance of satisfying the employees' basic needs as well as their psychological needs in order to have a high level of motivation job satisfaction. In a study carried out by Spector (1997) ^[23], job satisfaction emerged as a significant factor affecting the performance of employees. According to the study, employees who are satisfied with their jobs tend to be more productive in their work and have a higher level of dedication to their jobs. A study carried out by Sharma and Sharma (2018) ^[20] on the topic of job satisfaction among employees in the manufacturing industry found that the main factors affecting the satisfaction of employees were the working conditions, salaries, job security, and promotion. Similarly, the study by Reddy and Kumar (2020) on the role of motivation in enhancing employee productivity in manufacturing firms revealed that motivational factors have a great impact on employee performance and job satisfaction. Similarly, Patil (2021) observed that employee engagement and leadership style are crucial factors for enhancing employee job satisfaction and motivation. Further, the study revealed that firms focusing on employee welfare are able to enhance employee productivity and reduce employee turnover.

Methodology

Aim: To study the job satisfaction and motivation among employees in the manufacturing industry Reputed manufacturing industry Hosur.

Objectives:

1. To assess the level of job satisfaction among the employees working in the manufacturing industry.
2. To examine the relationship between the gender of the respondents and the level of job satisfaction and motivation among the employees.
3. To emphasize the relationship between the monthly income of the respondents and the level of job satisfaction and motivation among the employees.
4. To assess the difference between the level of job satisfaction and motivation among the employees based on their working conditions

Hypotheses:

1. There is no significant difference between the gender of the employees and their level of job satisfaction and motivation in the manufacturing industry.
2. The age of the employees has no significant relationship with their level of job satisfaction and motivation.
3. The monthly income of the employees has a significant relationship with their level of job satisfaction and motivation.

Research Design:

The descriptive research design was used as a basis to conduct the research on job satisfaction and motivation among employees within the manufacturing industry. Descriptive research is beneficial to the researcher as it provides an opportunity to gather information on attitudes and perceptions that influence employee satisfaction and motivation. It allows the researcher to analyze the impact of various factors that influence the motivation and job satisfaction of employees within the industry.

Universe and Sampling:

The universe for the study consisted of the employees working in the manufacturing units. To conduct the study, the researcher adopted the simple random sampling technique to select the sample for the study. The sample consisted of 50 employees working in 1 manufacturing unit to collect the data on the levels of job satisfaction and motivation of the employees

Tools for Data Collection:

For the study, the main data collection methods were employed through the questionnaire method. Under the questionnaire method, the questions were close-ended and measured the various aspects of job satisfaction and motivation among the employees within the manufacturing industry, including:

- Job Satisfaction
- Work Environment and Working Conditions
- Compensation and Benefits
- Career Growth and Development
- Work-Life Balance
- Intrinsic Motivation
- Extrinsic Motivation and Recognition
- Extrinsic Management and Supervision
- Organizational Culture and Commitment

The responses were measured using a Likert scale to analyze the opinions, attitudes, and perceptions of the employees.

Analysis and Interpretation

Different statistical analysis computed using use of SPSS V.21 to understand the factors affecting job satisfaction and motivation among the employees working in a manufacturing industry. The data collected from the respondents were analyzed through the application of the most appropriate statistical tools, including percentage analysis and quartile deviation, to understand the responses given by the employees working within the industry.

Table 1: Distribution of respondents based on their overall Job Satisfaction and Motivation

Dimensions	Job Satisfaction					
	Low		Moderate		High	
	Freq.	(%)	Freq.	(%)	Freq.	(%)
Job Satisfaction	22	44.0	7	14.0	21	42.0
Work Environment Working Condition	25	50.0	0	0.0	25	50.0
Compensation and Benefits	19	38.0	12	24.0	19	38.0
Career Growth and Development	28	56.0	16	32.0	6	12.0
Work-Life Balance	21	42.0	17	34.0	12	24.0
Intrinsic Motivation	16	32.0	18	36.0	12	24.0
Extrinsic Motivation and Recognition	15	30.0	24	48.0	11	22.0
Management and Supervision	9	18.0	14	28.0	27	54.0
Culture and Commitment	14	28.0	14	28.0	22	48.0
Overall Job Satisfaction and Motivation Among Employees in Manufacturing Industry	12	24.0	13	26.0	25	50.0

From the table, it is observed that the level of job satisfaction and motivation among the employees of the manufacturing industry differs across various dimensions. Under the job satisfaction dimension, 44% of the respondents fall into the low level, 14% fall into the moderate level, and 42% fall into the high level. Under the work environment and working conditions dimension, 50% of the respondents fall into the low level and 50% into the high level. Under the compensation and benefits dimension, 38% of the respondents fall into the low and high levels, and 24% fall into the moderate level. Under the career growth and development dimension, the majority of the respondents, i.e., 56%, fall into the low level, and the remaining respondents fall into the high and moderate levels. Under the work-life balance dimension, 42% of the

respondents fall into the low level, 34% into the moderate level, and 24% into the high level. For intrinsic motivation, the majority of respondents are categorized as moderate level, with 36% of the respondents falling into this category. However, for extrinsic motivation and recognition, the majority of the respondents, 48%, are categorized as moderate level. Management and supervision have the highest level of satisfaction among the respondents, with 54% falling into the high level. Organizational culture and commitment also have the high level, with 48% of the respondents falling into this level. Overall, the majority of the respondents, 50%, have high levels of job satisfaction and motivation, with 26% having moderate levels and 24% having low levels of job satisfaction and motivation.

Table 2: ‘t’ – Test based on the employment type of the respondent and the various dimensions pertaining to Job Satisfaction and Motivation

Variable	Mean	Std. Deviation	Std. Error Mean	Df	Statistical Inference
Job Satisfaction					
Contract Employee	31	16.03	1.906	48	‘t’ =.203, P> 0.05 Not Significant
Permanent Employee	19	16.74	1.821	39.579	
Work Environment Working Condition					
Contract Employee	31	16.03	2.057	48	‘t’ =.377, P> 0.05 Not Significant
Permanent Employee	19	16.53	1.611	44.989	
Compensation and Benefits					
Contract Employee	31	14.19	1.939	48	‘t’ =.209, P> 0.05 Not Significant
Permanent Employee	19	13.37	2.629	30.006	
Career Growth and Development					
Contract Employee	31	13.26	1.154	48	‘t’ =.870, P> 0.05 Not Significant
Permanent Employee	19	13.32	1.293	34.867	
Work-Life Balance					
Contract Employee	31	13.87	1.839	48	‘t’ =.655, P> 0.05 Not Significant
Permanent Employee	19	14.11	1.696	40.630	
Intrinsic Motivation					
Contract Employee	31	13.61	1.687	48	‘t’ =.079, P> 0.05 Not Significant
Permanent Employee	19	14.53	1.837	35.692	
Extrinsic Motivation and Recognition					
Contract Employee	31	14.52	2.694	48	‘t’ =.761, P> 0.05 Not Significant
Permanent Employee	19	14.74	2.051	45.606	
Management and Supervision					
Contract Employee	31	16.19	3.449	48	‘t’ =.614, P> 0.05 Not Significant
Permanent Employee	19	15.74	2.377	47.236	
Organizational Culture and Commitment					
Contract Employee	31	14.84	3.226	48	‘t’ =.279, P> 0.05 Not Significant
Permanent Employee	19	15.74	1.939	47.997	
Overall Job Satisfaction and Motivation Among Employees in Manufacturing Industry					
Contract Employee	31	132.55	11.721	48	‘t’ =.484, P> 0.05 Not Significant
Permanent Employee	19	134.79	9.402	44.434	

The t-test results show that the p-value is greater than 0.05 for all the dimensions of job satisfaction and motivation. This indicates that there is no significant difference between

contract employees and permanent employees in terms of job satisfaction and motivation in the manufacturing industry. The mean values of both groups are almost similar across all

dimensions such as job satisfaction, work environment, compensation and benefits, career growth, work-life balance, motivation, management, and organizational culture. The overall mean score for contract employees (132.55) and permanent employees (134.79) is also very close.

H0: There is no significant difference between contract employees and permanent employees with respect to job satisfaction and motivation and its dimensions in the manufacturing industry.

H1: There is a significant difference between contract employees and permanent employees with respect to job

satisfaction and motivation and its dimensions in the manufacturing industry.

Result: As the value of the p-value is greater than 0.05 for all the variables, the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_1) is rejected. Thus, it can be concluded that there is no significant difference between contract employees and permanent employees in terms of job satisfaction and motivation and its dimensions in the manufacturing industry. The differences in the mean values of the contract employees and the permanent employees are only numerical and not significant.

Table 3: F-Test based on the Gender of the respondents and the various dimensions pertaining to Job Satisfaction and Motivation

Variable		Sum of Squares	Df	Mean Square	F	Statistical Inference
Job Satisfaction	Between Groups	1.681	1	1.681	.467	Sig. =.498 P>0.05 Not Significant
	Within Groups	172.819	48	3.600		
Work Environment Working Condition	Between Groups	3.167	1	3.167	.877	Sig. =.354 P>0.05 Not Significant
	Within Groups	173.413	48	3.613		
Compensation and Benefits	Between Groups	.061	1	.061	.012	Sig. =.913 P>0.05 Not Significant
	Within Groups	245.219	48	5.109		
Career Growth and Development	Between Groups	.094	1	.094	.064	Sig. =.801 P>0.05 Not Significant
	Within Groups	69.986	48	1.458		
Work-Life Balance	Between Groups	.007	1	.007	.002	Sig. =.963 P>0.05 Not Significant
	Within Groups	153.913	48	3.207		
Intrinsic Motivation	Between Groups	9.173	1	9.173	3.001	Sig. =.090 P>0.05 Not Significant
	Within Groups	146.747	48	3.057		
Extrinsic Motivation and Recognition	Between Groups	4.014	1	4.014	.664	Sig. =.419 P<0.05 Significant
	Within Groups	289.986	48	6.041		
Management and Supervision	Between Groups	4.702	1	4.702	.495	Sig. =.485 P>0.05 Not Significant
	Within Groups	456.278	48	9.506		
Culture and Commitment	Between Groups	1.561	1	1.561	.193	Sig. =.662 P>0.05 Not Significant
	Within Groups	387.819	48	8.080		
Job Satisfaction and Motivation Among Employees in Manufacturing Industry	Between Groups	74.014	1	74.014	.623	Sig. =.434 P>0.05 Not Significant
	Within Groups	5697.986	48	118.708		

ANOVA test was carried out to determine the differences in job satisfaction and motivation levels among employees in the manufacturing sector. It is clear from the test results that all the values are above 0.05, including job satisfaction, work environment, compensation and benefits, career growth, work-life balance, intrinsic motivation, management and supervision, organizational culture, and overall job

satisfaction. This indicates that there are no differences in the levels of job satisfaction and motivation among the respondents. Though there are some numerical differences in extrinsic motivation and recognition, it is not statistically significant.

H0: There is no significant difference among the respondents with regard to job satisfaction and motivation, along with its

dimensions, in the manufacturing industry.

H1: There is a significant difference among the respondents with regard to job satisfaction and motivation, along with its dimensions, in the manufacturing industry.

Result: The p-values of the variables are greater than 0.05, it can be inferred that the null hypothesis (H_0) is accepted, while

the alternative hypothesis (H_1) is rejected. It can, therefore, be inferred that there is no significant difference in the respondents with regard to job satisfaction and motivation, along with its dimensions, in the manufacturing industry. The difference in the values is only numerical.

Table 4: Correlation between the Department/Division of the respondent and the various dimensions pertaining to Job Satisfaction and Motivation

Variable	Correlation Value	Statistical Inference
Job Satisfaction	.193	P>0.05 Not Significant
Work Environment Working Condition	.382**	P<0.05 Significant
Compensation and Benefits	.110	P<0.05 Not Significant
Career Growth and Development	.065	P<0.05 Not Significant
Work-Life Balance	.046	P>0.05 Not Significant
Intrinsic Motivation	.082	P<0.05 Not Significant
Extrinsic Motivation and Recognition	.161	P>0.05 Not Significant
Management and Supervision	.412**	P>0.05 Significant
Culture and Commitment	.210	P<0.05 Not Significant
Overall Job Satisfaction and Motivation Among Employees in Manufacturing Industry	.343*	P<0.05 Significant

The correlation analysis was carried out to determine the correlation between the various factors and job satisfaction and motivation among the employees in the manufacturing industry. From the findings, it is evident that work environment and working conditions have a positive association with job satisfaction and motivation among the employees ($r = 0.382$). Similarly, the findings indicate that there is a positive association between management and supervision and job satisfaction and motivation among the employees ($r = 0.412$). Moreover, the findings indicate that there is a positive association between job satisfaction and motivation among the employees and the broader concept of job satisfaction and motivation ($r = 0.343$). This implies that the factors have a great influence on the job satisfaction and motivation among the employees in the manufacturing industry. However, other factors like compensation and benefits, career growth and development, work-life balance, intrinsic motivation, extrinsic motivation and recognition, and organizational culture have no association with job satisfaction and motivation among the employees in the manufacturing industry.

H0: There is no significant relationship between the dimensions and overall job satisfaction and motivation among the employees in the manufacturing industry.

H1: There is a significant relationship between the dimensions and overall job satisfaction and motivation among the employees in the manufacturing industry.

Result: Since the variables Work Environment and Working Condition, Management and Supervision, and Overall, Job Satisfaction and Motivation have a substantial correlation value ($p < 0.05$), the null hypothesis (H_0) is partially rejected, and the alternative hypothesis (H_1) is accepted. Hence, the conclusion is that the dimensions are related to the job satisfaction and motivation of the employees in the manufacturing industry.

Major Findings

The findings of the study on Job Satisfaction and Motivation among Employees in the Manufacturing Industry indicate that the overall level of job satisfaction and motivation among employees is high. This is indicated by the results that showed that 50% of the employees fall under the high level of overall job satisfaction and motivation, while 26% fall under the moderate level and 24% fall under the low level. This indicates that the majority of the employees experience a satisfactory level of motivation and satisfaction in the workplace. With regard to the different dimensions, it was observed that management and supervision (54%) and

organizational culture and commitment (48%) showed high levels of job satisfaction among employees. However, there are certain dimensions such as career growth and development (56% low level) and work-life balance (42% low level) that showed low levels of satisfaction among employees. This indicates that employees feel that there are limited opportunities for their career growth. From the analysis of the data using the t-test, it has been revealed that there is no significant difference between contract employees and permanent employees with respect to job satisfaction and motivation and its dimensions, as the p-value is greater than 0.05 for all variables.

From the analysis of the data using the ANOVA test, it has been revealed that there is no significant difference among the respondents with respect to gender and job satisfaction and motivation and its dimensions, as the p-value is greater than 0.05 for most variables. This implies that both male and female employees have similar perceptions with respect to job satisfaction and motivation in the manufacturing industry. Further, the findings from the correlation analysis reveal that work environment and working conditions, management and supervision, and overall job satisfaction and motivation have a positive and significant relationship with employee motivation. However, other factors like compensation and benefits, career growth, work-life balance, and intrinsic factors have poor and insignificant relationships with employee motivation. It is revealed that the work environment and management play a crucial role in enhancing job satisfaction and motivation among the employees of the manufacturing industry.

Suggestions

Based on the findings of this study, some suggestions are proposed to improve job satisfaction and motivation levels among employees in the manufacturing industry. Organizations should provide better opportunities in terms of growth and promotions to their employees in order to improve their growth and development as professionals. Manufacturing companies should focus on improving their work environment in order to provide a better and safe work environment for their employees. Offering salary and incentive packages to their employees can also help in increasing their motivation levels and job satisfaction. It is also important that the management has effective communication with the employees. This can help create a sense of trust with the employees and improve their motivation towards the organization. Organizations should also try to create a sense of participation among their employees to improve their commitment towards the organization. In addition to that, organizations can create a healthy balance between work and life to reduce stress among their employees. Finally, creating a positive organizational culture can improve job satisfaction among employees, reduce turnover rates, and increase productivity in the manufacturing industry.

Conclusion

The present study aims to examine the level of job satisfaction and motivation among the employees working in the manufacturing industry, along with the factors that affect them. From the results, it is clear that the level of overall job satisfaction and motivation among the employees is at a high level, where 50% of the employees are highly satisfied and motivated. The results of the study revealed that the factors

such as management and supervision, organizational culture and commitment play a major role in enhancing the level of job satisfaction, whereas factors such as career growth and development, work-life balance are at a lower level, which indicates the need for improvement. From the statistical results, it is clear that the factors such as type of employment and gender do not affect the level of job satisfaction and motivation. However, the analysis revealed through the correlation study showed that the work environment, working conditions, and management have a positive and significant association with employee motivation. Overall, the study concludes that the work environment, management, recognition, and organizational culture play an important role in fostering job satisfaction and employee motivation among the workforce. Career growth opportunities, work-life balance, and employee engagement programs are areas that could improve employee motivation, productivity, and loyalty within the manufacturing industry.

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