



A Study on Employee Motivation among the Employees in the Company With Reference to Rsb Transmission (I) Ltd, Cheyyar Sipcot

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Abstract. The success of any organization largely depends on the motivation and satisfaction levels of its employees. This study aims to examine the factors that influence employee motivation at RSB Transmission (I) Ltd, located in Cheyyar SIPCOT. A structured questionnaire was used to collect primary data from employees across various age groups, education levels, and work experience. Statistical tools such as the ANOVA test were employed to analyse the relationship between demographic variables and key motivational factors. The findings reveal that promotion opportunities, fair increments, and positive work relationships significantly contribute to higher motivation levels among employees. The study highlights the importance of understanding employees' needs and adopting appropriate motivational approaches to enhance productivity and organizational performance. Based on the results, recommendations are provided to help management develop effective strategies to maintain a motivated and satisfied workforce.

Index Terms- Employee Motivation, Job Satisfaction, Promotion, Salary Increments, Work Relationships

I. Introduction

The efficiency of a person depends on two factors, firstly, the level of ability to do a certain work, secondly, the willingness to do the work. So, for as the first factor is concerned it can be acquired by education and training, but the second factor can be created by motivation. A person may have several needs and desires. It is only strongly felt needs which becomes motives. Thus, motives are a product of needs and desires motives are many and keep on changing with time motives are invisible and directed towards certain goals.

Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. An incentive is a motivating influence that is designed to drive behavior and motivate employees to be produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms including paid time off, bonuses, cash and travel perks. Incentives drive employee motivation because they offer workers more to strive for than a regular paycheck.

Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform



their jobs well. Acknowledging a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity.

II. Statement of the Problem

In today's competitive business environment, organizations must maintain a highly motivated workforce to achieve sustainable growth and success. Employee motivation is a critical factor that directly influences productivity, job satisfaction, and overall organizational performance. However, many organizations struggle to identify the key factors that effectively motivate their employees and to implement appropriate strategies that meet diverse workforce expectations.

RSB Transmission (I) Ltd, Cheyyar SIPCOT, is no exception. Despite its efforts to provide a supportive work environment, challenges may still exist in understanding employees' motivational needs and addressing them adequately. Low motivation levels can lead to decreased performance, higher turnover, and reduced employee engagement.

This study aims to identify the factors that significantly influence employee motivation within the company and to examine the relationship between various demographic variables and employees' motivational levels. By analyzing these aspects, the study seeks to provide insights and practical recommendations to help the management enhance motivation and, consequently, improve overall organizational effectiveness.

Objectives of the Study

- To study the effect of job promotions on employees.
- To learn the employee's satisfaction on the interpersonal relationship exists in the organization.
- To provide the practical suggestion for the improvement of organization's performance.

Need for the Study

Every successful organization is backed by a committed employee base, and the commitment is the outcome of motivation and job satisfaction. It is the energy that compels employees towards organizational objective. It would be impossible for the organization to generate performance without commitment. In order to create a competitive advantage organization need to have a competitive employee policies and practices.

III. Review of Literatures

Motivation has long been recognized as a core element of effective management. Rensis Likert described motivation as the "core of management," highlighting that no matter how capable employees are, little can be achieved if they lack the will to work. Creating this will is the essence of motivation (Likert, as cited in various sources).



Managers play a crucial role in instilling motivation among subordinates, ensuring that instructions and directives are not only accepted but also executed effectively. To achieve this, managers must understand employees' needs and create an environment that provides appropriate incentives for their fulfilment, ultimately enhancing efficiency and resource utilization within the organization (Azash et al., 2011).

Modern organizations have increasingly recognized the importance of a motivated and satisfied workforce as a key driver of long-term success. Motivation positively influences individual and group performance, thereby affecting overall organizational outcomes (Resembles et al., 2012). Kumar and Garg (2011) emphasized that a company's core potential lies in its motivated and satisfied employees who continually contribute to achieving organizational goals. An effective human resource management (HRM) system can play a vital role in sustaining high morale and motivation among employees.

However, motivation and satisfaction cannot be achieved solely through departmental efforts; they require the active participation and support of senior management (Solanki, 2013). In high-risk sectors such as mining, motivation is especially critical. Boye et al. (2016) observed that well-motivated employees are less likely to engage in industrial unrest and are more compliant with health and safety regulations, which is crucial given the mining sector's significant contribution to a country's gross domestic product (GDP).

Hackman and Oldham (1980) argued that organizations should redesign work to foster intrinsic motivation. They proposed that greater skill variety, task identity, and task significance increase the perceived meaningfulness of work, while autonomy enhances the sense of responsibility and feedback provides knowledge of results, all of which strengthen motivation.

Several researchers have identified multiple factors influencing employee performance. Hafiza et al. (2011) found that training and development opportunities, working conditions, employer-employee relationships, job security, and company policies regarding rewards significantly impact motivation. Among these, rewards-based motivation was highlighted as particularly influential.

Achim Dragolea, and Balan (2013) pointed out that although financial incentives are commonly preferred by both employers and employees, non-financial motivation can also improve the internal work climate and support sustainable performance. Similarly, Ismajli et al. (2015) discovered that salary, opportunities for professional advancement, fair performance evaluation, and good working conditions are major motivators for employees in local government, which directly enhances service quality.

Furthermore, Muogbo (2013) established a positive relationship between employee motivation and organizational performance, showing that extrinsic motivation significantly influences workers' productivity.



IV. Research Methodology

The research methodology outlines the overall approach, procedures, and tools employed to conduct the study. It provides a structured framework for systematically collecting and analyzing data to examine customer satisfaction with products and assess employees' perspectives within the organization.

Sources of Data

Primary Data: Primary data were collected directly by the researcher through the administration of the structured questionnaire to selected respondents.

Secondary Data: Secondary data were obtained from existing literature, including published research articles, review papers, magazines, and official statistical reports relevant to the topic.

Sample Size

The sample size for this study consists of 102 respondents selected as using a Stratified sampling method.

Hypotheses

The following hypotheses were formulated and tested using appropriate statistical methods:

One-Way Anova Test

- **Null Hypothesis (H_0):** There is no significant difference between the age of the respondents and their satisfaction level with company management.
- There is a significant difference between the age of the respondents and their satisfaction level with company management.

V. Data Analysis and Interpretation

1. Age of the Respondents

Understanding the age distribution of the respondents is essential for analyzing their perspectives and satisfaction levels within the organization. In this study, participants were drawn from various age groups to ensure a diverse representation. The collected data indicate that respondents belong to a wide range of age categories, which allows for meaningful comparison of satisfaction levels and motivational factors across different stages of their careers. Analyzing age-related trends helps to identify whether age has a significant impact on employee attitudes and satisfaction with management practices.

Table No.1.Age of the Respondents

Particulars	No. of. Respondents	Percentage
20-30	62	60.8
30-40	27	26.5
40-50	9	8.8
ABOVE 50	4	3.9



The analysis of respondents' age distribution shows that the majority (60.8%) fall within the 20–30 age group, indicating that most participants are relatively young. In contrast, only 3.9% of respondents are above the age of 50, representing the smallest age category in the sample. This suggests that the opinions and satisfaction levels captured in this study predominantly reflect the perspectives of younger employees. The highest proportion of respondents (60.8%) are in the 20–30 age group, while the lowest proportion (3.9%) are above 50 years of age. It can be inferred that most respondents are young adults, which may influence the overall trends in satisfaction and motivation levels reported in the study.

Anova

One-Way Anova Test:

- **Null Hypothesis H₀:** There is no significant difference between age of the respondents and satisfaction level with the company management.
- **Alternate Hypothesis:** There is significant difference between age of the respondents and satisfaction level with the company management.

Age of the Respondents

N		Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean			Maximum
					Lower Bound	Upper Bound		
						Minimum		
HS	9	1.00	.000	.000	1.00	1.00	1	1
S	36	1.00	.000	.000	1.00	1.00	1	1
N	52	1.83	.678	.094	1.64	2.02	1	3
D	5	3.80	.447	.200	3.24	4.36	3	4
Total	102	1.56	.815	.081	1.40	1.72	1	4

Age of the Respondents

Sum of Squares		df	Mean Square	F	Sig.
Between Groups	42.905	3	14.302	57.814	.000
Within Groups	24.242	98	.247		
Total	67.147	101			

Post Hoc Tests Homogeneous Subsets

Age of the Respondents

A one-way ANOVA test was conducted to examine whether there is a significant difference between the age of the respondents and their level of satisfaction with company management. The test compared the mean satisfaction scores across different age groups to determine if age influences employees' satisfaction levels. The analysis showed that the calculated significance value is greater than the chosen significance level (typically 0.05), indicating that there is no statistically significant difference in satisfaction levels among respondents of different age groups.



Satisfaction level with company management	N	Subset for alpha = 0.05		
		1	2	3
Highly Satisfied	9	1.00		
Satisfied	36	1.00		
Neutral	52		1.83	
Dissatisfaction	5			3.80
Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

Since p value is 0.000 is less than 0.05 so the null hypothesis is rejected and alternate hypothesis is accepted.

A one-way ANOVA test was conducted to determine whether there is a significant difference between the age of the respondents and their satisfaction level with company management. Due to unequal group sizes, the harmonic mean of the sample sizes (11.169) was used in the analysis to adjust for imbalance and maintain accuracy. However, it should be noted that when group sizes are unequal, the use of the harmonic mean may not fully guarantee the control of Type I error levels.

The ANOVA results show that the p-value is 0.000, which is less than the significance level of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Inference: It can be inferred that there is a significant difference in the satisfaction level with company management among respondents of different age groups.

Gender Distribution

Understanding the gender distribution of respondents helps provide insights into whether perspectives on satisfaction and motivation vary between male and female employees. The data indicate that a majority of the respondents are male, while a comparatively smaller percentage are female. This distribution ensures that both genders are represented in the study, allowing for a balanced analysis of their views on workplace factors and management practices.

Table No.2.Gender Distribution

Particulars	No. Of. Respondents	Percentage
Male	63	61.8%
Female	39	38.2%

The data show that the majority of respondents are male, accounting for 61.8% of the total, while females represent 38.2%. This distribution ensures that both genders are included in the study, allowing for a balanced analysis of their perspectives on workplace factors and management practices.

Marital Status of the Respondents

The analysis of marital status shows that the respondents include both married and unmarried individuals. This helps in understanding whether marital status influences



their level of satisfaction and motivation at work. Most respondents in this study are unmarried.

Table No.3.Marital Status of the Respondents

Particulars	No. Of. Respondents	Percentage
Single	60	58.2%
Married	42	41.8%

The analysis of marital status indicates that a majority of respondents are single, accounting for 58.8%, while 41.2% are married. This helps to assess whether marital status influences employee satisfaction and motivation levels.

4. Educational Background of the Respondents

The educational background of the respondents shows the level of qualification among participants. This helps to understand how education influences their satisfaction and motivation at work. The data indicate that most respondents hold a degree qualification. The table shows that the highest percentage of respondents have a degree, while fewer respondents fall into other educational categories.

Table No.4.Educational Background of the Respondents

Particulars	No. Of. Respondents	Percentage
Below Matric	0	0%
Matric	0	0%
Intermediate	2	2%
Graduate	74	72.5%
Post Graduate	26	25.5%

The educational background of the respondents highlights their level of qualification, which can influence their perspectives on job satisfaction and motivation. The data indicate that the majority of respondents are graduates, accounting for 72.5%, while there are no respondents in the below matric and matric categories.

Experience of the Respondents

The analysis of respondents' work experience provides insight into how experience levels may influence satisfaction and motivation at work. The data show that respondents have varying years of experience, with most falling within the lower experience range.



Table No.5.Experience of the Respondents

Particulars	No. Of. Respondents	Percentage
0-5 Years	52	51%
5-10 Years	23	22.5%
10-15 Years	18	17.6%
15-20 Years	8	7.6%
20-25 Years	0	0%
Above 25 Years	1	1%

The analysis of respondents' work experience helps to understand how different experience levels may affect their job satisfaction and motivation. The data show that the majority of respondents (51%) have 0–5 years of experience, while none of the respondents have 20–25 years of experience. The table indicates that 51% of respondents have 0–5 years of experience, representing the highest proportion, and 0% have 20–25 years of experience, which is the lowest.

Factors Which Increase the Motivation Level at the Workplace

Identifying the factors that enhance employees' motivation at the workplace helps organizations focus on key areas for improving performance and satisfaction. The data show that respondents consider salary, recognition, and good working conditions as the most important factors that boost their motivation levels at work.

Table No.6 Factors Which Increase the Motivation Level

Particulars	No. Of. Respondents	Percentage
Awards	21	20.6%
Rewards	14	13.7%
Promotion	51	50%
Recognition	16	15.7%

The above table it is observed that identifying the factors that increase employees' motivation at the workplace helps management focus on areas that enhance performance and job satisfaction. The data show that 50% of respondents consider promotion as the most important factor that boosts their motivation, while only 13.7% view rewards as a significant motivator. Maximum 50% in promotion

Types of Approaches That Motivate You More

Understanding which motivational approaches employees prefer helps managers adopt effective strategies to enhance productivity and satisfaction. The data show that most respondents favor a participative approach, while fewer prefer an autocratic style of management.



Table No.7.Types of Approaches That Motivation

Particulars	No. Of. Respondents	Percentage
Physiological	19	18.6%
Behavioral	29	28.4%
Cognitive	28	27.5%
Social	18	17.6%
Promotions	4	3.9%
Job Security	2	2%
Career	1	1%
Behavioral	1	1%

The table number 7 identified that the types of approaches that employees find most motivating helps management design strategies that align with employees' preferences and increase their engagement. The data show that 28.4% of respondents prefer the behavioral approach, making it the most favored, while only 1% prefer the career-oriented approach, which is the least chosen.

Which of the Following Factors Motivates You Most

The table indicates that salary is the top motivating factor selected by most respondents, whereas fringe benefits are the least chosen.

Table No.8 Factors Motivates At Most

Particulars	No. Of. Respondents	Percentage
Salary Increase	39	38.2
Promotion	43	42.2
Leave	04	3.9
Motivational Talks	10	9.8
Recognition	6	5.9

Identifying the key factors that most strongly motivate employees helps management prioritize strategies that enhance job satisfaction and performance. The data show that 42.2% of respondents consider promotion as the most motivating factor, while only 3.9% view leave as the main source of motivation. The table indicates that promotion is selected by the highest percentage of respondents (42.2%) as their main motivator, whereas leave is chosen by the lowest percentage (3.9%).

Increment as the Motivational Factor to Employees' Performance

Analysing the role of salary increments helps to understand their impact on employee performance and motivation. The data show that a majority of respondents agree that increments play an important role in motivating them to perform better, while only a few believe increments have little effect on their performance. The table indicates that most respondents view increments as a key motivational factor for enhancing their work performance.



Table No.9.Motivational Factors to Employees' Performance

Particulars	No. Of. Respondents	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	16	15.7
Agree	64	62.7
Strongly Agree	22	21.6

The above table analysed that the role of salary increments helps to understand their effect on employee motivation and overall performance. The data show that 62.7% of respondents agree that increments are an important motivational factor, while none of the respondents strongly disagree or disagree with this statement.

Interpretation: The table indicates that the highest percentage of respondents (62.7%) agree that increments motivate them, while 0% strongly disagree or disagree.

Suggestions

- More financial benefits should be given.
- Promotion system should be communicated among the workers.
- Today, as there is a atmosphere of worker participation in the decisions regarding organization worker should have given opportunity to express their views in the company.
- Money incentives should be given more
- Management policies and practices should be communicated so that workers could understand them easily.

VI. Conclusion

Based on the analysis and interpretation of the collected data, the study reveals several key findings regarding employee motivation and workplace relationships. The results indicate that respondents generally have adequate opportunities to express their views within the organization. There is also evidence of a cooperative and positive relationship between workers and management, which contributes to a supportive work environment. Although motivation is an abstract quality and can be challenging to measure due to the lack of standardized tests, the overall findings suggest that employees hold a highly favorable attitude toward their supervisors, co-workers, and the organization as a whole. This positive organizational climate plays a significant role in maintaining high levels of motivation and job satisfaction among the workforce.



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