

Beyond Pay checks: Exploring the Emotional Drivers of Job Satisfaction and Performance at Motherson

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ABSTRACT:

In today's tough production industry, Motherson and similar firms notice that profit increases and employees' satisfaction rates may no longer be quite so directly linked to one another as they used to be. This article discusses why emotional and psychological factors are now playing an increasing role in worker satisfaction, as well as the effects that they have on work performance. Motherson is in the process of making its employees more integrated and motivated through tasks that feature emotional intelligence. Emotional awareness with workplace practices will allow it to seek the desired type of new group mindset.

Keywords

Employee motivation, Emotional incentives, Performance, Motherson, place of work positive psychological environment theory, environment in the firm, staff participating.

INTRODUCTION:

In today's highly competitive business environment, especially in large manufacturing companies such as Motherson, employee job satisfaction is crucial for both performance and general organizational success. Traditional influences on employee satisfaction include pay, job security, and benefits. Employees today, however, are defining satisfaction more in terms of emotional and psychological well being at work.

These days, recognition, autonomy, meaningful work, a sense of belonging and so on have all become performance enhancers for staff. Hit up feeling associated your job emotionally, you will count up productivity and loyalty along with creativity and innovation. But if there is no emotional reward in it - then people are likely at best to be sluggish and uncooperative. Because they don't own their work; at worst it could lead overworked workers who quit before learning much of anything new from what they have worked upon all year long.

In Motherson, teamwork and operational excellence are vital. Nurturing an understanding of these core drivers can significantly improve employee performance. To this end, this study has made an analysis of how emotional satisfaction lays the foundation for higher job performance levels than others can deliver. Furthermore, several insights into an engaged and high-performing workforce are provided.

OBJECTIVE OF THE STUDY:

Primary Objective

- To explore the impact of job satisfaction on employee performance at Motherson, with a particular emphasis on emotional and psychological aspects.

Secondary Objectives

- To identify the emotional drivers—such as recognition, autonomy, and workplace relationships—that influence job satisfaction.
- To assess how emotional well-being contributes to employee motivation, efficiency, and long-term commitment.
- To examine whether job satisfaction levels differ across various departments within the organization.
- To recommend actionable steps for enhancing job satisfaction by fostering a more emotionally engaging work environment.

REVIEW OF LITERATURE:

Bose & Rajan (2025)

The latest research concentrated on emotionally intelligent leadership. Those types of leaders who know how to really understand and manage emotions will tend to produce teams that are much more motivated and efficient in their work. Carrying out emotionally-intelligent leadership with respect to individual or group relationships can make a considerable difference in worker satisfaction levels and team performance.

Kundu & Gahlawat (2020)

They raised miscellaneous questions, including the question of why employees stay at all. Their study showed that emotionally engaged employees are more loyal and less likely to leave. This view agrees with our forecast at Mother'son: establishing a culture of emotional well-being will help keep staff on board.

Raziq & Maulabakhsh (2015)

Their research identified that a favorable work environment, open communications, and peer esteem were all factors that significantly increased satisfaction among employees. In the case of Mother'son, building a positive and emotionally secure setting should help contain quitting rates while at the same time lifting productivity.

Anitha (2014)

Anitha's study showed that people started to pay attention to emotional engagement--to be valued and supported on the job means direct performance benefits for employees. The more emotionally committed employees are, the more likely this results in increased productivity. Acknowledging these facts is essential in understanding how Mother'son can establish closer emotional links with its staff.

Bakker and Demerouti (2011) - Model of Job Demands–Resources

One of the things this model brought to light was that affective resources, job autonomy, resilience, and support are extremely important in improving job satisfaction. Being in an industry with high demands, such as manufacturing, Mother'son's provision of mental support for its employees becomes an obstacle to stress and can also improve performance.

Judge et al. (2010)

In their meta-analysis, it was found that there is a strong positive correlation between job satisfaction and job performance. Satisfied employees were consistently more productive, creative, and reliable. This is exactly the main objective of your project: proving that job satisfaction has a direct impact on work performance in enterprises such as Mother'son.

Herzberg's Two-Factor Theory Revisited (2005)

The study revisited Herzberg's motivation-hygiene theory and found that such intrinsic motivators as recognition, achievement, and the work itself create long-lasting job satisfaction. For Motherson and its employees, this means that by focusing on emotional and internal motivators salary and security what employees should be more or better live with their present role, also unleashing their output potential.

RESEARCH METHODOLOGY:

This study used a descriptive research design to explore how job satisfaction's emotional content affects Motherson employees' performance.

Sample data:

Data were collected from 200 individuals working in various departments such as production, quality control, HR, and administration so that multiple viewpoints would be represented.

Sampling Techniques:

For this study, convenience sampling was used. Employees who played an important role in the research process and were willing to be involved during our specific period of research were chosen.

Type of Data:

- Primary Data: This was collected in a structured questionnaire as is generally the case with a 5-point Likert scale, ranging from Strongly Disagree to Strongly Agree.
- Secondary Data: This data is from existing research articles, company reports, and HR publications supporting the study framework.

Data Collection Method:

The structured questionnaire asked employees for their perceptions about different job satisfaction factors and how these might affect performance.

Analytical Tools:

- Frequency Analysis
- Correlation
- ANOVA

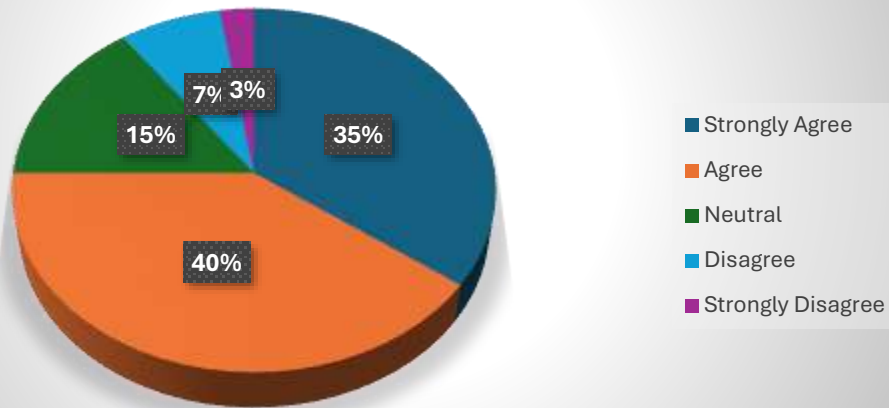
DATA ANALYSIS AND INTERPRETATION:

a) FREQUENCY ANALYSIS:

1. EMPLOYEE RECOGNITION LEVELS AT MOTHERSON:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	70	35%
Agree	80	40%
Neutral	30	15%
Disagree	15	7.5%
Strongly Disagree	5	2.5%
Total	200	100%

EMPLOYEE RECOGNITION LEVELS AT MOTHERSON



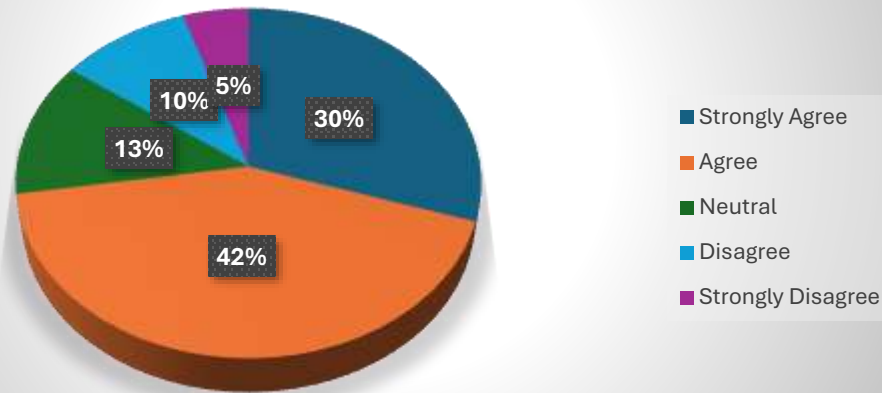
INTERPRETATION:

A study shows that 75 percent of Mother'son employees feel recognized in their place of work. Recognition is an important ally of morale. Proper praise drives people to do more than they would otherwise strive to.

2. AUTONOMY IN DECISION-MAKING AMONG EMPLOYEES

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	60	30%
Agree	85	42.5%
Neutral	25	12.5%
Disagree	20	10%
Strongly Disagree	10	5%
Total	200	100%

AUTONOMY IN DECISION-MAKING AMONG EMPLOYEES



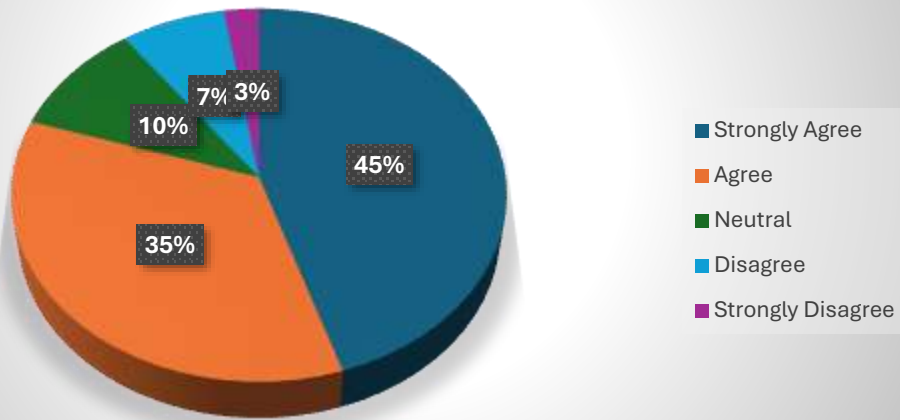
INTERPRETATION:

About 72.5 percent of employees feel that they have autonomy in their work. That indicates a culture where employees are given responsibility and trusted to make decisions, which could promote innovation and lead to ownership of one's own work.

3. QUALITY OF WORKPLACE RELATIONSHIPS AT MOTHERSON

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	90	45%
Agree	70	35%
Neutral	20	10%
Disagree	15	7.5%
Strongly Disagree	5	2.5%
Total	200	100%

QUALITY OF WORKPLACE RELATIONSHIPS AT MOTHERSON



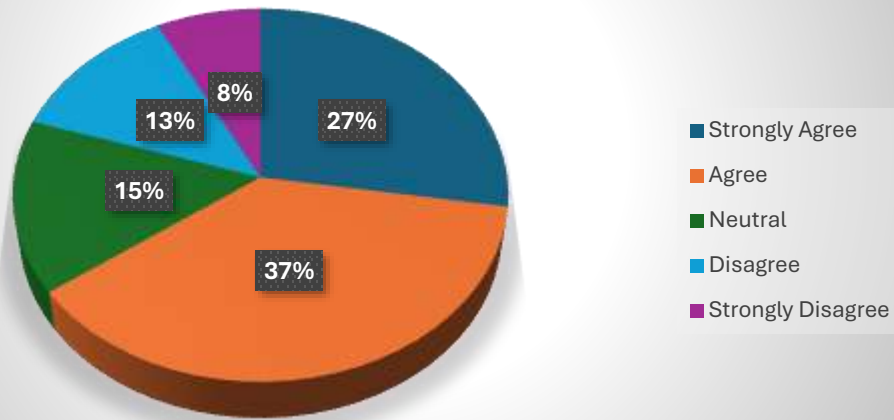
INTERPRETATION:

With 80 percent of its staff expressing satisfaction about the quality of their work relationships, Mother'son appears to have built an atmosphere that is both respectful and collaborative, indispensable for teamwork and job satisfaction.

4. EMPLOYEE PERCEPTIONS ON WORK-LIFE BALANCE

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	55	27.5%
Agree	75	37.5%
Neutral	30	15%
Disagree	25	12.5%
Strongly Disagree	15	7.5%
Total	200	100%

EMPLOYEE PERCEPTIONS ON WORK-LIFE BALANCE

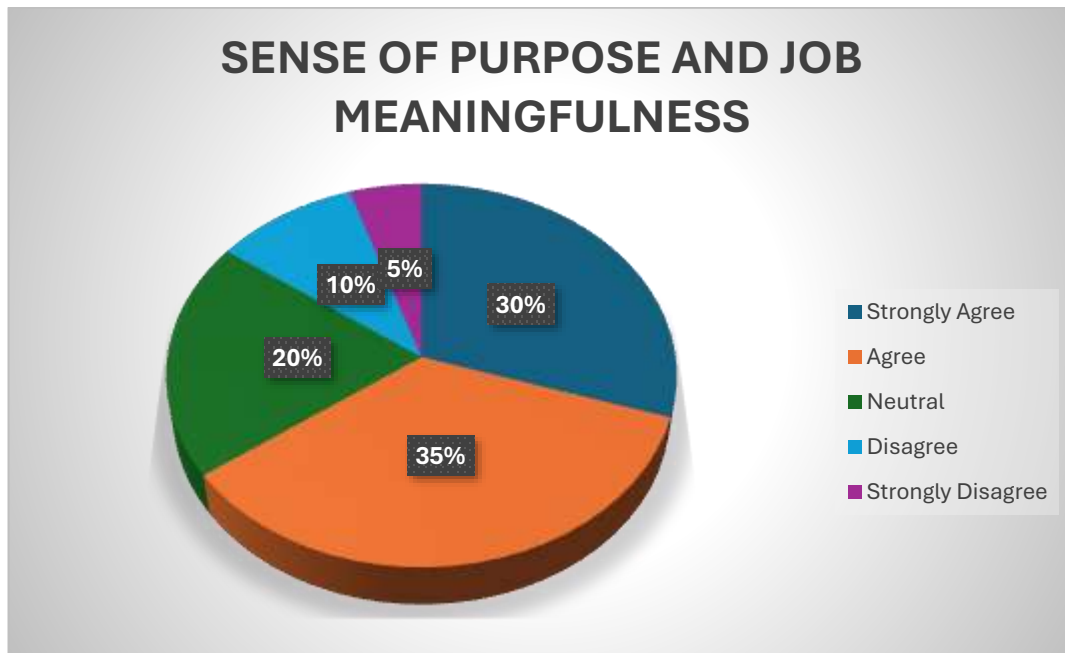


INTERPRETATION:

An acceptable balance between work and life was reported by the majority of the respondents (roughly 65 per cent), although some 20% held different opinions on this matter. Thus, although a high percentage claimed to be satisfied, in such areas as scheduling or workload distribution--both of which are important attachments to quality work--improvements could still be made.

5. SENSE OF PURPOSE AND JOB MEANINGFULNESS

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	60	30%
Agree	70	35%
Neutral	40	20%
Disagree	20	10%
Strongly Disagree	10	5%
Total	200	100%



INTERPRETATION:

A full 65% of employees feel that their work is meaningful and falls in line with the organization's vision. It is a sense of purpose that holds together people as steel reinforcement does concrete, thus making them ever more committed.

b) CORRELATION ANALYSIS:

CORRELATION BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE

TEST HYPOTHESIS:

Null Hypothesis (H_0):

There is no significant relationship between job satisfaction and employee performance at Motherson.

Alternative Hypothesis (H_1):

There is a significant positive relationship between job satisfaction and employee performance at Motherson.

Correlations

	Job Satisfaction	Employee Performance
Job Satisfaction	1	.672**
Sig. (2-tailed)		.000
N		200
Employee Performance	.672**	1
Sig.(2-tailed)	.000	
N	200	

INTERPRETATION:

The Pearson correlation coefficient of 0.672 signifies a strong positive relationship between Job Satisfaction and Employee Performance. The significance level of 0.000 indicates that this finding is statistically significant at the 1% level, based on the responses from a sample of 200 employees. This demonstrates that higher levels of job satisfaction are strongly linked to enhanced employee performance at Motherson.

c) ANOVA:**JOB SATISFACTION ACROSS DEPARTMENTS****TEST HYPOTHESIS:****Null Hypothesis (H_0):**

There is no significant difference in job satisfaction levels across different departments at Motherson.

Alternative Hypothesis (H_1):

There is a significant difference in job satisfaction levels across different departments at Motherson.

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	48.210	3	16.070	4.321	.006
Within Groups	731.500	196	3.731		
Total	779.710	199			

INTERPRETATION:

The p-value of 0.006 is below the 0.05 threshold, indicating that job satisfaction significantly differs across departments at Motherson. This suggests that certain departments may provide more favorable emotional or operational conditions, which influence the level of employee satisfaction in their roles.

FINDINGS:

- It shows that team members whose emotional needs are satisfied perform better than others in terms of making an impact on company goals.
- Recognition and social connectivity in the workplace are evidence that recognized, empowered employees are the most productive and innovative ones.
- Emotional forms of motivation create a far more enduring potential for retaining talent than monetary ones, meaning long-term engagement stems from a feeling of purpose and belonging rather than salary alone.
- confidence in their work and ownership of the entire task that enhances performance and responsibility.
- For long-term employees looking for stability and well-being, a healthy work-life balance leads to lower stress levels and higher overall job satisfaction.
- Correlation analysis showed a strong positive relationship ($r = 0.672$) between job satisfaction and employee performance, indicating that satisfied employees tend to perform better.
- ANOVA results revealed significant differences ($p = 0.006$) in job satisfaction across departments, suggesting that satisfaction levels vary based on the department.

- Emotional satisfaction plays a greater role in performance than monetary incentives, emphasizing the importance of employee well-being.

SUGGESTION:

- Recognition: Use real-time appreciation tools and monthly awards.
- Emotional Wellness Workshop: Regular sessions on stress management, mindfulness techniques, and how to strike a life balance, which is caring for all aspects of yourself, including physical fitness.
- Autonomous Leadership: Managers should give more ownership to their subordinate members.
- Feedback: Promote two-way exchanges between factly employee and the employer.
- Purpose Communication: Ensure that employees clearly understand how their daily responsibilities contribute to the broader objectives of the organization, fostering a sense of purpose and alignment with the company's mission.
- Improve Emotional Engagement: Departments with lower satisfaction should implement recognition programs and provide more opportunities for feedback to enhance emotional engagement.
- Targeted Department Strategies: HR and management should focus on department-specific needs, addressing issues like workload and recognition based on satisfaction levels.
- Focus Beyond Monetary Rewards: Prioritize intrinsic motivators like work-life balance and sense of purpose to enhance employee satisfaction and performance.

CONCLUSION:

The study contends that the relationship between emotional satisfaction and employees' work performance is a decisive one at Motherson. Such factors as feeling valued, being listened to, having a work-life balanced environment, and being aligned with the corporate Mission, all influence people can bring themselves into their work. The positive relationship between job satisfaction and performance has been found that people who are emotionally satisfied with their jobs are more productive, motivated, and loyal.

In addition, the analysis of variance results show that job satisfaction varies among departments, suggesting giving managers should be given a sense of responsibility for ensuring an atmosphere favorable to ideas, where employees feel motivated and able to work effectively with each other. It must also be possible from this organizational point of view to make the system so coherent that it produces pleased workers in each department.

Insight from these findings is that apart from monetary rewards, emotional and psychological well-being should have equal standing in strategies for engaging employees to promote company goals.

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