

EMPLOYEE MOTIVATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE IN KALEESUWARI REFINERY PRIVATE LIMITED

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ABSTRACT

The present study focuses on analyzing the employee motivation practices at Kaleesuwari Refinery Private Limited, Chennai. The study aims to identify the key factors influencing employee motivation, evaluate employee perceptions regarding motivational techniques, and assess their impact on productivity and performance.

Primary data was collected through structured questionnaires from employees, and the data was analyzed using percentage analysis and statistical tools. The findings reveal that factors such as salary, incentives, working conditions, and career growth opportunities significantly influence employee motivation.

The study also highlights that effective motivational strategies can improve employee satisfaction, reduce turnover, and enhance organizational performance. The research concludes that while the company has adopted various motivational techniques, there is scope for improvement in areas such as employee recognition and welfare measures.

KEYWORDS

Employee Motivation, Job Satisfaction, Productivity, Incentives, Organizational Performance

INTRODUCTION

Employees are one of the most important assets of any organization, and their motivation plays a vital role in determining organizational success. In today's competitive business environment, organizations focus on maximizing employee potential by improving their attitudes, satisfaction levels, and overall performance. Employee attitude and motivation directly influence productivity, work environment, and organizational growth.

Motivation refers to the internal and external factors that stimulate employees to take actions that lead to achieving organizational goals. It includes both monetary and non-monetary incentives such as salary, bonuses, recognition, promotion, and work environment. A motivated employee tends to be more productive, committed, and innovative.

This study focuses on analyzing employee motivation at Kaleesuwari Refinery Private Limited, a leading edible oil manufacturing company in Chennai. The research aims to understand the motivational factors adopted by the company and evaluate their effectiveness in improving employee performance and satisfaction.

Employee motivation can be influenced by several factors such as salary, promotion, recognition, job security, and working conditions. Organizations that focus on motivating their employees are more likely to achieve higher productivity, better employee satisfaction, and reduced turnover.

THEORETICAL BACKGROUND OF THE STUDY

The research is based on important organizational behavior and motivation theories that influence employee performance and satisfaction in the workplace. The concept of employee motivation suggests that motivation arises when employees' needs and expectations are fulfilled through appropriate rewards and recognition.

Moreover, Maslow's Hierarchy of Needs emphasizes that employees are driven by different levels of needs ranging from basic to self-actualization. Herzberg's Two-Factor Theory highlights that hygiene factors prevent dissatisfaction while motivators enhance job satisfaction.

McGregor's Theory X and Theory Y explain different managerial approaches towards employee behavior and motivation. Vroom's Expectancy Theory states that employees are motivated when they believe their efforts will lead to desired rewards. Finally, Equity Theory emphasizes fairness in treatment and rewards, which plays a crucial role in maintaining employee satisfaction and improving overall organizational performance.

REVIEW OF LITERATURE

Chukwuma Edwin Maduka & Obiefuna Okafor (2025)

The study examines the importance of motivation in improving employee productivity in manufacturing firms. It found that low wages and lack of promotion opportunities lead to poor motivation among employees. Data was collected from both management and junior staff using questionnaires. The study highlights that financial incentives are more effective in motivating workers. Poor salary structure and limited growth opportunities were identified as key issues. It recommends improving salary, promotions, and allowances to enhance motivation. Overall, the study concludes that proper motivation increases employee performance and productivity.

Shah Rollah Abdul Wahab (2024)

The study focuses on employee perception and motivation towards training and development programs. It highlights that training is an important function of human resource management. The study found that effective training programs improve employee efficiency and performance. Data was collected from employees with a sample size of 126 respondents. It also examines employee perception towards training initiatives. The findings show that well-structured training enhances motivation and organizational effectiveness. Overall, the study concludes that training plays a key role in improving employee performance.

Ankita Srivastava & Pooja Bhatia (2023)

The study analyzes various motivational factors affecting employee performance in the banking sector. It identifies salary, promotion, work environment, and health benefits as key motivators. The research was conducted using a qualitative survey among students. The findings indicate that job satisfaction is a major factor influencing performance. It also highlights the importance of fair compensation and work conditions. Employees prefer both financial and non-financial benefits. Overall, the study concludes that motivation

significantly impacts employee performance.

S. K. Singh & Vivek Tiwari (2019)

The study examines motivation levels among industrial workers. It classifies motivation into three levels: high, moderate, and low. Data was collected from

70 employees using primary and secondary sources. The study finds that most employees have a moderate level of motivation. It also shows that motivation is not strongly related to demographic factors. There is scope for improvement in motivational practices. Overall, the study concludes that proper motivation enhances employee performance.

RESEARCH METHODOLOGY

This study adopts a descriptive research design to analyze employee motivation at Kaleesuwari Refinery Private Limited, Chennai. The main objective is to understand the various factors influencing employee motivation and their impact on job satisfaction and performance. Primary data was collected from 100 employees through a well-structured questionnaire covering aspects such as salary, incentives, working conditions, welfare facilities, job satisfaction, and career growth opportunities, while secondary data was gathered from company records, books, journals, and relevant online sources.

A convenience sampling technique was used due to ease of access and availability of respondents. The collected data was systematically analyzed using percentage analysis and statistical tools to identify trends, patterns, and relationships among variables. The research follows a structured approach to evaluate employee perceptions, attitudes, and overall motivation levels within the organization.

The questionnaire was designed to capture both qualitative and quantitative responses, enabling a detailed understanding of employee behavior and satisfaction. Secondary data was used to support and validate the primary findings by providing theoretical background and industry insights. The analysis helps in identifying key motivational factors, measuring employee satisfaction levels, and understanding the effectiveness of existing motivational practices. This approach ensures a comprehensive and reliable evaluation of employee motivation and provides meaningful suggestions for improving organizational performance and employee well-being

DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic profile of the respondents

Variable	Category	No. of Respondents	Percentage %
Gender	male	62	52%
	Female	58	48%
	Total	120	100

Age	18 years - 25 years	52	43%
	26years - 35 years	40	33%
	36 years- 50 years	24	20%
	others	4	4%
	Total	120	100
Monthly Income	Below ₹15,000	30	25%
	₹15,001-₹30,000	48	40%
	₹30,001-₹50,000	30	25%
	Above ₹50,000	13	10%
	Total	120	100

INTERPRETATION

The table shows the demographic profile of 120 respondents based on gender, age, and monthly income. It is observed that 52% of the respondents are male and 48% are female, indicating a nearly equal gender distribution. In terms of age, the majority of respondents (43%) belong to the 18–25 years category, followed by 33% in the 26–35 years group, showing that most employees are young.

Further, 20% of the respondents fall under the 36–50 years category, while only 4% belong to other age groups. With regard to monthly income, 40% of respondents earn between ₹15,001 and ₹30,000, which is the highest proportion. About 25% of respondents earn below ₹15,000 and another 25% earn between ₹30,001 and ₹50,000. Only 10% of respondents earn above ₹50,000. Overall, the table indicates that the respondents are predominantly young, with moderate income levels and a balanced gender composition.

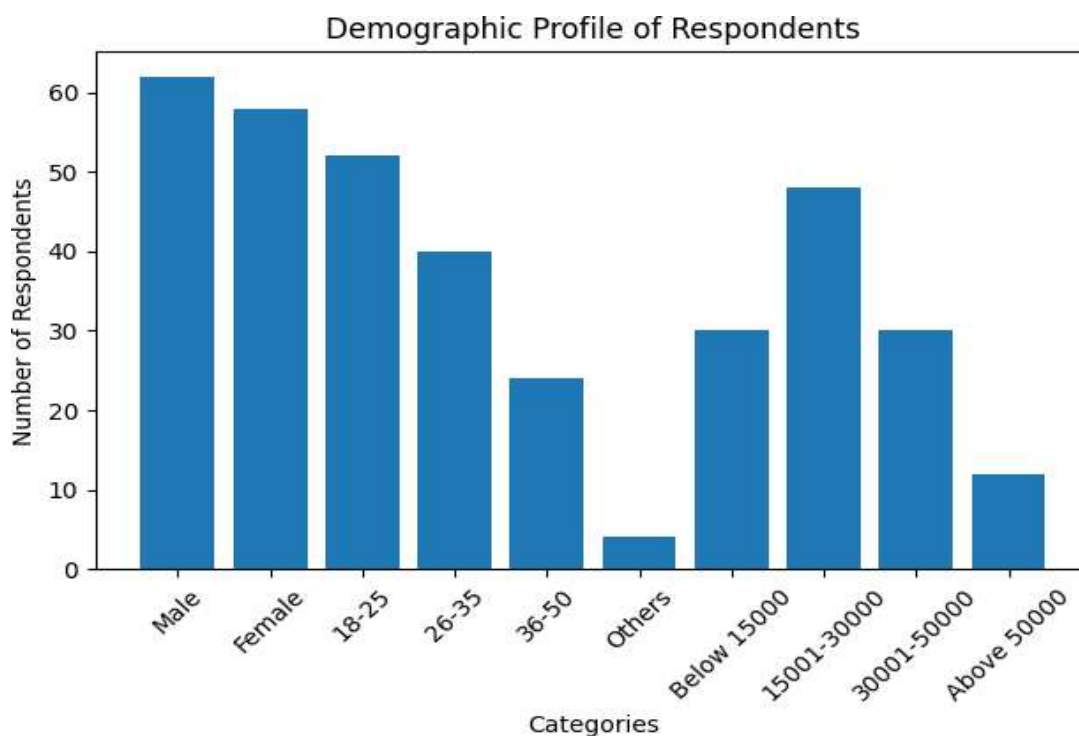


Table 2: MOTIVATIONAL FACTORS

Motivational Factors	No. of Respondents	Percentage
Salary hikes	20	17
Promotion	37	31
Leave	16	13
Motivational skills	32	27
Recognition	15	12
Total	120	100

INTERPRETATION

From the above table seen that out of 120 respondents, 17% of the respondents are said that salary increment is the most important factor of the employees, 31% of the respondents are said that promotion is the most important factor of the employees, 13% of the respondents are said that leave is the most important factor of the employees, 27% of the respondents are said that motivational programs is an important of the employees and remaining 12% of the respondents are said recognition programs is an important to motivate employees.

The majority, 31% of the respondents are said that promotion is the most important factor of the employees.

CHART 1: Chart showing the percentage of the motivational factor

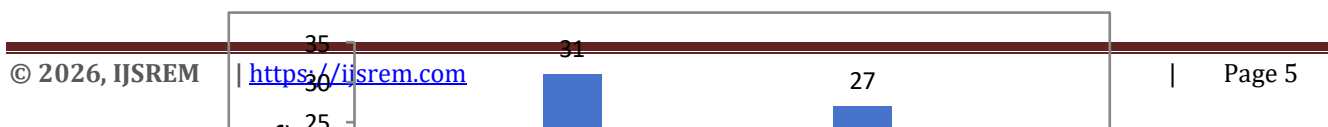


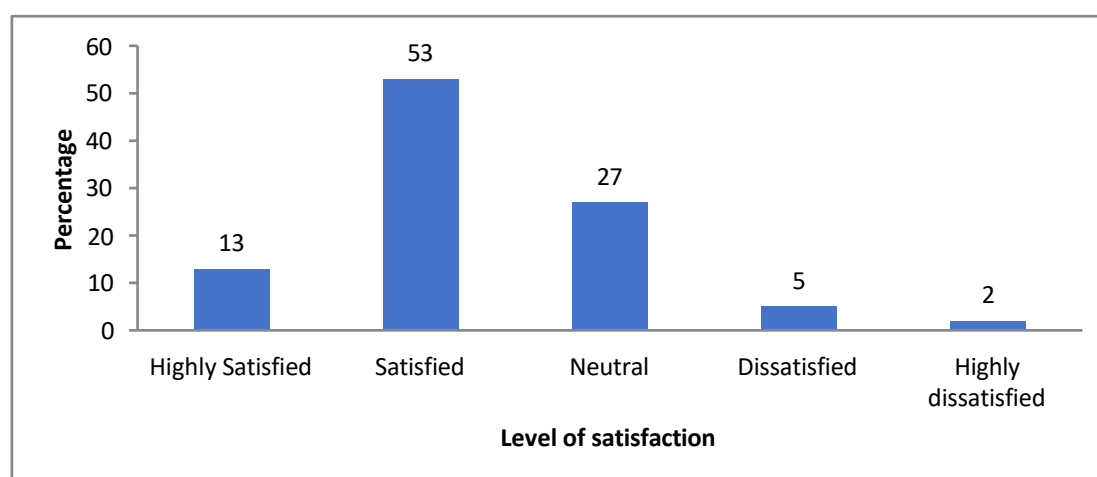
Table 3: LEVEL OF SATISFACTION WITH WORKING CULTURE

Level of satisfaction	No. of Respondents	Percentage
Highly Satisfied	16	13
Satisfied	64	53
Neutral	32	27
Dissatisfied	6	5
Highly dissatisfied	2	2
Total	120	100

INTERPRETATION

From the above table seen that out of 120 respondents, 13% of the respondents are highly satisfied with working culture of the organization, 53% of the respondents are satisfied with working culture of the organization, 27% of the respondents are neutral with working culture of the organization, 5% of the respondents are dissatisfied with working culture of the organization and remaining 2% of the respondents are highly dissatisfied with working culture of the organization.

The majority, 53% of the respondents are satisfied with working culture of the organization.

CHART 2: Chart showing the percentage of the level of satisfaction


CHI SQUARE TEST

Table 4: Gender and Importance of Job Motivation

H_0 = There exist no significant association between gender of the respondents and importance of Job motivation.

Gender	Importance of Job Motivation			Total
	High	Moderate	Low	
Male	8	17	37	62
Female	10	20	28	58
Total	18	37	65	120

Calculated χ^2 Value: 4.193 Degree of freedom: 2

Table Value: Five per cent level: 5.991

INTERPRETATION

Since the calculated χ^2 value (4.193) is less than the table value (5.991) at five percent level of significance. H_0 is accepted. Hence it is concluded that there is no significant association between gender of the respondents and importance of job motivation.

Table 5: Age and Importance of Job Motivation

H_0 = There exist no significant association between age of the respondents and importance of Job motivation.

Age	Importance of Job Motivation			Total
	High	Moderate	Low	
Below 25 years	10	20	22	52
25-35 years	3	13	24	40
35-50 years	5	7	12	24
Above 50 years	0	1	3	4
Total	18	41	50	120

Calculated χ^2 Value: 6.512 Degree of freedom: 6

Table Value: Five per cent level: 12.592

INTERPRETATION

Since the calculated χ^2 value (6.512) is less than the table value (12.592) at five percent level of significance. H_0 is accepted. Hence it is concluded that there is no significant association between age of the respondents and importance of job motivation.

CONCLUSION

The study concludes that employee motivation is a vital element in improving productivity, job satisfaction, and overall organizational performance at Kaleesuwari Refinery. The organization has adopted several motivational strategies, including financial incentives and basic welfare measures, which have positively influenced employee attitudes and performance. Motivated employees tend to be more committed, efficient, and aligned with organizational goals, which ultimately contributes to the success of the company.

However, the study also indicates that there is a need for continuous improvement in motivational practices, particularly in areas such as employee recognition, career development, and training opportunities. By focusing on both monetary and non-monetary motivational factors, the organization can further enhance employee satisfaction and reduce turnover. In conclusion, effective motivation strategies not only improve individual performance but also strengthen the overall growth and sustainability of the organization.

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