

MOTIVATIONAL FACTORS AND THEIR INFLUENCE ON EMPLOYEE JOB SATISFACTION: EVIDENCE FROM SRI ABIRAMI VANASPATI INDUSTRIES PRIVATE LIMITED

Manipriya, S., Pratheebe, N and R.Yogeshwari

Department of Management Studies, Kongu College of arts and Sciences, Karur, Tamil Nadu

ABSTRACT

This study examines the relationship between key motivational factors and employee job satisfaction at Sri Abirami Vanaspati Industries Private Limited, a specialty fats and edible oil manufacturing firm located in Vellakovil, Tirupur district, Tamil Nadu. Conducted between December 2024 and March 2025, the study gathered primary data from 128 employees drawn from the human resource, finance, administration, and technical departments using a simple random sampling method. Data were collected through a structured questionnaire employing a five-point Likert scale and analyzed using descriptive statistics, chi-square tests, and Pearson correlation analysis. The study investigated five primary motivational dimensions: pay and benefits, employee recognition, job security, career development opportunities, and stress management. Findings reveal that a majority of respondents positively assessed the company's motivational environment. Specifically, 45.3 percent of employees agreed that career development opportunities serve as the most significant motivational driver, while 43 percent confirmed that they receive recognition for their work achievements. Salary increments, annual bonuses, and company benefits also registered strong levels of agreement among respondents, with 35.9 percent, 36.7 percent, and 43.8 percent respectively expressing agreement. Correlation analysis revealed statistically significant positive relationships between salary motivation and career development motivation, as well as between company benefits satisfaction and bonus-based morale enhancement. Chi-square analysis further established that gender has a significant relationship with career development motivation. The study concludes that extrinsic motivators such as compensation and recognition, when combined with intrinsic factors like career growth, positively influence employee job satisfaction. Organizations are advised to strengthen reward structures, invest in skill development programs, and foster environments that encourage open communication and employee participation in decision-making.

Keywords: *Employee motivation, job satisfaction, career development, pay and benefits, recognition, manufacturing sector*

INTRODUCTION

In contemporary organizational environments, sustaining high levels of employee motivation and job satisfaction is regarded as a fundamental prerequisite for operational effectiveness and long-term organizational success. The manufacturing sector, characterized by repetitive tasks and production-oriented work environments, presents particular challenges in cultivating and maintaining a motivated workforce. Motivation, defined as the internal and external forces that direct individuals toward achieving organizational goals, is closely intertwined with job satisfaction, which encapsulates an employee's overall contentment with their professional role. For employers aiming to nurture productive, positive, and enduring professional relationships with their workforce, understanding the specific factors that influence motivation and satisfaction is of paramount importance.

Sri Abirami Vanaspati Industries Private Limited is a traditional firm founded in 2001 by Mr. V. Anand Ranganthan, operating out of Vellakovil in the Tirupur district of Tamil Nadu. The company, with over four decades of promoter experience in edible oil manufacturing, specializes in the production of specialty fats and vanaspati products serving bakery and commercial food segments. Its workforce spans human resource, finance, administration, and technical departments. The company's mission explicitly emphasizes providing employment to rural skilled workers and achieving organizational growth through efficient use of modern technology, making workforce satisfaction a central managerial concern.

This study was undertaken to assess the level of employee job satisfaction at Sri Abirami Vanaspati Industries with specific attention to motivational factors. It aims to determine which motivational elements most significantly influence satisfaction, analyze how demographic characteristics relate to satisfaction levels, and identify strategies the organization can adopt to improve employee well-being and performance. The research was conducted over a period of four months, from December 2024 to March 2025, and employed a descriptive research design with a sample of 128 respondents.

Ahmad Prayudi and Imas Komariyah (2023) investigated the impact of work motivation, work environment, and career development on employee job satisfaction and found that all three variables positively affect satisfaction levels. Their quantitative study, conducted on 77 employees selected from a population of 302 using the Slovin formula and analyzed through multiple linear regression, concluded that high work motivation makes employees more enthusiastic and satisfied, while a comfortable work environment increases their sense of belonging and further motivates them.

Primadi Candra Susanto, Ni Nyoman Sawitri, and Sugeng Suroso (2023) examined determinants of employee performance and job satisfaction in the transportation and logistics industry and found a positive and partially significant influence of motivation on job satisfaction. Using path analysis on a sample of 58 employees and SPSS Version 22, the study confirmed that higher levels of perceived motivation translate into greater job satisfaction among workers.

Nurul Izzati Idrus, Norhafiza Hashim, Nurul Labanihuda Abdull Rahman, and Nadhilah Abdul Pisal (2022) studied the impact of motivation factors on job satisfaction in public universities using Maslow's Hierarchy of Needs as the theoretical framework. Drawing on survey data from approximately 300 administrative staff and analyzing findings through SPSS, the study identified significant relationships between motivation factors and satisfaction outcomes.

Rawan I. Khezendar and Yosra Hamas (2021) explored motivation factors and their impact on job performance, administering questionnaires to 40 respondents and concluding that a direct and positive relationship exists between motivational factors and employee job performance, which is broadly indicative of satisfaction levels.

Samuel Evergreen Adjavon (2021) studied the relationship between job motivation factors and performance among teachers in Ghana using multiple regression and ANOVA on a sample of 254 from a population of 678. The study identified compensation package, job design, and performance management systems as significant factors determining motivation, all of which were found to be strongly linked with satisfaction.

Patel Priya Bhupendrabhai and Ms. Vaishali Pillai (2021) conducted a study on factors affecting employee motivation using a sample of 100 respondents, frequency analysis, reliability tests, and chi-square methods. They concluded that working relationships with supervisors, incentive structures, bonus payments, and personnel policies are all significant contributors to employee motivation and satisfaction.

Abriham Ebabu Engidaw (2021) examined the effect of intrinsic and extrinsic motivation on employee engagement in public sectors using a sample of 349 employees. Analyzed through SPSS with inferential statistical tools, the study found that extrinsic motivation had a stronger effect on employee engagement than intrinsic motivation, and recommended that organizations identify and apply appropriate motivational techniques tailored to individual employees.

Dr. Ranita Basu (2021) investigated the impact of employee motivation on job performance across various industries using a sample of 100 respondents and concluded that motivation should be used as a primary managerial tool to reduce work-related stress and excessive job dissatisfaction. The study emphasized that providing employees with opportunities focused on increasing job satisfaction is essential to improving performance outcomes.

C. K. Gomathy, V. Theja Sree, T. Lakshmi Prasanna, and Ummadi Swathi (2021) investigated the impact of job satisfaction on workers' productivity across different institutional sectors. Using self-administered questionnaires distributed to 210 employees and analyzed through SPSS, the study confirmed that content employees demonstrate higher productivity levels, underscoring the centrality of satisfaction to organizational performance.

Janovac, Virijević Jovanović, Tadić, and Tomić (2021) analyzed the influence of employee motivation factors on job satisfaction in mining companies through a study of 200 respondents from Serbia's two largest mining firms. Using SPSS 21.0, the study found a significant correlation between

motivation factors and job satisfaction, and recommended that motivation systems should help employees identify with the organization and sustain interest in its growth and success.

Md. Habibur Rahman, Mst. Rinu Fatema, and Md. Hazrat Ali (2019) examined the impact of motivation and job satisfaction on employee performance in banking institutions. Their study confirmed that both intrinsic and extrinsic factors of motivation and job satisfaction have a meaningful impact on performance, recommending that organizations develop targeted programs and policies to cultivate satisfaction among workers.

Neog and Barua (2014) identified compensation as one of the most critical determinants of job satisfaction, defining it as the monetary benefit provided to employees in return for their services. They found that when employees perceive their pay and benefits as sufficient to sustain their living standards, they feel satisfied with their work, and that increases in compensation generate immense pleasure and satisfaction.

S. Khodadadi and colleagues (2014) investigated the dimensions of job satisfaction among hospital employees and found that salary and benefits policies have a significant and positive effect on employee job satisfaction. Their study employed questionnaires on quality of work life and job satisfaction, analyzing data through SPSS and LISREL software on a random sample of 114 employees.

Teoh Teik Toe, Werner R. Murhadi, and Wang Lin (2013) explored the correlation between employee job satisfaction and employee motivation in a quantitative study of 120

employees, concluding that a motivated employee is generally satisfied with their job and is consequently more capable of delivering their best effort and contribution to assigned work.

RESEARCH METHODOLOGY

The study adopted a descriptive research design, defined as the specification of methods and procedures for acquiring and interpreting information. Primary data were collected through a structured questionnaire based on a five-point Likert scale, ranging from Strongly Disagree to Strongly Agree. Secondary data were drawn from company profiles, academic journals, magazines, and organizational records. The study population comprised 128 employees of Sri Abirami Vanaspati Industries Private Limited, drawn from the human resource, finance, administration, and technical departments at the Vellakovil facility. Simple random sampling was employed to ensure each employee had an equal probability of being selected. The final sample size was 128 respondents, representing the full study population. Analytical tools included descriptive statistics for profiling respondent characteristics and survey responses, chi-square tests for examining relationships between categorical demographic variables and satisfaction indicators, and Pearson correlation analysis for assessing the strength and direction of relationships between motivational constructs. The proposed conceptual model situates employee motivation, operationalized through pay and benefits, employee recognition, job security, career development, and stress level, as the independent variable influencing job satisfaction as the dependent variable.

FINDINGS AND DISCUSSION

The demographic profile of the 128 respondents reveals that the dominant age group is 26 to 35 years, constituting 43 percent of the sample, while 55.5 percent of respondents are female. In terms of educational qualification, 39.8 percent hold undergraduate degrees and 33.6 percent hold postgraduate qualifications. The majority of respondents, 38.3 percent, earn salaries in the range of Rs. 15,001 to Rs. 30,000, and 37.5 percent have less than two years of work experience. This profile indicates a relatively young, moderately educated, and lower-to-mid income workforce, a composition consistent with the operational characteristics of the manufacturing sector in rural Tamil Nadu.

Regarding motivational factors, career development emerged as the strongest driver of employee motivation, with 45.3 percent of respondents agreeing that career development opportunities motivate them the most, and an additional 27.3 percent expressing strong agreement. Employee recognition also registered high positivity, with 43 percent agreeing they receive recognition for their work achievements. The data on pay-related motivation show that 35.9 percent of respondents agreed that periodic salary increases are motivating, while 36.7 percent agreed that annual bonuses boost their morale. Company benefits satisfaction was affirmed by 43.8 percent of respondents, and 43.8 percent also agreed that motivation programs contribute positively to the overall work environment. These results collectively indicate that employees at Sri Abirami Vanaspati Industries are broadly satisfied with both monetary and non-monetary aspects of their motivational environment.

The Pearson correlation analysis revealed statistically significant positive relationships among motivational constructs. The correlation between periodic salary increases and career development motivation produced a coefficient of $r = 0.254$, significant at the 0.01 level ($p = 0.004$), indicating a low but positive relationship. This suggests that employees who are motivated by salary growth also tend to place value on career development opportunities, reflecting an integrated view of professional advancement. Similarly, the correlation between satisfaction with company benefits and bonus-boosted morale yielded $r = 0.245$ ($p = 0.005$), confirming that employees who find the overall benefits structure satisfactory are also positively affected by bonus-based reward systems. These findings are consistent with Neog and Barua (2014), who established compensation as the primary determinant of job satisfaction.

The chi-square analysis testing the relationship between gender and career development motivation produced a Pearson chi-square value of 18.81 with a significance level of 0.016, which is below the 0.05 threshold. The null hypothesis was accordingly rejected, confirming that gender has a statistically significant relationship with the extent to which career development opportunities are perceived as motivating. This finding suggests that male and female employees at the organization differ in how strongly they value career advancement as a motivational driver, a distinction that has meaningful implications for the design of gender-sensitive HR development initiatives.

The chi-square result for the relationship between age and periodic salary motivation produced a highly significant Pearson chi-

square value of 52.17 ($p = 0.000$), establishing that age significantly influences salary motivation. Younger employees and older workers perceive the motivating impact of salary increments differently, which aligns with established motivational theory suggesting that financial security concerns vary across life stages. The management of Sri Abirami Vanaspati Industries would benefit from recognizing these age-related differences when designing compensation and incentive structures.

CONCLUSION

The study provides substantive evidence that motivational factors exert a meaningful positive influence on employee job satisfaction at Sri Abirami Vanaspati Industries Private Limited. Career development opportunities, employee recognition, pay increments, annual bonuses, and company benefits all demonstrate significant levels of positive endorsement among the workforce. Statistical analysis confirms that pay-related and career-related motivational dimensions are positively correlated, and that demographic variables such as gender and age significantly shape motivational perceptions. The organization should prioritize structured career development programs, transparent compensation policies, and performance-based recognition systems to sustain and enhance workforce satisfaction. Investments in training and skill development, equitable rewards for target achievement, and open communication channels will collectively reinforce the motivational environment and improve long-term organizational productivity.

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