



## A Study on Employee Motivation and Its Impact on Employee Satisfaction at JK Tyres

**Manjunatha L**

Assistant Professor of Commerce

Government First Grade College, Siddhartha Layout, Mysuru-570011

**Abstract :** *The Rubber business is one of the bits of the Indian economy. India is the fourth most noteworthy maker of fundamental elastic and the third most noteworthy customer of the polymer. To the degree utilization of standard and assembled adaptable together is concerned, the nation has the fourth position. However, flexible thing make began in India, in the year 1920, the industry has been regularly internal orchestrated, thinking about the essentials of the immense neighborhood grandstand. JK Organization has been a forerunner in the economic and social advancement of India. It always aimed at creating job opportunities for a multitude of countrymen and to provide high quality products. JK Organization is an association of industrial and commercial companies and charitable trusts. Its member companies, employing nearly 50,000 persons are engaged in the manufacture of a variety of products and in diverse fields of commerce. Majority of 64% of the respondents opined that, the salary provided by the organization is competitive. From the study it is very clear that, Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd.*

**Keywords:** *Employee Motivation, Employee Satisfaction, Organization*

### 1. Introduction

The Rubber business on the planet made its start in 1887. It was a delayed consequence of the progression of the treatment of vulcanization by Charles Goodyear. The progression of the business, at any rate got a decent lift by century end, when John Boyd Dunlop winning regarding production of vulcanized adaptable tires into inflatable pneumatic tires. Beginning now and into the not so distant the tire business has kept being a fundamental section of adaptable industry all finished world.

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nation has the fourth position. However, flexible thing make began in India, in the year 1920, the industry has been regularly internal orchestrated, thinking about the essentials of the immense neighborhood grandstand.

Greater use is by means of vehicle tires and barrels creating associations like: MRF, Balakrishna Ind , Apollo tires, CEAT, JK Tyres and India, TVS Srichakra ,Goodyear Modi elastic, PTL Enterprises , Govind Rubber ,Krypton, Tirupati Tyres.

The advent of JK Organization on the industrial landscape of India almost synchronizes with the beginning of an era of industrial awareness - an endeavor for self-reliance and the setting up of a dynamic Indian industry. This was way back in the middle of the 19th century. And the rest that followed is history.



JK Organization is an association of industrial and commercial companies and charitable trusts. Its member companies, employing nearly 50,000 persons are engaged in the manufacture of a variety of products and in diverse fields of commerce.

Trusts are devoted to promoting industrial, technical and medical research, education, religious values and providing better living and recreational facilities. With the spirit of social consciousness uppermost in mind, J.K. Organization is committed to the cause of human advancement.

## 2. Conceptual Framework

- **Motivation** is an important factor which brings employees satisfaction. This should be possible by keeping into brain and confining a motivating force plan to assist the representatives. This could start the accompanying things:
- **Employee satisfaction** has been characterized as an element of saw execution and desires. It is a people's sentiment of joy or dissatisfaction coming about because of contrasting an items' result with his/her desires.

## 3. Review of Literature

**Schoeffler** (2005), clarifies that motivators ought to be in a three level impetus plot: acknowledgment, present moment, and long haul. The fundamental idea is to take into consideration motivators that will persuade distinctive identity types. For instance, a few people appreciate quick fulfillment and some appreciate fulfillment that is deferred however has set aside some effort to develop. Acknowledgment is a key job in propelling which is a non-money related motivation that reflects input.

**Barney and Steven Elias (2010)** found that with outward inspiration there exist a noteworthy connection between

occupation stress, strategic scheduling, and nation of living arrangement. Pioneers realize that at the core of each gainful and effective business lies a flourishing hierarchical culture and dedicated individuals team up enthusiastically to deliver incredible outcomes. In the assortment of writing, different systems are utilized by the specialists dependent on hypothesis of inspiration, with just couple of measurements of inspiration.

**Ederer and Manso's (2011)** analyzed in their study entitled "Is Pay for Performance Detrimental to Innovation?" the ideal impetus conspire that propels investigation is on a very basic level not quite the same as standard pay-for-execution plans used to inspire exertion. Resilience for early disappointment, compensate for long haul achievement, over the top continuation, promise to a long haul impetus plan, and convenient input on execution are exceedingly imperative to propel investigation.

**Grant and Singh (2011)**, examined that customary motivator plans are frequently useful for inspiring and improving representative execution, yet can have genuine repercussions, for example, "deceptive conduct, fuel turnover, and encourage jealousy and discontent." Moreover, they further clarify that money related impetuses are best utilized with the accompanying three rules: when errands are algorithmic in nature and for the most part uninteresting, when the monetary motivations are little, and they work related to real activities. They additionally call attention to three essential components, in light of Daniel Pink's exploration, that the working environment should consolidate to raise efficiency: self-sufficiency, authority, and reason.



**Thahier et al. (2014)**, states that, spurring representatives is essential since inspiration of each individual is his readiness to energetically buckle down for high efficiency; which means the worker is happy to utilize every one of the capacities that he has for his association by using the accessible chances to achieve his association's central goal. They further statement McClelland on requirement for achievement, requirement for power and requirement for affiliation as sparks for accomplishment and satisfaction.

**Cho and Perry (2012)** present two situational factors administrative dependability and objective readiness as the impacting factors for inherent impacts while an individual credit to extraneous reward hope. With dependability comes inspiration for the representatives as they will have elevated standards of gaining from their manager. Having dependable chiefs enables workers to coordinate their endeavors toward their errand execution without stressing over interferences from administrators or clashes with them.

#### 4. Objectives of the Study

The following objectives are formulated for the present study:

1. To identify various hygiene factors that motivates employees and its impact on employee satisfaction at JK Tyres Ltd.
2. To understand the employees perception about existing employee motivation practices and its impact on employee satisfaction at JK Tyres Ltd.,.
3. To suggest suitable suggestions for improvement of job satisfaction among JK Tyres Ltd, Employees based on the findings.

#### 5. Hypotheses of the Study

The following null and alternative hypotheses have been set on the basis of the objectives:

1. **H<sub>0</sub>:** Hygiene factors does not have significant effect on employee job satisfaction at JK Tyres Ltd.

**H<sub>1</sub>:** Hygiene factors have significant effect on employee job satisfaction at JK Tyres Ltd.

2. **H<sub>0</sub>:** Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd.

**H<sub>1</sub>:** Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd.

#### 6. Statement of the Problem

The purpose of this study was to determine what types of incentives and motivational factors can more effectively promote innovation and increase employee motivation in the company, as well as to provide recommendations to management on what to implement, eliminate, or change, based on our findings.

#### 7. Significance of the Study

This study benefits two primary groups. The first group it benefits is managers in the company. With the knowledge of what motivates employees, managers can better determine what drives employees to do their best work. They can use this information to get more value out of the people they hire and already employ by using effective motivational strategies other than monetary incentives. Employees can use this information to determine what helps motivate them as well as understand what motivates their peers. If there is a greater level of understanding and cohesion between employees and managers, the company as a whole will prosper.

#### 8. Scope of the Study

This study was completed using the input of full-time employees of the company in all different departments. These employees were surveyed for the purpose



of discovering what is most motivating to them in the workplace. Employee motivation is defined as the eagerness or drive in an employee that directly influences their level of involvement or performance in the workplace. Motivating factors and incentives are reasons for employee motivation, and in order to best evaluate and describe which of these factors are most and least critical to employees, we have split this study up into the following criteria: communication, income, long-term incentives, and non-financial incentives.

**9. Research Methodology**

The study is descriptive in nature and at present it explain how the factors of employee motivation and its impact on employee satisfaction in JK Tyres Ltd.

**a. Sampling Technique**

The study considered the population as employees of JK Tyres ltd. in which samples looked to be employees of the JK Tyres ltd and sampling techniques adopted based on non-probability sampling and the samples picked out based on convenience sampling.

**b. Method of Data Collection**

The data collected for the study is mainly through the distribution of questionnaire; to be precise the data collected for study was both primary and secondary sources. **Primary data** is the information collected for the first time; there are several methods in which the data is compiled. In this project it was obtained by mean of questionnaires. Questionnaire was prepared and distributed to the employees. **Secondary data** needed for

conducting research work were collected from company websites, library and search engine

**c. Statistical Techniques Used**

1. Percentage Method
2. Weighted Average Method
3. Chi-square test

The above mentioned statistical analysis will be carried out using a software called “Statistical Packages for Social Science (SPSS version 16).

**d. Statistical Methods**

The first part of the questionnaire, collecting simple demographic info, was utilized to determine how similar or different responders were. Though distributed to similar employees, these key questions can give insight into where somebody is in life and how that might outlook on employee motivation and its impact on employee satisfaction.

**10. Limitations of the Study**

This questionnaire was revised several times before finalization. During those revisions, some questions and some answer choices were removed in order to make the questionnaire as short as possible while still providing worthwhile data. The quality of the data collected will still be sufficient for our study, but perhaps not as specific as a lengthy questionnaire could provide.

Because the questionnaire was distributed to only one place of work, the data is not expected to reflect an incredibly wide range of perspectives. To apply results to a greater population, a larger, more random sample would need to be taken.

**11. Data Analysis and Interpretation**

**Table 1: Salary Provide in the Organisation is Very Competitive**

Particulars	No. of Respondents	Percentage
Strongly agree	32	64
Agree	15	30



Neither agree Nor Disagree	3	6
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 1 makes it crystal clear that there were 64% respondents who strongly agree, 30% of respondents who agree, 6% of respondents who disagree and 19% of them strongly disagree. Thus, it is clear that highest number of respondents are strongly agree. Majority of them feel that the salary provided by the organization is competitive..

**Table 2: Incentive Plans are Implemented to Motivate the Employees**

Particulars	No. of Respondents	Percentage
Strongly agree	4	8
Agree	14	28
Neither agree Nor Disagree	32	64
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 2 makes it clear that there were 8% respondents who strongly agree, 28% of respondents who agree and 64% of respondents who neither agree or nor disagree. Thus, highest number of respondents are neither agree Nor Disagree. It shows Incentive plans are implemented to motivate the employees.

**Table 3: Support from Management Motivate To Perform Better**

Particulars	No. of Respondents	Percentage
Strongly agree	38	76
Agree	12	24
Neither agree Nor Disagree	-	-
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 3 shows that there were 76% respondents who strongly agree and , 24% of respondents who agree This shows that the Support from management motivate me to perform better.

**Table 4: You Are Feeling That Your Work is Valued and Appreciated**

Particulars	No. of Respondents	Percentage
Strongly agree	18	36
Agree	29	58
Neither agree Nor Disagree	3	6
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>



Source: Field Survey

Table 4 makes it crystal clear that there were 36% respondents who strongly agree, 58% of respondents who agree and 6% of respondents who neither agree or nor disagree, Most of the respondents are Agree. This tells us the feeling that your work is valued and appreciated in the organization.

**Table 5: Award and recognition keeps to motivated**

Particulars	No. of Respondents	Percentage
Strongly agree	41	82
Agree	9	18
Neither agree Nor Disagree	-	-
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 5 makes it crystal clear that there were 82% respondents who strongly agree and 18% of respondents who agree. Majority of the respondents are strongly Agree. From this we analyze that the Award and recognition keeps the employee motivated.

**Table 6: Does Your Organisation Provide Flexible Work Timings?**

Particulars	No. of Respondents	Percentage
Strongly agree	2	4
Agree	12	24
Neither agree Nor Disagree	28	56
Disagree	8	16
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 6 shows that there were 4% respondents who strongly agree, 24% of respondents who agree, 56% of respondents who neither agree or nor disagree and 16% respondents are disagree. Majority of the respondents are neither agree Nor Disagree. This tells us the majority of them could not tell about organisation provide flexible work timings.

**Table 7: Training Provide Me Strength to Perform Better and Keeps Me Motivated**

Particulars	No. of Respondents	Percentage
Strongly agree	26	52
Agree	19	38
Neither agree Nor Disagree	5	10
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 7 makes it crystal clear that there were 52% respondents who strongly agree, 38% of respondents who agree and 10% of respondents who neither agree or nor disagree, Majority of the respondents strongly agrees that the Training provide to them.



**Table 8: Work Environment is Very Professional, Which Makes Me More Committed to Work**

Particulars	No. of Respondents	Percentage
Strongly agree	28	56
Agree	19	38
Neither agree Nor Disagree	3	6
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 8 makes it crystal clear that there were 56% respondents who strongly agree, 38% of respondents who agree and 6% of respondents who neither agree or nor disagree. Majority of the respondents strongly agrees that the environment is very professional, which makes them more committed to work.

**Table 9: Fair Promotional Opportunities Keeps Me Motivated**

Particulars	No. of Respondents	Percentage
Strongly agree	21	42
Agree	26	52
Neither agree Nor Disagree	3	6
Disagree	-	-
Strongly disagree	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table 9 makes that 42% respondents who strongly agree, 52% of respondents who agree and 6% of respondents who neither agree or nor disagree. Majority of the respondents agrees that there is a Fair promotional opportunities keeps them motivated in the organization.

## 12. Testing of Hypotheses

The following hypotheses have been tested here; they are as follows;

### Hypothesis 1

**H<sub>0</sub>:** Hygiene factors does not have significant effect on employee job satisfaction at

JK Tyres Ltd.

**H<sub>1</sub>:** Hygiene factors have significant effect on employee job satisfaction at JK Tyres Ltd.

To test this hypothesis, the study has considered 04 important variables like Support from Management, Mentor Motivation, Peer Support and Work Environment as hygiene factors. And they have tested by using chi-square non-parametric test for primary data which is nominal in nature. The result of the test has shown in the table given below.



Test Statistics				
	Support Management	Mentor Motivation	Peer Support	Work Environment
Chi-Square	13.520 <sup>a</sup>	20.720 <sup>b</sup>	11.320 <sup>c</sup>	19.240 <sup>c</sup>
df	1	3	2	2
Asymp. Sig.	.000	.000	.003	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.				
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.5.				
c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.				

From the above results it is very clear that, the study has assumed that Hygiene factors have significant effect on employee job satisfaction at JK Tyres Ltd. To test this hypothesis some of the important variables like Support from Management, Mentor Motivation, Peer Support and Work Environment are considered and statistically tested by using chi-square test. Finally, the assumption of the study has proved with their respective chi-square values which shown in the above table and all the variables are statistically significant at 1 percent level.

**So, the hypothesis (H<sub>1</sub>) Hygiene factors have significant effect on employee job satisfaction at JK Tyres Ltd has been accepted and the null hypothesis (H<sub>0</sub>) has been rejected.**

#### Chi-Square Test

#### Hypothesis 2

**H<sub>0</sub>:** Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd.

**H<sub>2</sub>:** Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd.

To test this hypothesis, the study has considered 04 important variables like Training, Promotion, Award/Recognition and Appreciation as personal factors. And they have tested by using chi-square non-parametric test for primary data which is nominal in nature. The result of the test has shown in the table given below.





Test Statistics				
	Training	Promotion	Award Recognition	Appreciation
Chi-Square	13.720 <sup>a</sup>	17.560 <sup>a</sup>	20.480 <sup>b</sup>	20.440 <sup>a</sup>
df	2	2	1	2
Asymp. Sig.	.001	.000	.000	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.				
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.				

From the above results it is very clear that, the study has assumed that Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd. To test this hypothesis some of the important variables like Training, Promotion, Award/Recognition and Appreciation are considered and statistically tested by using chi-square test. Finally, the assumption of the study has proved with their respective chi-square values which shown in the above table and all the variables are statistically significant at 1 percent level.

**So, the hypothesis (H<sub>1</sub>) Employee motivational practices have positive impact on employee job satisfaction at JK Tyres Ltd has been accepted and the null hypothesis (H<sub>0</sub>) has been rejected.**

### 13. Major Findings

The study has found out several findings from the primary data analysis related to the present study. The major findings of the study are as follows;

1. Majority of 64% of the respondents opined that, the salary provided by the organization is competitive.
2. Majority of 76% of the respondents have agreed that, the support from

- management motivate them to perform better in the organisation.
3. The study clearly identified that, majority of 88% of the respondents have agreed about the support from their supervisor in the organization.
4. Majority of 88% of the respondents opined that, the Peer support make employees happy and motivated.
5. It is very clear in the study that, majority of 94% of the respondents has opined that the work of the employee is valued and appreciated in the organization.
6. Majority of 82% of the respondents opined that the award and recognition keeps the employee motivated in the organization.
7. Majority of the respondents in the organization disagreed with the availability of better insurance policy.
8. Majority of the respondents in the organization agreed about not providing better leave policy.
9. Most of the respondents haven't agreed about their job satisfaction.
10. Majority of the respondents haven't agreed about flexible work timings.
11. It has noticed that, majority of the respondents have agreed that, the employees are always motivated to their work because of the mentors.



12. Majority of the respondents strongly agrees that the Training provide to them gives strength to perform better and keeps them motivated.
13. It has found that, majority of the respondents strongly agreed that the environment of the organisation is very professional which makes them more committed to the work.
14. It has noticed that, majority of the respondents agreed that, there is a fair promotional opportunities which keeps them motivated in the organization.

#### **14. Suggestions and Policy Implications**

On the basis of the findings of the study identified by the primary data analysis, the present study makes some important policy implications. Such major policy implications are mentioned below.

1. The organization should be provided bonus facilities to the workers which improves the income level of the employee. Consequently, the efficiency of the employee will be increased.
2. The organization should be implemented the incentive plans which helps to motivate the employees towards the work.
3. The organisation should be provided better insurance and health policies to their employee. It influence positively on the work efficiency of the employee in the organisation.
4. The employee of the organization always thinks about the security of their job. Hence, the Organization should provide security to their jobs.
5. Offering maternal benefits helps to retain the women employees in the company.

6. The working hour of the employees is one of the major issues in any of the companies. Hence, proper time period should be fixed in order to decline the stress of the employees which is also improving the health condition of the employee.
7. The companies should adopt new and flexible policies in order to secure welfare of the employees.
8. Innovative production, advertising and marketing techniques helps the organization to give a healthy competition in any of the business.

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