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Motivational level of employees at Aditya Auto Products and Engineering Private Limited, Bengaluru

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ABSTRACT: Employee motivation is a crucial factor influencing the overall productivity, job satisfaction, and organizational success at any company. At Aditya Auto Products and Engineering Pvt Ltd, understanding and enhancing employee motivation is essential for driving performance and achieving company goals. Aditya Auto Products and Engineering Pvt Ltd is known for its commitment to innovation and excellence in the automotive and engineering sectors. The company has a diverse workforce that plays a key role in its continued success. To maintain a competitive edge and ensure sustainable growth, the organization recognizes the importance of fostering a motivated and engaged workforce. This research work explores the current motivational levels among employees at Aditya Auto Products and Engineering Pvt Ltd, examining factors such as job satisfaction, recognition, career development opportunities, and work environment.

KEYWORDS: Career development, recognition, attrition

I. INTRODUCTION

The automotive supplier industry is constantly evolving. As the automotive industry transitions towards electric vehicles and autonomous driving, suppliers are facing new challenges and opportunities. They need to develop new technologies, adapt their business models, and invest in research and development to stay ahead of the curve. Despite these challenges, the automotive supplier industry remains a vital force in the global economy. It is estimated to be worth over \$4 trillion and employs millions of people worldwide. The future of the automotive supplier industry is bright, as the demand for new vehicles continues to grow, particularly in emerging markets. automotive supplier industry is a dynamic and exciting field to work in. It offers a wide range of career opportunities for people with a variety of skills and interests. If you're looking for a challenging and rewarding career in a rapidly changing industry, the automotive supplier industry may be the right fit for you. Aditya Auto Products and Engineering Private Limited values the motivation of its employees, recognizing that a motivated workforce is essential for achieving high productivity, job satisfaction, and overall company success. Here are some simple strategies to enhance the motivational level of employees at Aditya Auto Products and Engineering Private Limited: Recognize and Reward Achievements, Provide Growth Opportunities, and Encourage Work-Life Balance.

Industry Profile: The automotive and engineering industry is a dynamic and crucial sector of the global economy, characterized by its innovation, technological advancements, and significant impact on various other industries. This sector encompasses the design, development, manufacturing, and distribution of vehicles and engineering products, serving both consumer and industrial markets.

Company Profile: Aditya Auto Products & Engineering (India) Pvt. Ltd., located in Doddaballapur, Bangalore 561203, is a private company incorporated on July 5, 1996. With the Corporate Identification Number (CIN) U35204KA1996PTC020766, the company is registered under the Registrar of Companies (ROC) Bangalore and operates as a non-government entity limited by shares. The company's status is active, and its registration number is 20766.

Future Growth and Prospective: Aditya Auto Products & Engineering (India) Pvt. Ltd. is well-positioned for continued growth in the years to come. The company's strong product portfolio, deep vertical integration, commitment to quality, global presence, and customer-centric approach are key factors that will drive its growth. Expanding Product Portfolio Aditya Auto is continuously expanding its product portfolio to meet the evolving needs of the automotive industry. The company is investing in research and development to develop new and innovative products, such as advanced mechatronic systems and precision components for electric vehicles.

Achievements/ Awards

2008- “Export Excellence Awards r Productivity”

2011- “Certificate of Merit for Technology Innovation”

Background of study: To understand the motivational level of employees at Aditya Auto Products and Engineering Pvt Ltd, we can explore some conceptual backgrounds and factors that generally influence employee motivation in organizations Maslow's Hierarchy of Needs: This theory proposes that individuals are motivated by different levels of needs, ranging from physiological needs (like food and shelter) to self-actualization (achieving one's full potential). At Aditya Auto Products, understanding which needs are met and which are yet to be fulfilled can help gauge motivational levels. Herzberg's Two-Factor Theory: Herzberg distinguished between factors that cause job satisfaction (motivators) and those that cause dissatisfaction (hygiene factors). Motivational factors include achievement, recognition, and responsibility, while hygiene factors include salary, job security, and work conditions. Identifying these factors within Aditya Auto Products can reveal what drives or hinders employee motivation.

II. LITERATURE REVIEW

Hitka & Rajnoha, (2003) This paper analyzes worker motivation in a wood processing company, identifying key motivational factors through employee questionnaires. Cluster analysis was used to group workers with similar motivational values, allowing for the development of tailored motivation programs. The study emphasizes the importance of considering both individual and organizational value systems, recommending the use of value management concepts and the Balanced Scorecard (BSC) system for effective implementation.

Chigozie & Chukwudi, (2018) The study evaluated the effectiveness of staff motivation strategies in manufacturing companies in Enugu state. It specifically examined the impact of quality training on employee commitment and the effect of recognition and rewards on employee output. The study surveyed 4321 staff from various industries, using a sample size of 349, with 312 valid responses. Content analysis confirmed the validity, and Pearson's correlation gave a reliability coefficient of 0.79. Using ANOVA, the findings showed that quality training significantly enhances employee commitment, and recognition and rewards significantly boost employee output. The study concluded that training is crucial for improving efficiency, productivity, and worker retention and recommended incorporating training into organizational activities.

Rawat et al., (2015) This study examines employee attitudes toward various motivational practices in the telecommunication sector in Dehradun, including job simplification, job enlargement, job rotation, rewards, and more. Using a descriptive research design and convenient random sampling, data was collected from 106 respondents across companies like Idea, Airtel, Vodafone, and BSNL. Analyzed with SPSS using mean, standard deviation, and ANOVA tests, the findings indicate significant differences in employee attitudes toward motivational practices based on demographic characteristics. The study highlights the complexity of modern management and the necessity of adapting motivational strategies to diverse employee needs.

Bao & Nizam, (2015) This study investigates the impact of motivation on employee performance, focusing on the independent variables of Training and Development, Reward and Recognition, and Delegation of Authority. Using a descriptive and explanatory design, the research surveyed 100 employees from an electronic manufacturing company in China with a Likert Scale-based questionnaire. Data analysis through SPSS, involving regression and correlation, revealed that all selected motivational factors significantly relate to employee motivation and positively impact employee performance.

Nayak et al., (2011) This study examines the impact of organizational culture on employee motivation within steel manufacturing industries in Odisha, India, including both public and private sectors. Data were collected from 134 employees across various industries, such as Rourkela Steel Plant (SAIL), Nilachal Ispat Nigam (NINL), Jindal Stainless, Srimetaliks Ltd., and BeeKay Steel and Power Ltd. The research highlights that both public and private sector managers equally prioritize working conditions and equitable pay. Furthermore, a significant correlation exists between organizational culture and motivation, with factors such as recognition, incentives, leadership, group cohesiveness, and individualism playing crucial roles. Managers exhibit higher motivation levels compared to supervisors, who perceive disparities in pay, working conditions, and benefits. Additionally, individualistic, achievement-oriented, and affiliation-related motives are crucial for enhancing motivation.

VANITHAMANI & KAYALVIZHI, n.d. (2024) Motivation, an internal force that activates and directs behavior, is a fundamental aspect of organizational behavior research. It explains how and why human behavior is energized and directed. Effective employee motivation requires a system that supports their basic emotional drives to acquire, bond, understand, and defend. While money is a significant motivator, it alone cannot fulfill all employee needs and mainly addresses their basic needs. Employers should therefore recognize the importance of non-monetary rewards and recognition in motivating employees, as monetary compensation primarily satisfies financial needs but not the comprehensive range of employee motivations. The theory of reward, which is behavioral, underscores the necessity of diverse motivational strategies beyond just financial incentives.

(Hole & Dhone, n.d.) This study investigates labor welfare measures in manufacturing industries, focusing particularly on their impact on employee absenteeism and attrition among blue-collar workers. Conducted using a descriptive research design with 113 samples, it employs stratified random sampling and structured questionnaires. Surprisingly, the study finds that inadequate welfare measures do not significantly affect absenteeism and attrition rates. Instead, health issues, stress, and family problems are identified as primary causes of absenteeism. For attrition, the availability and adequacy of first aid, medical facilities, and amenities like canteens play crucial roles for blue-collar and white-collar workers respectively. The study emphasizes the importance of providing comprehensive welfare facilities, both statutory and non-statutory, to support workers, thereby contributing to the social and economic growth of both organizations and the nation.

Shilpa & Patrick, (2020) This study explores the impact of perceived fairness on the motivation of women employees in garment manufacturing organizations in Bangalore. It focuses on three dimensions of perceived fairness—procedural, distributive, and interactional justice—among a sample of 470 women across 10 different garment firms. Demographic factors such as age, marital status, job nature, education level, and work experience were considered in the research, which employed judgment sampling. The study utilized established scales to measure perceived fairness and workplace motivation. It found that interactional justice was particularly significant for women employees. However, despite analyzing various variables, the study did not establish a significant relationship between perceived fairness dimensions and workplace motivation through linear regression analysis.

Awasthi, n.d. (2024) This paper underscores the critical role of motivation in enhancing productivity across industries, emphasizing the transformation of workers' potential into willingness to work effectively. It distinguishes between factors of production—land, capital, organization, and entrepreneurship—as the first category, and human labor as the second, crucial factor. Studies suggest that satisfied and cared-for labor not only boosts production quality and quantity but also enhances their efficiency and skills by reducing hardships and illnesses. The study specifically examines factors motivating both blue-collar workers and managerial personnel in small-scale industries (SSIs), aiming to identify key drivers that can elevate productivity levels.

Objective of the study: Motivational level of employees at Aditya Auto Products and Engineering Private Limited employee motivation to improve productivity Performance and job satisfaction.

Reliability Test

The reliability of the scale was assessed using Cronbach's Alpha, a measure of internal consistency. The results are summarized in the table below:

Reliability Statistics	
Cronbach's Alpha	N of Items
0.793	8

Cronbach's Alpha (0.793) suggests strong internal consistency reliability for the set of items used to test the components in your study. This shows that the survey or assessment tool accurately captures the concept of employee motivation in terms of productivity, performance, and job satisfaction.

Correlations

		Q19L	Total
Q7L	Pearson Correlation	.923 **	.728 **
	Sig. (2-tailed)	<.001	<.001

	N	462	463
Q8L	Pearson Correlation	.926 ^{**}	.737 ^{**}
	Sig. (2-tailed)	<.001	<.001
	N	462	463
Q13L	Pearson Correlation	.639 ^{**}	.615 ^{**}
	Sig. (2-tailed)	<.001	<.001
	N	462	463
Q14L	Pearson Correlation	.679 ^{**}	.677 ^{**}
	Sig. (2-tailed)	<.001	<.001
	N	462	463
Q16L	Pearson Correlation	-.932 ^{**}	-.709 ^{**}
	Sig. (2-tailed)	<.001	<.001
	N	462	463
Q18L	Pearson Correlation	.931 ^{**}	.733 ^{**}
	Sig. (2-tailed)	<.001	<.001
	N	462	463
Q19L	Pearson Correlation	1	.747 ^{**}
	Sig. (2-tailed)		<.001
	N	462	462
Total	Pearson Correlation	.747 ^{**}	1
	Sig. (2-tailed)	<.001	
	N	462	463

Strong positive correlations Q7L, Q8L, and Q19L have high positive relationships with total motivation ($r = .728, .737$, and $.747$, respectively). This suggests that gains in these areas are substantially associated with higher overall motivation. Q19L: With a correlation of 1.000 with itself, it is perfectly correlated, as expected, and serves as a baseline for other correlations. Moderate positive correlations Q13L and Q14L for Total: These variables have moderate positive associations (0.615 and 0.677, respectively). This implies a moderate link with total motivation, implying that adjustments in these areas have a notable but less significant impact on motivation. Negative correlations Q16L has a significant negative association with Q19L and a moderate negative correlation with Total ($-.932$ and $-.709$, respectively). This means that increasing this component leads to lower motivation. It could signify an impediment or barrier that reduces motivation. At the 0.01 level, every association is significant, providing compelling evidence to refute the null hypothesis (H_0). This shows that employee motivation is, in fact, greatly impacted by these elements.

ANOVA

Sum of Squares		df	Mean Square	F	Sig.
Between Groups	733.965	3	244.655	221.366	<.001
Within Groups	507.288	459	1.105		
Total	1241.25	462			

Sum of Squares Between Groups: 733.965 This figure illustrates the variation in job satisfaction and productivity that can be attributed to variations in employee motivation. Sum of Squares within Groups: 507.288 This number shows how different each group is in terms of job happiness and productivity (i.e., not explained by employee motivation). df, or degrees of freedom In Between Groups: 3 Inside Groups: 459 Average Square 244.655 Between Group-wise 1.105 F-value: 221.366 The F-value calculates the proportion of unexplained variance (within groups) to variance between groups that the model can explain. A larger variance between groups in comparison to the variation within groups is indicated by a higher F-value. Significance (Sig): < 0.001. The p-value is less than 0.001, indicating statistical significance at conventional levels (e.g., 0.05). This finding indicates that the differences in productivity performance and job satisfaction across various degrees of employee motivation are statistically significant.

III. FINDINGS

1. Significant Impact of Motivation: The ANOVA results show that employee motivation has a statistically significant impact on productivity, performance, and work satisfaction. The F-value of 221.366 and p-value of less than 0.001 indicate that motivation has a significant influence on these outcomes.
2. Variability Explained: Employee motivation levels account for a significant amount of the diversity in productivity performance and job satisfaction, as evidenced by the high sum of squares between groups (733.965).
3. Low within-group variability: The comparatively low sum of squares within groups (507.288) shows that motivation differences, rather than random variability within groups, account for most of the performance and satisfaction variations.

IV. SUGGESTIONS

1. Enhance Motivational Programs Create tailored motivational programs to recognize and reward staff for their contributions. Implement procedures that provide regular feedback and reward accomplishments to increase motivation Career Development Opportunities.
2. Provide clear career advancement paths and professional development opportunities. This can boost employees' intrinsic motivation by linking their own development to business goals. Improve the Work Environment Create a healthy workplace culture that values collaboration, respect, and open communication.
3. A supportive work environment can boost employee morale and motivation.
4. Tailored Incentive Systems Create incentive schemes that cater to the different demands and preferences of employees.
5. Consider a combination of financial and non-financial incentives to address various motivating motivations.
6. Employee Engagement Initiatives
7. Conduct regular surveys and feedback sessions to determine staff happiness and motivation.
8. Use the information to continually improve policies and processes.

By focusing on these areas, Aditya Auto Products and Engineering Private Limited may maximize the potential of its staff, resulting in increased organizational performance and employee happiness.

V. CONCLUSION

The study shows that employee motivation is a critical factor of productivity, performance, and work satisfaction at Aditya Auto Products and Engineering Private Limited. The significant p-value supports rejecting the null hypothesis, indicating that increased employee motivation leads to higher productivity and job satisfaction.

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