

Original Article

A Study on Employee Motivation and Job Satisfaction

Dr. R. Karthi¹, Theporal .R²

¹Professor, Department of Management Studies, EGS Pillay Engineering College, Nagapattinam, India.

²MBA Student, Department of Management Studies, EGS Pillay Engineering College, Nagapattinam, India.

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ABSTRACT

Employee motivation and job satisfaction are critical determinants of organizational performance and employee productivity. This study examines the relationship between intrinsic and extrinsic motivational factors and job satisfaction levels among employees of a private limited company in Chennai. A descriptive research design was adopted with a sample of 150 respondents selected through convenient random sampling. Primary data was collected via a structured questionnaire and analysis using percentage analysis, chi-square test, Pearson correlation, and one-way ANOVA. Key findings reveal that 87.4% of employees experience a strong sense of personal achievement, 70.7% confirm that salary and financial incentives drive better performance, and 61.3% are satisfied with the leadership style in their organization. Chi-square analysis confirmed a significant relationship between monthly income and intrinsic job satisfaction ($\chi^2 = 31.910$, $p = 0.001$). Correlation analysis indicated no significant relationship between intrinsic motivation and bonus fairness ($r = 0.013$, $p = 0.871$). ANOVA results indicate no significant difference in perception of financial incentives across educational qualification groups ($F = 1.101$, $p = 0.351$). The study concludes that organizations must focus on a combination of financial rewards, supportive leadership, healthy work environments, and career development to sustain employee motivation and job satisfaction.

KEYWORDS

Employee Motivation, Job Satisfaction, Intrinsic Motivation, Extrinsic Rewards, Leadership Style.

1. INTRODUCTION

Employee motivation and job satisfaction are pivotal components of organizational behaviour that significantly influence productivity, retention, and overall workplace harmony. Motivation can be defined as the driving force that initiates and directs behaviour towards achieving specific goals. Job satisfaction, on the other hand, refers to the level of contentment employees feel about their work, which affects their performance and commitment to the organization.

Classic theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs provide foundational insights into what drives employee behaviour and satisfaction. Contemporary research has built on these theories, emphasizing the importance of intrinsic and extrinsic motivators, the role of leadership, and the impact of organizational culture.

In modern organizations, motivated employees are more likely to experience higher satisfaction levels, which in turn enhances productivity, commitment, and retention. This study examines practical dimensions of motivation and satisfaction through primary data collected from employees of a private limited company in Chennai, Tamil Nadu.

2. NEED OF THE STUDY

- To understand the importance of employee motivation in improving performance
- To analyze the factors influencing job satisfaction among employees
- To identify the relationship between motivation and job satisfaction
- To find out the reasons for low motivation and dissatisfaction
- To reduce employee turnover and absenteeism
- To improve productivity and organizational efficiency
- To help management design better motivational strategies
- To enhance employee morale and work engagement

3. RESEARCH GAP

Most previous studies on motivation and job satisfaction have focused on large multinational organizations or specific sectors such as IT and banking. Comprehensive studies examining both intrinsic and extrinsic motivational factors simultaneously in private limited manufacturing and service companies in Tamil Nadu are limited. Furthermore, limited empirical research has analyzed the combined impact of leadership style, workplace environment, and career development on job satisfaction among a mixed workforce of industrial and office workers. This study fills this gap by providing empirical evidence from a sample of 150 employees across a private limited company in Chennai.

4. OBJECTIVES

- To examine the influence of intrinsic motivational factors on employees' job satisfaction levels
- To analyse the impact of extrinsic rewards on employee motivation and its subsequent effect on job satisfaction

- To evaluate the relationship between work environment conditions and employee job satisfaction
- To assess the role of leadership style in shaping employee motivation and satisfaction
- To investigate the effect of career development and advancement opportunities on employee motivation and overall job satisfaction.

5. REVIEW OF LITERATURE

A substantial body of research has examined the theoretical underpinnings and practical implications of employee motivation and job satisfaction. Azash et al. (2011) stated that job satisfaction creates positive feelings among employees towards their work and improves their overall performance. Risambessy et al. (2012) explained that employee motivation enhances both individual and organizational performance, and motivated employees contribute effectively towards organizational goals.

Research conducted by Gagné and Deci (2005) examined the impact of fulfilling three fundamental psychological needs—autonomy, competence, and relatedness—on employee motivation. Their findings indicated that meeting these needs positively influences intrinsic motivation, leading to higher job satisfaction and improved performance. Colquitt et al. (2013) demonstrated in a meta-analysis that employee motivation is influenced by factors such as goal setting, feedback, and recognition.

Inayat and Khan (2021) found a positive relationship between job satisfaction and employee performance, concluding that satisfied employees perform better. Henry Inegbedion et al. (2020) highlighted that workload balance significantly influences job satisfaction, especially when employees perceive fairness in workload distribution. Alrawahi et al. (2020), using Herzberg's Two-Factor Theory, identified that hygiene factors such as salary and safety lead to dissatisfaction if absent, while motivators such as relationships and growth enhance satisfaction.

Kakkos et al. (2010) highlighted that workplace stress negatively affects employee performance and motivation. Roos and Van Eeden (2008) stated that organizational values and leadership behaviour strongly influence employee motivation and satisfaction levels. Dr. Vivek Bajpai and Sweksha Rajpot (2018) concluded that employee motivation has a strong positive impact on job satisfaction and organizational commitment.

6. RESEARCH METHODOLOGY

6.1. Research Design

This study employs a descriptive research design to analyze the level of employee motivation and job satisfaction and to understand their impact on employee performance, retention, and organizational efficiency.

6.2. Sampling

A convenient random sampling technique was used. The study was conducted in Chennai among employees working in a private limited company. The total population of the organization is approximately 3,000 employees, from which a sample of 150 respondents was selected for the study.

6.3. Data Collection

Primary data was collected through a structured questionnaire of 35 items organized around five objectives, employing a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Secondary data was sourced from textbooks, academic journals, research reports, and internet databases.

6.4. Statistical Tools

The collected data was analysis using the following statistical tools:

- Percentage Analysis – for descriptive frequency distribution
- Chi-Square Test – to examine association between categorical variables
- Pearson Correlation Analysis – to determine the strength of relationship between continuous variables
- One-Way ANOVA – to test differences in mean scores across independent groups

7. DEMOGRAPHIC PROFILE OF RESPONDENTS

Table 1 summarizes the demographic characteristics of the 150 survey respondents.

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency	Percent (%)
Age	Below 25 (Majority)	71	47.3%
	25–35	64	42.7%
	36–45	15	10.0%
Gender	Male	64	46.0%
	Female (Majority)	86	57.3%
Marital Status	Single	68	45.3%
	Married (Majority)	82	54.7%
Education	Undergraduate	56	37.3%
	Postgraduate (Majority)	94	62.7%
Work Experience	0–2 years	55	36.7%
	3–5 years (Majority)	88	58.7%
	6–10 years	7	4.7%
Type of Employee	Industrial Worker	50	33.3%
	Office Workers (Majority)	100	66.7%
Nature of Job	Full-Time (Majority)	76	50.7%
	Part-Time	71	47.3%
	Contract	3	2.0%
Working Hours/Day	Less than 6 hrs	64	42.7%
	6–8 hrs (Majority)	79	52.7%

	8–10 hrs	7	4.7%
Monthly Income	Below ₹15,000 (Majority)	71	47.3%
	₹15,000–₹30,000 (Majority)	71	47.3%
	₹30,000–₹50,000	7	4.7%
Work Mode	Work from Office (Majority)	72	48.0%
	Work from Home (Majority)	72	48.0%
	Hybrid	6	4.0%

Source: Computed

8. DATA ANALYSIS AND INTERPRETATION

8.1. Intrinsic Motivational Factors

The survey findings reveal a high level of intrinsic motivation among respondents. As shown in Table 2, 87.4% of respondents agreed or strongly agreed that they experience a sense of personal achievement in their job. Similarly, 80.0% agreed that their work provides intrinsic satisfaction, and 68.6% found their work tasks interesting and engaging. A combined 76.7% felt a sense of accomplishment from their job, while 64.0% agreed that their job is intrinsically motivating.

Table 2: Intrinsic Motivational Factors (n=150)

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)
Sense of personal achievement	2.0	3.3	7.3	42.7	44.7
Work provides intrinsic satisfaction	6.7	3.3	10.0	46.7	33.3
Work tasks are interesting & engaging	10.7	7.3	13.3	39.3	29.3
Feel sense of accomplishment	8.7	8.0	6.7	42.7	34.0
Job is intrinsically motivating	10.0	14.0	12.0	34.7	29.3

SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

8.2. Extrinsic Rewards and Motivation

The impact of extrinsic rewards on employee motivation is significant. As shown in Table 3, 70.7% of respondents agreed that salary and financial incentives motivate better performance. Reward fairness received positive feedback from 64.7%, while 58.0% felt promotion and salary increments are motivating. Non-monetary rewards were acknowledged by 58.7% as an encouragement to work harder, and 57.3% felt organizational benefits meet their expectations.

Table 3: Extrinsic Reward Factors (n=150)

Factor	Agree + Strongly Agree (%)	Disagree + Strongly Disagree (%)
Salary and financial incentives motivate better performance	70.7%	16.6%
Bonuses and rewards distributed fairly	64.7%	24.7%
Promotion and salary increments motivate employees	58.0%	27.3%
Non-monetary rewards encourage working harder	58.7%	28.0%

Benefits provided meet employee expectations	57.3%	28.0%
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Source: Computed

8.3. Leadership Style and Satisfaction

The role of leadership in shaping employee satisfaction is clearly supported by the data. Table 4 shows that 61.3% of respondents are satisfied with the leadership style in their organization. A democratic leadership style was perceived by 57.3%, while 55.3% felt their leaders are supportive. Clear communication from leaders was reported by 58.7%, and 50.0% agreed that their leader is fair in decision-making.

Table 4: Leadership Style and Employee Satisfaction (n=150)

Leadership Indicator	Positive Agreement (%)	Neutral (%)
Satisfied with leadership style	61.3%	16.7%
Leadership style is democratic	57.3%	15.3%
Leader is supportive towards employees	55.3%	20.0%
Leader communicates clearly	58.7%	14.7%
Leader is fair in decision making	50.0%	24.0%

Source: Computed

8.4. Work Environment and Job Satisfaction

The work environment plays a crucial role in employee job satisfaction. As shown in Table 5, 54.0% of respondents feel the workplace environment is comfortable. Colleague support was reported by 52.0%, and 54.7% confirmed the workplace is safe and healthy. A majority of 55.3% agreed that workplace conditions do not create excessive stress, while 56.0% believed the work environment actively supports employee performance.

Table 5: Work Environment Indicators (n=150)

Environment Factor	Agree + Strongly Agree (%)	Disagree + Strongly Disagree (%)
Workplace environment is comfortable	54.0%	30.7%
Employees receive support from colleagues	52.0%	24.6%
Workplace is safe and healthy	54.7%	26.0%
Workplace does not create excessive stress	55.3%	28.0%
Work environment supports performance	56.0%	29.3%

Source: Computed

8.5. Career Development and Advancement

Career development opportunities are closely linked to employee motivation and satisfaction. Table 6 shows that 55.3% of respondents feel they have access to career growth opportunities. Training programs are perceived to be provided regularly by 56.7%, and promotion opportunities are acknowledged by 52.7%. Encouragement for career development is felt by 52.0%, while 59.3% reported being provided with skill development opportunities.

Table 6: Career Development Indicators (n=150)

Career Development Factor	Agree + Strongly Agree (%)	Disagree + Strongly Disagree (%)
Access to career growth opportunities	55.3%	23.4%
Training programs provided regularly	56.7%	24.6%
Promotion opportunities are available	52.7%	24.7%
Employees encouraged for career development	52.0%	32.7%
Skill development opportunities provided	59.3%	26.7%

Source: Computed

9. HYPOTHESIS TESTING

9.1. Chi-Square Test: Monthly Income and Intrinsic Job Satisfaction

- H_0 : There is no significant association between monthly income of respondents and intrinsic job satisfaction.
- H_1 : There is a significant association between monthly income of respondents and intrinsic job satisfaction.

Table 7: Chi-Square Test Results – Monthly Income and Intrinsic Satisfaction

Test	Chi-Square Value	df	p-value
Pearson Chi-Square	31.910	12	0.001

The Pearson Chi-Square value is 31.910 with a p-value of 0.001, which is less than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. The study concludes that monthly income significantly influences employees' intrinsic satisfaction towards their work. Employees in higher income brackets tend to report greater intrinsic motivation, suggesting that financial security may be a prerequisite for deeper psychological engagement with work.

9.2. Pearson Correlation: Intrinsic Job Motivation and Reward Fairness

- H_0 : There is no significant relationship between intrinsic job motivation and fairness in the distribution of bonuses and rewards.
- H_1 : There is a significant relationship between intrinsic job motivation and fairness in the distribution of bonuses and rewards.

Table 8: Pearson Correlation Results

Variable	Mean	SD	Pearson r	p-value
Intrinsic job motivation	2.41	1.311	0.013	0.871
Bonuses and rewards distributed fairly	2.37	1.387	0.013	0.871

The Pearson correlation coefficient of $r = 0.013$ indicates a very weak positive relationship between intrinsic job motivation and fairness in bonus distribution. The p-value of 0.871 is greater than 0.05, confirming that the relationship is not statistically significant. The null hypothesis is

accepted. This finding supports the two-factor theory notion that extrinsic rewards such as bonuses are hygiene factors and do not directly drive intrinsic motivation.

9.3. One-Way ANOVA: Educational Qualification and Perception of Financial Incentives

- H_0 : There is no significant difference between educational qualification and the opinion that salary and financial incentives motivate employees to perform better.
- H_1 : There is a significant difference between educational qualification and the opinion that salary and financial incentives motivate employees to perform better.

Table 9: ANOVA Results – Financial Incentive Perception by Educational Qualification

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.681	3	1.894	1.101	0.351
Within Groups	251.092	146	1.720	–	–
Total	256.773	149	–	–	–

The ANOVA significance value is 0.351, which is greater than 0.05. Therefore, there is no significant difference between educational qualification and the perception of salary and financial incentives as a motivational factor. The null hypothesis is accepted. This result implies that the motivating power of financial rewards is perceived similarly across undergraduate and postgraduate employees, suggesting that financial motivation is a universal driver regardless of education level.

10. MAJOR FINDINGS

- 87.4% of respondents experience a strong sense of personal achievement, and 80.0% agree their work provides intrinsic satisfaction.
- 70.7% confirm that salary and financial incentives motivate better performance, and 64.7% believe bonuses and rewards are distributed fairly.
- 61.3% are satisfied with their leadership style, and 57.3% perceive it as democratic.
- 55.3% agree that workplace conditions do not create excessive stress, and 54.7% consider their workplace safe and healthy.
- 55.3% of employees have access to career growth opportunities, and 56.7% agree that training programs are provided regularly.
- Chi-square analysis confirmed a significant relationship between monthly income and intrinsic job satisfaction ($\chi^2 = 31.910$, $p = 0.001$).
- Pearson correlation indicated no significant relationship between intrinsic motivation and reward fairness ($r = 0.013$, $p = 0.871$), supporting Herzberg's two-factor theory.
- ANOVA results indicate no significant difference in perception of financial incentives across educational qualification groups ($F = 1.101$, $p = 0.351$).

11. SUGGESTIONS AND RECOMMENDATIONS

- Organizations should provide more attractive financial incentives and rewards to improve employee motivation and job satisfaction.

- Management should ensure fair and transparent distribution of bonuses, promotions, and salary increments among all employees.
- Leadership practices should be strengthened by encouraging supportive and democratic leadership styles that empower employees.
- Regular communication between leaders and employees should be improved to avoid misunderstandings and build employee confidence.
- A comfortable, safe, and healthy working environment should be maintained to reduce stress and improve employee performance.
- More training and development programs should be conducted regularly to improve employee skills and competencies.
- Career growth and promotion opportunities should be increased to encourage employees towards better performance and long-term commitment.
- Employees should be recognized and appreciated through both monetary and non-monetary rewards for their contributions and achievements.

12. CONCLUSION

This study provides empirical evidence of the significant and multidimensional relationship between employee motivation and job satisfaction in a private limited company in Chennai. The findings reveal that both intrinsic and extrinsic motivational factors significantly influence employees' satisfaction levels. Factors such as salary, rewards, leadership style, workplace environment, career growth opportunities, and skill development contribute positively towards employee motivation and organizational performance.

The chi-square test confirmed that monthly income significantly influences intrinsic job satisfaction, while the ANOVA result indicated that the motivating effect of financial incentives is consistent across different educational backgrounds. The Pearson correlation analysis supported Herzberg's two-factor theory by demonstrating that reward fairness, as a hygiene factor, does not directly enhance intrinsic motivation.

Overall, the study highlights that motivated and satisfied employees contribute towards higher efficiency, better performance, and sustainable organizational success. Organizations that invest in employee welfare, recognition, leadership development, and career advancement are better positioned to build a committed and productive workforce. Future research may extend this study to comparative analyses across industries or employ longitudinal designs to assess the long-term impact of specific motivational interventions.

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