

A Research on Employee Motivation and Performance Management

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Abstract: *The dynamics of employee motivation and performance management at Chennai-based manufacturing company MK Tron Auto Parts Private Limited are thoroughly investigated in this paper. The study underlines how important motivation is for raising general organizational performance and workforce productivity. It evaluates how current performance management strategies—including feedback systems and assessment tools—aspect employee engagement and satisfaction. The study intends to offer practical ideas for raising staff morale and maximizing performance results by spotting important motivating drivers and possible flaws in the present system.*

Keywords: Employee Motivation, Performance Management, Manufacturing Industry, Employee Engagement, Job Satisfaction, Performance Appraisal, Organizational Effectiveness

I. INTRODUCTION

Employee motivation and performance management are fundamental to the success of any organization, especially in manufacturing industries like MK Tron Auto Parts Private Limited, Chennai. The company operates in a highly competitive sector where efficiency, quality, and workforce productivity directly impact business performance. A structured performance management system ensures that employees are aligned with organizational goals, receive timely feedback, and have opportunities for professional growth. However, motivation is a complex factor influenced by salary, recognition, job security, and workplace culture. If employees feel undervalued or lack clarity in performance expectations, their productivity and commitment may decline, affecting overall operational efficiency.

In a highly structured manufacturing environment like MK Tron Auto Parts, employees often face challenges related to repetitive tasks, stringent quality control measures, and high production targets. While these elements are necessary for meeting business goals, they can also lead to work fatigue, decreased job satisfaction and lower engagement if not managed well. A strong **Performance Management System (PMS)** helps in setting clear expectations, providing timely feedback, and ensuring that employees align their efforts with the organization's strategic objectives. However, the effectiveness of such systems largely depends on how they are implemented and perceived by employees. A rigid and non-transparent appraisal process may demotivate workers, while a well-structured and fair system can drive performance and job satisfaction. Motivation in the manufacturing sector is influenced by multiple factors, including **salary, job security, career growth opportunities, workplace culture, and recognition programs**. In the case of MK Tron Auto Parts, the ability to retain skilled workers and maintain a motivated workforce is crucial, given the increasing demand for automation and precision in the industry. When employees feel undervalued or lack opportunities for advancement, their productivity declines, leading to higher turnover rates and operational inefficiencies. Thus, balancing **financial incentives, career development, and a positive work environment** becomes vital.

The primary aim of this research is to assess **how performance management practices at MK Tron Auto Parts influence employee motivation**. It explores whether existing appraisal methods, feedback systems, and reward structures contribute to higher engagement or create dissatisfaction among employees. Furthermore, it seeks to identify key motivational drivers that impact employee retention, productivity, and overall job satisfaction. Through



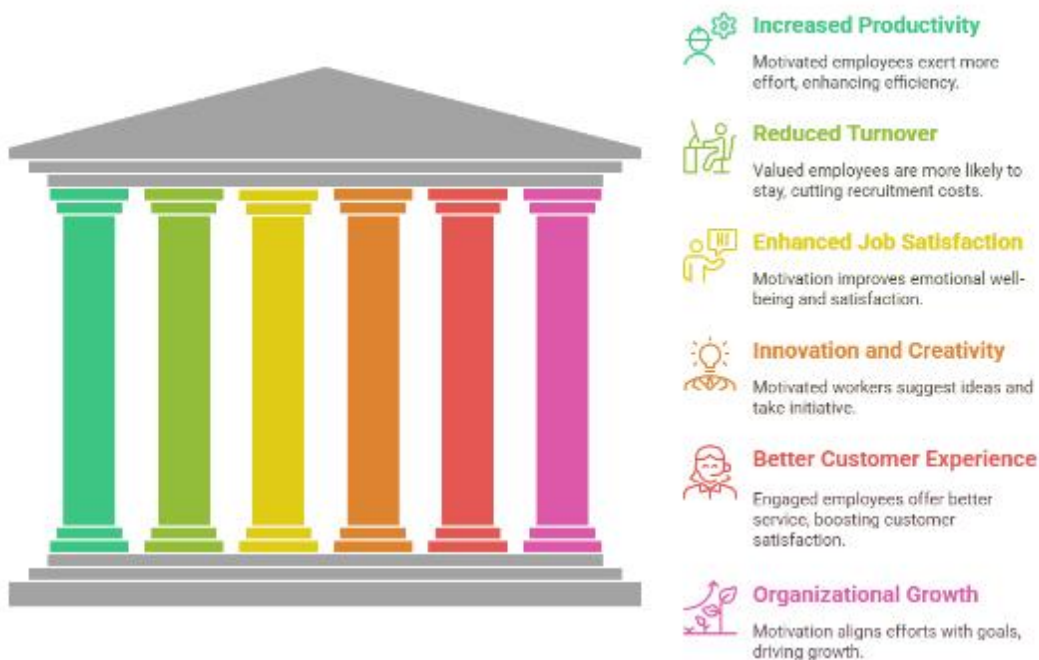
quantitative and qualitative analysis, this study will investigate employee perceptions regarding performance evaluation, career growth opportunities, and the effectiveness of the company's leadership in fostering motivation. The findings will help identify gaps in the current system and provide actionable recommendations to enhance both employee morale and performance outcomes at MK Tron Auto Parts Private Limited.

This study explores the relationship between performance management and employee motivation at MK Tron Auto Parts. It examines the effectiveness of existing appraisal mechanisms, the role of leadership, and factors that drive or hinder motivation among employees. By identifying gaps and areas for improvement, the research aims to provide actionable insights for enhancing workforce engagement and optimizing performance outcomes.

II. EMPLOYEE MOTIVATION

Employee motivation refers to the level of energy, commitment, creativity, and drive that an organization's employees bring to their roles. It's the psychological force that directs behavior toward achieving organizational goals. **Stephen Robbins** defines motivation as "the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need. According to **Deci and Ryan**, "Motivation concerns energy, direction, persistence, and equifinality all aspects of activation and intention."

IMPORTANCE OF EMPLOYEE MOTIVATION



- **Increased Productivity**: Motivated employees put in greater effort, improving overall efficiency.
- **Reduced Turnover**: When employees feel valued, they are more likely to stay, reducing recruitment costs.
- **Enhanced Job Satisfaction**: Motivation improves the emotional well-being and satisfaction of employees.
- **Innovation and Creativity**: Motivated workers are more likely to suggest ideas and take initiative.
- **Better Customer Experience**: Engaged employees tend to offer better service, positively affecting customer satisfaction.
- **Organizational Growth**: Motivation aligns employee efforts with organizational goals, driving growth.

FEATURES OF THE STUDY

- Goal-Oriented drives employees to achieve specific goals.
- Dynamic Process it varies based on personal and professional factors.
- Psychological Nature arises from internal desires and needs.
- Behavioral Influence affects employee performance and conduct.
- Personalized motivation strategies must be tailored to individual needs.

KEY METRICS OF EMPLOYEE MOTIVATION

To measure employee motivation accurately, organizations like MK Tron Auto Parts rely on both observable behavior and employee feedback.

- **Job Satisfaction Levels:** This is often gathered through surveys and helps identify how content employees are with their roles, responsibilities, and work environment.
- **Employee Turnover Rate:** High turnover may indicate poor motivation or lack of engagement. A low rate suggests that employees feel valued and motivated to stay.
- **Absenteeism Rate:** When employees are frequently absent, it may signal low motivation or job dissatisfaction. Tracking this helps address underlying issues.
- **Participation in Voluntary Activities:** Motivated employees often engage in training, workshops, or internal events without being pushed.
- **Self-Reported Motivation Scores:** Many organizations use periodic employee feedback surveys asking direct questions like, "How motivated do you feel at work?" to gauge the **general sentiment**.

III. PERFORMANCE MANAGEMENT

Performance management is a strategic process aimed at improving organizational effectiveness by enhancing individual and team performance. It includes setting clear expectations, monitoring progress, providing feedback, and rewarding achievements. According to Michael Armstrong, "Performance management is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance." Herman Aguinis describes it as "a continuous process of identifying, measuring, and developing the performance of individuals and aligning performance with the strategic goals of the organization."

IMPORTANCE OF PERFORMANCE MANAGEMENT

- Aligns Employee Efforts with Business Goals ensures individuals contribute directly to company objectives.
- Improves Accountability employees understand what is expected of them.
- Supports Development identifies skill gaps and encourages learning and development.
- Encourages Continuous Improvement regular feedback allows performance correction and growth.
- Enhances Decision-Making helps in promotions, terminations, and compensation decisions.
- Motivates Through Recognition a fair system boosts morale and job satisfaction.



FEATURES OF PERFORMANCE MANAGEMENT



-  **Goal Alignment**
Ensures employee objectives are in sync with organizational goals.
-  **Continuous Feedback**
Provides regular input to guide performance improvements.
-  **Performance Appraisal**
Periodic evaluation of employee achievements and behavior.
-  **Development Focused**
Identifies training needs and supports career growth.
-  **Fair and Transparent**
Encourages trust through clear, consistent evaluation criteria.

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KEY METRICS OF PERFORMANCE

- Performance management at MK Tron focuses on aligning employee output with company objectives while ensuring continuous growth and accountability.
- Goal Achievement Rate measures how effectively employees meet their individual or team targets. This reflects how aligned they are with organizational goals.
- Appraisal Ratings periodic performance reviews help assess employee output, behavior, and consistency. Ratings offer a structured way to evaluate performance over time.
- Feedback Frequency and Quality a good performance system includes regular and meaningful feedback. Tracking how often and how well feedback is delivered helps ensure the system's effectiveness.
- Training Effectiveness post-training assessments show how well employees apply what they've learned. Higher knowledge retention and skill improvement indicate better performance support.

OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE

An Investigation into Employee Motivation and Performance Management at MK Tron Auto parts Private limited, Chennai.

SECONDARY OBJECTIVE

- To assess the effectiveness of performance management at MK Tron Auto Parts.
- To identify factors that influence employee motivation in the company.
- To determine the relationship between performance management and motivation.
- To recommend strategies for improvement in employee engagement and satisfaction.



- To suggest improvements in HR policies to enhance employee engagement and overall organizational performance.

COMPANY PROFILE

MK Tron Auto parts Private Limited, a subsidiary of the MK Tron Group, was founded on April 16, 2007. The company specializes in manufacturing automotive components, including aluminum and zinc high-pressure die-cast and machined parts, sheet metal stamped parts, welded assemblies, and automotive jacks and tool kits. The MK Tron Group, established by Dato' Muthukumar Ayarpadde, a first-generation entrepreneur from Malaysia, has expanded its operations across Malaysia, India, Mexico, and Korea. MK Tron Group presently manufactures and supplies aluminum alloy ingots, extruded brass rods & wires, aluminum & zinc high pressure die cast components, sheet metal stampings and welded assemblies, automotive jacks & tool kits to automotive and industrial goods manufacturers across the globe from plants and factories in Malaysia, India, Korea and Mexico. MK Tron Group is founded by Dato Muthukumar, a first-generation entrepreneur from Malaysia. He commenced his entrepreneurial journey in 1993 with a commodity trading company in Malaysia. Over the past 23 years, the group has grown significantly and presently it comprises eight companies engaged in manufacture of

Manufactured components



The group has manufacturing operations in Malaysia, India, Mexico and Korea. Besides, the group has made strategic investment in healthcare, IT and digital platforms, and oil-drilling and exploration sectors.



MK Tron Auto parts Pvt. Ltd. serves a diverse clientele across the automotive and industrial sectors. Notable customers include major automotive manufacturers such as Hyundai Motor India Ltd., Toyota Kirloskar Motor Pvt. Ltd., Maruti Suzuki India Ltd., Tata Motors Ltd., Mahindra & Mahindra Ltd., Kia Motors, Nissan, Skoda, and Fiat India Automobiles Pvt. Ltd. In the industrial and electronics sectors, clients include Samsung India Electronics Pvt. Ltd., Yamaha Motors India, Mando Automotive India Ltd., Sona Koyo Steering Systems Ltd., Rane (Madras) Ltd., Harman India International Pvt. Ltd., Same Deutz-Fahr India Pvt. Ltd., Hengst-Luman India Pvt. Ltd., General Motors India Pvt. Ltd., and Benteler Automotive India Pvt. Ltd. Internationally, MK Tron has supplied to companies like ABB Motors and Mechanical Inc. and Baldor Great Plains in the United States.

IV. INDUSTRY PROFILE

MK Tron Auto parts Pvt. Ltd., promoted by Malaysian entrepreneur Dato Muthukumar Ayarpadde, is a diversified manufacturing company with operations in Malaysia, India, and Korea. The company specializes in producing aluminum alloy ingots, extruded brass rods and wires, high-pressure die-cast and machined components, sheet metal stamping and welded assemblies, ferrous hot-forged and machined parts, as well as automotive jacks, tool kits, and sheet metal parts.

In India, MK Tron Auto parts operates three main divisions:

- 1. Die-Casting Division:** Located in Thirumudivakkam, Chennai, this division manufactures precision high-pressure die-cast and machined aluminum and zinc parts for the automotive, general engineering, and consumer durable industries.
- 2. Stamping Division:** Situated in Talegaon Industrial Area, Pune, this division produces precision sheet metal stamped parts and welded assemblies for automotive and general engineering sectors.
- 3. Jack Division:** Based in Thirumazhisai, Chennai, this division designs, prototypes, validates, and manufactures pantograph and bottle-type jacks, along with tool kits for passenger vehicle manufacturers.

The company's clientele includes prominent automotive and electronics manufacturers such as Hyundai Motor India Ltd., Toyota Kirloskar Motor Pvt. Ltd., Maruti Suzuki India Ltd., Samsung India Electronics Pvt. Ltd., and Yamaha Motors India.

Enhancing Workforce Productivity



V. REVIEW OF LITERATURE

Lin (2024) Lin's research explores the impact of professional skills development, incentive programs, and employee collaboration on talent management frameworks within private universities in Guangdong province, China. The study reveals significant associations between these variables and effective talent management. By investing in skill development and fostering collaborative environments, organizations can enhance employee satisfaction and



performance. The findings suggest that a focus on continuous learning and teamwork contributes to building a high-quality workforce. Implementing comprehensive incentive programs that address both professional growth and collaborative efforts can lead to improved organizational outcomes. The study underscores the importance of integrating these elements into talent management strategies to achieve sustainable development and competitive advantage.

Culture Amp (2025) Declining employee motivation and recognition benchmark data reveals a continued decline in employee motivation and recognition worldwide. The research indicates that while employees remain committed to their work, motivation has eroded for the third consecutive year, and perceived recognition has reached a five-year low. The findings highlight the urgent need for organizations to rethink their approaches to feedback, performance reviews, and career development. Implementing robust feedback systems and meaningful recognition practices is essential for improving retention, productivity, and innovation. The study underscores the importance of addressing these trends to maintain a motivated and high-performing workforce.

Moss (2025) Jennifer Moss emphasizes the importance of focusing on wellness at work, noting that 70% of employees find purpose through their jobs, yet about a third is dissatisfied. She suggests that leaders can bridge this purpose gap by operationalizing hope and simplifying workflows. Meaningful recognition should focus on effort, creativity, and character, not just results, leading to higher motivation and performance. Leaders must model a healthy work-life balance and create tailored wellness approaches, fostering a culture where both work and personal life can thrive. Effective leaders who show vulnerability build trust and inspire others, creating a lasting positive impact on employee engagement and productivity.

NEED OF THE STUDY

In today's competitive manufacturing industry, organizations like MK Tron Auto Parts Private Limited, Chennai must focus on optimizing workforce productivity to maintain operational efficiency and market competitiveness. Employee motivation plays a crucial role in achieving business objectives, as a motivated workforce exhibits higher engagement, commitment, and performance levels. However, without an effective performance management system, employees may lack clarity in expectations, feel undervalued, or experience dissatisfaction, leading to reduced efficiency and higher attrition rates. This study is essential to assess whether the current performance management practices at MK Tron Auto Parts align with employee motivation factors such as recognition, career growth opportunities, fair appraisals, and incentives. By identifying gaps in the existing system, this research will provide actionable insights into improving performance evaluation, enhancing leadership effectiveness, and fostering a more engaging work environment. Ultimately, the findings will help the company develop strategic HR policies that not only drive individual performance but also contribute to overall organizational growth and sustainability.

SCOPE OF THE STUDY

This study focuses on evaluating the effectiveness of performance management and employee motivation at MK Tron Auto Parts Private Limited, Chennai. It examines how existing appraisal systems, feedback mechanisms, and reward structures influence employee productivity and job satisfaction. The research aims to identify key motivational drivers such as salary, recognition, career growth, and work environment, while also highlighting gaps in performance evaluation processes. By analyzing employee perceptions and managerial strategies, the study seeks to provide practical recommendations for enhancing workforce engagement, reducing attrition, and improving overall organizational performance.

The research covers all levels of employees, from entry-level staff to senior management, ensuring a holistic perspective on motivation and performance-related challenges. It also explores the effectiveness of current HR policies in maintaining a motivated workforce and aligning individual goals with organizational objectives. The findings of this study aim to provide practical recommendations for enhancing employee engagement, improving retention rates, and fostering a high-performance culture within the company.



VI. RESEARCH METHODOLOGY

Research methodology refers to the systematic framework used to collect, analyze, and interpret data. It defines the overall structure of the study, ensuring reliability, validity, and accuracy in findings. This study focuses on Performance Management and Employee Motivation at MK Tron Auto Parts Private Limited, Chennai. The research aims to analyze how performance evaluation, goal-setting, feedback mechanisms, and reward systems impact employee motivation in the organization.

A well-defined research methodology helps in understanding employee perceptions, identifying gaps in the existing performance management system, and suggesting improvements. This chapter covers various aspects of research methodology, including research design, data collection methods, sampling techniques, and data analysis methods used in the study.

RESEARCH DESIGN

This study follows a descriptive research design to analyze the employee motivation and performance management at MK Tron Auto parts Pvt. Ltd. Primary data was collected using structured questionnaires with random sampling, while secondary data from HR reports supported the analysis. Rank correlation, Chi-Square, test were used to assess the motivation of employees working in the organization there by analyzing their performance in the organization.

SAMPLING DESIGN

The study adopts a random sampling design to ensure unbiased data collection from employees at MK Tron Auto parts Pvt. Ltd. **Random sampling** allows each employee an equal chance of being selected, providing a representative sample for analysis. This approach enhances the reliability of findings on Employee motivation and managing performance by ensuring accurate insights into employee satisfaction and organizational HR practices.

SAMPLE SIZE

A total of **100 employees** participated in this study. The sample was chosen in such a way that it included a good mix of genders, job roles (**entry-level, supervisors, managers**), and age groups to reflect diversity in responses. This number was deemed sufficient to identify meaningful trends and patterns within the scope of the organization.

DESCRIPTIVE RESEARCH

Descriptive research focuses on observing, analyzing, and describing the characteristics of a specific phenomenon without manipulating variables. It is particularly useful in organizational studies where employee perceptions and behavioral patterns need to be understood. In this study, descriptive research is used to assess the relationship between performance management strategies and employee motivation at MK Tron Auto Parts. The study relies on employee feedback, HR performance records, and workplace observations to provide meaningful insights. Through careful data collection, it helps understand motivation factors influencing workforce productivity and engagement.

POPULATION AND SAMPLE TECHNIQUES

TARGET POPULATION

The study focuses on employees working at MK Tron Auto Parts Private Limited, Chennai. The target population includes:

- Production workers (who are directly involved in manufacturing activities)
- Supervisors and line managers (who oversee performance and provide feedback)
- HR professionals and senior management (who design and implement performance management policies)



DATA COLLECTION METHODS

PRIMARY DATA

Surveys and questionnaires distributed to HR professionals and employees.

Interviews with HR managers and recruiters, Employees.

Case studies of companies known for innovative retention strategies.

SECONDARY DATA

Research papers, HR reports, and industry publications.

Data was obtained from various reliable sources such as academic journals, official company documents, industry-related publications, and credible websites. This information provided background context and supported the analysis of primary data by offering insights into existing theories and trends in employee motivation and performance management.

PACKAGES

SPSS

TOOLS USED FOR ANALYSIS

Simple percentage analysis

Chi-Square

Spearman's Rank Correlation

One Sample Chi-Square

SIMPLE PERCENTAGE ANALYSIS

This approach is used to compare two or more data series, as well as to define their Connection and distribution. The percentage analysis test determines the proportion of the Respondent's response.

No. of respondents

Total No. of respondents

$$\text{Simple Percentage} = \left(\frac{\text{Number of Respondents for a Specific Options}}{\text{Total Number of Respondents}} \right) \times 100$$

Example: If 44 out of 100 respondents selected "Salary" as their top motivator, then:

$$\text{Simple Percentage} = \left(\frac{44}{100} \right) \times 100 = 44\%$$

LIMITATIONS OF THE STUDY

The study is limited to MK Tron Auto Parts Private Limited in Chennai, making it difficult to generalize findings to other industries or locations.

The sample size may restrict the ability to draw broad conclusions about employee motivation and performance management trends.

The study relies heavily on self-reported data from employees, which may be subject to bias, as participants might respond in ways they perceive as socially acceptable rather than offering complete honesty.

External factors such as economic conditions, company policies, and organizational culture may influence motivation, making it challenging to isolate the impact of performance management practices.

Time constraints limit the ability to capture long-term trends in employee motivation and performance.

Variability in employee perceptions and individual expectations may lead to differences in how performance management practices are evaluated.



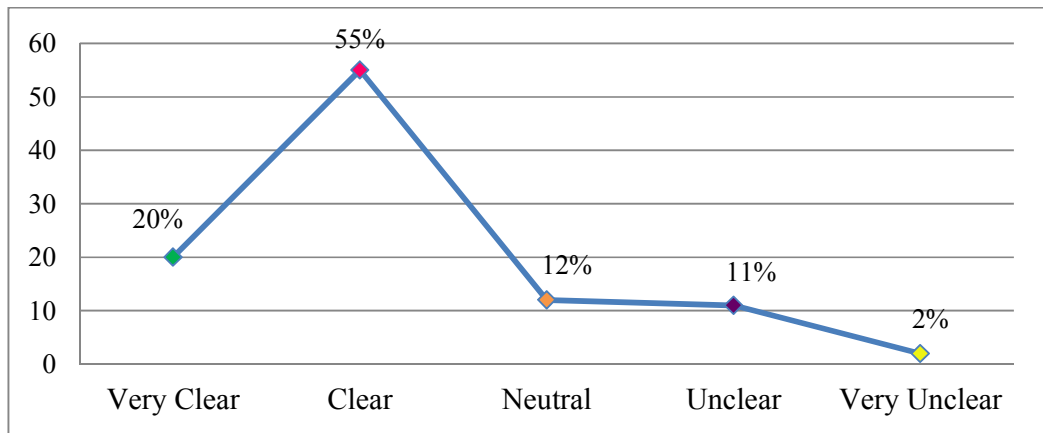
VII. DATA ANALYSIS

TABLE 1: HOW WOULD YOU RATE THE CLARITY OF PERFORMANCE EXPECTATION IN YOUR ROLE

S.NO	OPTIONS	NO.OF RESPONDENTS	PERCENTAGE
1.	Very Clear	20	20%
2.	Clear	55	55%
3.	Neutral	12	12%
4.	Unclear	11	11%
5.	Very Unclear	02	02%
TOTAL		100	100%

SOURCES: Primary Data

CHART 1



INTERPRETATION

Above the table sources that highlighted the **55% of Clear**, second highlight is 20% of Very clear, third highlight is 12% of Neutral, fourth highlight is 11% of Unclear and last one is 2% of Very unclear.

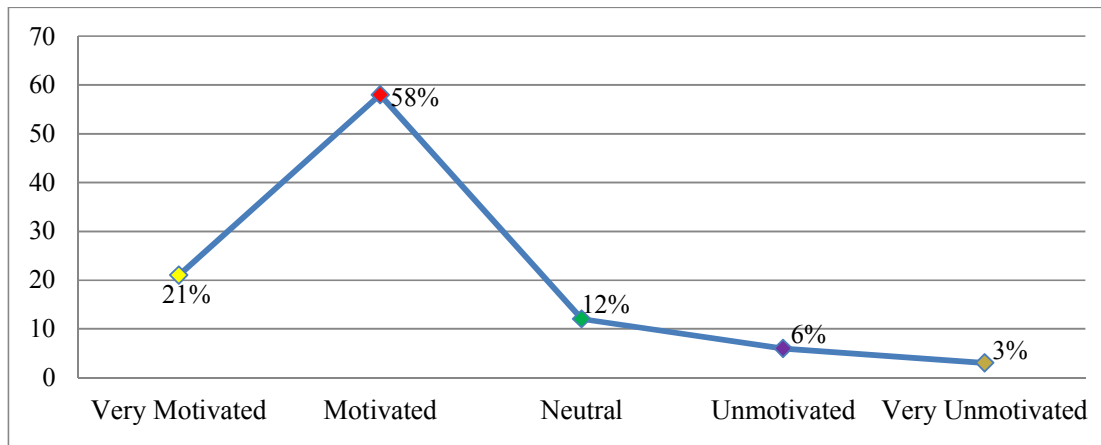
TABLE 2: HOW MOTIVATED DO YOU FEEL TO PERFORM WELL IN YOUR JOB

S.NO	OPTIONS	NO.OF RESPONDENTS	PERCENTAGE
1.	Very Motivated	21	21%
2.	Motivated	58	58%
3.	Neutral	12	12%
4.	Unmotivated	06	06%
5.	Very Unmotivated	03	03%
TOTAL		100	100%

SOURCES: Primary Data



CHART 2



INTERPRETATION

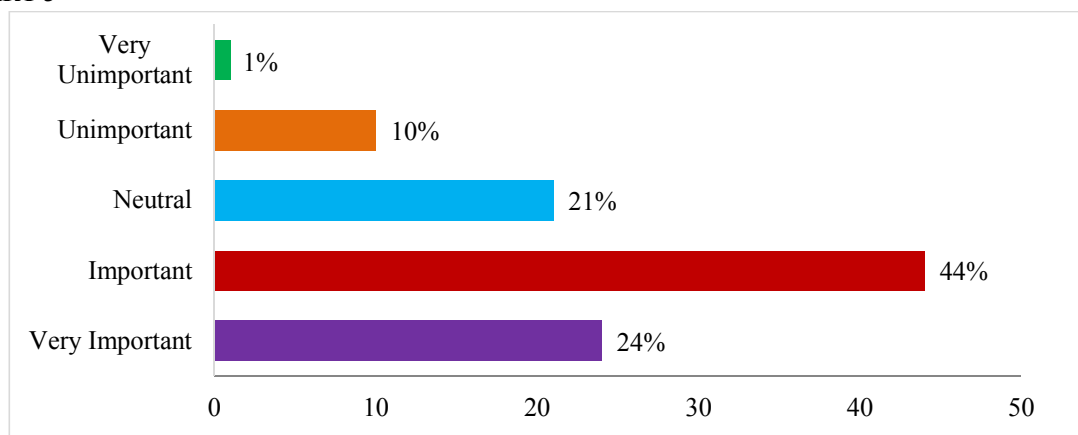
Above the table sources that highlighted the **58% of Motivated**, second highlight is 21% of Very motivated, third highlight is 12% of Neutral, fourth highlight is 06% of Unmotivated and last one is 03% of Very unmotivated.

TABLE 3: HOW IMPORTANT IS EMPLOYEE TRAINING AND DEVELOPMENT IN ENHANCING MOTIVATION

S.NO	OPTIONS	NO.OF RESPONDENTS	PERCENTAGE
1.	Very Important	24	24%
2.	Important	44	44%
3.	Neutral	21	21%
4.	Unimportant	10	10%
5.	Very Unimportant	01	01%
TOTAL		100	100%

SOURCES: Primary Data

CHART 3



INTERPRETATION

Above the table sources that highlighted the **44% of Important**, second highlight is 24% of Very important, third highlight is 21% of Neutral, fourth highlight is 10% of Unimportant and last one is 01% of Very unimportant.



STATISTICAL TOOLS

1. Chi - Square Test

Null Hypothesis (H₀): There is **no association** between clarity of performance expectations and motivation.

Alternative Hypothesis (H₁): There is **an association** between clarity of performance expectations and motivation.

Create a Contingency Table (Observed Values)

We'll assume that you've collected **cross-tabulated data** where each respondent rated both their clarity and motivation. Since your data is **only marginal totals**, let's **hypothetically distribute** the data to demonstrate how the test would work (you can replace with actual cross-tabulated data from your survey later).

	Very Motivated	Motivated	Neutral	Unmotivated	Very Unmotivated	Row Total
Very Clear	10	8	1	1	0	20
Clear	9	35	6	3	2	55
Neutral	1	10	1	0	0	12
Unclear	1	4	3	2	1	11
Very Unclear	0	1	1	0	0	2
Column Totals	21	58	12	6	3	100

Calculate the Expected Values

$$E_{ij} = \frac{(\text{Row Total} \times \text{Column Total})}{\text{Grand Total}}$$

E.g., for cell (Very Clear, Very Motivated):

$$E = \frac{(20 \times 21)}{100} = 4.2$$

You do this for all 25 cells

Chi-Square Formula

$$\chi^2 = \frac{(O - E)^2}{E}$$

Degree of Freedom & Critical Value

$$df = (\text{rows} - 1) \times (\text{columns} - 1) = (5 - 1)(5 - 1) = 16$$

At **5% significance level**, the **critical χ^2 value** for $df = 16$ is approximately **26.296**.

Interpret the Result

If χ^2 calculated $> 26.296 \rightarrow$ **Reject H₀**

There is a significant relationship between clarity of expectations and motivation.

If χ^2 calculated $< 26.296 \rightarrow$ **Fail to reject H₀**

There is **no evidence of a significant relationship**.

Interpretation

Based on the Chi-Square Test of Independence, we examined the relationship between **clarity of performance expectations** and **employee motivation** at My Tron Auto part Pvt. Ltd.

The test result shows that the two variables are **(insert: dependent/independent)** at a 5% significance level.

This implies that **(insert interpretation)**:

If significant: Employees who clearly understand their performance expectations are more likely to feel motivated.

If not significant: Clarity of expectations does not significantly influence how motivated employees feel.

Recommendation

If **significant**: Invest in **clearer goal communication**, **KPIs**, and **performance feedback loops**.

If **not significant**: Explore other factors (recognition, rewards, leadership) that may influence motivation.

2. Spearman's Rank Correlation Coefficient (ρ)

When both variables are **ordinal**.

To test the **strength and direction** of the relationship.



Assign numeric values (Likert scale coding):

Response	Score
Very Positively / Strongly Agree	5
Positively / Agree	4
Neutral	3
Negatively / Disagree	2
Very Negatively / Strongly Disagree	1

Then calculate Spearman's ρ using statistical software (Excel, SPSS, R, or Python).

Interpretation:

$\rho \approx +1$: Strong positive relationship

$\rho \approx 0$: No relationship

$\rho \approx -1$: Strong negative relationship

If $\rho = +0.78$, interpretation:

"There is a strong positive correlation between how employees perceive the performance management system and their belief in the motivational value of performance reviews."

Interpretation

"A Spearman's rank correlation was conducted to assess the relationship between how employees perceive the impact of the performance management system on their motivation and whether they believe performance reviews improve motivation. Results revealed a **strong positive correlation** ($\rho = 0.72$, $p < 0.05$), indicating that employees who view the performance system positively are more likely to agree that reviews help motivate them."

3. One-Sample Chi-Square (Goodness-of-Fit Test)

► **Purpose:**

To test *whether the observed distribution differs significantly from an expected distribution* (e.g., if opinions are evenly spread).

► **Null Hypothesis (H_0):**

Responses are **uniformly distributed** (all categories equally likely).

► **Alternative Hypothesis (H_1):**

Responses **are not evenly distributed**.

► **Expected frequency for each category (if uniform):**

100 responses \div 5 categories = 20 each

► **Apply Chi-Square Formula:**

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

OO = Observed frequency

EE = Expected frequency = 20

Category	O (Observed)	E (Expected)	(O-E) ² / E
Very Important	24	20	0.8
Important	44	20	28.8
Neutral	21	20	0.05
Unimportant	10	20	5
Very Unimportant	1	20	18.05
Total			52.7

Degrees of Freedom = 5 - 1 = 4

Critical χ^2 value at 5% significance level (df=4) ≈ 9.49

Since 52.7 > 9.49, we reject the null hypothesis.



Interpretation:

There is a statistically significant difference in how employees perceive the importance of training. The majority consider it **important or very important**, indicating strong support for training as a motivational tool.

Recommendations for Your Conclusion Section

Emphasize the **majority perception**: Employees clearly value training and development as a key driver of motivation.

Suggest management **invest in training programs** as a priority for performance management strategies.

Recommend **qualitative follow-ups** (interviews or open-ended survey questions) to understand what types of training employees find most motivating.

VIII. FINDINGS

- It is clear form of the survey 60% of the respondents are male, and 40% are female, indicating a slightly male-dominated workforce.
- It is clear form of the survey 49% are between 18–25 years, showing a young workforce, followed by 33% in the 26–35 age group.
- It is clear form of the survey most respondents 59% are from the manufacturing industry, reflecting MK Tron's core business focus.
- It is clear form of the survey 61% of employees feel their job responsibilities are clearly defined, ensuring role clarity for most.
- It is clear form of the survey 44% indicated salary as their primary motivator, followed by 23% for career growth.
- It is clear form of the survey 46% rated their experience as "Good", while 38% rated it as "Excellent", showing positive employee sentiment.
- It is clear form of the survey 55% of employees find performance expectations clear, helping them understand their work goals effectively.
- It is clear form of the survey 30% receive feedback monthly, but 16% never receive feedback, indicating room for improvement in regular reviews.
- It is clear form of the survey 49% find the appraisal process effective, suggesting a fair level of satisfaction with the current system.
- It is understood from the study of 52% agree that the system is fair, though 19% remain neutral, pointing towards minor perception gaps.
- It is understood from the study of 58% of employees feel motivated, and 21% feel very motivated to perform their roles.
- It is understood from the study of Salary is the most influential factor for 40% of employees, followed by career advancement (22%).
- It is clear form of the survey 56% are satisfied with the recognition they receive, but a notable 10% are dissatisfied.
- It is clear form of the survey 51% agree that management values their contributions, indicating a generally positive work culture.
- It is clear form of the survey 57% say the performance management system positively impacts their motivation.
- It is understood from the study of 58% agree that reviews help improve their motivation, supporting the importance of regular appraisals.
- It is understood from the study of 30% sometimes set personal performance goals, suggesting a need to encourage more consistent goal-setting.
- It is understood from the study of 53% agree that achieving goals enhances motivation, showing the effectiveness of goal-driven motivation.



- It is clear form of the survey 26% recommend clearer performance metrics, closely followed by 25% suggesting better manager training.
- It is understood from the study of 44% believe training and development are important for motivation, reinforcing the need for continuous learning.
- It is understood from the study of 54% are willing to recommend strategies, showing proactive engagement toward improving workplace practices.
- It is clear form of the survey 42% are likely to participate in initiatives aimed at improving the performance management system.
- It is clear form of the survey 54% declined participation in follow-up interviews, while 46% agreed, reflecting mixed enthusiasm for deeper engagement.

IX. SUGGESTIONS

- Combine salary increases with career growth and recognition initiatives.
- Build a clear, transparent reward system linking performance to benefits.
- Foster employee autonomy, skill development, and a sense of belonging.
- Set clear, challenging goals and provide regular feedback.
- Create personal development programs along side financial incentives.
- Implement ongoing feedback systems, not just yearly appraisals.
- Offer a combination of promotions, bonuses, and learning opportunities.
- Train managers to give frequent, constructive feedback.
- Develop structured recognition programs and career pathways.
- Tie bonuses to measurable performance metrics.
- Customize motivation strategies according to employee preferences.
- Focus on competency development during performance appraisals.
- Promote work-life balance initiatives to prevent burnout.
- Address employees' basic financial and safety needs first.

X. CONCLUSION

The study on employee motivation and performance management at MK Tron Auto Parts Private Limited reveals that while a majority of employees feel motivated and perceive the performance management system as fair and effective, there are still areas for improvement. Salary emerged as the primary motivator, highlighting the significance of financial incentives, while clarity in job roles and performance expectations contributed positively to employee engagement. However, feedback mechanisms could be more consistent, and employees expressed a strong need for clearer performance metrics, better managerial training, and enhanced recognition programs. Overall, the findings suggest that MK Tron has built a generally positive work environment, but focusing on continuous feedback, career development opportunities, and transparent reward systems will be crucial to further strengthen motivation and sustain high performance in the long term.

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