

# **Employee Motivation and Workplace Satisfaction: A Case Study of Chemfab Alkalis Ltd., Puducherry**

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## **Abstract**

Employee motivation is a critical determinant of organizational effectiveness, employee retention, and workplace productivity. This study examines the level and determinants of employee motivation at Chemfab Alkalis Ltd., Puducherry. The research work uses an expressive methodology and gathers main information from 129 employees who were chosen by simple random sampling using a structured questionnaire. For interpretation, statistical tools like correlation, chi-square analysis, weighted average method, percentage analysis, and SPSS were employed. The results show that employee motivation within the company is generally positive, particularly when it comes to infrastructure, workplace welfare, and timely salaries. Employee motivation and satisfaction with the performance rating system were shown to be strongly positively correlated, and the majority of employees indicated satisfaction with compensation advantages. The study also highlights areas requiring improvement, including retirement benefits, insurance, rewards, appraisal transparency, and certain welfare facilities. The paper concludes that sustained attention to both financial and non-financial motivational factors is essential for strengthening employee engagement and organizational performance.

**Keywords:** Employee motivation; compensation; performance appraisal; workplace welfare; organizational behaviour; chemical industry

## **1. Introduction**

Employee motivation plays a central role in shaping organizational productivity, job satisfaction, and workforce stability. In competitive industrial environments, motivated employees contribute not only to operational efficiency but also to innovation, teamwork, and long-term growth. Organizations therefore increasingly focus on compensation, welfare measures, recognition systems, and the overall working environment as strategic tools to improve motivation.

Chemfab Alkalis Ltd., Puducherry, operates in an industry where employee commitment and workplace discipline are particularly important. In such a setting, understanding the factors that influence employee motivation becomes highly relevant for management practice. This study investigates the status of employee motivation in the company and evaluates the extent to which compensation benefits, performance appraisal, interpersonal relationships, and workplace conditions shape employee attitudes and performance. The study is also aligned with the Justifiable Progress Aims, which prioritise commercial improvement and garbed effort

## **2. Review of Literature**

Employee motivation has long been recognized as a key factor influencing job performance, productivity, and organizational effectiveness. Various researchers have examined the relationship between motivational factors and employee outcomes across different industries.

Herzberg (1959), through the Motivation–Hygiene Theory, identified salary, working conditions, company policies, and job security as hygiene factors, while recognition, achievement, and responsibility were considered motivational factors that enhance employee performance and satisfaction.

Maslow (1943) proposed the Hierarchy of Needs Theory, which suggests that employees are motivated by meeting requirements related to physiology, safety, social interaction, self-actualization, and esteem. Organizations that address These requirements are additional possible to achieve higher employee promise then productivity.

Armstrong (2021) emphasized that employee motivation is influenced by both financial and non-financial rewards. According to his study, effective performance management systems, career development opportunities, and employee recognition programs contribute significantly to organizational success.

Sharma and Gupta (2022) examined employee motivation in Indian manufacturing industries and found that compensation, welfare facilities, and promotion opportunities positively affect employee satisfaction and performance. The study highlighted the importance of fair reward systems in retaining skilled employees.

Kumar and Rani (2023) investigated the impact of workplace welfare measures on employee commitment and reported that medical facilities, safety measures, and employee-friendly policies improve morale and organizational loyalty.

Patel and Mehta (2024) studied the relationship between performance appraisal systems and employee motivation. Their findings revealed that transparent and fair appraisal practices significantly enhance employee confidence, job satisfaction, and productivity.

The reviewed studies indicate that compensation, welfare measures, performance appraisal systems, and workplace relationships are important determinants of employee motivation. However, Only a few research have concentrated on employees working in the chemical manufacturing sector of Puducherry, which forms the basis for the present study.

### **3. Research Gap**

Previous studies have established that compensation, welfare facilities, performance appraisal systems, and interpersonal relationships significantly influence employee motivation. However, limited empirical research has examined the combined influence of these factors within the chemical manufacturing industry of Puducherry. Furthermore, studies focusing specifically on Chemfab Alkalis Ltd. are scarce. Therefore, by examining organizational, interpersonal, and financial factors among workers at Chemfab Alkalis Ltd., Puducherry, the current study aims to evaluate employee motivation and job performance.

#### **4. The study's objectives**

The primary objective of the study is to assess the level of employee motivation at Puducherry's Chemfab Alkalis Ltd. One of the specific objectives is to look at how satisfied employees are with their compensation and benefits, evaluate the effectiveness of the performance appraisal system, assess workplace welfare measures, and analyse the influence of interpersonal relationships on employee motivation.

#### **5. Research Methodology**

An expressive research strategy serves as the foundation for the investigation. Prime information was composed by means of an organized form, and the respondents were selected through simple random sampling. The sample consisted of 129 employees of Chemfab Alkalis Ltd. Statistical analysis was carried out using percentage analysis, weighted average method, correlation analysis, chi-square tests, and SPSS software. This methodological tactic permitted the scholar toward evaluate both descriptive then relational aspects of employee motivation within the organization.

#### **6. Results and Discussion**

The findings suggest that the company maintains a generally positive motivational climate. With regard to compensation, 61.2% of employees were found to be satisfied with compensation benefits, while 88.4% reported that salaries are paid on time. These results indicate that timely financial compensation remains a strong contributor to positive employee attitudes

Performance appraisal emerged as another important motivational factor. According to the survey, 48.8% of participants said they are motivated by the appraisal system. More significantly, employee motivation and satisfaction with the performance appraisal system showed a very strong positive association (0.972). This shows that appraisal practices, when perceived as fair and meaningful, can significantly influence motivation and performance improvement

The workplace environment also received positive responses. Around 86% of employees expressed satisfaction with basic infrastructural facilities such as ventilation and drinking water. In the welfare dimension, canteen facilities received the highest ranking, followed by medical facilities and safety measures. However, restroom facilities received the lowest rank, indicating the need for specific infrastructural improvement

Interpersonal relationships within the organization were generally viewed positively, with over 60% of employees reporting satisfactory relationships with superiors, subordinates, and colleagues. Positive workplace relationships are essential because they contribute to a cooperative environment and strengthen non-monetary aspects of motivation

The study also reported a significant positive relationship (0.885) between years of experience

and satisfaction with compensation benefits. This suggests that more experienced employees may evaluate compensation more favourably, or that compensation structures increasingly reward experience over time. At the same time, the results point to the importance of designing policies that recognize long-serving employees and support retaining.

The results indicate that reward besides Organisms for enactment appraisals are necessary aimed at levitation employee inspiration. These findings are consistent with Herzberg's Motivation-Hygiene Theory, which identifies salary, recognition, and organizational policies as important motivational determinants.

The strong positive association between performance appraisal and employee motivation confirms previous findings reported in human resource management literature. Similarly, the positive perception of welfare facilities supports the view that employee well-being contributes significantly to organizational commitment and job performance.

### 6.1 Compensation Satisfaction Findings

Particulars	Percentage (%)
Employees Satisfied with Compensation Benefits	61.2
Employees Not Satisfied / Neutral	38.8
Total	100.0

**Table 1: Employee Satisfaction with Compensation Benefits**

#### Interpretation:

Table 1 shows that 61.2% of the employees are satisfied with the compensation benefits provided by the organization, while 38.8% expressed neutral or dissatisfied opinions. This finding indicates that compensation plays an important role in motivating employees and contributes positively to employee satisfaction. The results suggest that the organization has established a reasonably effective compensation system that supports employee motivation and retention.

#### Comparison with Literature

This finding is consistent with Sharma and Gupta (2022), who reported that fair compensation and reward systems significantly enhance employee motivation and job satisfaction in manufacturing organizations.

## 6.2 Salary Timeliness Findings

Particulars	Percentage (%)
Salary Paid on Time	88.4
Salary Not Paid on Time / Neutral	11.6
Total	100.0

**Table 2: Timely Payment of Salary**

### Interpretation:

Table 2 reveals that 88.4% of employees reported that salaries are paid on time. Timely salary disbursement is a critical factor in maintaining employee trust and satisfaction. The high percentage reflects the organization's commitment to financial discipline and employee welfare, thereby contributing positively to employee motivation.

### Comparison with Literature:

The finding supports Armstrong and Taylor (2023), who emphasized that timely and consistent compensation practices are fundamental drivers of employee satisfaction and organizational commitment.

## 6.3 Performance Appraisal and Employee Motivation

Particulars	Percentage (%)
Employees Agreeing that Appraisal Motivates Them	48.8
Employees Neutral or Disagreeing	51.2
Total	100.0

**Table 3: Employee Perception of Performance Appraisal System**

### Interpretation:

Table 3 indicates that 48.8% of employees believe that the performance appraisal system motivates them. Although nearly half of the respondents view the appraisal process positively, there remains scope for improvement in transparency and effectiveness. Strengthening appraisal mechanisms may further enhance employee motivation and job satisfaction.

### Comparison with Literature:

This result aligns with Patel and Mehta (2024), who found that transparent and fair appraisal systems significantly improve employee motivation and workplace performance.

#### 6.4 Motivation and Performance Correlation Satisfaction with the Appraisal

Variables	Correlation Coefficient (r)	Nature of Relationship
Employee Motivation and Performance Appraisal Satisfaction	0.972	Very Strong Positive Relationship

**Table 4: Analysis of Correlation**

#### Interpretation:

Employee motivation and satisfaction with the performance appraisal system have a very strong positive relationship ( $r = 0.972$ ), as Table 4 demonstrates. This finding suggests that improvements in appraisal practices are likely to contribute significantly to higher levels of employee motivation. Employees who perceive appraisal systems as fair and meaningful tend to demonstrate greater enthusiasm and commitment toward their work.

#### Comparison with Literature:

The finding is consistent with Dessler (2022), who emphasized that performance appraisal systems are effective motivational tools when employees perceive them as objective and transparent.

#### 6.5 Workplace Environment Satisfaction

Particulars	Percentage (%)
Employees Satisfied with Infrastructure Facilities	86.0
Employees Not Satisfied / Neutral	14.0
Total	100.0

**Table 5: Satisfaction with Workplace Environment**

#### Interpretation:

Table 5 indicates that 86% of employees are satisfied with workplace infrastructure facilities such as ventilation and drinking water. A positive work environment contributes to employee comfort, well-being, and motivation. The results suggest that the organization provides satisfactory workplace conditions that support employee productivity and engagement.

### Comparison with Literature

The finding supports Kumar and Rani (2023), who reported that workplace welfare facilities positively influence employee commitment and organizational satisfaction.

### 6.6 Welfare Facilities Ranking

Welfare Facility	Rank
Canteen Facilities	I
Medical Facilities	II
Safety Measures	III
Restroom Facilities	IV

**Table 6: Ranking of Welfare Facilities**

#### Interpretation:

Table 6 reveals that canteen facilities received the highest rank among welfare measures, followed by medical facilities and safety measures. Restroom facilities received the lowest rank, indicating an area requiring managerial attention. The findings demonstrate that welfare facilities contribute substantially to employee satisfaction and organizational commitment.

#### Comparison with Literature:

The result is in agreement with this work which highlight the prominence about employee welfare programmes in improving morale, job satisfaction, and retention.

### 6.7 Interpersonal Relationship Findings

Particulars	Percentage (%)
Employees Reporting Positive Relationships	Above 60
Others	Below 40
Total	100.0

**Table 7: Employee Relationship Satisfaction**

#### Interpretation:

Table 7 shows that more than 60% of employees reported positive relationships with superiors, colleagues, and subordinates. Healthy interpersonal relationships promote teamwork, communication, and a supportive work culture. Such relationships act as important non-financial motivational factors within organizations.

### Comparison with Literature:

Robbins and Judge (2023) emphasized the importance of healthy workplace relationships in boosting employee engagement and organizational effectiveness, and this conclusion validates their findings.

### 6.8 Experience and Contentment with Pay

Variables	Correlation Coefficient (r)	Nature of Relationship
Years of Experience and Compensation Satisfaction	0.885	Strong Positive Relationship

**Table 8: Experience and Salary Satisfaction's Relationship**

### Interpretation:

Table 8 shows a significant positive correlation ( $r = 0.885$ ) between years of experience and satisfaction with compensation benefits. This suggests that experienced employees tend to perceive compensation more favorably, possibly due to career progression and accumulated organizational benefits. The finding highlights the importance of recognizing and rewarding long-serving employees.

### Comparison with Literature:

The result supports contemporary human resource management literature, which indicates that compensation structures linked to experience and tenure contribute positively to employee satisfaction and retention.

## 7. Decision-making Inferences

The learning's of this research outcome have a number of useful decision making inferences at Chemfab Alkalis Ltd. and similar manufacturing organizations. First, the high level of employee satisfaction with timely salary payments indicates that maintaining consistent and punctual compensation practices is essential for sustaining employee motivation. Management should continue prioritizing salary administration as a key motivational tool.

Second, the strong relationship between employee motivation and satisfaction with the performance appraisal system suggests that appraisal processes should be transparent, fair,

and performance-oriented. Regular feedback sessions and clear communication regarding appraisal criteria can further strengthen employee confidence in the system.

Third, welfare facilities play an important role in enhancing employee satisfaction. While employees expressed positive opinions regarding canteen, medical, and safety facilities, management should focus on improving lower-rated facilities such as restrooms and other workplace amenities to create a more comfortable working environment.

Fourth, the positive interpersonal relationships reported by employees highlight the importance of maintaining a collaborative organizational culture. Team-building activities, employee engagement programmes, and effective communication channels can help strengthen workplace relationships and improve organizational commitment.

Finally, the study emphasizes that employee motivation should not rely solely on financial rewards. Recognition programmes, career development opportunities, training initiatives, and employee participation in decision-making can serve as effective non-financial motivational strategies that contribute to long-term organizational performance and employee retention.

## **8. Boundaries of the Research**

When evaluating the results, it is important to take into account the boundaries of the current research. First, the study was conducted only among employees of Chemfab Alkalis Ltd., Puducherry; therefore, the findings may not be generalizable to other organizations or industries. Second, the sample size was limited to 129 employees, which may not fully represent the perceptions of all employees within the organization. Third, the study relied on self-reported responses collected through a structured questionnaire, which may be influenced by personal opinions and response bias. Fourth, the study adopted a cross-sectional approach, capturing employee perceptions at a single point in time rather than examining changes over an extended period. Finally, the study primarily focused on motivational factors such as compensation, appraisal systems, welfare facilities, and workplace relationships, without incorporating detailed measures of employee productivity or organizational performance.

Future research may include larger samples, multiple organizations, and longitudinal designs to provide a broader understanding of employee motivation across different industrial sectors.

## **9. Conclusion**

The study concludes that employee motivation at Chemfab Alkalis Ltd., Puducherry, is influenced by a combination of financial, organizational, and interpersonal factors. The organization demonstrates strengths in salary timeliness, workplace welfare, and employee-friendly conditions, which together support a positive work environment. At the same time, the findings reveal clear opportunities for improvement in retirement benefits, recognition systems, appraisal transparency, and selected infrastructure facilities. Overall, the study affirms that both monetary and non-monetary motivational strategies are essential for ensuring long-term employee engagement, improved productivity, and organizational growth.

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