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A STUDY ON EMPLOYEE MOTIVATION AND ENGAGEMENT IN TATA MOTORS WITH SPECIAL REFERENCE TO COIMBATORE CITY

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ABSTRACT
This study examines employee motivation and engagement in Tata Motors with special reference to Coimbatore City. Impact on employee engagement and organizational performance are the main objectives of the study to understand the factor influencing employee's motivation. Productivity, job satisfaction, and overall organizational success are purely based on how the employees are motivated and engaged in their job and to the organisation.

The study is grounded on primary data collected from respondents through a structured questionnaire and data's that are collected. Convenience sampling was used to select respondents and to analyse the data and interpret percentage analysis and chi-square tests are applied as a statistical tool.

The vital role in motivating employees and improving their level of engagement towards their work are recognition, work environment, career development opportunities, and effective communication. The study concludes that organizations should focus on motivational strategies to improve employee satisfaction, commitment, and performance. Strengthening employee motivation and engagement can help organizations achieve higher productivity and long-term success.

KEYWORDS: *Employee motivation, Engagement, Tata Motors.*

INTRODUCTION TO THE STUDY

This study aims to examine the level of employee motivation and engagement at Tata Motors and to identify the factors that influence employees' work attitudes and performance. The research focuses on both intrinsic and extrinsic motivational factors, including monetary and non-monetary rewards, recognition, career advancement opportunities, training and development programs, leadership style, work environment, and job security. Additionally, the study evaluates employee engagement dimensions such as emotional involvement, dedication to work, sense of belonging, and alignment with organizational goals.

Employee motivation refers to the internal and external forces that stimulate employees to act in a particular way, encouraging them to put in their best efforts toward achieving organizational goals. Motivated employees are more likely to demonstrate higher levels of performance, creativity, job satisfaction, and loyalty. On the other hand, employee engagement refers to the emotional, cognitive, and behavioural involvement of employees in their work and organization. Engaged employees are enthusiastic, dedicated, and deeply connected to their roles, which positively impacts productivity, customer satisfaction, and organizational reputation.

Hence, understanding and enhancing employee motivation and engagement has become a strategic priority for organizations across industries.

REVIEW OF LITERATURE

Chitra and Mahalakshmi (2020) studied employee engagement in Indian industries and concluded that participative management and effective communication enhance engagement levels. Engagement is considered distinct from but related to job satisfaction and organizational commitment, emphasizing active investment of personal resources in work tasks.

Pradhan and Jena (2020) Does meaningful work explain the relationship between perceived organizational support and job performance? Internationa*l* Journal of Productivity and Performance Management. The study revealed that motivated employees exhibit higher organizational commitment and lower absenteeism. Employee motivation is defined as the internal and external forces that stimulate work behaviour, directing the intensity, persistence, and quality of effort toward organizational goals.

Hajri S.S (2022) Enhancing Youth Employees Experience and Engagement Using a Designed Culture. The study highlighted that employee engagement directly contributes to organizational effectiveness and long-term sustainability.

Li, X. (2023). Literature Review on Employee Motivation. International Journal of Education and Humanities, the study conducted a study on automobile companies and identified job security and career growth as key motivational factors.

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Perwitasari et al. (2025) Analysis of the influence of competence, motivation, and organizational commitment on employee performance through employee engagement The study found that reward and recognition systems positively affect employee motivation and engagement that organizational commitment and competence moderate the motivation–engagement–performance pathway, strengthening the positive effects on individual and organizational outcomes.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem, science of study the research is done and the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

SAMPLING

The sampling design is non probability sampling design or a random sampling design. The sampling procedure adopted for this study is descriptive sampling. Sample of 60 customers are taken for the study.

METHOD OF DATA COLLECTION

The data collection buys the researcher are purely on the "primary data" and less dependent on the "secondary data".

PRIMARY DATA

The primary data collected a fresh and for the first time and happen to be original in character.

SECONDARY DATA

The secondary data are collected by someone else and which have already been passed through statistical process.

TOOLS FOR ANALYSIS

Percentage analysis: Percentage is often used in data presentation for the simplifying numbers.
Chi Square: The Chi-square test is a statistical tool used to examine whether there is a significant association between two categorical variables.

DATA INTERPRATION AND ANALYSIS

HYPOTHESIS:

Ho= There is no significant relation between Age and the motivating factor of the employee to work
Ha= There is significant relation between Age and the motivating factor of the employee to work

Chi Square table

Age * Which factor motivates you the most at work? Crosstabulation							
Count							
		Which factor motivates you the most at work?					Total
		Career growth	Job security	Recognition	Salary	Work environment	
Age	26–35	4	4	0	3	3	14
	36–45	3	1	1	1	1	7
	Below 25	13	7	7	10	2	39
Total		20	12	8	14	6	60

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.730[a]	8	.566
Likelihood Ratio	8.249	8	.410
N of Valid Cases	60		
a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .70.			

INTERPRETATION

The Chi-square test examines the relationship between age and the factor that motivates employees most at work. The Pearson Chi-square value is 6.730 with 8 degrees of freedom and a significance value (p = 0.566), which is greater than 0.05. This indicates that there is no statistically significant association between age group and motivational factors.

CONCLUSION

Motivation factors such as career growth, job security, recognition, salary, and work environment do not significantly differ across age categories. However, since many cells have expected counts less than 5, the results should be interpreted cautiously. Overall, age does not significantly influence employee motivation in this study.

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FINDINGS

- Majority of respondents (70%) are male and 30% are female.
- 41.7% of employees have less than one year of experience, showing that many employees are in early career stages.
- There is no significant relationship between age and motivating factors ($p = 0.566 > 0.05$). Age does not influence motivation significantly.
- There is a significant relationship between gender and satisfaction with motivational practices ($p = 0.023 < 0.05$). Gender influences satisfaction level.

SUGGESTION

- Conduct periodic salary reviews and Introduce performance-based incentives to Maintain transparency in pay structure.
- Create clear promotion policies to provide structured career planning sessions and encourage internal promotions before external hiring.
- Introduce formal recognition programs. Encourage managers to provide regular appreciation. Recognize both individual and team achievements.
- Conduct regular motivational workshops. Strengthen communication between management and employees. Provide timely feedback instead of only annual reviews.

CONCLUSION

Employee motivation and engagement are essential for improving productivity, job satisfaction, and organizational success. This study analysed the motivation and engagement levels of employees at Tata Motors in Coimbatore City.

The study reveals that the organization has implemented various motivational practices, and most employees acknowledge their presence. Career growth, salary, and job security are the major motivating factors. Training and development programs are positively viewed. However, recognition systems, salary satisfaction, and clarity of organizational goals require improvement.

In conclusion, by strengthening recognition systems, improving communication, enhancing career growth opportunities, and providing better managerial support, Tata Motors can further enhance employee motivation and engagement, leading to improved performance, reduced turnover, and sustainable organizational growth.

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Website Links

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