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EMPLOYEE MOTIVATION IMPACT ON EMPLOYEE PERFORMANCE: WITH REFERENCE TO SELECT CEMENT COMPANIES IN ANDHRA PRADESH, INDIA

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ABSTRACT

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The need for studying the impact of employee motivation on employee performance in cement industries arises from the importance of human resources in achieving organizational productivity, operational efficiency, product quality, and sustainable growth. Cement manufacturing involves complex and continuous production processes that require skilled employees, effective coordination, strict adherence to safety procedures, and timely completion of assigned tasks. Despite technological advancements and the adoption of modern manufacturing practices, employee performance may be influenced by factors such as salary and incentives, job security, recognition, career development opportunities, working conditions, leadership, and job satisfaction. Understanding how these motivational factors influence employee performance can help cement industry management identify the factors that encourage employees to improve productivity, reduce absenteeism, minimize operational errors, and demonstrate greater commitment to organizational goals. Furthermore, the study can help determine whether existing motivational practices meet employees' expectations and identify areas requiring improvement. The findings may assist management in developing appropriate employee motivation strategies, strengthening industrial relations, improving employee retention, and enhancing overall organizational effectiveness. Therefore, the study is essential for understanding the relationship between employee motivation and performance and for recommending practical measures to improve workforce efficiency and organizational competitiveness in the cement industry.

KEYWORDS: *Performance, Motivation, Workforce Efficiency, Organizational Competitiveness.*

INTRODUCTION

Employee motivation is an important factor influencing employee performance in the cement industry, where operational efficiency, product quality, occupational safety, productivity, and cost control are essential for organizational success. Cement manufacturing involves several interdependent activities, including raw material extraction, crushing, grinding, kiln operations, clinker production, packing, transportation, and maintenance. Employees working in these areas must demonstrate technical competence, discipline, concentration, and commitment to achieve production targets. Motivation encourages employees to contribute their best efforts, fulfil their responsibilities, and work towards organizational objectives. According to Herzberg, Mausner, and Snyderman (1959), employee motivation is influenced by factors such as achievement, recognition, responsibility, advancement, and the nature of the work itself. In cement industries, these factors can help employees develop a positive attitude towards their jobs and improve their overall performance.

Employee motivation can be broadly understood through financial and non-financial incentives. Financial incentives include salaries, wages, performance-based bonuses, production incentives, overtime payments, and other monetary benefits. Non-financial incentives include recognition, career development opportunities, job security, supportive supervision, employee participation in decision-making, and a positive working environment. Employees in cement manufacturing organizations may be motivated by different combinations of these factors depending on their job roles, experience, skills, and personal expectations. Vroom's expectancy theory suggests that employees are more likely to exert greater effort when they believe that their efforts will lead to better performance and that improved performance will result in valued rewards (Vroom, 1964). Therefore, cement companies can strengthen employee motivation by establishing transparent performance appraisal systems, clearly communicating production targets, and linking employee contributions with fair and meaningful rewards.

Employee motivation has a direct practical relationship with productivity and the efficient utilization of resources. Motivated employees are more likely to report for work regularly, follow established procedures, cooperate with colleagues, and complete their assigned tasks within the required time. In cement plants, employee performance is closely associated with machine utilization, production continuity, maintenance effectiveness, material handling, and the reduction of operational delays. When employees are motivated, they may demonstrate greater initiative in identifying production bottlenecks, minimizing material wastage, and improving work methods. Conversely, low motivation may contribute to absenteeism, reduced concentration, poor coordination, and a lack of interest in achieving production targets. Locke and Latham (2002) explain that specific and challenging goals, combined with appropriate feedback, can improve task performance. Accordingly, cement industries can improve employee performance by setting measurable departmental goals, monitoring progress, providing regular feedback, and recognizing employees who contribute to productivity improvements.

Motivation also plays a significant role in maintaining occupational safety and operational discipline in cement industries. Cement manufacturing involves potentially hazardous activities, including working with heavy machinery, handling hot materials, operating kilns, managing dust exposure, and performing maintenance on industrial equipment. Employees who feel valued and supported by management may be more willing to follow safety protocols, participate in safety training, report workplace hazards, and cooperate with safety officers. Motivation can be strengthened through safety recognition programmes, regular training, employee involvement in hazard identification, and fair treatment of workers. However, motivation alone cannot ensure workplace safety; adequate protective equipment, engineering controls, effective supervision, and appropriate safety systems are also necessary. Research on self-determination theory indicates that work environments supporting employees' competence, autonomy, and relationships with others can promote higher-quality performance and employee well-being (Deci et al., 2017).

Another important impact of employee motivation is its contribution to job satisfaction, organizational commitment, and employee retention. Cement industries require skilled technicians, engineers, machine operators, electricians, laboratory personnel, maintenance workers, and production supervisors. Retaining experienced employees is important because their technical knowledge and familiarity with plant operations contribute to operational continuity and efficient problem-solving. Employees who receive recognition, opportunities for professional development, fair compensation, and support from supervisors may develop stronger attachment to their organization. In contrast, inadequate rewards, limited career opportunities, poor communication, and perceived unfairness can reduce motivation and increase employees' intention to leave. Gagné and Deci (2005) explain that the quality of work motivation depends partly on the extent to which organizational conditions support employees' autonomy and internal motivation. Cement companies can therefore improve employee performance by creating supportive working conditions, encouraging employee participation, and providing opportunities for skill development and career advancement.

Leadership and organizational culture are also important in determining how motivation influences employee performance. Supportive managers communicate expectations clearly, provide constructive feedback, recognize individual contributions, and encourage collaboration between production, maintenance, quality control, and logistics departments. In cement manufacturing, where the performance of one department can affect the productivity of another, effective coordination is essential. Employees are more likely to perform effectively when supervisors treat them fairly, listen to their concerns, and provide the resources required to complete their tasks. Organizations should also establish clear performance standards and conduct regular performance appraisals to identify strengths, address skill gaps, and recognize improvements. These practices can help develop a culture of accountability, teamwork, and continuous improvement. Goal-setting theory further supports the importance of specific goals and feedback in improving employee performance (Locke & Latham, 2002).

In conclusion, employee motivation is an important organizational factor that can positively influence employee performance in cement industries through increased productivity, better work quality, improved safety participation, reduced absenteeism, stronger teamwork, and greater organizational commitment. However, the relationship between motivation and performance is influenced by several additional factors, including employee skills, equipment availability, working conditions, leadership quality, workload, and organizational policies. Therefore, cement companies should adopt an integrated motivation strategy that combines fair financial rewards, recognition, career development, employee participation, supportive supervision, and a safe working environment. The impact of these practices can be assessed through measurable indicators such as production output per employee, equipment downtime, product defects, absenteeism, safety compliance, employee turnover, and performance appraisal scores. These indicators can help management determine whether motivational practices are associated with meaningful improvements in operational and employee outcomes. The broader research literature supports a relationship between work motivation and performance, although the strength and direction of that relationship should be examined empirically in the specific cement-industry context (Deci et al., 2017; Locke & Latham, 2002).

OBJECTIVES OF THE STUDY

- To explore the factors influencing employee motivation and performance in select cement companies.
- To examine the employee motivation impact on employee performance in select cement companies in Andhra Pradesh.
- To put forth certain suggestions based on the findings of the study to improve the employee performance in select cement companies in Andhra Pradesh.

HYPOTHESIS

H_o: There is no significant impact of employee motivation on employee performance in select cement companies in Andhra Pradesh.

H_1: There is a significant impact of employee motivation on employee performance in select cement companies in Andhra Pradesh.

METHODOLOGY

To satisfy the aforesaid objectives the information has been collected from two sources i.e primary and secondary sources. The secondary source of information was collected from various journals, periodicals, magazines, books and unpublished documents. The primary source of information was collected legitimately from the sample respondents with pre-designed and pre-tested questionnaire. The participants selected for this study consisted of employees of select cement companies in Andhra Pradesh. Simple random sampling technique was deployed in sample selection. Out of 650 questionnaires distributed 625 questionnaires found to be usable.

Data Analysis

Table- 1: Cronbach's Alpha Test

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.993	40

The reliability analysis presented in Table 1 indicates a Cronbach's Alpha value of 0.993 for the 40 questionnaire items. This value demonstrates good internal consistency among the items used in the study. Since the coefficient exceeds the commonly accepted threshold of 0.70, the questionnaire can be considered sufficiently reliable for research purposes. The result suggests that the items consistently measure the intended research constructs. Therefore, the questionnaire may be used for further statistical analyses, including descriptive statistics, correlation, regression, and hypothesis testing. In this article regression test is administered to test the hypothesis.

Table- 2: Regression Model of Employee Motivation and Work Quality of Employee Performance among Employees of Select Cement Companies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.754[a]	.569	.566	.91969
a. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .624. It indicates the relation between Employee Motivation and Work Quality of Employee Performance is constructive and both alter in identical path. The coefficient of variance R^2 shows that 56.9% of the deviation in the dependent factor (work quality) is explained by the independent factor (Employee Motivation). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select cement companies to the universe. It is observed that the value of adjusted R^2 = .566 is close to the value of R^2 = .569. If the adjusted R^2 is expelled from the R^2 the value will be (.569-.566= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	692.891	4	173.223	204.796	.000[b]
Residual	524.415	620	.846		
Total	1217.307	624			
a. Dependent Variable: Work Quality					
b. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 204.796 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Employee Motivation effects the Work Quality of Employee Performance.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.690	.107		6.434	.000
Intrinsic Motivation	.426	.054	.431	7.883	.000
Recognition and Rewards	.104	.050	.108	2.090	.037
Work Environment and Safety	.138	.068	.142	2.029	.043
Career Growth and Development	.128	.066	.131	1.932	.054
a. Dependent Variable: Work Quality					

(Source: Primary Data)

The result in the above coefficient table revealed that Employee Motivation effects the Work Quality of Employee Performance.

Table- 3: Regression Model of Employee Motivation and Productivity and Efficiency of Employee Performance among Employees of Select Cement Companies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.827[a]	.683	.681	.77622
a. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .827. It indicates the relation between Employee Motivation and Productivity and Efficiency of Employee Performance is constructive and both alter in identical path. The coefficient of variance R^2 shows that 68.3% of the deviation in the dependent factor (Productivity and Efficiency) is explained by the independent factor (Employee Motivation). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select cement companies to the universe. It is observed that the value of adjusted R^2 = .681 is close to the value of R^2 = .683. If the adjusted R^2 is expelled from the R^2 the value will be (.683-.681= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	805.747	4	201.437	334.327	.000[b]
Residual	373.559	620	.603		
Total	1179.306	624			
a. Dependent Variable: Productivity and Efficiency					
b. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 334.327 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Employee Motivation effects the Productivity and Efficiency of Employee Performance.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.618	.091		6.823	.000
Intrinsic Motivation	.387	.046	.398	8.486	.000
Recognition and Rewards	.015	.042	.016	.360	.719
Work Environment and Safety	.295	.057	.308	5.145	.000
Career Growth and Development	.159	.056	.165	2.847	.005
a. Dependent Variable: Productivity and Efficiency					

(Source: Primary Data)

The result in the above coefficient table revealed that Employee Motivation effects the Productivity and Efficiency of Employee Performance.

Table- 4: Regression Model of Employee Motivation and Teamwork and Cooperation of Employee Performance among Employees of Select Cement Companies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.821[a]	.674	.672	.79105
a. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .821. It indicates the relation between Employee Motivation and Teamwork and Cooperation of Employee Performance is constructive and both alter in identical path. The coefficient of variance R^2 shows that 67.4% of the deviation in the dependent factor (Teamwork and Cooperation) is explained by the independent factor (Employee Motivation). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select cement companies to the universe. It is observed that the value of adjusted R^2 = .672 is close to the value of R^2 = .674. If the adjusted R^2 is expelled from the R^2 the value will be (.674-.672= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	803.233	4	200.808	320.903	.000[b]
Residual	387.972	620	.626		
Total	1191.205	624			
a. Dependent Variable: Teamwork and Cooperation					
b. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 320.903 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Employee Motivation effects the Teamwork and Cooperation of Employee Performance.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.625	.092		6.776	.000
Intrinsic Motivation	.414	.046	.424	8.923	.000
Recognition and Rewards	-.011	.043	-.012	-.260	.795
Work Environment and Safety	.311	.058	.323	5.330	.000
Career Growth and Development	.137	.057	.142	2.411	.016
a. Dependent Variable: Teamwork and Cooperation					

(Source: Primary Data)

The result in the above coefficient table revealed that Employee Motivation effects the Teamwork and Cooperation of Employee Performance.

Table- 5: Regression Model of Employee Motivation and Safety and Discipline of Employee Performance among Employees of Select Cement Companies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.849[a]	.721	.719	.74244
a. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .849. It indicates the relation between Employee Motivation and Safety and Discipline of Employee Performance is constructive and both alter in identical path. The coefficient of variance R^2 shows that 72.1% of the deviation in the dependent factor (Safety and Discipline) is explained by the independent factor (Employee Motivation). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select cement companies to the universe. It is observed that the value of adjusted R^2 = .719 is close to the value of R^2 = .721. If the adjusted R^2 is expelled from the R^2 the value will be (.721-.719= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	881.676	4	220.419	399.877	.000[b]
Residual	341.754	620	.551		
Total	1223.430	624			
a. Dependent Variable: Safety and Discipline					
b. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 399.877 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Employee Motivation effects the Safety and Discipline of Employee Performance.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	**.503**	**.087**		5.805	.000
Intrinsic Motivation	.452	.044	.457	10.369	.000
Recognition and Rewards	-.018	.040	-.018	-.443	.658
Work Environment and Safety	.298	.055	.305	5.430	.000
Career Growth and Development	.160	.053	.164	3.007	.003
a. Dependent Variable: Safety and Discipline					

(Source: Primary Data)

The result in the above coefficient table revealed that Employee Motivation effects the Safety and Discipline of Employee Performance.

Table- 6: Regression Model of Employee Motivation and Initiative and Problem Solving of Employee Performance among Employees of Select Cement Companies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.881[a]	.777	.775	.66070
a. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .881. It indicates the relation between Employee Motivation and Initiative and Problem Solving of Employee Performance is constructive and both alter in identical path. The coefficient of variance R^2 shows that 77.7% of the deviation in the dependent factor (Initiative and Problem Solving) is explained by the independent factor (Employee Motivation). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select cement companies to the universe. It is observed that the value of adjusted R^2 = .775 is close to the value of R^2 = .777. If the adjusted R^2 is expelled from the R^2 the value will be (.777-.775= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	940.940	4	235.235	538.883	.000[b]
Residual	270.645	620	.437		
Total	1211.585	624			
a. Dependent Variable: Initiative and Problem Solving					
b. Predictors: (Constant), Career Growth and Development, Recognition and Rewards, Intrinsic Motivation, Work Environment and Safety					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 538.883 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Employee Motivation effects the Initiative and Problem Solving of Employee Performance.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)		.077		5.028	.000
Intrinsic Motivation	.481	.039	.488	12.402	.000
Recognition and Rewards	-.005	.036	-.005	-.132	.895
Work Environment and Safety	.276	.049	.285	5.665	.000
Career Growth and Development	.170	.047	.175	3.588	.000
a. Dependent Variable: Initiative and Problem Solving					

(Source: Primary Data)

The result in the above coefficient table revealed that Employee Motivation effects the Initiative and Problem Solving of Employee Performance.

FINDINGS

- In the study area employee motivation is explaining 85.5% deviation in Affective Commitment. From the ANOVA table it is observed that employee motivation has significant impact on Affective Commitment. Affective Commitment can be explained by constant value .199, intrinsic motivation Beta value .158, Career Growth and Development Beta value .268, and work environment and safety Beta value .510.
- In the study area employee motivation is explaining 82.7% deviation in Continuance Commitment. From the ANOVA table it is observed that employee motivation has significant impact on Continuance Commitment. Continuance Commitment can be explained by constant value .294, intrinsic motivation Beta value .207, Career Growth and Development Beta value .267, and work environment and safety Beta value .447.
- In the study area employee motivation is explaining 57.2% deviation in Normative Commitment. From the ANOVA table it is observed that employee motivation has significant impact on Normative Commitment. Normative Commitment can be explained by constant value .600, intrinsic motivation Beta value .191, Recognition and Rewards Beta value .163, and work environment and safety Beta value .398.

SUGGESTIONS

- ✓ From the analysis it is understood that work quality is significantly influenced by the reward and recognition of employee motivation. When supervisors observe and validate the employee work quality and recognises them during the department meetings and performance appraisals, then all the employees will ensure that optimum work quality is delivered. So, supervisors should validate and recognise the employee work quality to motivate other employees to perform well.
- ✓ From the analysis it is observed that work environment and safety have significant impact on productivity and efficacy. Cement industry is a labour-intensive industry, where people have to work with different machines and different working conditions. Effective safety measure will boost the morale of the employee to ensure productivity and efficacy. Therefore, management should develop effective safety measures and train the employees so as to ensure all the safety measures are followed without any errors.
- ✓ From the analysis it is identified that intrinsic motivation has significant impact on teamwork and cooperation. When employee enjoys work assigned to him, then there is a every chance that he can able to help the coworker to complete the work. When employees help one another then the teamwork and cooperation among the employees will be at optimum level. Therefore, management should consider each employee capabilities and interest before assigning a job, so that he enjoys job and cope with the team.
- ✓ In the study area work environment has significant impact on safety and discipline of the employees. As mentioned

earlier the well-planned safety protocols along with the time-to-time training will ensure the safety in the organization. This type of practices will create a safe work environment in the organization and the employees newly joined in the organization will adopt these safety protocols and discipline from the existing employees. Therefore, companies should schedule training programs not only for new employees but also for the existing employees also to ensure safety and discipline in the organization.

- ✓ From the analysis is found that carrier growth and development have significant impact on initiative and problem-solving skill of the employee in the study area. If the management identifies the employees who are taking initiative to perform a new task and the employees who are good at problem-solving; and provides promotions based on their effort. Then, the other employees looking for carrier growth and development will also start taking initiatives and also try to solve the problems. Therefore, managers must identify and promote the employees who are taking initiatives and solve the problems so that other employees will inspire from the same.

CONCLUSION

The current research is conducted to explore the factors of employee motivation and employee performance in the study area, and the research is also conducted to examine the employee motivation impact on employee performance. From the analysis it is understood that work quality is significantly influenced by the reward and recognition of employee motivation; work environment and safety have significant impact on productivity and efficacy; intrinsic motivation has significant impact on teamwork and cooperation; work environment has significant impact on safety and discipline of the employees; carrier growth and development have significant impact on initiative and problem-solving skill of the employee in the study area. Therefore, the organizations intended to enhance the employee performance must consider the mentioned influencers to ensure optimum results.

Scope for Further Research

1. The current research included only cement companies in the study, in the future researchers may consider other manufacturing sector industries to examine this impact.
2. In the current research only employee motivation and employee performance are considered for model building, in the future researchers may consider (based on literature review) to add some moderators or mediators to enhance the effectiveness of the model.

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