

Employee Engagement and Motivation: An Empirical Study with Reference to River Stone Water Bottle Company

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Abstract:

Employee engagement and motivation are important determinants of organizational effectiveness, employee performance, and workforce stability. The present study examines the relationship between employee engagement and employee motivation with reference to River Stone Water Bottle Company. The study focuses on employees working in different functional areas, including production, sales, and administration. A descriptive and quantitative research design is adopted. Primary data are proposed to be collected through a structured questionnaire using a five-point Likert scale, while secondary information is obtained from books, research articles, and other relevant sources. The study considers a sample of 40 employees and uses convenience sampling.

The study investigates whether employees who demonstrate higher levels of engagement also report higher levels of motivation. For demonstrating the proposed empirical analysis, illustrative statistical values are presented using descriptive statistics, reliability analysis, Pearson correlation, and simple linear regression. The illustrative results indicate a positive and statistically significant association between employee engagement and employee motivation. The findings suggest that employees who feel emotionally connected to their work, involved in organizational activities, and willing to contribute beyond minimum requirements tend to demonstrate higher motivation. The study recommends strengthening recognition, communication, career development, participation, and work-life balance practices to improve employee engagement and motivation.

Keywords: *Employee Engagement, Employee Motivation, Employee Satisfaction, Work Environment, Recognition, Human Resource Management, Organizational Performance*

1. INTRODUCTION

Human resources represent one of the most important resources of an organization. In a competitive business environment, organizations increasingly recognize that employee performance depends not only on compensation but also on the extent to which employees feel involved, valued, motivated, and connected with their work.

Employee engagement refers to the extent to which employees invest their physical, cognitive, and emotional resources in their work roles. Kahn's foundational work conceptualized personal engagement in terms of individuals expressing and employing themselves physically, cognitively, and emotionally during role performance.

Employee motivation refers to the forces that influence an employee's willingness and direction of effort toward organizational and individual objectives. Financial rewards, recognition, career development, job security, meaningful work, leadership, and working conditions may influence employee motivation.

River Stone Water Bottle Company operates in a manufacturing-oriented environment in which employee performance can influence production efficiency, product quality, sales, customer service, and organizational productivity. Employees working in production, sales, and administration may experience different work demands and motivational requirements. The source study indicates that the organization has a relatively young workforce, with 37.5% of employees belonging to the 26–30 age group. It also reports that 60% of respondents are male and 40% are female. The study further indicates that 70% of employees are satisfied with the work environment, while 52.5% perceive growth opportunities as limited. These observations provide a basis for examining a more focused question: Does employee engagement have a significant positive relationship with employee motivation?

2. LITERATURE REVIEW

2.1 Employee Engagement

Kahn (1990) introduced a foundational conceptualization of personal engagement in which

employees bring their physical, cognitive, and emotional selves into work-role performance. His research identified psychological meaningfulness, psychological safety, and psychological availability as important conditions associated with engagement.

Employee engagement therefore extends beyond simple job satisfaction. An engaged employee is more likely to demonstrate involvement, energy, dedication, and psychological connection with work.

2.2 Employee Motivation

Employee motivation is concerned with the factors that stimulate employees to direct effort toward particular goals. Motivation may arise from financial rewards as well as non-financial factors such as recognition, responsibility, achievement, career advancement, and meaningful work.

Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators. Salary, company policies, working conditions, and job security are generally associated with hygiene factors, whereas recognition, achievement, responsibility, advancement, and growth are associated with motivation.

2.3 Relationship Between Engagement and Motivation

Engagement and motivation are conceptually distinct but closely connected constructs. Motivation concerns the forces that stimulate effort, whereas engagement concerns the extent to which employees invest themselves in their work roles.

Saks (2006) empirically examined employee engagement and reported relationships between engagement and important employee outcomes. His study used survey data from 102 employees and examined job and organization engagement.

Later research revisiting the Saks framework found that work engagement is related to outcomes including job satisfaction, organizational commitment, organizational citizenship behaviour, and intentions to quit. The research also highlighted the importance of social support, rewards and recognition, fairness, and learning and development opportunities.

These findings provide theoretical support for investigating whether greater employee engagement is associated with greater employee motivation.

3. RESEARCH GAP

Previous research has established the importance of employee engagement and its relationship with several organizational outcomes. However, there is scope for organization-specific studies examining the relationship

between engagement and motivation in manufacturing organizations.

The present study focuses specifically on River Stone Water Bottle Company and attempts to examine the relationship between employee engagement and motivation among its employees.

4. RESEARCH OBJECTIVE

The primary objective of the study is:

To examine the relationship between employee engagement and employee motivation among employees of River Stone Water Bottle Company.

5. RESEARCH HYPOTHESIS

H1: Employee engagement has a significant positive relationship with employee motivation.

H0: Employee engagement has no significant relationship with employee motivation.

6. Conceptual Framework

The proposed conceptual relationship is:

Employee Engagement → Employee Motivation

Employee engagement is considered the independent variable, while employee motivation is considered the dependent variable.

Employee engagement is assessed through indicators such as:

- Emotional involvement in work
- Willingness to contribute
- Sense of belonging
- Involvement in organizational activities
- Dedication toward work

Employee motivation is assessed through:

- Willingness to perform
- Recognition
- Salary and rewards
- Career growth
- Achievement
- Job satisfaction

7. RESEARCH METHODOLOGY

7.1 Research Design: The study follows a descriptive and quantitative research design.

7.2 Population: The population consists of employees working at River Stone Water Bottle Company.

7.3 Sample Size: The study considers **40 employees** from different functional areas.

7.4 Sampling Technique: Convenience sampling is used for selecting respondents.

7.5 Data Collection: Primary data are proposed to be collected through a structured questionnaire using a five-point Likert scale:

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Neutral**
- 4 = Agree**
- 5 = Strongly Agree**

Secondary data are obtained from books, academic literature, research papers, and relevant online sources.

7.6 Variables

Variable	Role	Measurement
Employee Engagement	Independent Variable	5-point Likert scale
Employee Motivation	Dependent Variable	5-point Likert scale

7.7 Statistical Techniques

The proposed analysis includes:

- Frequency and percentage analysis
- Mean and standard deviation
- Cronbach's alpha
- Pearson correlation
- Simple linear regression
- Hypothesis testing

8. DEMOGRAPHIC PROFILE

TABLE 1. GENDER-WISE DISTRIBUTION OF RESPONDENTS

Gender	Frequency	Percentage
Male	24	60.0%
Female	16	40.0%
Total	40	100%

The available study information indicates that 60% of respondents are male and 40% are female.

TABLE 2. AGE PROFILE OF RESPONDENTS

Age Group	Available Finding
26–30 years	37.5%
Other age groups	62.5%
Total	100%

The available source information specifically reports that 37.5% of employees belong to the 26–30 age group. The detailed distribution of the remaining age groups was not provided.

9. WORK ENVIRONMENT AND GROWTH OPPORTUNITIES

TABLE 3. WORK ENVIRONMENT SATISFACTION

Response Category	Percentage
Satisfied	70.0%
Dissatisfied	12.5%
Other/Neutral	17.5%
Total	100%

The available findings indicate that 70% of employees are satisfied with the work environment, whereas 12.5% are dissatisfied.

TABLE 4. PERCEPTION OF GROWTH OPPORTUNITIES

Response	Percentage
Employees perceiving limited growth opportunities	52.5%
Others	47.5%
Total	100%

More than half of the employees reportedly perceive career-growth opportunities as limited. This indicates an area requiring managerial attention.

10. ILLUSTRATIVE EMPIRICAL ANALYSIS

Important: The following statistical values are **illustrative**, because the original material does not contain the 40 individual questionnaire responses. They demonstrate the appropriate statistical structure for testing H1.

TABLE 5. DESCRIPTIVE STATISTICS

Variable	N	Mean	Standard Deviation
Employee Engagement	40	3.71	0.58
Employee Motivation	40	3.64	0.61

The illustrative means indicate moderate-to-high levels of employee engagement and motivation.

TABLE 6. RELIABILITY ANALYSIS

Construct	Items	Cronbach's Alpha	Interpretation
Employee	5	0.872	Good

Construct	Items	Cronbach's Alpha	Interpretation
Engagement			
Employee Motivation	5	0.854	Good
Overall Scale	10	0.901	Excellent

The illustrative reliability coefficients exceed the commonly accepted threshold of 0.70, indicating satisfactory internal consistency.

11. CORRELATION ANALYSIS

TABLE 7. PEARSON CORRELATION BETWEEN EMPLOYEE ENGAGEMENT AND EMPLOYEE MOTIVATION

Variables	Employee Engagement	Employee Motivation
Employee Engagement	1.000	0.694
Employee Motivation	0.694	1.000
Sig. (2-tailed)	—	<0.001
N	40	40

The illustrative Pearson correlation coefficient is **r = 0.694**, indicating a positive and moderately strong relationship between employee engagement and employee motivation.

The significance level is **p < 0.001**, indicating that the relationship is statistically significant.

Therefore, the illustrative result supports H1.

12. REGRESSION ANALYSIS

TABLE 8. MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. Error
Engagement → Motivation	0.694	0.482	0.468	0.445

The illustrative R² value of **0.482** indicates that employee engagement explains approximately **48.2% of the variation in employee motivation**.

TABLE 9. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.82	1	17.82	89.94	<0.001
Residual	7.53	38	0.198		
Total	25.35	39			

The illustrative ANOVA result indicates that the regression model is statistically significant (**F = 89.94, p < 0.001**).

TABLE 10. REGRESSION COEFFICIENTS

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.137	0.271	—	4.20	<0.001
Employee Engagement	0.674	0.071	0.694	9.48	<0.001

The illustrative regression equation is:

$$\text{Employee Motivation} = 1.137 + 0.674(\text{Employee Engagement})$$

The positive coefficient indicates that higher employee engagement is associated with higher employee motivation

13. HYPOTHESIS TESTING

TABLE 11. HYPOTHESIS TESTING RESULTS

Hypothesis	Test	Result	Decision
H1: Employee engagement has a significant positive relationship with employee motivation.	Pearson correlation	r = 0.694, p < 0.001	Supported*
H0: Employee engagement has no significant relationship with employee motivation.	Pearson correlation	p < 0.001	Rejected*

*Based on illustrative statistical values; actual hypothesis testing requires the 40 individual questionnaire responses.

14. DISCUSSION

The illustrative findings indicate a positive relationship between employee engagement and employee motivation. The correlation coefficient suggests that employees who demonstrate greater involvement and psychological connection with their work tend to report higher motivation.

This finding is consistent with the broader employee-engagement literature. Kahn's theoretical work emphasizes the importance of meaningfulness, safety, and availability in enabling personal engagement at work.

The finding is also consistent with research by Saks, which examined engagement and its consequences through empirical survey research.

For River Stone Water Bottle Company, the relationship has practical importance. The available organizational findings indicate that although 70% of employees are satisfied with the work environment, 52.5% perceive limited growth opportunities. This combination suggests that basic working conditions may be acceptable while opportunities for deeper engagement and long-term motivation can still be strengthened.

Recognition, career development, communication, participation in decision-making, and work-life balance may therefore provide important areas for managerial intervention.

15. MANAGERIAL IMPLICATIONS

The study suggests several measures for improving employee engagement and motivation:

15.1 Recognition and Rewards: Management should introduce regular recognition mechanisms for employees who demonstrate strong performance, innovation, teamwork, and commitment.

15.2 Career Development: Employees should be provided with opportunities for skill development, training, promotion, and career planning.

15.3 Communication: Management should strengthen two-way communication so that employees can communicate concerns, suggestions, and expectations.

15.4 Employee Participation: Employees should be involved in appropriate operational and workplace decisions. Participation can strengthen employees' sense of ownership.

15.5 Work-Life Balance: Management should examine workload, working hours, leave practices, and flexibility to support employee well-being.

16. LIMITATIONS

The study has the following limitations:

1. The sample is limited to 40 employees.
2. Convenience sampling limits generalizability.
3. The study focuses on a single organization.
4. Employee responses may be influenced by individual perceptions.
5. The cross-sectional design does not establish long-term causality.

6. The statistical values presented in this draft are illustrative because individual questionnaire responses were not supplied.

17. FUTURE RESEARCH

Future studies can expand the sample size and include employees from multiple manufacturing organizations. Researchers may also examine additional variables such as leadership style, organizational commitment, job satisfaction, compensation, recognition, career development, work-life balance, and employee performance.

Longitudinal research could further examine whether improvements in engagement practices produce measurable changes in motivation and employee performance over time.

18. CONCLUSION

Employee engagement and motivation are closely related aspects of effective human resource management. The present study focuses on River Stone Water Bottle Company and examines whether employee engagement is positively associated with employee motivation.

The illustrative empirical analysis indicates a positive and statistically significant relationship between the two variables. This suggests that employees who are more psychologically and behaviourally engaged with their work may also demonstrate greater motivation.

The available organizational findings further indicate that while employees generally express satisfaction with their work environment, limited career growth, inadequate recognition, communication gaps, and work-life-balance concerns remain important areas for improvement.

Therefore, River Stone Water Bottle Company can strengthen employee motivation by creating an environment in which employees feel valued, involved, recognized, and able to develop professionally.

The study supports the proposed hypothesis in the illustrative analysis:

H1: Employee engagement has a significant positive relationship with employee motivation.

For actual publication, the illustrative statistical values must be replaced by calculations based on the original 40 completed questionnaires.

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