

Investigating Motivational Factors that Contribute to Increased Employee Productivity

Divya Srivastava¹, Saumya Agarwal²

^{1,2}Assistant Professor, Maharana Pratap Engineering College, Uttar Pradesh, India

Abstract

The primary objective is to identify, analyze, and understand the various motivational factors that contribute to improve employee productivity. Recent studies have demonstrated a direct connection between employee motivation and performance. Motivation is expected to have a favourable impact on quality performance. This research paper aims to delve into the intricate dynamics of motivational factors that significantly impact employee productivity within organizational settings. It is necessary to identify motivational factors that enhance the performance of employees

The research methodology involves a combination of qualitative and quantitative approaches. Surveys, interviews, and case studies will be employed to collect data from diverse industries and organizational structures. the study seeks to discern patterns and correlations between specific motivational factors and enhanced productivity. the study seeks to discern patterns and correlations between specific motivational factors and enhanced productivity. The research will also consider the influence of organizational culture on motivational effectiveness and its subsequent impact on productivity.

Findings from this research will provide valuable insights for both practitioners and scholars in the field of Human Resources, shedding light on best practices for fostering a motivated workforce. Understanding the intricate relationship between motivational factors and employee productivity is crucial for developing tailored strategies that align with the unique needs and aspirations of employees, ultimately contributing to organizational success and sustainability.

Introduction

Motivation has been extensively researched. In the mid twentieth century the foremost significant motivational theories came up, namely Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964). Those researches cantered on motivation in general and employee motivation more particularly. Several factors like environment, capital and human resources influences how organization performs. It is a fair debate that an organization needs to motivate its employees in order to accomplish its stated goals and objectives.

Motivation can be specified as a management tool, which exiles people to work better for the overall benefit of the organization. **Employee motivation impacts performance in different prolific manner. Motivated employees are more constructive and more committed at work, with a new vision, better collaborators, and more likely to stay with the organization. Successful performance management is essential for having high degree of motivation and performance.**

Motivating and involving employees is helping them fulfil their need for growth. Employees need to know that they are improving in something that is important to them. They will be more engaged in jobs where

they feel they are picking up new roles, developing their intellectual capabilities, or moving into more seniority.

Literature Review

Task motivation is considered “a set of those factors that brings up an employee both within as well as beyond an individual’s being, to initiate work-related performance, and to determine in terms form direction effort and consistency”. Literature has identified different models of work motivation. One of the initial models in motivation is Maslow’s need hierarchy theory, which proposes that humans needs are fulfil in chronological order starting from physiological, safety and security, belongingness, esteem, and self-actualization. Additionally, Herzberg’s motivation-hygiene theory proposed that work motivation is mainly influenced by the job’s intrinsic challenge and provision of opportunities for recognition and reinforcement.

In a extreme and developing environment, leader of the organization used to create the environment in which employee feel safe and get authority to take decisions in the workplace which leads to enhancing the motivation level of employee with the organizational performance. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field. According to Orpen (1997) better the relationship between mentors and mentees in the formal mentoring program, the more mentees are motivated to work hard and committed to their organization. Likewise, Malina and Selto (2001) conducted a case study in one corporate setting by using balance score card (BSC) method and found out that organizational outcomes would be greater if employees are provided with positive motivation.

Different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial reward is necessary by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are required. According to Cole (1998), financial incentives are rewards that employees receive in consideration of their contribution towards the organization. Lindner(1998) noted that monetary methods of motivation have little value, even though many firms still use money as a major incentive. She adds that wages are normally paid per hours worked and workers receive money at the end of the week, and overtime is paid for any additional hours worked, whereas salaries are based on a year’s work and are paid at the end of each month. Chien-Chung (2003) said, “Piece rate is the Paying of a worker per item produced in a certain period of time.” He asserted that this incentive increased speed of work and therefore, productivity. This was in agreement with the earlier revelations made by Taylor (1911) who noted that the employees considered piece rate as a practice of motivation. Doellgast (2006) believed that fringe benefits are often known as “perks” and are items which an employee receives in addition to their normal wage and salary. These include: company cars, health insurance, free meals, education, and so on. He asserts that these encourage loyalty to the company, and as such, employees may stay longer with the company. Another believer of this school of thought includes Likert (2004).

Problem Statement-

This research aims to bridge the existing gap by investigating the nuanced motivational factors that influ-

ence employee productivity across various industries and organizational structures. By exploring the interplay between intrinsic and extrinsic motivators, individual and team dynamics, and the role of organizational culture, this study seeks to provide actionable insights for employers to cultivate a workplace culture that not only motivates employees but also maximizes their contributions to organizational success.

Motivation is a mixture of variables that vary from individual to individual strategies. In general, motivation is a combination of action and motivation. An organization can maintain employee motivation by increasing compensation, benefits, and rewards. However, it is essential to recognize that employees are motivated differently. It is difficult to determine what motivates employees. Not only is money not the only motivational factor, but ignoring non-material factors could lead to significant issues (Edlund & Nilsson, 2007). Managers search for motivated employees and attempt to motivate their current workforce. The findings from this research will contribute to the body of knowledge on employee motivation and productivity, offering practical recommendations for organizations to refine their motivational strategies. Ultimately, the research seeks to empower organizations with the knowledge needed to create work environments that inspire and engage employees, leading to sustained increases in productivity and, consequently, overall organizational success.

Research Objective-

1. To identify and categorize the primary motivational factors that significantly impact employee productivity in diverse workplace settings.
2. To analyze the role of team dynamics and collaborative work environments in motivating employees and enhancing overall team productivity.
3. To determine the effectiveness of employee recognition programs in motivating individuals and teams, and their impact on overall productivity.
4. To assess how employees' perception of fairness and equity in the workplace influences their motivation and productivity.
5. To identify and analyze potential barriers or challenges that hinder employee motivation and, consequently, hinder productivity.

Research Hypothesis-

1. There is no strong relationship between employee performance and motivation.
2. It is not necessary to motivate employees before they perform.
3. Motivation of employees should not be limited to salaries and allowances.

Research Methodology

In this study a standardized structure questionnaire is distributed via social media platforms. The standardised structured questionnaire is used for data collection to ensure a fair comparison across respondents so that the respondents would answer based on the genuine variations and not diverge in their answers because of the different questions asked.

The total number of participants was N=195 including employees working in different companies mainly located in UP. They reported a work experience ranging from one to twenty five years. The questionnaire used in this study was implemented on Google forms and the link was electronically distributed to the participants to obtain information about their perceptions on the work needs,

their common problems at work, and motivational factors. Participants were free to answer all the questions, while they were assured about the anonymity and confidentiality of the data.

A four Likert scale ranging from Strongly agree - SA (4), Agree - A (3), Disagree - D (2), and Strongly disagree - SD (1) was used to measure the adequacy of the data

DATA ANALYSIS AND INTERPRETATION

Table 1 shows the demographical profile of respondents:

S.No.	VARIABLES	RESPONDENTS	FREQUENCY	PERCENTAGE
1	GENDER	MALE	106	54.36
		FEMALE	89	45.64
2	DESIGNATION	HR	64	32.82
		NON HR	131	67.18
3	EXPERIENCE	1-10 YRS	87	44.62
		10-20 YRS	18	9.23
		MORE THAN 20 YRS	90	46.15
4	AGE	25-35 YRS	57	29.23
		36-45 YRS	98	50.26
		ABOVE 46 YRS	40	20.51

Table 2 shows responses of questions:

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Interpretation
I am satisfied with my current job.	4	5	6	63	22	Overall, most respondents are either satisfied or strongly satisfied with their current job.
The tasks assigned to me align with my skills and abilities.	4	3	12	56	21	Many respondents feel that the tasks they are assigned are well-aligned with their skills and abilities.
I feel recognized and appreciated for my contributions at work.	8	9	10	45	24	Recognition and appreciation for contributions seem to be mixed, with a significant number feeling neutral.
The work environment positively impacts my motivation.	6	5	11	60	14	The majority perceive a positive impact of the work environment on their motivation.

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Interpretation
Flexible work arrangements contribute to my motivation.	5	4	16	55	16	There is a notable preference for flexible work arrangements as a motivation factor.
Communication within the organization is effective.	3	4	15	54	24	Overall, respondents view communication within the organization as fairly effective.
I receive constructive feedback that helps improve my performance.	11	10	8	50	21	The feedback mechanism for performance improvement seems to be moderately effective.
I feel involved in decision-making processes at my workplace.	7	10	12	51	20	Involvement in decision-making processes appears to vary, with a significant neutral response.
The organization provides ample opportunities for professional development.	3	4	9	63	21	Most respondents believe that the organization provides sufficient opportunities for professional growth.
I am aware of clear career advancement paths within the organization.	6	6	11	54	20	While many are aware, some respondents are uncertain about clear career advancement paths within the organization.
I am committed to a long-term career with the organization.	8	6	15	52	16	There's a significant number of respondents expressing commitment to a long-term career with the organization.

Interpretation of above table

1. Overall, most respondents are either satisfied or strongly satisfied with their current job.
2. Many respondents feel that the tasks they are assigned are well-aligned with their skills and abilities.
3. Recognition and appreciation for contributions seem to be mixed, with a significant number feeling neutral.
4. The majority perceive a positive impact of the work environment on their motivation.
5. There is a notable preference for flexible work arrangements as a motivation factor.

6. Overall, respondents view communication within the organization as fairly effective.
7. The feedback mechanism for performance improvement seems to be moderately effective.
8. Involvement in decision-making processes appears to vary, with a significant neutral response.
9. Most respondents believe that the organization provides sufficient opportunities for professional growth.
10. While many are aware, some respondents are uncertain about clear career advancement paths within the organization.
11. There's a significant number of respondents expressing commitment to a long-term career with the organization.

RELAIBILITY ANALYSIS

The data was subjected to SPSS version 22.0 on the basis of that following result can be interfered

Table

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.960	10

Correlations											
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1	Pearson Correlation	1	.783*	.752*	.723*	.698*	.724*	.761*	.766**	.682*	.762*
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q2	Pearson Correlation	.783*	1	.701*	.658*	.615*	.715*	.785*	.751**	.667*	.570*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q3	Pearson Correlation	.752*	.701*	1	.717*	.735*	.706*	.676*	.717**	.651*	.637*
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q4	Pearson Correlation	.723*	.658*	.717*	1	.674*	.750*	.681*	.557**	.552*	.675*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90

	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q5	Pearson Correlation	.698*	.615*	.735*	.674*	1	.693*	.627*	.694**	.647*	.683*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q6	Pearson Correlation	.724*	.715*	.706*	.750*	.693*	1	.875*	.727**	.700*	.750*
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q7	Pearson Correlation	.761*	.785*	.676*	.681*	.627*	.875*	1	.783**	.755*	.715*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q8	Pearson Correlation	.766*	.751*	.717*	.557*	.694*	.727*	.783*	1	.780*	.727*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	90	90	90	90	90	90	90	90	90	90
Q9	Pearson Correlation	.682*	.667*	.651*	.552*	.647*	.700*	.755*	.780**	1	.748*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	90	90	90	90	90	90	90	90	90	90
Q10	Pearson Correlation	.762*	.570*	.637*	.675*	.683*	.750*	.715*	.727**	.748*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	90	90	90	90	90	90	90	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis based on result-

1. Q1 has a strong positive correlation with Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, and Q10, ranging from 0.682 to 0.783. This suggests that satisfaction with the current job is strongly correlated with other aspects such as task alignment, recognition, work environment impact, communication effectiveness, feedback, involvement in decision-making, professional development opportunities, career advancement paths, and long-term commitment.
2. Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, and Q10 also show strong positive correlations with each other, ranging from 0.552 to 0.875. This indicates interrelatedness among various factors such as task alignment, recognition, work environment impact, communication effectiveness, feedback, involvement in decision-making, professional development opportunities, career advancement paths, and long-term commitment.
3. Overall, the correlations suggest that different aspects related to job satisfaction, work environment, communication, feedback, career development, and commitment are interconnected and influence each other positively.
4. The strong positive correlations imply that improvements or positive changes in one aspect are likely to positively impact other related aspects as well.
5. The significant correlations also indicate the importance of considering a holistic approach to improve overall job satisfaction, employee engagement, and organizational effectiveness.
6. The strong correlations signify consistency in responses across different dimensions, highlighting the overall coherence in respondents' perceptions and experiences related to their work environment and job satisfaction.

Conclusion

1. **Satisfaction with Current Job (Q1):** This factor is strongly correlated with various aspects such as task alignment (Q2), recognition and appreciation (Q3), motivation from the work environment (Q4), flexible work arrangements (Q5), effective communication (Q6), and involvement in decision-making (Q8). A satisfied employee is more likely to be motivated and productive.
2. **Effective Communication (Q6):** Effective communication within the organization positively correlates with motivation from the work environment (Q4), flexible work arrangements (Q5), involvement in decision-making (Q8), and receiving constructive feedback (Q7). Clear and open communication channels contribute to employee motivation and productivity.
3. **Professional Development Opportunities (Q9):** Providing ample opportunities for professional growth is correlated with motivation from the work environment (Q4) and awareness of clear career advancement paths (Q10). Employees who see opportunities for growth and advancement are more motivated to perform well.
4. **Task Alignment with Skills (Q2):** When employees feel that the tasks assigned to them align with their skills and abilities, it correlates positively with satisfaction with the current job (Q1), effective communication (Q6), and receiving constructive feedback (Q7). Proper task alignment boosts motivation and productivity.
5. **Recognition and Appreciation (Q3):** While not as strongly correlated with other factors, feeling recognized and appreciated for contributions at work is still positively associated with various aspects like task alignment (Q2) and receiving constructive feedback (Q7). Acknowledging employees' efforts can boost their morale and productivity.
6. **Involvement in Decision-Making (Q8):** Being involved in decision-making processes correlates with task alignment (Q2), flexible work arrangements (Q5), and effective communication (Q6). Employees who have a say in decisions that affect their work are often more motivated and engaged.

In conclusion, a combination of factors such as job satisfaction, effective communication, professional development opportunities, task alignment, recognition, and involvement in decision-making contributes significantly to increased employee motivation and productivity. Organizations that focus on addressing these motivational factors are likely to see positive outcomes in terms of employee performance and overall productivity

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