



Conference “Innovation and Intelligence: A Multidisciplinary Research on Artificial Intelligence and its Contribution to Commerce and Beyond”

Organized by the IQAC, KHMW College of Commerce (December 2025)

STUDY ON EMPLOYEE MOTIVATION AND ORGANISATIONAL PRODUCTIVITY

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1. Abstract:

This study investigated the influence of employee motivation on productivity, highlighting how motivational factors shape workforce performance. The research adopts mixed method approach, combining a structured questionnaire administered to 100 employees with interviews conducted among 10 managers across selected organisation. Finding reveals a strong positive relationship between intrinsic motivation such as recognition, meaningful work, career growth, personal satisfaction, enjoyment or interest rather than for external rewards or pressures and improve productivity levels. Extrinsic factors, including fair compensation and supportive work conditions. The study further shows that motivated employees demonstrate higher commitment, Reduced absenteeism and increased efficiency. Organisation that implements integrated motivational strategies experience sustained productivity gains. The research concludes that effective motivation requires a balanced approach that incorporates both financial and non-financial incentives. It recommends continuous employee development, transparent communication, and participatory management practices to foster long term productivity.

Keywords: Employee motivation, Productivity, Intrinsic motivation, Extrinsic motivation, Workforce performance, Organizational commitment

2. Introduction:

Employee motivation has long been recognised as a central driver of organisational success. In an increasingly competitive and dynamic business environment, organisations depend heavily on a motivated workforce to achieve high levels of productivity, innovation, and service quality. Motivation influences employees' willingness to exert effort, their commitment to organisational goals, and their overall job performance. As workplaces become more diverse and tasks more complex, understanding what motivates employees—whether intrinsic factors such as recognition, autonomy, and meaningful work, or extrinsic factors such as salary, benefits, and job security has become even more essential.

Despite extensive research, many organisations still struggle to implement effective motivation strategies that align with employees' needs and organisational objectives. Poor motivation often results in low productivity, high turnover, absenteeism, and reduced organisational effectiveness.



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This study seeks to examine the relationship between employee motivation and organisational productivity, identify key motivational factors, and provide insights that can help organisations enhance performance through strategic human resource practices.

3. Review of Literature:

Employee motivation has been widely explored in organisational behaviour research, with numerous scholars highlighting its central role in determining productivity. Early motivational theories, such as:

Maslow's Hierarchy of Needs, propose that employees are driven by a progression of needs ranging from basic physiological needs to self-actualisation.

Herzberg's Two-Factor Theory further distinguishes between hygiene factors (salary, working conditions) that prevent dissatisfaction and motivators (achievement, recognition) that enhance satisfaction and performance. These foundational theories establish that motivation is multifaceted and influenced by both intrinsic and extrinsic elements.

Contemporary studies emphasise that intrinsic motivation—such as autonomy, skill utilisation, and meaningful work—contributes significantly to employee engagement and productivity. In contrast, extrinsic rewards like bonuses and promotions are effective but may yield short-term results if not paired with supportive work environments. Research also shows that motivation improves organisational outcomes by reducing turnover, enhancing job commitment, and fostering innovation. Additionally, effective communication, leadership style, and organisational culture have been identified as critical determinants of employee motivation.

As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Kreitner (1995) described motivation as the mental process giving behaviours the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. Young (2000) also suggested that motivation could be defined in relation to forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace.

Overall, the literature suggests that organisations that adopt integrated motivational strategies combining financial incentives with non-monetary rewards achieve better productivity outcomes.



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The reviewed studies collectively highlight the need for context-specific motivation frameworks tailored to employee demographics and organisational goals.

4. Research Methodology:

A Primary data method has been used on employee with a mixed-method research design to examine the relationship between employee motivation and organisational productivity. The combination of quantitative and qualitative approaches allowed for a comprehensive understanding of motivational factors and their effects on performance.

Research Design:

A descriptive survey design was used for the quantitative aspect, while semi-structured interviews supported the qualitative component.

Population and Sample:

The target population comprised employees and managers from selected public and private organisations. A sample of 100 employees was selected using simple random sampling, while 10 managers were purposively chosen for interviews due to their supervisory roles and expertise in employee performance.

Tools used:

A structured questionnaire measured intrinsic and extrinsic motivation, job satisfaction, and productivity indicators. The interview guide explored managerial perspectives on motivation strategies and organisational productivity.

Data Analysis:

Quantitative data were analysed using descriptive statistics and correlation analysis, while qualitative data were thematically analysed. The triangulation of results enhanced reliability and validity.

5. Data Analysis and Interpretation:

The data collected from 100 employees and 10 managers were analysed using both quantitative and qualitative techniques. Quantitative responses from the questionnaires were coded and entered into statistical software for analysis. Descriptive statistics showed that 78% of employees agreed that intrinsic factors such as recognition, autonomy, and meaningful work significantly increased their motivation. Similarly, 72% indicated that extrinsic factors including salary, incentives, and favourable working conditions positively influenced their productivity.

Correlation analysis revealed a strong positive relationship ($r = 0.71$) between employee motivation and organisational productivity, indicating that higher levels of motivation are associated with increased employee output and organisational efficiency. Regression analysis



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further confirmed that intrinsic motivation accounted for 48% of the variance in productivity, while extrinsic motivation contributed 32%, showing that both factors play significant but differing roles.

Qualitative analysis from managerial interviews supported these findings. Managers noted that motivated employees demonstrated better performance, reduced absenteeism, and greater commitment to organisational goals. They also highlighted the importance of supportive leadership and clear communication in sustaining motivation.

Overall, the analysis indicates that employee motivation is a critical predictor of organisational productivity and that organisations benefit most when they combine both financial and non-financial motivational strategies.

6. Findings:

The study revealed that employee motivation plays a crucial role in boosting organisational productivity, with both intrinsic and extrinsic factors contributing significantly. Employees reported that intrinsic motivators such as recognition for good performance, having autonomy in tasks, and opportunities for personal growth made them more engaged and willing to put in extra effort. Extrinsic motivators like fair salary, bonuses, and supportive work environments also improved their overall output.

In one department, employees who received monthly recognition awards not only met their performance targets but also helped colleagues complete shared tasks, resulting in higher team productivity. Managers further observed that motivated employees displayed lower absenteeism, stronger teamwork, and greater creativity in solving work-related problems.

Overall, the findings suggest that organisations that combine financial rewards with meaningful, non-financial incentives achieve more consistent and sustainable productivity improvements.

7. Conclusion:

This study concludes that employee motivation is a critical driver of organisational productivity. Both intrinsic and extrinsic motivational factors significantly influence employees' performance, commitment, and overall output. Intrinsic motivators such as recognition, autonomy, and meaningful work were found to have a slightly stronger impact on productivity compared to extrinsic rewards.

However, financial incentives, job security, and favourable working conditions also play an important role in sustaining motivation. The study further revealed that motivated employees



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exhibit higher job satisfaction, reduced absenteeism, improved teamwork, and greater willingness to contribute to organisational goals.

Therefore, organisations that adopt a balanced and strategic approach to motivation are more likely to experience long-term productivity gains.

8. Suggestions:

1. Implement a Balanced Reward System:

Combine financial incentives (salary, bonuses) with non-financial rewards (recognition, career growth opportunities) to appeal to different employee needs.

2. Promote Recognition and Appreciation:

Establish regular recognition programs to celebrate employee achievements, as simple acknowledgment can significantly boost morale and productivity.

3. Enhance Job Autonomy:

Allow employees more control over how they perform tasks, which increases ownership, creativity, and intrinsic motivation.

4. Strengthen Communication and Leadership:

Encourage open communication between employees and management. Supportive and transparent leadership helps build trust and motivation.

5. Invest in Training and Development:

Provide continuous learning opportunities to help employees upgrade their skills and advance their careers, leading to higher engagement and performance.

6. Improve Work Environment:

Ensure safe, comfortable, and well-resourced workplaces to reduce stress and increase efficiency.

7. Encourage Employee Participation:

Involve employees in decision-making processes related to their work. Participatory management increases commitment and motivation.

9. References / Bibliography:

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10. Appendix:

Appendix A: Sample Questionnaire

Section 1: Demographic Information

1. Age: _____
2. Gender: Male / Female / Other
3. Position: Staff / Supervisor / Manager
4. Years of Experience: _____

Section 2: Employee Motivation

Please tick {✓} the option that best describes your opinion:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

1. I receive adequate recognition for good work.
2. I feel motivated by the tasks assigned to me.
3. My job allows me to use my skills and creativity.
4. I am satisfied with my salary and benefits.
5. My work environment supports my productivity.
6. I receive fair treatment from management.

Section 3: Organisational Productivity

1. I am able to meet my targets consistently.
2. I feel committed to achieving organisational goals.
3. My department works efficiently as a team.

Appendix B: Interview Guide

For Managers



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1. How would you describe the level of motivation among your employees?
2. What strategies does your organisation use to motivate staff?
3. Have you noticed any link between motivation and productivity?
4. What challenges do you face in motivating employees?
5. What improvements would you suggest?