

## THE IMPACT OF MANAGEMENT MOTIVATIONAL STRATEGIES ON EMPLOYEES PERFORMANCE AND PRODUCTIVITY: A CASE STUDY ON PRIVATE SECTOR COMPANY

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### ABSTRACT

*The research seeks to study the relationship between management motivational strategies and their impact on employee performance and productivity, focusing on both the theoretical underpinnings and empirical research available in the field. The relevant information covering comprehensive literature review collaborating key motivational theories and their relevance to contemporary organizations, followed by a proposed research methodology using a mixed-methods approach to further investigate this phenomenon and to develop an empirical model of study for applicable to organisations.*

**KEYWORDS:** Human Resource Management, Talent Development, Leadership Development.

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### Introduction

In today's competitive business landscape, organizations constantly strive to maximize employee productivity and overall performance. One critical factor for achieving this goal is an effective motivation management strategy. The research will identify various motivational strategies managers can employ and examines their impact on employee performance and productivity, drawing from both a comprehensive literature review as well as a detailed research methodology. Dessler (2019) emphasizes that effective HR practices are essential for optimizing employee performance and fostering a culture of innovation and competitiveness within organizations. Additionally, Armstrong and Taylor (2014) highlight the importance of aligning HRM strategies with business objectives to drive sustainable growth and profitability.

### Overview of Motivation

The various models of work motivation are based on either expectancy theories, or need theories of motivation. (Udai Prarek 1974 Udai Prarek 1974)

The most extensive theoretical model of drive was developed by Clark Hull in the 1940s. Hull argued that drive is general in nature and that various motives such as hunger, thirst, or sex may add to the overall drive level of an individual.

Although in many respects Freud's psychoanalytic theory of behaviour was a drive theory, the term drive was first used by Robert S. Woodworth, an American psychologist, in 1918. The concept of drive is closely tied to the concept of homeostasis. It was assumed that drive would be triggered when internal conditions changed enough to be detected and to initiate the motivational changes that amounted to drive.<sup>8</sup>

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<sup>8</sup> <https://www.britannica.com/topic/motivation/Behavioristic-approaches-to-motivation>

Motivation comprises an individual's intrinsic drives, needs, or desires that compel them to take specific actions towards achieving desired goals (Robbins et al., 2017).

"Motivation is generally considered to be an internal state that initiates and maintains goal directed behaviour". (Mayer, 2011)

It is an essential component for understanding human behaviour within organizations, as motivated employees often demonstrate commitment, dedication, and enhanced productivity (Armstrong & Taylor, 2020)

### **Motivational Theories**

Although different theories rarely contradict one another outright, each theory emphasises different aspects of motivation, different stages of learning, different learning tasks and different outcomes (Cook DA, Artino AR Jr. 2016).

Several motivational theories can be applied to understand and enhance employee performance at work:

- Maslow's Hierarchy of Needs: This theory posits that employees are motivated to fulfil increasingly complex needs in a hierarchy - physiological, safety, social, esteem, and self-actualization (Maslow, 1943).
- Herzberg's Two-Factor Theory: Herzberg argues that work satisfaction is affected by hygiene factors (e.g., salary, job security) which prevent dissatisfaction and motivation factors (e.g., achievement) which promote satisfaction (Herzberg et al., 1959).
- Expectancy Theory: Vroom's theory suggests that employees are motivated by the belief that their efforts will result in desired outcomes, which are contingent upon individual expectations (Vroom, 1964).
- Goal-Setting Theory: According to Locke and Latham, specific, challenging goals lead to increased performance as they direct attention and effort and enhance motivation (Locke & Latham, 2006).

### **Impact of Motivational Strategies on Employee Performance and Productivity**

Empirical research shows that a variety of motivational strategies can positively affect employee performance:

- Financial rewards: Salary increases, bonuses, and equity-based incentives can significantly boost employee motivation and productivity (Gerhart, B. & Milkovich, G. T. 1988).
- non-financial rewards: Recognition, constructive feedback, skill development opportunities, and other non-financial incentives have been found to enhance employee engagement and performance (Allen & Adomdza, 2016).

### **Literature Review**

- **Goal Setting:** *Goal-setting theory, proposed by Locke and Latham (1990), emphasizes the importance of setting specific and challenging goals to enhance employee performance. Clear objectives provide direction and purpose, motivating employees to strive for excellence. Managers should collaborate with employees to establish realistic and measurable goals, provide feedback, and support their goal attainment.*
- **Performance Feedback and Recognition:** Timely and constructive performance feedback plays a crucial role in motivating employees and improving their performance. Kluger and DeNisi (1996) highlight the significance of specific, actionable feedback that focuses on strengths and areas for improvement. Recognizing and rewarding employees' achievements and contributions create a positive work environment, reinforcing motivation and driving productivity. There is an association between HRM practices and organisational performance measures for developing desired knowledge, skills and abilities to generate higher and improved performance (Sukhpreet Kaur, Gurvinder Kaur, 2021).
- **Employee Empowerment and Autonomy:** Empowering employees and granting them autonomy in decision-making and task execution can significantly impact their motivation and performance. The Self-Determination Theory (Deci & Ryan, 1985) emphasizes the importance of intrinsic motivation and autonomy in driving employee engagement and productivity. Managers should delegate authority, encourage independent thinking, and involve employees in decision-making processes to foster empowerment.

- **Training and Development Opportunities:** Investing in employee training and development is a motivational strategy that leads to improved performance and productivity. Saks and Belcourt (2006) highlight the significance of tailored training programs that address individual needs and provide continuous learning opportunities. Supporting employees' professional growth and enhancing their skill sets fosters motivation and job satisfaction, ultimately improving performance.
- Quality of performance has become the key factor for personal progress (Banerjee Subrata, 2016).
- The three dimensions of HR systems (i.e., skill-enhancing, motivation-enhancing, and opportunity-enhancing HR practices) were positively related to human capital and employee motivation in different patterns in such a way that, compared with the other two HR dimensions, skill-enhancing HR practices were more positively related to human capital and less positively related to employee motivation (JIANG, K.et al 2012)
- Leadership practices and organizational culture, organizational commitment and work motivation have a significant positive relationship (Carville, Shuchi Parashar, 2019)

### Research Gap

This research seeks to address this gap by conducting a comprehensive analysis of HRM practices and motivational strategies in selected Indian company. By examining the experiences of leading organization and identifying contextual factors influencing the effectiveness of HRM initiatives, the purpose of this study is to offer useful suggestions for improving organizational performance in the Indian market. Moreover, the rapid pace of technological change and digital disruption presents both challenges and opportunities for HRM in Indian companies (Gupta et al., 2018).

### Hypothesis

**Null Hypothesis H:** There is no impact of management motivational strategies on the employees performance

### Research Aim and Objectives

The following objectives will guide the study:

- To analyse the HRM practices adopted by selected Indian company and evaluate their impact on organizational performance.
- To identify the key challenges and opportunities faced by Indian companies in managing human resource.

### Research Methodology

This study will utilize a mixed-methods research approach ( John W. Creswell and J. David Creswell 2018) to investigate the impact of management motivational strategies on employee performance and productivity.

### Sample Selection

A diverse sample of employees from various organizations will be selected to ensure representativeness. The sample will encompass different job roles, and organizational sizes to capture a wide range of perspectives.

### Population Employees of the Organisation

Sampling using stratified random sampling by dividing the employees into the homogeneous groups based job profile or designation.

### Sample Size using a Formula

- **Qualitative Data Collection:** Semi-structured interviews will be conducted with a subset of participants from the survey sample. Semi-structured interviews were the main technique used to collect data for this study that offer flexibility in exploring participants' perspectives while ensuring consistency in data collection across interviews (Denzin & Lincoln, 2018). The interviews will explore employees' experiences with motivational strategies, their perceived impact on performance, and additional insights they may provide. Interviews will be recorded and transcribed for thematic analysis. Since qualitative research enables a thorough examination of intricate phenomena in their natural environments, it was selected (Marshall & Rossman, 2016).

- **Data Analysis:** Quantitative data will be analysed using statistical techniques such as descriptive statistics, correlations, and regression analysis to identify relationships between motivational strategies and performance/productivity outcomes. Qualitative data from interviews will undergo thematic analysis to identify key themes and patterns related to the impact of motivational strategies.
- **Integration and Interpretation:** Quantitative and qualitative findings will be integrated to provide a comprehensive understanding of the impact of management motivational strategies on employee performance and productivity. The results will be interpreted, discussing key findings, theoretical implications, and practical recommendations for organizations.

### Case Study (Infosys)

One effective retention practice implemented by Infosys is its 'Stay Interview' program, which involves conducting periodic interviews with employees to understand their motivations, concerns, and career aspirations (Infosys, 2020). These interviews provide valuable insights into employee satisfaction levels and enable the company to address potential retention issues proactively. Infosys lowers the risk of turnover by strengthening employee engagement and loyalty via attending to the needs and concerns of its workforce.

### Conclusion

Effective management motivational strategies significantly influence employee performance and productivity. By leveraging goal setting, performance feedback, recognition, empowerment, and training and growth opportunities, organizations can cultivate a motivated workforce.

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