

A Study on Employee Motivation Techniques

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Received: 26 May 2026

Revised: 29 May 2026

Accepted: 05 June 2026

Published: 07 June 2026

Abstract: This study examines how employee motivation techniques contribute to the workforce productivity, job satisfaction, and organizational commitment in a private-sector technology training company. **Methodology:** The research design used is descriptive; data were collected using structured questionnaires and primary data with a sample of 150 respondents. Statistical methods like percentage analysis, chi-square test, Pearson correlation, and regression were used to check the association between motivation factors and employee outcomes. The results indicate that most of the respondents view motivational tactics, including but not limited to salary increase, appreciation, promotional opportunities, training and development, and support for an ideal work atmosphere, as factors leading to better performance, lesser absenteeism, and turnover intention. Nonetheless, inferential statistical tests show these relationships do not reach significance even at the 5% level, which suggests that other moderating variables than the ones investigated in this study are involved here. This research indicates that to achieve sustainable organizational growth, structured motivation frameworks that are transparent and that address the aspirations of a diversified workforce are needed.

Keywords: Employee Motivation, Organizational Performance, Job Satisfaction, Incentive Schemes, Turnover Intention, Training and Development, Work Environment.

I. INTRODUCTION

Motivation of employees is a key factor in the success of an organization, better performance, and retaining talent. To make employees more satisfied and committed, organizations in today's competitive business environment employ both financial and non-financial motivators. Motivation used to be salary and incentives, but now it must also consider recognition, growth opportunities, work-life balance, and a positive organizational culture, among others.

There are many theories on workplace motivation, Abraham Maslow's Hierarchy of Needs, Frederick Herzberg's Two-Factor Theory and Victor Vrooms Expectancy Theory being a few. This research is based on the analysis of motivation techniques which are being followed in an organization and their impact on performance, productivity, job satisfaction and employee retention.

II. NEED OF THE STUDY

- Organizations in the automation and technical training sector face increasing pressure to retain skilled employees due to rising attrition rates.
- Understanding employee perception toward existing motivational practices helps management design effective HR interventions and employee engagement strategies.
- This study identifies the motivational factors that influence employee performance, productivity, and job satisfaction within the organization.
- The study's findings provide practical suggestions for improving current employee motivation and HR practices within the organization.

III. OBJECTIVES OF THE STUDY

1. To identify the different motivation techniques adopted in the organization.
2. To analyze the effect of motivation techniques among employees.
3. To identify challenges faced by the organization in implementing motivation techniques.
4. To study the role of motivation in reducing employee turnover and absenteeism.

5. To make suitable suggestions to improve the employee's morale.

IV. SCOPE OF THE STUDY

- The study centers on understanding how motivational practices shape employee performance and workplace satisfaction across departmental levels.
- It examines the role of motivation in improving employee morale, work efficiency, and output quality within the organization.
- The research also investigates how motivation strategies contribute to reducing voluntary attrition and unplanned absenteeism.
- Findings are intended to support organizational decision-making by providing an empirical basis for refining existing motivational frameworks.

V. REVIEW OF LITERATURE

- Maslow (1943) proposed that human motivation is governed by a hierarchy of needs, and employees are driven to fulfill each level before moving to the next, from basic physiological needs to self-actualization.
- Herzberg (1959) distinguished between hygiene factors that prevent dissatisfaction and motivators that actively drive satisfaction, concluding that job enrichment is more effective than monetary rewards alone.
- Vroom (1964) introduced expectancy theory, which posits that employee effort is influenced by the expectation that effort leads to performance, which in turn leads to desired rewards.
- Locke (1968) demonstrated, using goal-setting theory, that clear and challenging goals significantly enhance employee motivation and task performance.
- Deci and Ryan (2000) emphasized that intrinsic motivation, driven by autonomy, competence, and relatedness, produces more sustained engagement than externally imposed rewards.
- Noe (2010) affirmed that structured training and development programs are key motivational tools that simultaneously improve employee skills and organizational commitment.
- Engidaw (2021) found that recognition and organizational support were the most consistently effective techniques in improving employee engagement across diverse workplace settings.
- Kasperczuk et al. (2025) confirmed that a combined approach of financial and non-financial motivation techniques produces the strongest positive impact on employee satisfaction and organizational retention rates.

VI. RESEARCH GAP

Evidence-based scholarship on how to motivate employees has tended to investigate quality of work life, commitment, motivation, and compensation in large manufacturing or service firms in advanced economies, and has under-explored smaller private-sector organizations, such as SMEs, for the range of investigations explored in this article. Research has looked at individual motivators like financial incentives or leadership style in isolation but not the simultaneous impact of motivation factors like pay-based extrinsic rewards, non-monetary prompt recognition-based influences such as praise and affirmation, promotion opportunities, work environment conditions on performance. In addition, scholars have scarcely examined the statistical significance of such relationships in knowledge-intensive training organizations. The current study attempts to fill this void by examining an integrated set of motivational practices and their measurable effects on various performance outcomes in a privately owned technology training company.

VII. RESEARCH METHODOLOGY

A. Research Design

The study applied a descriptive research design to explore motivational practices and their perceived influence on employee performance in this organization. Data were collected from 150 employees by using simple random sampling from the total number of population equals to 600. The data were collected through a structured questionnaire including demographic items and 5-point closed-ended Likert-scale questions. Secondary data were obtained from academic journals, textbooks, and records of organizations. Data analyses were performed using statistical tools, including percentage analysis, the chi-square test, Pearson correlation, and regression analysis.

B. HYPOTHESES

- H1: There is a significant relationship between employee motivation techniques and employee performance.
- H2: There is a significant relationship between employee motivation techniques and employee productivity.

- H3: There is a significant relationship between employee motivation techniques and employee job satisfaction.
- H4: Employee motivation techniques have a significant impact on employee retention and absenteeism.

VIII. LIMITATIONS

- The research was carried out within one organization, which limits the broader generalization of the results.
- Only 150 employees were selected as respondents for the study.
- The analysis mainly depends on the views and feedback provided by employees.
- Due to limited duration, extensive data collection and in-depth analysis could not be performed.
- Organizational practices may vary across industries; therefore, the findings may differ in other work environments.

IX. FINDINGS OF THE STUDY

- Recognition and appreciation were identified as the most impactful motivational technique, with 72% of employees agreeing that it positively influences their motivation.
- Training and development programs were perceived positively by 60% of respondents, highlighting their importance in capability building and employee engagement.
- A large majority (64.7%) agreed that effective motivational practices reduce employees' intention to leave, suggesting a direct link between motivation and retention.
- Over 58% of respondents acknowledged that motivation contributes to reducing absenteeism and improving workplace attendance.
- Budget constraints, lack of management support, poor communication, and unequal employee responsiveness were identified as the primary challenges in implementing motivation techniques.
- The chi-square analysis revealed no statistically significant relationship between age and motivation reducing stress ($p = 0.099 > 0.05$), indicating uniform perceptions across age groups.
- Pearson correlation analysis showed a very weak positive relationship ($r = 0.055$, $p = 0.501$) between motivation improving performance and motivation increasing productivity, with no statistical significance.
- The regression model explained only 4.9% of the variance in the dependent variable ($R^2 = 0.049$, $p = 0.197$), suggesting that motivation techniques alone do not significantly predict employee performance outcomes within this sample.
- Despite the lack of statistical significance in formal tests, descriptive analysis consistently shows that employees hold favorable perceptions of the organization's motivational practices.

X. SUGGESTIONS

Based on the study's findings, the following recommendations are proposed for organizations seeking to strengthen their motivational frameworks:

- Performance-linked salary increments should be governed by transparent, objective appraisal criteria to ensure perceived fairness and maximize motivational impact.
- Formal recognition programs such as employee-of-the-month awards, peer appreciation platforms, and milestone acknowledgments should be institutionalized to sustain the motivational benefits of recognition beyond informal praise.
- Clear and attainable career progression pathways should be communicated at onboarding and reiterated periodically, enabling employees to align personal aspirations with organizational objectives.
- Training investments should be personalized to role-specific skill gaps and emerging industry competencies, ensuring that development programs translate directly into improved task performance.
- Workload management initiatives, including realistic target-setting, flexible scheduling, and employee wellness programs, should be introduced to mitigate stress and enhance sustained efficiency.
- Regular employee engagement surveys and suggestion mechanisms should be instituted to capture evolving motivational needs and enable timely management response.
- Motivational strategies should be differentiated by department and seniority level, recognizing that a uniform approach may not address the diverse needs of a multi-functional workforce.

XI. CONCLUSION

This study explores the employee engagement practices undertaken and their perceived impact on performance, productivity, job satisfaction, and retention in a private technology training organisation. The descriptive results indicate an overall positive employee orientation towards the motivational practices of the

organization, with Recognition, Training, and Career Development emerging as potentially valued dimensions. Most respondents linked motivation techniques to better performance, reduced absenteeism, and lower turnover intentions, thus confirming that Motivation plays a central role in organizational effectiveness.

However, no inferential statistical analysis, chi-square, correlation, and regression, was performed for the motivational variables against outcome measures, which found any statistically significant relationships at the 5% significance level. This gap between perceptual endorsement and statistical significance implies that other contextual determinants, such as leadership quality, organizational culture, and individual personality styles, may also influence the extent to which motivational inputs translate directly into performance outcomes.

In conclusion, motivation is indeed the bedrock of employee engagement and overall organizational life but its tangible effect relies significantly on the larger organization ecosystem. Future studies using larger, more diverse populations and longitudinal models that include a broader array of potential mediators would provide greater insight into the causal mechanisms underlying motivation as an antecedent to sustainable performance enhancement.

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