

“FOSTERING WORKPLACE VITALITY: EXPLORING THE UNDERLYING DRIVERS OF EMPLOYEE SUCCESS IN CONTEMPORARY ORGANISATIONS”

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ABSTRACT

Motivation plays a vital role in shaping employee's attitudes, enhancing productivity and driving organisational success. This study focuses on the influence of motivational strategies on employee job satisfaction and workplace performance among Information Technology (IT) professionals. The convenience sampling method was used for this study to collect data from 150 respondents working in the IT sector in Chennai city. A structured questionnaire with three sub sections along with the socioeconomic profile was disseminated to each respondent through google form link. The study used statistical instruments such as Simple Percentage Analysis, Descriptive Statistics, Regression, Correlation and Chi-Square to analyze the data. The results indicate that there is significant positive influence of Motivational Strategies on Job Satisfaction and Workplace Performance. The study highlights the importance for organisations to continually assess and refine their motivational approaches to sustain their employees for making the organisation reach higher profits and achieve its goal. The study also provides pathway for future research and suggestions for the management for making improvements in adopting various motivational strategies.

KEYWORDS: Motivation, Vitality, Strategies, Performance, Rewards, Success.

INTRODUCTION:

Motivation is a multifaceted psychological construct that impacts conduct, propels activities toward objectives, and is essential to both individual and occupational growth. In the Information Technology (IT) Company, motivational techniques have a big impact on employee performance. To maintain a sustainable edge in the fast-paced and cutthroat business world of today, firms work to fully utilize the potential of their employees. Understanding the complex relationship that exists between job happiness, employee performance, and motivational techniques in the workplace is essential to this attempt. As the engine for employee engagement and output, motivation is essential to the success of an organization. The present research explores the complex world of motivating techniques and how they affect employee's happiness and performance in the workplace. Given the dynamic nature of contemporary work settings and the constantly changing demographics of the workforce, it is

critical for organizations to implement motivating strategies that are customized to meet the specific requirements and goals of their workforce.

Through an examination of diverse motivational frameworks, incentives, and management strategies, this study endeavours to disentangle the fundamental mechanisms that impact employee conduct, perspectives, and ultimately, organizational consequences. Additionally, it aims to clarify the relationship between performance, job happiness, and motivation. By doing so, it provides insights that can guide strategic decision-making and promote an excellence-focused culture at work. This study aims to add to the body of knowledge regarding employee motivation and its consequences for organizational success through empirical analysis and theoretical investigation. Organizations can foster cultures that support individual development, group achievement, and long-term competitive advantage by comprehending the motivational factors and how they affect employee engagement and satisfaction.

MOTIVATION

Motivation is the process that leads to the performance of employees initiated by those actions that are aimed for meeting organizational objectives. The main objective of motivation is to get people to perform quickly and in the manner that the manager desires by giving them the proper combination of direction, guidance, techniques, assets, and compensation. The level of motivation and length of service of employees determine the growth of any employment. This research will look into how employee motivation is affected by promotions and rewards in connection to their work performance, with a focus on the IT sector. It will also outline how employee performance is affected by motivation and provide effective motivational techniques for attaining organizational success.

JOB SATISFACTION

Job satisfaction is defined as the extent to which an individual's intrinsic and extrinsic job experiences are congruent with their values and preferences. It communicates how fulfilled someone feels in their job, their pay the people they work with and the room for advancement. Quite simply to say, high job satisfaction is often associated with high morale, lower turnover and better mental health. There are various aspects of impact, including the balance between work and private life, job security, leadership style, recognition and company culture. Happy employees are more likely to be involved

EMPLOYEE PERFORMANCE

Employee performance denotes the efficiency, quality and productivity with which an employee completes their assigned tasks and responsibilities. It is a critical indicator of how well an individual contributes to the achievement of organisational objectives. High-performing employees show more initiative, meet or exceed expectations and consistently produce work that aligns with company standards. Performance is impacted by motivation, skills, training, job satisfaction and the clarity of job roles assigned to the employees. When performance is effectively managed, it leads to higher output, innovation and a competitive advantage for the organisation. Strong performance is also associated with opportunities for career advancement and rewards.

MOTIVATIONAL STRATEGIES

Motivational strategies are methods or approaches that motivate and inspire people to take initiative, get beyond challenges and accomplish their objectives. By establishing clear

expectations, offering encouragement and offering rewards for desired actions or results, these tactics seek to increase motivation, engagement, persistence, higher performance and greater job satisfaction. The organization can frame a better strategies like Goal-setting, positive reinforcement, visualization, self-talk, feedback, accountability, intrinsic motivation, time management, acknowledging accomplishments and building resilience as essential elements of motivational techniques for employees. Successful motivational techniques are adapted to the objectives, inclinations and situations of the individual, enabling them to keep going and succeed in various heights.

THE RELATIONSHIP BETWEEN MOTIVATIONAL STRATEGIES, EMPLOYEE PERFORMANCE AND JOB SATISFACTION

The present study is based on the interconnected between Motivational strategies, Employee Performance and Job Satisfaction. Motivation is defined as the internal and external drive that prompts individuals to act in a certain way to achieve their organisational and personal goals. Job satisfaction is considered as the positive emotional state, resulting from appraisal of one's job experience while employee performance refers to the effectiveness and efficiency with which they carry out their duties and responsibilities.

MOTIVATION AND EMPLOYEE PERFORMANCE

Motivation and Performance are closely related facets of human behaviour, especially in the workplace or other activities that are goal-oriented. The internal and environmental forces that propel people to start, maintain, and focus their efforts on particular tasks or goals are referred to as motivation. It includes things like individual objectives, morals, convictions, motivations, and psychological requirements. The execution of activities, behaviours, or actions to produce intended outputs or results is referred to as performance, on the other hand. Efficiency, effectiveness, production, quality, and results are frequently used to gauge it. If the employees are motivated intrinsically and extrinsically and/or given rewards and benefits like monetary increments may reflect a higher positive increase in the performance of employee's work.

MOTIVATION AND JOB SATISFACTION

Motivation plays a pivotal role in the day-to-day life of employees working in various sectors in enhancing job satisfaction. Motivation can be in any form. Employees can be motivated through rewards, recognition or opportunities paving way for higher growth making the employees feel more valued and fulfilled in their roles. This sense of motivation will magnify their enthusiasm and keep the employees engaged at work. As a result, by being awarded by these motivational rewards, employees develop a more positive attitude towards their job and workplace. Hence, it is proven that higher levels of motivation often lead to increased job satisfaction.

EMPLOYEE PERFORMANCE AND JOB SATISFACTION

Job satisfaction has a direct influence on the performance of the employees. The employees are likely to show dedication, work environment and maintain high productivity levels only when they are more satisfied with their job. Not only this, also the positive work environment, fair treatment and job security contributes in keeping the employees satisfied which in turn enhances the employee performance. When the employees are satisfied there are very limited chance for them to leave the organisation and more likely they will positively contribute to the organisation. Hence, job satisfaction acts as a driving force behind improved employee performance.

STATEMENT OF PROBLEM

In the fact-paced and highly demanding work culture, employee motivation has become a key concern since majority of the employees tend to leave the organisation after attaining to a certain period as they do not find any external rewards that will boost up their work performance for sustaining in the organisation. Despite the implementation of various motivational strategies, many organisations are still facing issues such as high employee turnover, reduced engagement and inconsistent performance. There appears to be a gap between the motivational practices adopted by the organisation along with the needs or expectations of employees. Moreover, job satisfaction remains a challenge due to work stress, lack of recognition and limited growth opportunities. The present study aims to explore whether motivational strategies truly enhance employee performance implemented by the organisations of information technology sector in Chennai city.

OBJECTIVES OF THE STUDY

- To identify various motivational strategies adopted by the Organisation of IT sector.
- To examine the relationship between motivational strategies and employee job satisfaction in IT sector.
- To assess the level of Job Satisfaction among employees working in IT sector.
- To give suggestion for improving motivational practices to the Organisation of IT sector.

SCOPE OF THE STUDY

The present study is confined to the study of “Motivational Strategies with Performance and the level of Job Satisfaction with reference to the IT sector employees”.

HYPOTHESIS

- ❖ **Alternative Hypothesis 1:** Socioeconomic status of employees is positively associated to the dependent and independent variable.
- ❖ **Alternative Hypothesis 2:** Motivational Strategies and Job Satisfaction significantly influence Workplace Performance among IT Employees.
- ❖ **Alternative Hypothesis 3:** There is an association between the age of employees and their level of workplace performance.

REVIEW OF LITERATURE

Samma Faiz Rasool et. al. (2020), examined the impact of workplace violence and occupational stress on sustainable work performance, considering multiple forms of workplace violence including harassment, mobbing, ostracism and stalking. Data were collected through a structured questionnaire using a 5-point Likert scale from healthcare professionals—doctors, nurses and paramedical staff—across 15 hospitals in Karachi, Lahore, and Islamabad, Pakistan. Out of 500 distributed questionnaires, 345 were returned, yielding a 69% response rate. Using partial least squares structural equation modeling, the study found that workplace violence negatively affects sustainable work performance both directly and indirectly. Specifically, harassment lowers employee morale, resulting in reduced work performance; mobbing decreases productivity and increases stress, anxiety and absenteeism; ostracism diminishes motivation and efficiency; and stalking creates a toxic environment, harming overall work performance. The study also highlights occupational stress as a stigmatized issue among employees. It concludes that fostering a healthy and supportive organizational culture is

essential for maximizing employee productivity and well-being. **Ramos Villagrasa et al. (2019)**, examined the effectiveness of the Individual Work Performance Questionnaire (IWPQ) as a tool for assessing key dimensions of job performance across various occupational settings. The research involved 368 employees who participated voluntarily by completing a questionnaire that included the IWPQ. Using descriptive statistics, exploratory structural equation modeling and correlation analysis, the study found that the IWPQ demonstrates a three-dimensional structure with strong reliability. It also showed significant correlations with other performance indicators and personality traits. The study concluded that while the IWPQ is a valid instrument for measuring job performance, it particularly emphasizes behaviours directed toward organizational goals. **Ezeamama and Ifeyinwa (2019)**, explored the connection between job satisfaction and employee productivity within Anambra State University, focusing particularly on non-teaching staff. Utilizing a survey research design, data were gathered from a sample of 312 staff members. Descriptive statistics—including means, frequencies and percentages—were used to analyze demographic profiles and research questions, while Freidman's Chi-square and Spearman's rank correlation were applied to test the hypotheses. The findings indicated that employees demonstrated a high level of job satisfaction and productivity. However, the relationship between the two variables was found to be weak and statistically insignificant. The authors concluded that in the context of Nigeria's public sector, job satisfaction does not strongly influence employee productivity, suggesting that institutional practices may not be aligned with employee motivation. Recommendations included improving internal communication, establishing a more motivating work environment, and implementing a transparent reward system. **Akshatha and Akash (2017)**, focused on examining the influence of job satisfaction on the productivity levels of women employees working in India's BPO sector. The paper highlighted the rapid growth of the BPO industry in India, noting its attractiveness due to financial viability, skilled workforce, and a conducive business environment. With a significant increase in female participation in the BPO workforce, the study emphasized the crucial role women play in the sector's continued development. The researchers observed that BPO companies are increasingly recruiting women across all levels, providing them with competitive salaries and long-term benefits such as bonuses, insurance, and provident funds, which contribute to employee retention. Using a structured questionnaire for data collection and tables for analysis. The study concluded with relevant suggestions to enhance the job productivity of women employees in the BPO industry. **Rabindra Kumar Pradhan and Lalatendu Kesari Jena (2017)**, focused to broaden the understanding of employee performance as a key component of human resource effectiveness. Researchers and corporate practitioners were interviewed to gather diverse perspectives on workplace performance. Drawing from existing literature and expert feedback, the study developed a conceptual framework and a 42-item instrument to measure employee performance. After expert review, 38 items with a content validity ratio (CVR) of 0.49 or higher were retained, meeting a 75% acceptability threshold. These items were then tested through a field survey involving 361 executives from Indian manufacturing and service sectors. Exploratory factor analysis identified three distinct dimensions of employee performance: task performance, adaptive performance and contextual performance (TAC). The scale demonstrated strong reliability, with an overall Cronbach's alpha of 0.80 and subscale alphas ranging from 0.80 to 0.91. This comprehensive framework provides valuable insights into the

multifaceted nature of employee performance. The findings suggest that HR managers and organizational behaviour practitioners should leverage these factors to foster a better work environment. Practically, the instrument and results can inform organization-specific strategies aimed at enhancing employee performance. **Sarah Brown et. al. (2015)**, investigated the connection between employees' trust in management and overall workplace performance. It introduces a theoretical framework linking employee trust to firm outcomes and explores the mechanisms underlying this relationship. Using data from the 2004 and 2011 Workplace Employment Relations Surveys (WERS), the research examines how average employee trust impacts workplace performance, measured by financial results, labour productivity and product or service quality, both before and after the economic recession. The results reveal a consistent positive association between employee trust and performance indicators. The study also addresses potential endogeneity by employing an instrumental variable approach. Furthermore, analysis of individual-level data shows that certain employer responses to the recession—such as limiting paid overtime and reducing training opportunities—can diminish employee trust. Additionally, job or work reorganization at both individual and organizational levels is linked to lower levels of employee trust. **Chukwuma Edwin Maduka and Obiefuna Okafor (2014)**, explored the significance of employee motivation in achieving effective workplace management, focusing on several manufacturing companies in Nnewi, Nigeria. The research covered firms such as Chicason Group, Ibeto Group, Capital Oil and Gas, Cutix Cable and Innoson Motors. The objective of the study was to identify how motivational practices influence workforce performance. Using both descriptive and inferential statistical techniques, the study analyzed data collected through separate questionnaires for managerial and junior-level employees. The findings revealed that employees, particularly at the junior level, experienced low motivation due to substandard wages, limited promotional opportunities, and an evident preference for financial rewards over non-monetary incentives. The authors emphasized the need for improved motivational practices—such as salary increments, paid leave, and overtime allowances—to enhance staff productivity and organizational performance. **Muogbo and Uju (2013)**, examined the impact of extrinsic and intrinsic motivation on employee performance in selected manufacturing firms across Anambra State, Nigeria. A sample of 63 respondents was drawn from 21 firms located in the state's three senatorial zones. Descriptive statistics, including frequencies, means, and percentages, were used to address the research questions, while Pearson's Product Moment Correlation Coefficient tested the study's hypotheses. The findings revealed a significant positive relationship between extrinsic motivation and employee performance, whereas intrinsic motivation showed no significant effect. The results align with equity theory, which suggests that fair remuneration encourages better employee performance. The study recommended that organizations implement extrinsic reward systems to boost productivity. Additionally, the author advocated for further research involving a broader range of public and private organizations to explore the influence of rewards on employee performance and resolve conflicts arising from inadequate reward systems. **Mishra (2013)**, explored job satisfaction as a critical yet complex topic within industrial psychology and organizational behaviour. Job satisfaction fundamentally influences employee motivation by shaping the organizational climate or work environment. It is defined as the attitude that individuals hold toward their jobs, representing their emotional response to various aspects of their work. More narrowly,

job satisfaction refers to specific job-related attitudes concerning factors such as wages, supervision, job security, working conditions, social relations at work, grievance handling and fair treatment by employers. Additionally, job satisfaction is influenced by a variety of socio-economic and personal factors, including age, gender, incentives, education, work environment, and tenure. This paper specifically examines the factors affecting job satisfaction among employees in a pharmaceutical company located in Sikkim, India. **Yanhao Zhu (2012)**, analysed a comprehensive review of over a decade's research on the antecedents and consequences of job satisfaction, drawing from fields such as management, social psychology and organizational practice. It begins by defining job satisfaction and exploring various models developed to measure it. The study further discusses key findings and advancements in understanding job satisfaction and introduces a conceptual model explaining its dynamics. Finally, the author highlights a paradox concerning the relationship between job satisfaction and job performance, questioning the straightforward assumption that higher satisfaction always leads to better performance. **Brikend Aziri (2011)**, explained that job satisfaction is a multifaceted challenge for today's managers in effectively overseeing their workforce. Numerous studies have shown that job satisfaction significantly influences employee motivation, which in turn affects productivity and overall organizational performance. However, in certain regions, including where this study focuses, job satisfaction has not yet received sufficient attention from both academic researchers and business managers, highlighting a gap in understanding and application. **Scott Macdonald and MacIntyre, (1997)**, explained the development of a job satisfaction scale applicable across various occupational groups. Initially, 44 items related to different aspects of job satisfaction were administered to a sample of 885 working adults in Ontario, representing diverse occupations. Through factor analysis, the researcher identified a core set of 10 items forming a single factor, with a Cronbach's alpha reliability coefficient of 0.77. The scale's average scores did not significantly differ between genders or across six major occupational categories. Furthermore, the scale demonstrated significant relationships with workplace factors such as job stress, boredom, social isolation and the risk of illness or injury.

RESEARCH METHODOLOGY

The present study focuses on the motivational strategies adopted by the employees for their job performance and job satisfaction. Convenience sampling is a technique employed to determine the sample.

❖ POPULATION AND SAMPLING PROCEDURE

The population is made up of professionals working in the IT sector industry. The responders are employed by prominent IT companies in Chennai, including IBM, Tata Consultancy Services, Accenture and Amazon. The convenient sample technique determines the sample. A Google form link was used to disseminate over 150 questionnaires to the targeted respondents out of which 100 respondents answered the survey. Both primary and secondary sources of information were employed in this study.

❖ TOOLS USED FOR THE STUDY

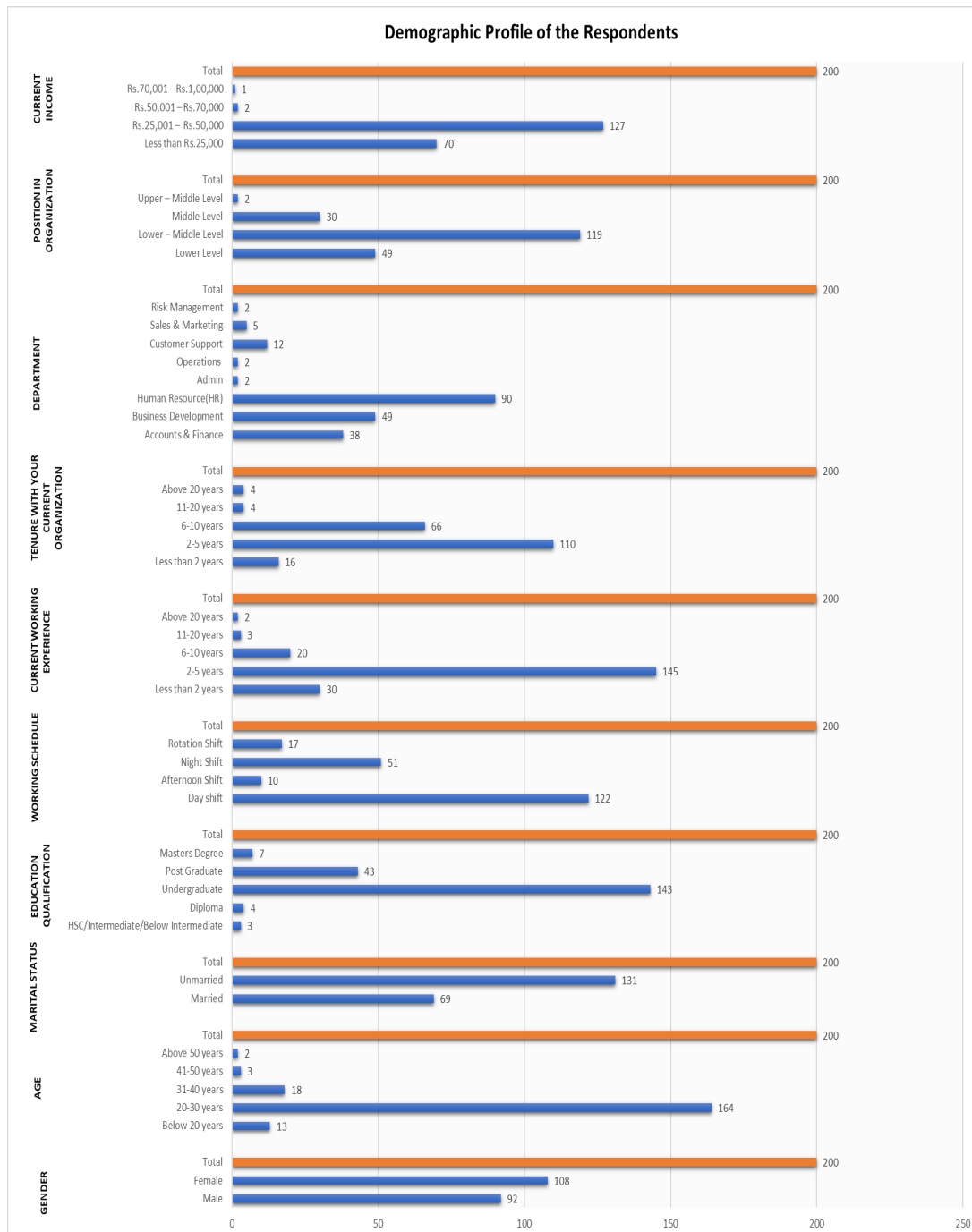
- ✓ Simple Percentage Analysis
- ✓ Descriptive Statistics
- ✓ Regression & Correlation

✓ Chi-Square

LIMITATIONS OF THE STUDY

- The individuals who responded to the survey are Chennai-based employees working in the IT industry only.
- The main area focused in the study was to only determine how motivational strategies affect employees working in an organization.
- Some of the responses might have been provided answers in socially desirable way which may not be based on true opinions or experiences.

DATA ANALYSIS AND INTERPRETATION



Source: Primary Data

Based on the demographic analysis of the respondents, it is revealed that 54% of the respondents are female. The majority of the respondents with 82% are between the ages of 20 and 30, indicating that young professionals make up the majority of the workforce. It was estimated that 65.5% of the respondents were unmarried. Educational background with a under graduate degree accounted for roughly 76.5% of the respondents. Approximately 61% of the respondents worked day shifts when they were employed. The highest number of employees had 2-5 years of work experience with 72.5% under current working experience. 55% of the workers had been with the company for 2 to 5 years, which suggests that they are new hires with lower tenure. About 45% of the responders were from the HR division, making them the largest group. With 59.5% of the organization's workforce, the majority were from lower-middle level roles. The majority 63.5% of those surveyed stated that their monthly income falls between Rs 25,000 to Rs 50,000.

Table 1 Motivational Strategies

Motivational Strategies	Mean	Std. Deviation
My supervisor tries to motivate me by promising me rewards if I do well.	4.60	.539
My supervisor normally appreciates me every time I do the work properly	4.59	.532
In my Organisation, Promotion is normally given on basis of number of years of services rendered within the organization	4.30	.816
I have attended seminar sponsored by the company for my training purpose	4.52	.694
My Organisation normally encourages me to pursue further higher education	4.45	.771
I normally receive allowance for special duties and overtime on the job	4.45	.685
I am normally given gift for extra efforts put in the job I do	4.42	.759
The Organisation I work for, pays me a good salary.	4.52	.642
The Organization's career opportunities assist to motivate me personally	4.40	.757
My current job role lets me grow and develop new skills	4.59	.551

Source: Computed Data

From the above table, it implies that most of the respondents have expressed strong agreement with the motivational strategies practiced by their organisation, as indicated by the mean scores ranging from 4.30 to 4.60. the highest agreement was found in the statement, “My supervisor tries to motivate me by promising me rewards if I do well”, which recorded the highest mean score of 4.60, followed closely by “My supervisor normally appreciates me every time I do the work properly” and “My current job role lets me grow and develop new skills” with a mean score of 4.59 each.

Table 2 Correlation between Workplace Performance with Motivational Strategies and Job Satisfaction

Particulars	Motivational Strategies	Job Satisfaction	Workplace Performance
Motivational Strategies	1	.737**	.727**
Job Satisfaction	.737**	1	.939**
Workplace Performance	.727**	.939**	1

Source: Computed Data

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

*Correlation is significant at the 0.05 level (2-tailed).

Table 2 represents the relationship between each of the three variables. The correlation coefficient between Motivational Strategies and Job Satisfaction is 0.737, which indicates 73.7 percent positive relationship between Motivational Strategies and Job Satisfaction and is significant at 1% level. The correlation coefficient between Motivational Strategies and Workplace Performance is 0.727, which indicates 72.7 percent positive relationship between Motivational Strategies and Workplace Performance and is significant at 1% level. Out of two variables Job Satisfaction is highly correlated with Workplace Performance.

Table 3: Regression Analysis of Motivational Strategies on Job Satisfaction and Workplace Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Motivational Strategies (Constant)	13.138	2.065		6.364	.000
	Job Satisfaction	.416	.125	.462	3.340	.001
	Workplace Performance	.276	.130	.293	2.123	.035

Source: Computed Data

Independent variables : Job Satisfaction and Workplace Performance

Dependent variable : Motivational Strategies

Model	R	R Square	F Value	P Value
1	0.744	0.554	122.212	.000

The multiple R value is 0.744 measures the degree of relationship between Motivational strategies and independent factors are strongly positive.

The R Square value is 0.554 indicates that about 55% of the variance in Motivational strategies is significantly explained by Job Satisfaction and Workplace Performance.

From the table 3, Unstandardized beta values of both Job Satisfaction and Workplace Performance has positive impact on Motivational strategies. There is significant impact of Job

Satisfaction and Workplace Performance on Motivational strategies since the p-value is 0.000 i.e less than 5% level of significance.

CHI-SQUARE ANALYSIS

The chi-square analysis result reveals a significant association between the age of the respondents and Workplace Performance.

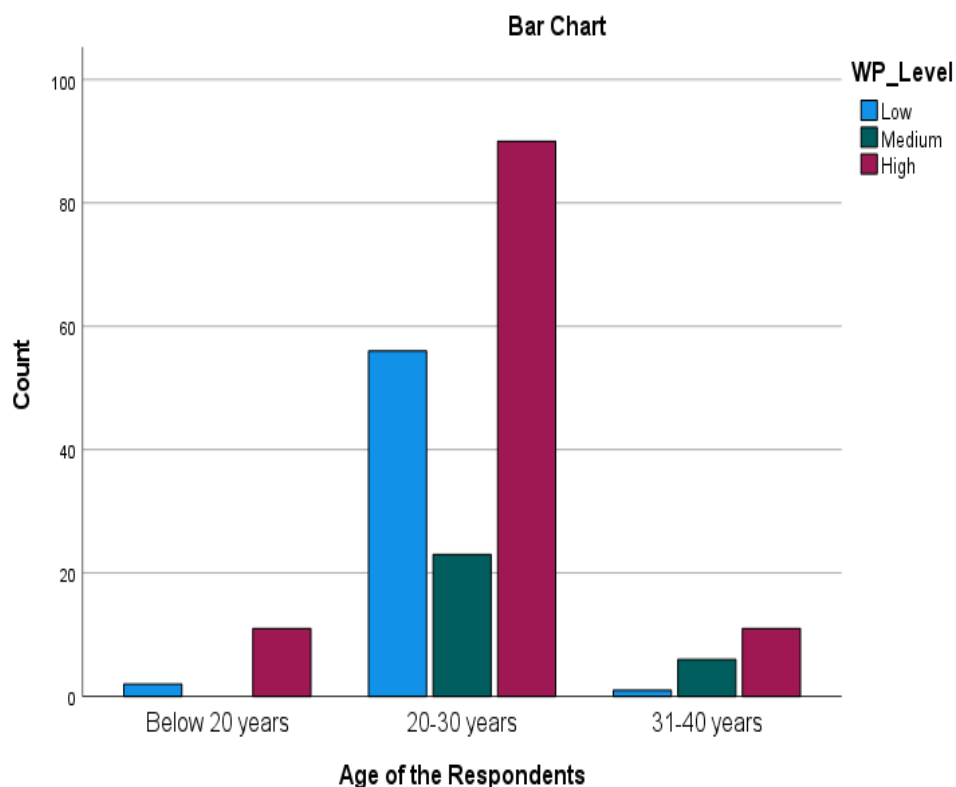
❖ **H₀:** There is no association between the age of employees and their level of workplace performance.

❖ **H₁:** There is an association between the age of employees and their level of workplace performance.

Table 4: Association between the employees and Workplace Performance

		Workplace Performance			Total	Chi-Square Value (p value)
		Low	Medium	High		
Age	Below 20 years	2	0	11	13	13.727 (0.008)
	20-30 years	56	23	90	169	
	31-40 years	1	6	11	18	
Total		59	29	112	200	

Source: Computed Data



Source: Computed Data

The table above shows a cross-tabulation of age of the respondents and their Workplace Performance. The chi-square was conducted to examine the relationship between age of the respondents and workplace performance of the employees. From the above table the chi-square value is derived as 13.727 with a p-value of 0.008, which is less than 0.05. This indicates that the relationship between age and workplace performance is statistically significant at 5% level. Among the age groups, majority of employees aged between 20-30 years falling into the high-performance category. Finally, it is concluded that there is a significant association between the age of the employees and their level of workplace performance. This suggests that age plays an important role in influencing how employees perform at work, with the 20-30 years age group showing the highest level of performance in this study.

MAJOR FINDINGS

- ❖ The demographic analysis reveals that 54% of the respondents are Female, 82% of the respondents are in the age group of 20-30 years. Majority 65.5% of the respondents are unmarried. 76.5% of the respondents have completed under graduation. 61% of the respondents are working in the day shift.
- ❖ Majority 72.5% of the respondent's current working experience is 2-5 years.
- ❖ Majority of the respondents 55% have been with their current organisation for 2-5 years. Majority of the professionals (45%) work in Human Resource (HR) department. 59.5% of the respondents working in the position of Lower-Middle Level. Approximately (63.5%) of the respondents earn income of Rs. 25,001 – Rs. 50,000.
- ❖ Most of the respondents agreed on the motivational strategies adapted in the workplace, with mean scores between 4.40 and 4.60 showing strongly agreement with the statements “My supervisor normally appreciates me every time I do the work properly” (4.59) and “My supervisor tries to motivate me by promising me rewards if I do well” (4.60).
- ❖ The correlation between Motivational Strategies and Job Satisfaction is 0.737 (73.7%) and between Motivational Strategies and Workplace Performance is 0.727 (72.7%), both significant at the 1% level. Motivational Strategies shows the strongest correlation with Job Satisfaction, followed by Workplace Performance. Both variables are highly correlated with Motivational Strategies.
- ❖ The multiple R value of 0.744 indicates a strong positive relationship between Motivational Strategies and independent factors. The R Square value of 0.554 shows that 55% of the variance in Motivational Strategies is explained by Job Satisfaction and Workplace Performance. Both factors have a positive impact on Motivational Strategies, with a significant relationship ($p=0.000$, below 5% significance).
- ❖ Cross-tabulation of Workplace Performance by age of the respondents reveals that employees aged below 20 years report low, 31-40 years medium and 20-30 years high-performance. The Chi-square value of 13.727 ($p=0.008$) indicates a significant association between age and Workplace Performance at the 5% level.

SUGGESTIONS OF THE STUDY

- The management of the organisations can implement a structured appreciation and reward programs, such as “Employee of the Month” or “Performer of the Month” and Performance-based incentives can also be focused to sustain high motivation levels among employees.

- The management can design age-specific motivational and performance enhancement strategies after overall considering the variance performance levels across different age groups as revealed in the study.

CONCLUSION

Motivation is one of the key ingredients for each and every employee working in any kind of sector. The study clearly highlights that effective motivational strategies play an important role in enhancing both Job Satisfaction and Workplace Performance among employees. With strong agreement been observed in recognition-based practices and rewards, it is evident that employees value appreciation and growth opportunities. The positive correlation and statistical significance between motivational strategies and employee outcome reinforce the need for organisations to adopt people-centric practices at force. The study brings to light the importance of fostering a supportive and encouraging work culture where employees feel valued and inspired. By understanding what truly motivates individuals, organisations can build a more meaningful and fulfilling work environment that nurtures both personal and professional development.

SCOPE FOR FUTURE RESEARCH

- The research can be expanded to different sectors like healthcare, education and manufacturing to understand sector-specific motivators.
- A longitudinal study can also be undertaken to track how motivational strategies influence job satisfaction and performance over long time.
- The area of research can also be shifted to another locality.

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