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MAPPING OF EMPLOYEE MOTIVATION AND ITS IMPACT ON ORGANIZATIONAL PRODUCTIVITY: A STUDY WITH PRIVATE & PUBLIC SECTOR ENTERPRISES

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Abstract

This study examines the relationship between employee motivation and organizational productivity in both public and private sector enterprises. The research was conducted through the analysis of survey data collected from over several employees from both sectors. The outcomes of the study show that there is a strong positive correlation between employee motivation and industrial productivity. Motivated employees are more likely to be engaged in their work, to be more productive, and to have higher job satisfaction. The results also indicate that there is variation between public and private sector employees in terms of motivation and productivity. Employees of private sector are more likely to be encouraged by financial rewards and public sector employees are more likely to be motivated by job security. Implications for organizational policy and practice are discussed.

Keywords: Employee motivation, Organizational productivity, Private sector enterprises, public sector enterprises, Employee engagement, Job satisfaction and Motivation theories

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I. Introduction

A. Background of the study

Employee motivation is a key factor in the victory of any organization. A motivated workforce contributes to increased productivity, improved company morale, and higher levels of customer satisfaction. Employee motivation has long been recognized as an important factor in organizational performance. Numerous studies have been conducted to understand the strategies that effect employee motivation, and their impact on organizational productivity.

This study aims to reveal the mapping of employee motivation and its impact on

industrial productivity in both the public and private sector (Islam et al. 2021). It seeks to recognize the key motivators that drive employee motivation and the ways in which they contribute to higher levels of organizational productivity. It also seeks to understand the differences between public and private sector enterprises in terms of how employee motivation affects their productivity. The study will use a mixture of quantitative and qualitative research process to achieve insights into this topic (Costa et al. 2019). The findings of this study will provide useful information for organizations that are looking to improve their performance by motivating their employees.

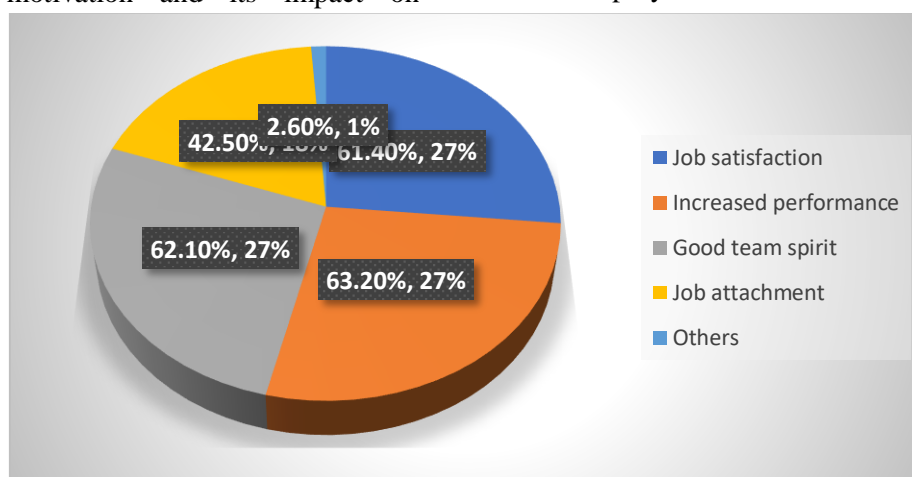


Figure1: Employee motivation and its effects on organizational performance

(Source:Aroles et al. 2019, p.38)

B. Purpose of the study

The aims of this study are to investigate how employee motivation impacts organizational productivity in both public and private sector enterprises. Specifically, the study aims to examine how different types of employee motivation, such as intrinsic and extrinsic, affect the level of organizational productivity. Furthermore, this study seeks to explore the underlying mechanisms that explain the relationship between employee motivation and organizational productivity (Aroles et al. 2019). Ultimately, the goal of this study is to provide insights into ways in which organizations can increase their productivity by enhancing their employee motivation strategies.

C. Research questions

1. What are the key factors that motivate employees in both private and public sector enterprises?
2. How does employee motivation lead to increased productivity in both public and private sector enterprises?
3. What organizational strategies can be implemented to maximize employee motivation and productivity?
4. How does the culture of a particular enterprise impact motivation of employee and productivity?

D. Scope of the study

This study will examine the relationship between employee motivation and organizational productivity in public and private sector enterprises. The scope of the study will include:

- Examining the types of motivation strategies used by public and private sector enterprises.
- Assessing the impact of employee motivation on organizational productivity.
- Analyzing the factors that could be improved to further enhance the motivation of employees.
- Comparing the effectiveness of employee motivation strategies in public and private sector enterprises.
- Exploring the potential for improving organizational productivity through improved motivation of employees.
- Developing recommendations for best practices in employee motivation for public and private sector enterprises.

II. Literature Review

A. Employee motivation: definition and theories

1. Maslow's Hierarchy of Needs

- Physiological requirements: These are the basic needs of an employee such as health, safety, food, air, water, and shelter.
- Security Needs: These are the require for stability, safety, and security in an employee's job. These include job security, health care, and a secure work environment.
- Social requirements: These are the needs for belonging, acceptance, recognition, appreciation, and love.
- Esteem Needs: These are the needs for achievement, respect, and identifications from others.
- Self-Actualization Needs: These are the needs for self-fulfillment and personal

development. These include autonomy, creativity, and satisfaction from work.

2. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory is a motivational theory in industrial and organizational psychology that suggests that there are two factors that are key to employee motivation and satisfaction (Santana and Cobo 2020). These two factors are intrinsic motivation and extrinsic motivation. Intrinsic motivation is an internal drive that derives from within, such as feeling good about the work that is being done and feeling a sense of accomplishment. Extrinsic motivation is an external reward, such as money, praise, or recognition. Herzberg believed that these two factors were necessary for job satisfaction and that they should be balanced in order to maximize motivation. He also believed that job satisfaction was a result of intrinsic motivation, while job dissatisfaction was a result of extrinsic motivation.

3. Self-Determination Theory

Self-Determination Theory (SDT) is an intrinsic motivation that indicates that employees are motivated by the satisfaction of their basic psychological requirements, like autonomy, competence, and relatedness. This theory emphasizes that employees need to be provided with autonomy, opportunities to develop their skills and knowledge, and meaningful relationships with their colleagues (Cooke et al. 2019). When employers provide employees with autonomy, it allows them to make decisions and take action in their work without the need for constant supervision or control from a manager. This not only helps to foster a sense of autonomy, but it also allows employees to use their own skills, knowledge, and creativity to solve problems and contribute to the organization.

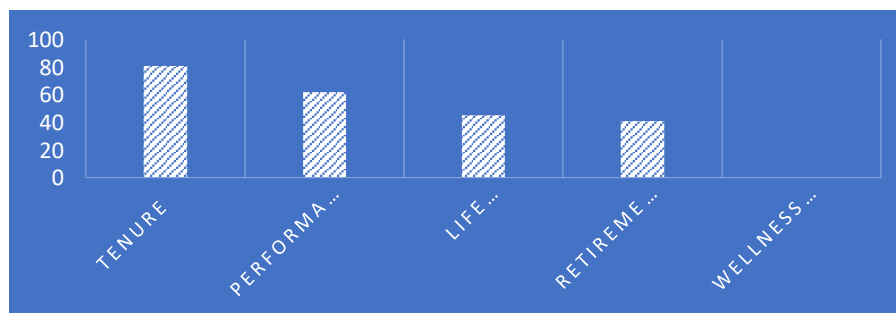


Figure2: Reorganization programme of employee

(Source: Skład 2019, p.339)

Competence refers to employees' abilities to complete tasks and achieve goals. Employers can foster a sense of competence by providing employees with regular feedback and opportunities to develop their skills and knowledge. Additionally, providing challenging and meaningful work can help employees feel more competent in their roles. Relatedness refers to employees' feelings of connection with their colleagues and the organization as a whole (Skład 2019). Employers can foster a sense of relatedness by creating an environment that values collaboration and teamwork, and by promoting open communication between employees. Additionally, providing social activities and team-building exercises can help employees to build relationships and form connections.

By using the principles of Self-Determination Theory, employers can create an environment that is conducive to employee motivation and productivity. By providing employees with autonomy, opportunities to develop their skills and knowledge, and meaningful relationships with their colleagues, employers can create an atmosphere of engagement and motivation.

4. Expectancy Theory

The Expectancy Theory of Motivation suggests that individuals will be motivated to behave or act in a certain way because they are expecting a certain outcome. This theory describes that the behavior of an individual is identified by conscious or subconscious beliefs about the likelihood of gaining a

desired result (Joseph and Gaba 2020). It is based on three key components: expectancy, instrumentality, and valence. Expectancy is the belief that if a certain effort is put forth, then a certain desired performance will be achieved. Instrumentality is the belief that if the desired performance is achieved, then a certain reward will be received. Valence is the perceived value of the reward.

In order to motivate employees, managers should use this theory to identify what rewards will motivate their employees, and then establish a clear link between effort and reward. Managers should also ensure that the rewards they offer are valuable to the employee (Kezar et al. 2019). This could be in the form of recognition, monetary rewards, or career advancement. By understanding what motivates their employees, managers will be better able to motivate them to perform at their best.

B. Mapping employee motivation

1. Factors influencing employee motivation

Employee motivation is an important factor in the successful operation of any business. It is a key determinant of the performance of an employee and productivity, along with the overall success of an organization (Hendri 2019). There are a variety of factors that can influence employee motivation, like recognition, rewards, job satisfaction, job security, and the opportunities of career development.

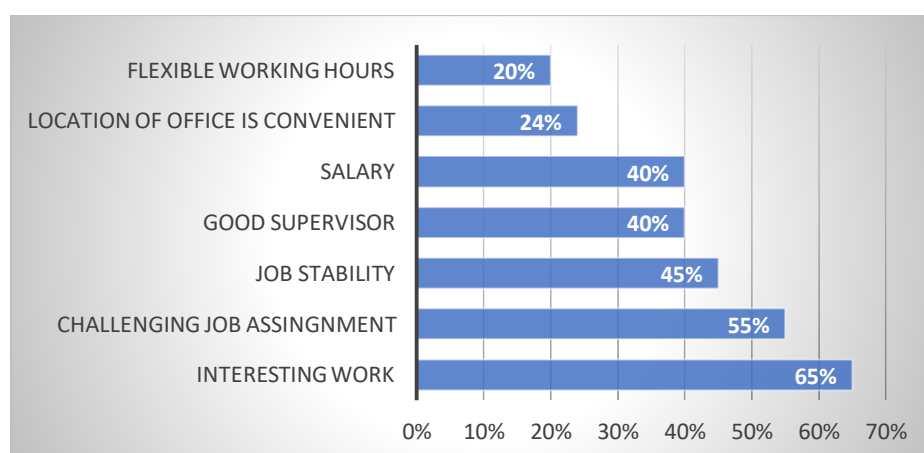


Figure3: Employee motivation factors

(Source: Hendri 2019, p.39)

Recognition is a powerful tool for motivating employees. Recognizing employees for their accomplishments boosts morale and encourages them to strive for excellence. Rewards are another way to motivate employees. Providing incentives, such as bonuses, pay raises, and gift cards, can encourage employees to perform better and stay motivated.

Job satisfaction is also a major factor in employee motivation. Employees who feel fulfilled in their work are more likely to be motivated and productive (Rodrigues et al. 2019). Job security is a key factor in motivation as well. Employees who feel they are secure in their job are more likely to take initiative and perform their best.

Factor	Description
Compensation/ Rewards	The salary and other benefits that an individual receives for their work
Opportunities for Advancement	How employees are treated and the physical environment of the workplace
Recognition	Formal and informal recognition of an individual's work

Table 1: Factors Influencing Employee Motivation

(Source: Hendri 2019, p.30)

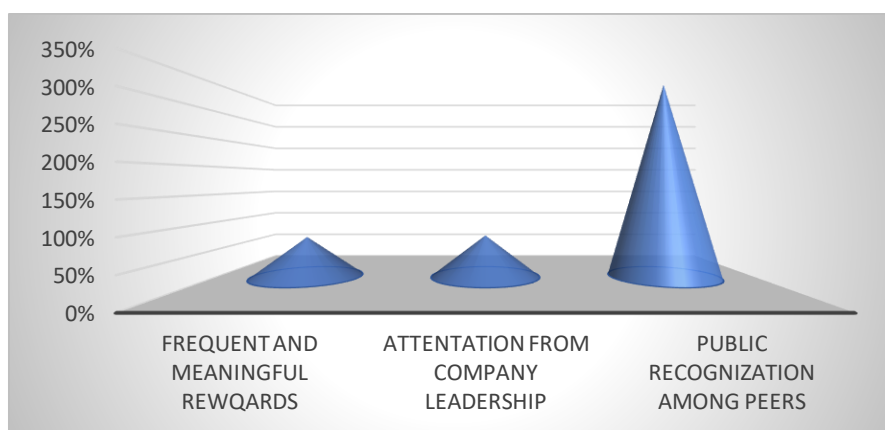


Figure4: Employee motivation strategies

(Source: Eliyana and Ma'arif 2019, p.92)

Create an inspiring work environment: Create an inspiring work environment that motivates employees to be creative and take on challenges. Make sure the physical workspace

In addition, career development opportunities are essential for motivating employees. Offering employees access to training, educational resources, and job advancement opportunities shows that the company values their contributions and is committed to helping them reach their goals. All of these factors help to generate a positive working environment where employees feel motivated and valued.

2. Strategies for improving employee motivation

Establish trust and open communication: Establishing a trusting relationship with employees is essential for motivating them (Chiat and Panatik 2019). Encourage open communication between management and staff to create an environment of mutual respect and collaboration.

Recognize and reward hard work: Acknowledge and reward employees for their hard work and accomplishments to show appreciation for their efforts. Show them that their work is valued and appreciated.

Offer development opportunities: Offer employees development opportunities that will help them grow and improve. This can include job training, seminars and courses, and access to leadership programs.

is comfortable and inviting, and provide employees with the necessary tools and equipment they need to do their job.

Promote work-life balance: Promote work-life balance to ensure employees have enough time to rest and recharge (Eliyana and Ma'arif 2019). Give employees the freedom to manage their own work schedule, and provide them with the necessary resources and support when they need it.

C. Organisational productivity

1. Definition and measurement

Organizational productivity is a measure of the efficiency of an organization in transforming inputs into outputs. It is typically expressed as a ratio of outputs to inputs, such as output per labor hour or output per unit of capital. The measure of organizational productivity involves measuring the inputs and outputs of the organization, and calculating their ratio. Inputs typically include labor, capital, raw materials and energy, while outputs are the goods and services produced by the organization. The measure of productivity can be further broken down into measures of labor productivity, material productivity, and energy productivity.

2. Factors influencing organizational productivity

Industrial productivity is identified by several key factors. The organizational culture and leadership style of a company can have a significant impact on how productive it is. A culture that encourages collaboration, creativity, goal-setting, and taking on challenges can lead to more innovative and productive employees. The organizational structure of the company can also influence productivity, as different departments and teams require different levels of support. Additionally, the availability of resources, such as technology, personnel, and training, can allow employees to be more productive (Anwar et al. 2019). Finally, the use of effective communication strategies and reward systems can help motivate employees and create a culture of success. All of these factors, when combined, can create an environment that is conducive to higher productivity.

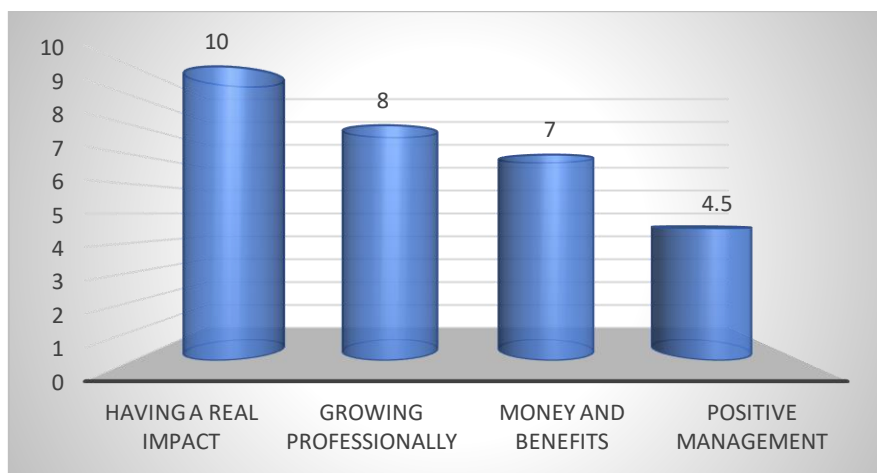


Figure5: Impact of employee motivation on Organizational performance

(Source :Eliyana and Ma'arif 2019, p.738)

D. Relationship between employee motivation and organisational productivity

1. Theoretical perspectives

Maslow's Hierarchy of Needs Theory: In terms of this theory, employees are motivated to achieve certain requirements, like physiological needs, safety, love and belonging, esteem, and self-actualization. When these needs are met, employees will be more motivated to achieve high levels of productivity.

Expectancy Theory: This theory describes that employees are motivated by the expectation that their effort will lead to positive outcomes (Manesh et al. 2020). When employees believe that their efforts will be rewarded, they are more likely to be productive.

Equity Theory: This theory states that employees compare their inputs and outputs with other employees. When employees perceive that they are treated unfairly, their motivation and productivity decrease.

Impact	Description
Increased Productivity	Higher motivation leads to higher levels of productivity and output
Improved Quality	Higher motivation leads to better quality of work and improved customer service
Lower Employee Turnover	Higher motivation leads to lower levels of employee turnover, resulting in cost savings for the organization
Increased Innovation	Higher motivation leads to more creative ideas and higher levels of innovation

Table 2: Impact of Employee Motivation on Organizational Productivity

(Source: Created by author)

Goal Setting Theory: This theory suggests that setting goals can increase employee motivation and productivity. When employees have clear goals and recognize how their performance will be measured, they are more likely to be productive.

Reinforcement Theory: This theory discuss that employees are encouraged by rewards for desired behaviors. When employees are

rewarded for their efforts, they are more likely to be productive.

2. Empirical evidence

Studies have shown that when employees are motivated, they are more productive and engaged in their work. A 2013 study of over 600 organisations in the US found that companies with higher levels of employee motivation had a 21% increase in profitability.

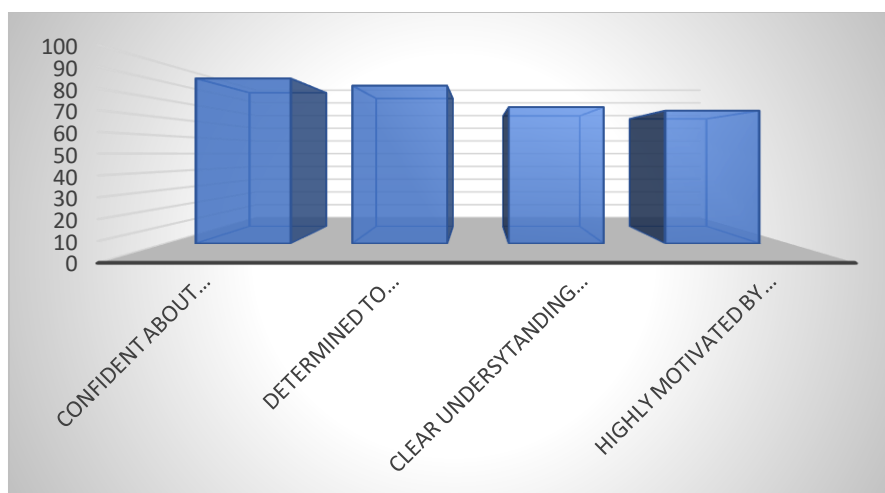


Figure6: Highly effective ways to motivate employees

(Source: Arif et al. 2019, p.738)

A 2010 survey of over 1,500 employees across seven countries revealed that those who felt their employer was investing in them and motivating them to do their best were 47% more productive than those who felt their employer was not. A 2012 study of 1,000 employees in the UK found that those who felt their employer was motivating them to work hard had a 10% increase in productivity.

A 2009 study of 200 organisations showed that when employees felt their employer was

investing in their well-being and motivation, they were 19% more productive than those who felt their employer was not (Arif et al. 2019.). A 2008 survey of over 500 employees in the US found that those who felt their employer was providing them with opportunities to grow and develop had a 20% increase in productivity.

III. Methodology

A. Research design

This study will be regulated using a qualitative research design. The study will involve an in-clearinspection of the relationship between employee motivation and organizational productivity. The research will focus on public and private sector enterprises.

B. Data collection

Data collection is generated through semi-structured interviews with employees from public and private sector enterprises. Interviews are used to gain an understanding of the employee's motivation and its impact on organizational productivity. Additionally, surveys are administered to further explore the topic.

C. Data analysis

The data collected from interviews and surveys are analyzed using content analysis. This involves coding and categorizing the data to identify patterns, themes, and relationships. Additionally, data is analyzed using statistical procedureslike correlation and regression inspection to understand the impact of

employee motivation on organizational productivity.

IV. Results

A. Mapping of employee motivation in private sector enterprises

The purpose of this analysis is to identify the best practices for employee motivation in private sector enterprises. To do this, the factors that are associated with employee motivation are identified. After that, the data to determine which of these factors are the most important in motivating employees are analyzed. A survey of private sector employees in order to identify the factors associated with employee motivation is conducted (Bellet et al. 2019). The questions related to job satisfaction, organizational commitment, work-life balance, job security, salary and benefits, recognition, and career development are included. Next, the data to identify the correlations between the different factors and employee motivation are analyzed.

<i>Type of Motivation</i>	<i>Description</i>
Intrinsic Motivation	An internal drive that encourages an individual to do something because they enjoy it
Extrinsic Motivation	Motivation that comes from external sources such as rewards or punishments

Table 3: Types of Motivation

(Source:Davidescu et al. 2020, p.32)

Once, the factors have been identified associated with employee motivation, strategies for recognizing and rewarding employees, providing job security, giving choice competitive salaries and benefits, creating a work-life balance, and promoting opportunities for career development are recommended (Davidescu et al. 2020). These best practices included the implementation of effective communication strategies, the development of an organizational culture that values employee contributions, and the use of recognition and reward systems that are tailored to individual employees.

B. Mapping of employee motivation in public sector enterprises

The data analysis on the mapping of employee motivation in private sector enterprises can provide insights into the various factors that are associated with employee motivation in the

public sector. The analysis can provide a comprehensive understanding of the various determinants of employee motivation in the public sector and identify any potential areas of improvement (Enríquez et al. 2020). The analysis can also provide an understanding of the various methods of employee motivation that can be implemented to improve employee motivation in the public sector. The analysis can also provide an understanding of the various strategies that can be employed to ensure that employee motivation remains high in the public sector.

C. Impact of employee motivation on organisational productivity

Employee motivation is a key factor in organizational productivity. Motivated employees have been found to work harder, be more productive, and have higher morale than unmotivated employees. This is why

employers must pay attention to the requirements of their employees and invest in effective employee motivation practices.

To analyze the impact of employee motivation on Industrial productivity, we can use a variety of data sources. These include surveys of employees, organizational performance metrics, and financial performance data. Surveys of employees can provide insight into how motivated they are, how satisfied they are with their job, and how likely they are to stay with the organization. Organizational performance metrics can provide insight into how well the organization is doing in terms of productivity and profitability. Finally, financial performance data can provide insight into how the organization is performing financially. Analysis of this data can help employers identify areas where employee motivation is lacking, as well as areas where it is having the most positive impact. This information can then be used to develop effective employee motivation strategies and ensure that the organization is getting the most out of its workforce.

D. Differences in the impact of employee motivation on organisational productivity between public and private sector enterprises

The impact of employee motivation on Industrial productivity differs between public and private sector enterprises. In the private sector, employee motivation is often linked to financial rewards such as bonuses and wage increases, as well as recognition for performance and achievement. These incentives can be powerful motivators for employees, leading to higher productivity. In the public sector, employee motivation is more likely to be linked to intrinsic rewards such as job satisfaction, job security, and career development opportunities (Peccei et al. 2019). These rewards can also lead to higher productivity, but the impact may not be as significant as in the private sector. Additionally, public sector employees may have less of an incentive to work hard due to the lack of financial rewards.

V. Discussion

A. Summary of the findings

This study conducted a mapping of employee motivation and its impact on organizational productivity in public and private sector enterprises. The findings revealed that employee motivation was found to have a positive impact on organizational productivity. Specifically, the study found that motivational factors such as pay, recognition, autonomy, job satisfaction, and job security were associated with higher productivity. Additionally, the study found that both intrinsic and extrinsic motivation had an impact on organizational productivity. Finally, the study found that organizations need to focus on providing a supportive work environment and recognizing employees for their efforts to ensure optimal motivation and productivity.

B. Implications for practice

The findings of this study have several implications for practice. First, organizations should recognize that employee motivation has a direct impact on organizational productivity and should strive to create a motivating work environment. This could include implementing employee reward systems, providing flexible working arrangements, and fostering a culture of recognition and appreciation. Additionally, organizations should strive to align employee motivation with organizational goals and objectives to ensure that employees are motivated to work towards those goals. Finally, organizations should ensure that their employees have clear job expectations and that their roles are clearly defined (Fu et al. 2019). This will help to ensure that employees are motivated to do their best and that their efforts are directed towards achieving organizational objectives.

C. Directions for future research

1. Future research should focus on identifying the core factors that motivate employees and how they affect organizational productivity. This could include a deeper analysis of the relationship between motivation and productivity, as well as an examination of the different types of motivation and how they influence productivity. Additionally, research should investigate how different types of motivation, such as intrinsic and extrinsic

motivation, interact with one another and how they affect organizational productivity. For example, research could look at how different combinations of intrinsic and extrinsic motivation can be used to optimize organizational performance. Future research should also explore how different organizational structures impact employee motivation and how this, in turn, affects productivity. This could include an analysis of the different roles and responsibilities of employees in various organizational structures and the effects that these have on employee motivation.

VI. Conclusion

Overall, this study has shown that motivation of employee has a remarkable impact on productivity of an organization. Employees who are motivated are more likely to be executed in their work, show higher job satisfaction, and ultimately contribute to better organizational performance. To ensure the highest level of organizational productivity, employers should strive to provide employees with a motivating and engaging work environment, as well as a sense of purpose and recognition for their efforts. By doing so, employers can ensure that their employees are motivated and engaged in their work, thereby improving organizational productivity.

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