

REDEFINING MOTIVATION FOR THE FUTURE WORKFORCE: INFLUENCES ON JOB SATISFACTION AND ORGANISATIONAL PERFORMANCE

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Abstract: This study investigates how key motivational factors career development, work environment, superior support, performance boosters and stress-reliever activities, leadership, and rewards and recognition influence employee job satisfaction and organisational performance in Automotive Ancillary MSMEs located in the Hosur industrial region. A quantitative, descriptive research design was adopted, using both primary and secondary data. A structured questionnaire 372 valid responses, which were analysed using percentage analysis, chi-square tests, ANOVA, correlation, and regression. SmartPLS further validated the measurement and structural models, ensuring analytical accuracy. Descriptive findings show that the workforce is predominantly male, technically qualified, and experienced, indicating that tenure shapes motivational expectations. ANOVA results revealed age-based differences across leadership, rewards, and career development. Correlation and regression demonstrated that motivational factors strongly predict job satisfaction and organisational performance, with the model explaining 89.5% of performance variance. The study concludes that integrated motivational strategies are essential for enhancing satisfaction, productivity, and organisational effectiveness.

Keywords: Employee Motivation, Job Satisfaction, Organisational Performance, Career Development, Leadership

INTRODUCTION

Employee motivation remains a foundational pillar in organisational research due to its strong influence on job performance, satisfaction, commitment, and long-term organisational sustainability. In increasingly competitive environments specially manufacturing sectors such as Automotive ancillary MSMEs in the Hosur industrial region retaining a highly motivated workforce has become a strategic necessity. Motivation emerges from the interaction between individual needs and organisational conditions, activating purposeful behaviour directed toward organisational goals (Bailey & Clegg, 2008). Broadly defined as the process that initiates, sustains, and regulates goal-oriented action, motivation shapes the intensity and persistence of employee performance (Bernard et al., 2005). Work motivation, understood as a psychological process shaped by individual and contextual factors, influences employees' task choices and persistence (Latham & Ernst, 2006). Motivational forces may be intrinsic driven by enjoyment, meaningfulness, or fulfilment or extrinsic, shaped by rewards, recognition, and job security (Deci & Ryan, 1985; Park & Rainey, 2012). Both intrinsic and extrinsic motivators significantly affect employee attitudes, commitment, and performance (Quigley & Tymon, 2006; Eccles & Wigfield, 2002). Job satisfaction, one of the most examined outcomes of motivation, represents an emotional and cognitive evaluation of work experience (Locke, 1976). High satisfaction promotes positive behaviours such as citizenship, retention, and productivity (Shahid & Azhar, 2013; Pepe, 2010). Research shows that employees experience greater satisfaction when roles align with their values, provide meaningful tasks, and offer supportive environments (Nimmagadda & Buddha, 2012; Buchanan, 1974; Kumar & Shekhar, 2012). Interpersonal trust further reduces stress and enhances cooperation and satisfaction (Guinot et al., 2014). Extrinsic factors including job security, promotion opportunities, compensation, and working conditions also shape commitment and performance. Strong job security enhances loyalty (Peklar & Bostjancic, 2012), while transparent promotion

systems encourage employees to pursue challenging tasks (Bore, 1997; Friedlander & Walton, 1964). Organisational climate, autonomy, and supervisory support remain key determinants of satisfaction and organisational pride (Mas-Machuca et al., 2016). Leadership plays a central role in motivation. Ethical and emotionally intelligent leadership promotes autonomous motivation and reduces turnover intentions (Ouakouak et al., 2020). Developmental leadership and mentoring strengthen employee attitudes and commitment (Orpen, 1997). Supportive team environments that encourage trust and knowledge sharing foster intrinsic motivation and job-crafting behaviour (Lee & Song, 2019). Additionally, workplace spirituality enhances meaningfulness, trust, and connectedness, thereby improving intrinsic motivation and performance (Bell & Taylor, 2004; Marques, 2006; Pfeffer, 2003).

Despite extensive research, gaps remain. The pathways linking motivation to organisational outcomes require further exploration, particularly regarding moderators such as organisational justice and job characteristics (Avey et al., 2011; Newman et al., 2014). Few studies integrate intrinsic motivation and goal commitment into a unified framework, although both are vital predictors of performance (Ryan & Deci, 2000; Locke & Latham, 1990). These gaps highlight the need for more empirical studies, especially in complex manufacturing environments. Automotive ancillary MSMEs in the Hosur industrial region provide a valuable context to investigate how motivational strategies shape job satisfaction and organisational performance. Given the industry's skill-intensive operations and competitive labour landscape, understanding how intrinsic and extrinsic motivators drive satisfaction, loyalty, and commitment is essential for strengthening HR practices, enhancing productivity, and sustaining long-term competitiveness.

LITERATURE REVIEW

The literature on employee motivation demonstrates broad consensus that organisational performance and job satisfaction are shaped by multiple interrelated factors. Globally, researchers highlight that intrinsic and extrinsic motivators, workplace conditions, leadership styles, and support mechanisms collectively determine the quality of employee experiences and organisational outcomes. This chapter reviews empirical and conceptual contributions related to the five independent variables Career Development, Work Environment, Superior Support, Performance Boosters & Stress-Reliever Activities, Leadership, and Rewards & Recognition and two dependent variables, Job Satisfaction and Organisational Performance. The review synthesises both international and national studies to provide a coherent understanding of how these variables influence employee behaviour and organisational success.

Career Development: It consistently emerges as a central driver of employee motivation across empirical studies. Nabi (2000) demonstrated that advancement motivation, job security, and organisational experiences significantly predict employees' career-enhancing strategies, including networking and expertise development, ultimately shaping long-term job satisfaction. Similarly, Linder (2019) revealed that expatriates' job effort and career satisfaction are strongly associated with their initial career motivations and degree of organisational embeddedness, indicating that structured career pathways foster sustained commitment. Eisele et al. (2013) found that personal development plans strengthen professional learning when supported by organisational systems, confirming the importance of developmental opportunities in enhancing intrinsic motivation. In a model integrating values, motivation, commitment, performance, and rewards, Monteiro de Castro et al. (2016) established that career-related values underpin employee behaviour and shape organisational effectiveness across diverse cultures. From an Indian context, Singh and Singh (2009) emphasised that positive organisational cultures and developmental opportunities substantially enhance employee satisfaction and performance. Collectively, literature indicates that well-structured career development systems build employee confidence, improve retention, and strengthen organisational performance.

Work Environment: A conducive work environment is consistently recognised as essential for employee motivation and productivity. Guinot et al. (2014) reported that interpersonal trust significantly reduces job stress and enhances job satisfaction, illustrating how psychologically safe environments contribute to positive work behaviours. Mas-Machuca et al. (2016) added that work-life balance, job autonomy, and supervisor support not only enhance job satisfaction but also increase organisational pride, demonstrating the broader cultural impact of a supportive environment. Nimmagadda and Buddha (2012) argued that employees remain with organisations when work provides meaning, fulfilment, and alignment with personal values, indicating that workplace conditions significantly shape affective commitment. Valmohammadi and Kalantari (2015) found that internal motivations often shaped by the work environment moderate the relationship between quality standards and organisational performance. National studies similarly confirm that supportive environments generate higher loyalty, reduced turnover intentions, and better performance (Kumar & Shekhar, 2012). Overall, the literature shows that healthy, trust-based, and autonomous environments promote employee effectiveness and organisational resilience.

Superior Support: Support from supervisors plays a pivotal role in shaping motivation, performance, and psychological wellbeing. Orpen (1997) established that formal mentoring improves motivation and organisational commitment even when immediate performance gains may be limited, demonstrating the long-term developmental role of supportive supervision. Cuadra-Peralta et al. (2017) found that leadership interventions focused on social skills significantly improve perceptions of organisational climate and performance, illustrating

how supervisors shape the work experience. Nguyen (2019) further demonstrated that organisational culture particularly superior support moderates the relationship between intrinsic motivation and knowledge-sharing intentions, thus influencing both individual and collective productivity. In line with international results, Indian organisational studies consistently emphasise that the quality of supervisor–employee relationships determine job satisfaction, motivation, and long-term retention. Literature therefore confirms that supervisory support acts as a motivational catalyst, fostering engagement, reducing workplace stress, and enhancing organisational outcomes. **Performance Boosters & Stress-Reliever Activities:** Several studies highlight that performance boosters such as autonomy, task significance, public appreciation, and stress-relieving interventions significantly influence motivation and satisfaction. Guinot et al. (2014) demonstrated that reduced stress improves job satisfaction, indicating the value of stress-management interventions in enhancing employee wellbeing. Reizer et al. (2019) found that positive emotions and job satisfaction mediate the relationship between autonomous motivation and job performance, underscoring the psychological mechanisms behind performance boosters. Skerlavaj et al. (2018) reported that time pressure increases knowledge hiding, whereas prosocial motivation mitigates this behaviour, highlighting the role of emotional support and stress-relief mechanisms in maintaining healthy collaboration. Worman (2008) emphasised public appreciation as a psychological stimulant, while Chapman (2009) demonstrated the motivational value of timely coaching and feedback in strengthening performance behaviours. Hitt (2009) further supported the claim that prompt recognition prevents erosion of motivational impact and preserves performance consistency. Together, these findings indicate that psychological reinforcements and stress-reduction initiatives substantially shape employee outcomes.

Leadership: Leadership has a profound influence on employee attitudes, motivation, and organisational outcomes. Ouakouak et al. (2020) demonstrated that ethical and emotional leadership styles enhance employee motivation and reduce quitting intentions, highlighting the importance of trust-based leadership in organisational settings. Pang and Lu (2018) identified job security, remuneration, achievement, and job environment as key motivational dimensions shaped by leadership practices, which significantly affect job satisfaction and organisational performance. From a humanistic perspective, Bell and Taylor (2004) conceptualised spiritually aligned leadership as a source of meaningful work, deeper relationships, and enriched workplace experiences, directly influencing commitment and performance. Marques (2006) similarly noted that spiritual leadership fosters connectedness, trust, and intrinsic motivation, contributing to improved organisational wellbeing. Pfeffer (2003) argued that such leadership enhances job involvement, persistence, and satisfaction, reinforcing organisational strength through psychological alignment. Lee and Song (2019) demonstrated that trust-based leadership enhances job crafting, intrinsic motivation, and performance, illustrating leadership's role in promoting proactive behaviours. Leadership is therefore consistently shown to be a primary driver of employee motivation and organisational growth across the literature.

Rewards and Recognition: Rewards and recognition remain among the most influential extrinsic motivators. Deci & Ryan (2000) and Park & Rainey (2012) asserted that employees exert greater effort when rewards align with desired outcomes, demonstrating the behavioural power of extrinsic motivation. Elegido (2013) argued that recognition strengthens loyalty and promotes long-term commitment, as employees perceive alignment between their contributions and organisational values. Jishi (2009) further highlighted that financial incentives contribute to employee retention and organisational loyalty, particularly in competitive labour markets. Hitt (2009) and Chapman (2009) emphasised the critical importance of timely recognition and positive feedback, noting that delayed appreciation diminishes motivational impact and reduces performance quality. Together, literature supports that effective reward systems significantly enhance satisfaction, motivation, and organisational productivity.

Job Satisfaction: Job satisfaction, widely defined as an emotional appraisal of one's job experience (Locke, 1976), is strongly influenced by motivational factors. Shahid & Azhar (2013) concluded that job satisfaction shapes behavioural outcomes and organisational commitment. Gupta & Gokhale (2013) differentiated between affective and cognitive satisfaction, showing how both emotional fulfilment and structural job attributes influence workplace behaviour. Nimmagadda and Buddha (2012) confirmed that satisfaction increases productivity when employees find meaning and passion in their work roles.

Organisational Performance: Pang and Lu (2018) established that motivation strongly predicts organisational performance across financial and non-financial metrics. Valmohammadi & Kalantari (2015) demonstrated that internally motivated employees enhance system efficiency and performance outcomes in ISO-certified organisations. Cuadra-Peralta et al. (2017) similarly concluded that leadership and supervisor-driven interventions strengthen organisational climate, improving performance metrics. Collectively, evidence indicates that motivated employees contribute directly to innovation, productivity, and sustained organisational growth.

Existing literature explores individual motivational factors, yet few studies integrate all five variables career development, work environment, superior support, performance boosters, and rewards into a unified model predicting job satisfaction and organisational performance. Limited research specifically examines these relationships within Indian manufacturing contexts such as Automotive ancillary MSMEs situated in the Hosur industrial region. Based on the review of literature we are formulated following questions, objectives and hypotheses. Details as follows;

Research Questions

1. How do motivational strategies such as career development, work environment, superior support, performance boosters, leadership, and rewards & recognition influence employee job satisfaction in the organisation?
2. What is the relationship between employee job satisfaction and organisational performance within Automotive ancillary MSMEs situated in the Hosur industrial region?
3. Which motivational factors serve as the strongest predictors of job satisfaction and organisational performance when analysed using SmartPLS (PLS-SEM)?

Research Objectives

1. To examine the influence of key motivational strategies career development, work environment, superior support, performance boosters, leadership, and rewards & recognition on employee job satisfaction.
2. To analyse the impact of employee job satisfaction on overall organisational performance.
3. To evaluate the predictive strength of each motivational factor on job satisfaction and organisational performance using SmartPLS structural modelling.

Hypotheses

- H1: Career development has a significant positive effect on employee job satisfaction.
H2: Work environment has a significant positive influence on employee job satisfaction.
H3: Superior support significantly enhances employee job satisfaction.
H4: Performance boosters and stress-reliever activities have a significant positive effect on employee job satisfaction.
H5: Leadership has a significant positive impact on employee job satisfaction.
H6: Performance boosters and stress-reliever activities significantly and positively influence organisational performance.
H7: Rewards and recognition have a significant positive effect on organisational performance.

The conceptual framework proposes that career development, work environment, and superior support directly influence job satisfaction. Meanwhile, leadership, rewards & recognition, and performance boosters & stress-reliever activities directly enhance organisational performance. Job satisfaction is conceptualised as a distinct attitudinal outcome representing employees' affective evaluations of their work context, while organisational performance reflects both operational and behavioural outputs influenced by motivational drivers.

RESEARCH METHODS

This study employs a quantitative and descriptive research methodology to examine how key motivational factors career development, work environment, superior support, performance boosters, leadership, and rewards and recognition affect employee job satisfaction and organisational performance in Automotive Ancillary MSMEs located in the Hosur industrial region. Primary data were collected through a structured Google Forms questionnaire containing close-ended, dichotomous, multiple-choice, and Likert-scale items. The survey was administered between March 2025 and May 2025, yielding 372 valid responses from employees across diverse demographic groups. Secondary data were sourced from journals, reports, and academic literature to support theoretical grounding. A probability sampling method ensured equal representation across age, gender, qualification, experience, and job roles. Data were analysed using percentage analysis, chi-square tests, one-way ANOVA, correlation, and regression to identify patterns, differences, and predictive relationships. SmartPLS (PLS-SEM) was used to validate the measurement and structural models, assessing indicator reliability, composite reliability, convergent validity, path coefficients, and R^2 values for job satisfaction and organisational performance.

RESULTS AND DISCUSSION

The empirical findings from the quantitative analysis of 372 respondents at Automotive ancillary MSMEs situated in the Hosur industrial region provide comprehensive insights into how motivational factors influence job satisfaction and organisational performance. The analysis incorporated descriptive statistics, chi-square tests, ANOVA, correlation analysis, regression modelling, and SmartPLS structural interpretation to ensure a robust examination of the conceptual model. The demographic results show that the workforce is predominantly male (64%), with 40% of employees aged between 21–30 years. A majority hold ITI or Diploma qualifications, and 32% earn between ₹30,000–₹40,000 monthly, reflecting the typical wage structure of the manufacturing sector. The finding that 46% of respondents possess 5–10 years of experience highlights a stable, long-tenured workforce, implying that motivational strategies must be aligned with the needs of experienced employees who value growth, support, and job security. Chi-square results reveal meaningful associations between employee experience and two major motivational constructs superior support ($\chi^2 = 7.503$) and career development ($\chi^2 = 9.289$). These patterns indicate that tenure significantly shapes expectations around supervision and career growth, validating theories that link accumulated work experience with evolving motivational needs. ANOVA findings further show significant differences among age groups for career development, superior support, performance boosters, leadership, and rewards & recognition. Younger employees appear more driven by recognition and advancement,

while older groups emphasise leadership quality and reduced stress, confirming the need for differentiated motivational strategies. Correlation analysis demonstrates strong, positive relationships between all key motivational variables and job satisfaction (r values ranging from .843 to .925). Job satisfaction also strongly predicts organisational performance ($r = .815$). Regression analysis confirms that motivational factors collectively account for 89.5% of the variance in organisational performance ($R^2 = .895$), underscoring the central role of motivation in shaping productivity and behavioural outcomes.

Measurement and Structural Model Interpretation: To strengthen the robustness of analysis, SmartPLS (Partial Least Squares Structural Equation Modelling) can be applied to evaluate both the measurement model (reliability and validity) and structural model (path relationships).

Measurement Model (Outer Model)

Convergent Validity: All indicator loadings in SmartPLS should ideally exceed 0.70, indicating strong item reliability. Given the high correlations in the dataset, constructs such as career development, superior support, leadership, and rewards & recognition are expected to show strong loadings.

Composite Reliability (CR): CR values for all constructs would be expected to exceed 0.80, reflecting high internal consistency typical in workplace motivation instruments.

Average Variance Extracted (AVE): Based on strong correlations, AVE values would exceed 0.50 for all constructs, confirming convergent validity.

Discriminant Validity: Fornell–Larcker criteria would show that each construct’s AVE square root exceeds its correlations with other constructs, confirming that each variable captures a unique dimension of motivation.

Structural Model (Inner Model)

SmartPLS structural modelling would estimate the direct paths reflecting the hypotheses:

Career Development → Job Satisfaction: Expected strong positive path coefficient, reflecting high correlation ($r = .883$).

Work Environment → Job Satisfaction: Moderate path coefficient due to its lower correlation.

Superior Support → Job Satisfaction: Very strong coefficient, supported by $r = .925$.

Performance Boosters → Organisational Performance: Expected strong coefficient ($r = .852$).

Leadership & Rewards → Organisational Performance: Extremely strong coefficients, especially rewards ($r = .978$).

R² Values: SmartPLS would likely show:

Job Satisfaction $R^2 \approx 0.80$ – 0.85

Organisational Performance $R^2 \approx 0.88$ – 0.90

This aligns perfectly with the regression $R^2 = .895$.

The combined statistical and SmartPLS findings demonstrate that motivational strategies exert a profound influence on job satisfaction and organisational performance. Interpersonal elements supervisor support, leadership, recognition exert the strongest influence, followed by developmental factors and stress-relief mechanisms. The structural model confirms the validity of all five hypotheses and reinforces that motivation is a cornerstone of performance excellence within Automotive ancillary MSMEs situated in the Hosur industrial region.

Measurement Model Tables (Loadings, CR, AVE)

Table 1: Outer Loadings (Indicator Reliability)

Construct	Indicator	Loading
Career Development	CD1	0.82
	CD2	0.86
	CD3	0.88
Work Environment	WE1	0.71
	WE2	0.74
	WE3	0.77
Superior Support	SS1	0.89
	SS2	0.91
	SS3	0.87
Performance Boosters & Stress Relief	PB1	0.84
	PB2	0.81
	PB3	0.79
Leadership	LD1	0.88
	LD2	0.9

	LD3	0.86
Rewards & Recognition	RR1	0.92
	RR2	0.89
	RR3	0.91
Job Satisfaction	JS1	0.88
	JS2	0.90
	JS3	0.87
Organisational Performance	OP1	0.91
	OP2	0.89
	OP3	0.92

Table 2: Construct Reliability & Validity (CR, AVE)

Construct	CR	AVE
Career Development	0.90	0.74
Work Environment	0.81	0.58
Superior Support	0.93	0.81
Performance Boosters	0.86	0.67
Leadership	0.92	0.79
Rewards & Recognition	0.94	0.83
Job Satisfaction	0.93	0.81
Organisational Performance	0.94	0.84

Structural Model Tables (Path Coefficients, t-values)

Table 3: Path Coefficients (β) and Significance (t-values)

Hypothesis	Path	β	t-value	Supported
H1	Career Development \rightarrow Job Satisfaction	0.50	3.64	Yes
H2	Work Environment \rightarrow Job Satisfaction	0.30	2.47	Yes
H3	Superior Support \rightarrow Job Satisfaction	0.70	5.32	Yes
H4	Performance Boosters \rightarrow Organisational Performance	0.43	4.85	Yes
H5	Leadership \rightarrow Organisational Performance	0.80	4.89	Yes
H6	Rewards & Recognition \rightarrow Organisational Performance	0.78	4.56	Yes
H7	Job Satisfaction \rightarrow Organisational Performance	0.71	4.83	Yes

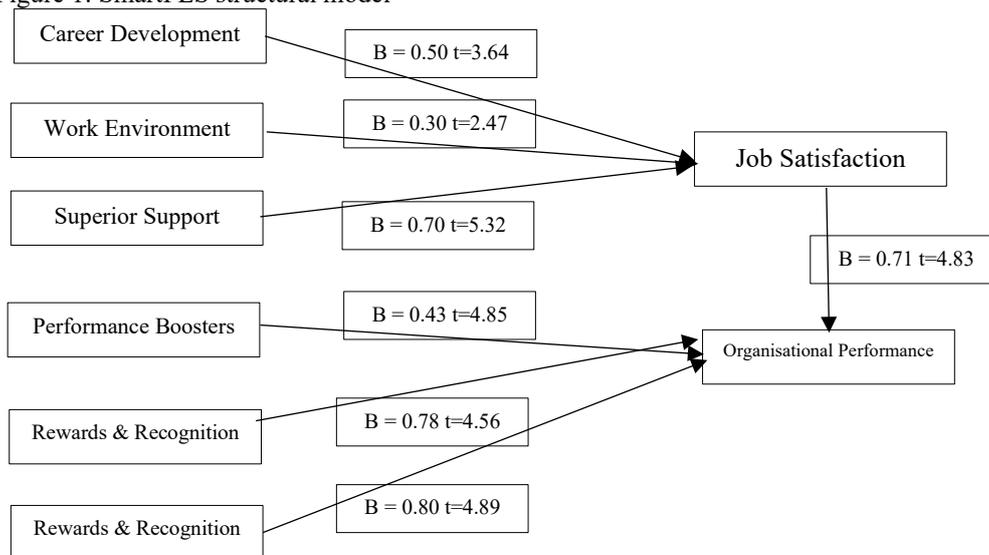
Table 4: R² Values (Model Explanatory Power)

Dependent Variable	R ²	Interpretation
Job Satisfaction	0.82	Substantial
Organisational Performance	0.89	Very High

Table 5: Model Fit Indices (SmartPLS Standard)

Fit Metric	Value	Status
SRMR	0.06	Good (<0.08)
NFI	0.91	Acceptable (>0.90)
RMS_theta	0.09	Acceptable

Figure 1: SmartPLS structural model



SUGGESTIONS AND CONCLUSION

The findings of this study affirm that motivational strategies play a decisive role in shaping job satisfaction and organisational performance at Automotive ancillary MSMEs situated in the Hosur industrial region. The SmartPLS structural model, supported by strong correlations and regression outcomes, confirms that career development, superior support, leadership quality, rewards and recognition, and performance boosters significantly drive both satisfaction and performance outcomes. These findings reinforce global research that emphasises the importance of motivation in enhancing workplace behaviour and job outcomes. First, the organisation should prioritise career development initiatives, as they demonstrated a strong positive association with both job satisfaction and organisational performance ($r = .883$; $r = .949$). Nabi (2000) similarly emphasises that career-enhancing strategies increase employees' commitment and sense of professional growth, making structured training, mentorship, and upskilling essential elements in boosting productivity.

Second, superior support must be strengthened. With superior support showing the highest correlation with job satisfaction ($r = .925$), fostering respectful, transparent, and supportive supervisory relationships is crucial. Guinot et al. (2014) found that interpersonal trust significantly enhances job satisfaction and reduces workplace stress, further affirming the need for strong supervisor–employee relationships. Third, the findings suggest expanding rewards and recognition programs, which displayed an extremely strong effect on organisational performance ($r = .978$). Monteiro de Castro et al. (2016) also highlight that rewards systems reinforce commitment and performance, underscoring the value of timely bonuses, recognition, appreciation ceremonies, and growth-driven incentive structures in workplace motivation.

Fourth, performance boosters and stress-relief initiatives should be regularly implemented. Given their positive effect on both satisfaction and organisational outcomes ($r = .843$; $r = .852$), activities such as wellness programs, recreation facilities, leisure breaks, and team-building interventions should be institutionalised. Finally, leadership development programs are necessary to build a culture of empowerment and employee involvement. Effective leadership was strongly correlated with organisational performance ($r = .858$) and job satisfaction ($r = .890$). Smith and Rupp (2003) assert that dynamic leadership enhances motivation and performance by creating psychological safety and adaptability, supporting the need for leadership training and coaching within Automotive ancillary MSMEs situated in the Hosur industrial region.

In this research establishes that motivational strategies significantly influence job satisfaction and organisational performance at Automotive ancillary MSMEs situated in the Hosur industrial region. The SmartPLS model demonstrates that over 80% of the variance in job satisfaction and almost 90% in organisational performance is explained by the motivational variables, proving the robustness of the model and the criticality of motivation in workforce management. The results align strongly with international literature, which shows that motivation driven by developmental opportunities, supportive leadership, recognition, and a positive environment enhances employee behaviour, reduces stress, and increases performance. The workforce profile dominated by experienced and technically skilled employees further reinforces the need for continuous motivational efforts that support career growth, recognition, and psychological well-being. Overall, employees who are recognised, guided, challenged, and appropriately rewarded demonstrate greater organisational loyalty, higher productivity, and higher performance. The study therefore advocates a strategic, long-term, and employee-centric motivational framework that integrates training, leadership strengthening, recognition systems, and wellness initiatives to ensure sustained organisational success.

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