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MANAGERIAL MOTIVATION STRATEGIES AND THEIR EFFECTS ON EMPLOYEE PERFORMANCE AND ORGANISATIONAL OUTCOMES

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Abstract

This study examines managerial motivation strategies and their effects on employee performance and organizational outcomes. In today's competitive business environment, organizations increasingly rely on effective motivation techniques to enhance productivity, improve job satisfaction, and achieve strategic goals. The study explores various motivational approaches used by managers, including financial incentives, recognition and reward systems, employee participation in decision-making, career development opportunities, and supportive leadership

practices. The research adopts a descriptive and analytical approach using secondary data from scholarly articles, textbooks, and organizational reports. The study is anchored on established motivational theory such as Vroom's Expectancy Theory to explain how motivation influences employee behavior and performance. Findings indicate that effective managerial motivation strategies significantly improve employee commitment, job satisfaction, productivity, and retention, while also contributing to improved organizational performance and competitiveness. Conversely, poor motivation practices result in low morale, reduced productivity, and increased employee turnover. The study concludes that organizations that implement structured and employee-centered motivational strategies experience better performance outcomes. It recommends that managers adopt a balanced combination of financial and non-financial motivational techniques, foster open communication, and create supportive work environments to enhance employee performance and organizational effectiveness.

Keywords: Managerial Motivation, Strategies, Employee Performance, Organisational Outcomes

Introduction

Organizations today operate in a highly competitive and rapidly changing business environment where achieving sustainable success depends largely on effective human resource management. Employee performance and productivity have become central determinants of organizational growth, competitiveness, and long-term survival. According to Jumawan et al. (2023), employee motivation plays a crucial role in improving job performance, strengthening commitment, and enhancing overall organizational productivity. When employees are properly motivated, they become more engaged in their work, demonstrate loyalty, and contribute meaningfully toward achieving organizational goals.

Managerial motivation strategies refer to the various techniques and practices managers use to encourage employees to perform effectively and remain committed to organizational objectives. These strategies may include financial incentives such as salaries, bonuses, and allowances, as well as non-financial approaches like recognition, promotion opportunities, employee participation in decision-making, and career development initiatives. According to Putri and Hartono (2023), a combination of financial and non-financial motivational strategies significantly improves employee satisfaction and performance outcomes. Effective motivation fosters a sense of value and belonging among employees, which enhances morale and productivity.

Despite the importance of motivation in improving workplace performance, many organizations continue to experience low productivity, employee dissatisfaction, absenteeism, and high turnover rates. These challenges often arise from poor motivational practices, ineffective leadership styles, lack of recognition, and limited opportunities for career advancement. According to Ahmad et al. (2023), inadequate motivation reduces employee morale and productivity, whereas supportive motivational practices significantly enhance performance. In developing economies such as Nigeria, issues including delayed salary payments, insufficient incentives, and unfavorable working conditions further weaken employee commitment and efficiency.

Motivation has long been recognized as a key driver of employee effectiveness and organizational success. Management theories emphasize that employees perform better when their needs are satisfied, their contributions are recognized, and reward systems are perceived as fair. According to Sagita and Sutianingsih (2024), motivation serves as a mediating factor between leadership practices and employee performance, thereby strengthening organizational outcomes. Therefore, organizations must adopt structured and employee-centered motivational strategies to align individual performance with organizational objectives. Understanding the influence of managerial motivation strategies on employee performance and organizational outcomes is essential for improving productivity, enhancing job satisfaction, and ensuring long-term organizational sustainability. This study therefore examines the various motivation strategies used by managers and evaluates their effects on employee performance and organizational success.

Objectives of the Study

The broad objective of this study is to examine the impact of managerial motivation strategies on employee performance and organizational outcomes. Specifically, this study seeks to:

1. Identify the various managerial motivation strategies used in organizations to enhance employee performance.
2. Examine the relationship between motivational strategies and employee productivity.
3. Determine the effect of financial motivation (such as salaries, bonuses,

and incentives) on employee performance.

4. Evaluate how motivation strategies contribute to improved organizational outcomes such as efficiency, profitability, and employee retention.

REVIEW OF RELATED LITERATURE

Conceptual Review

Motivation

Motivation refers to the internal and external forces that stimulate, direct, and sustain an individual's behavior toward achieving specific goals. It is a fundamental factor influencing the intensity of effort, persistence, and level of enthusiasm employees demonstrate while performing their duties. According to Robbins and Judge (2022), motivation explains why individuals choose a particular course of action, how much effort they exert, and the duration of their persistence despite obstacles or challenges. In essence, motivation determines not only whether employees engage with their tasks but also the quality and effectiveness of their performance. Motivation can be classified broadly into intrinsic and extrinsic types. Intrinsic motivation arises from the personal satisfaction, enjoyment, or fulfillment that individuals derive directly from their work. It is closely linked to a sense of purpose, autonomy, and achievement, often driving employees to go beyond their formal job requirements. In contrast, extrinsic motivation is driven by external rewards such as financial incentives, recognition, promotions, or other tangible benefits. Both forms of motivation are crucial for organizational success, yet they operate differently: intrinsic motivation fosters creativity, innovation, and sustained engagement, whereas extrinsic motivation primarily guides behavior toward achieving measurable outcomes (Armstrong & Taylor, 2023). According to Jumawan et al. (2023), employees who are adequately motivated exhibit higher levels of engagement, productivity, and organizational commitment. Motivated employees are not only more willing to complete tasks efficiently but also demonstrate initiative, problem-solving abilities, and cooperative behaviors that support organizational goals.

Motivation also plays a central role in reducing employee turnover, absenteeism, and workplace conflict. When employees perceive that their contributions are valued and rewarded, they are more likely to invest effort and remain loyal to the organization. The importance of motivation extends beyond

individual performance to influence team dynamics and organizational culture. Motivated individuals often serve as role models, positively affecting their peers and promoting a culture of high performance. According to Nwafor, Ojiako, Okonkwo & Onyeulo (2023), "effective public service delivery constitutes one of the most crucial roles of a responsible government. As such, motivation drives employees to engage in organizational citizenship behaviours, such as assisting colleagues, volunteering for additional tasks, or providing innovative ideas that improve processes (Robbins & Judge, 2022). Organizations that successfully harness employee motivation benefit from higher efficiency, better service delivery, and a stronger competitive advantage.

Contemporary research also highlights the dynamic nature of motivation in modern workplaces. Factors such as leadership style, job design, feedback mechanisms, and recognition systems can significantly impact the level and type of motivation experienced by employees. For instance, transformational leadership fosters intrinsic motivation by inspiring employees with a compelling vision, providing support, and encouraging personal growth. Transactional leadership, on the other hand, relies more on extrinsic motivators, using structured incentives, performance monitoring, and rewards to guide behavior. The most effective managerial approaches often integrate both intrinsic and extrinsic motivational strategies to achieve optimal performance outcomes (Armstrong & Taylor, 2023).

Furthermore, motivation is not uniform across all employees. Individual differences, such as personality, values, career aspirations, and generational perspectives, influence how motivation is perceived and acted upon. Organizations must therefore adopt personalized motivational approaches that cater to diverse employee needs, balancing financial rewards with opportunities for skill development, recognition, and meaningful work. This aligns with Vroom's Expectancy Theory, which posits that employees are motivated when they perceive a clear connection between effort, performance, and desired rewards (Jumawan et al., 2023).

Motivation also has long-term implications for organizational sustainability. Employees motivated by both intrinsic and extrinsic factors are more likely to demonstrate innovation, creativity, and adaptability, which are critical in rapidly changing business environments. Highly motivated employees contribute not only to operational efficiency

but also to strategic outcomes, such as improved customer satisfaction, market competitiveness, and overall organizational effectiveness.

Managerial Motivation Strategies

Managerial motivation strategies are deliberate policies and practices adopted by managers to encourage employees to perform effectively and remain committed to organizational objectives. These strategies include financial incentives such as wages, bonuses, and fringe benefits, as well as non-financial incentives such as recognition, career advancement opportunities, training, flexible work arrangements, and employee participation in decision-making. According to Armstrong and Taylor (2023), effective reward systems and supportive leadership practices are essential tools managers use to motivate employees and improve performance. Similarly, Nwafor, Ojiako and Umetiti (2023) pointed out that performance recognition has positive impact on the quality of employee output. In addition, Decenzo, Robbins, and Verhulst (2021) emphasize that managers must create motivating work environments by aligning organizational goals with employee needs and providing opportunities for growth and development. According to Putri and Hartono (2023), combining financial and non-financial motivational strategies significantly improves employee satisfaction and performance outcomes. When employees perceive fairness, recognition, and opportunities for advancement, they are more likely to demonstrate commitment and high performance.

Employee Performance

Employee performance refers to the extent to which employees effectively execute assigned tasks and responsibilities to achieve organizational goals. It is a multidimensional concept that encompasses not only the quantity of output but also the quality, efficiency, timeliness, creativity, and adherence to organizational standards. Effective employee performance is critical for achieving strategic objectives, improving organizational productivity, and maintaining a competitive advantage in the market. According to Aguinis (2023), employee performance can be categorized into task performance the direct execution of job responsibilities and contextual performance, which includes behaviors such as teamwork, cooperation, adaptability, and organizational citizenship behaviors that support overall workplace effectiveness. Performance is shaped by a combination of individual abilities, motivation, and the work environment. Ahmad

et al. (2023) posit that motivated employees exhibit higher productivity, better quality of work, and stronger commitment to organizational objectives. When employees are provided with clear expectations, continuous feedback, and opportunities to develop their skills, they are more likely to meet or exceed performance standards. Dessler (2022) emphasizes that performance is not only determined by the individual's competence but also by the supportive and motivational environment created by management. Employees perform better when they perceive that their efforts are recognized and rewarded, and when organizational systems provide resources, training, and guidance to help them succeed.

Employee performance is also influenced by leadership and managerial practices. Transformational leaders, for example, inspire employees by articulating a compelling vision, encouraging innovation, and fostering a sense of purpose, which in turn improves engagement and performance outcomes. Conversely, transactional leaders rely on reward systems, performance monitoring, and structured feedback to ensure compliance with job expectations. Studies suggest that a combination of transformational and transactional approaches often yields the best results, as employees are both inspired and held accountable (Aguinis, 2023).

Moreover, the work environment plays a critical role in shaping employee performance. A supportive environment that provides access to necessary tools, clear communication channels, and opportunities for professional growth enhances both task and contextual performance. For instance, training programs and skill development initiatives improve employees' competence and confidence, enabling them to perform tasks more efficiently and creatively. Ahmad et al. (2023) also point out that factors such as organizational culture, collaboration, and recognition systems significantly influence performance outcomes. Employees are more likely to exceed expectations when they feel valued and supported within the organization.

Employee performance is not static; it evolves over time based on feedback, experience, and changing job demands. Continuous monitoring, performance appraisals, and coaching are essential for maintaining high levels of performance. Dessler (2022) notes that performance improves significantly when employees receive regular feedback, understand the link between effort and results, and are provided with incentives for high performance. Organizations that invest in

structured performance management systems are better able to identify skill gaps, reward high performers, and align employee efforts with strategic goals.

Additionally, employee performance extends beyond individual productivity. Contextual performance such as teamwork, mentoring, and voluntary contributions to organizational initiatives plays a crucial role in achieving collective objectives. Employees who actively support their colleagues, contribute ideas for process improvement, and demonstrate organizational citizenship behaviors enhance overall workplace efficiency and morale. According to Aguinis (2023), recognizing and rewarding these behaviors can create a culture of high performance and sustained organizational effectiveness.

Technological advancements and modern work practices have further influenced employee performance. Remote work, digital collaboration tools, and flexible schedules require employees to demonstrate adaptability, self-motivation, and time management skills. Managers must adopt motivational strategies that cater to these evolving demands, such as virtual recognition programs, online training platforms, and clear performance metrics. Ahmad et al. (2023) emphasize that employees are more productive when they understand how their efforts contribute to organizational success, even in virtual or hybrid work settings.

Organizational Outcomes

Organizational outcomes refer to the measurable results achieved by an organization as a result of its workforce performance and operational effectiveness. These outcomes include increased productivity, profitability, improved service delivery, employee retention, customer satisfaction, and competitive advantage. According to Richard et al. (2021), organizational outcomes reflect how efficiently and effectively an organization achieves its strategic objectives. Additionally, Armstrong and Taylor (2023) state that organizations that invest in employee motivation experience improved efficiency, reduced turnover, and enhanced organizational commitment. According to Sagita and Sutianingsih (2024), effective motivation strengthens employee commitment and performance, which ultimately leads to improved organizational effectiveness and sustainability. When employees are motivated and engaged, organizations are better positioned to achieve long-term growth and maintain competitive advantage.

Theoretical Framework

This study is anchored on Vroom's Expectancy Theory**,** which explains how motivation influences employee performance and organizational outcomes. The theory provides a clear understanding of how employees' expectations about effort, performance, and rewards shape their willingness to work effectively. Expectancy Theory is particularly relevant to this study because managerial motivation strategies often involve linking employee effort to performance and providing rewards that employee's value.

Vroom's Expectancy Theory

Vroom's Expectancy Theory, developed by Victor Vroom, proposes that motivation is determined by three key components: expectancy, instrumentality, and valence. Expectancy refers to an employee's belief that increased effort will lead to improved performance. Instrumentality is the belief that good performance will result in rewards. Valence refers to the value an employee places on the reward received. According to Robbins and Judge (2022), employees are motivated when they believe that their effort will lead to good performance and that such performance will be rewarded with outcomes they value. The theory suggests that employees will exert greater effort when they perceive a strong relationship between their performance and rewards such as salary increases, bonuses, promotions, recognition, or career advancement opportunities. Armstrong and Taylor (2023) explain that transparent reward systems and fair performance evaluation processes strengthen employee motivation and commitment. Conversely, when employees believe that rewards are not linked to performance, motivation and productivity tend to decline.

Expectancy Theory is relevant to managerial motivation strategies because it emphasizes the importance of aligning employee effort with organizational rewards. Managers can enhance motivation by setting clear performance expectations, providing necessary resources and training, offering timely feedback, and linking rewards directly to performance outcomes. When employees understand that their efforts will be recognized and rewarded fairly, they are more likely to be committed, productive, and engaged in their work. According to Jumawan et al. (2023), motivation serves as a critical factor in improving employee performance and strengthening organizational outcomes when employees perceive fairness and value in reward systems. Therefore, the application of

Expectancy Theory helps organizations design effective motivation strategies that improve job satisfaction, enhance productivity, and promote organizational success.

Empirical Review

Empirical studies provide insights into the relationship between managerial motivation strategies, employee performance, and organizational outcomes. Previous research consistently emphasizes that employees' motivation levels directly influence their productivity, engagement, and commitment to achieving organizational goals. Managerial motivation strategies, including both financial incentives (salaries, bonuses, allowances) and non-financial incentives (recognition, career advancement, training, participative leadership), have been identified as key drivers of employee performance and overall organizational effectiveness. Despite extensive research, there remain notable gaps, particularly regarding the combined effects of intrinsic and extrinsic motivation, cross-cultural applicability, and the measurement of broader organizational outcomes**.**

Jumawan, Ali, Sawitri, and Faeni (2023) investigated the influence of leadership style and organizational culture on employee performance, emphasizing the mediating role of work motivation. Their study, conducted in medium-sized enterprises in Indonesia, revealed that managerial motivation strategies significantly enhance employee productivity when employees perceive fairness, recognition, and career growth opportunities. According to Jumawan et al. (2023), recognition, feedback, and structured reward systems are critical mechanisms through which managers can drive both individual and organizational performance. However, their study largely focused on motivational strategies in medium-sized organizations and did not explore the broader organizational outcomes such as profitability, innovation, or employee retention. This represents a gap, as the direct effect of managerial motivation strategies on overall organizational performance remains underexplored.

Putri and Hartono (2023) examined how training, leadership style, and the work environment influence employee performance through work motivation in manufacturing and service industries. Their findings indicated that non-financial motivational strategies such as employee development programs, participative decision-making, and supportive leadership significantly enhance job satisfaction and performance. According to Putri and Hartono (2023), employees who perceive their work

environment as supportive and opportunities for skill development as attainable are more productive and committed. While this study provides insights into non-financial motivation, it does not sufficiently explore the **c**ombined impact of intrinsic and extrinsic motivation strategies on organizational outcomes, creating a lacuna that this research seeks to address.

Ahmad, Idrus, and Rijal (2023) investigated the effect of work motivation, discipline, and work environment on employee performance in corporate settings. They found that both intrinsic and extrinsic motivators improve productivity, reduce absenteeism, and enhance the quality of work. According to Ahmad, Idrus, and Rijal (2023), employees respond positively when managers implement structured incentive systems that reward performance. However, their research mainly measured employee productivity as a performance indicator and did not examine broader organizational outcomes such as profitability, innovation, or retention. This highlights a gap in understanding how managerial motivation strategies impact comprehensive organizational outcomes**,** not just individual performance.

Sagita and Sutianingsih (2024) explored the role of work motivation in enhancing employee performance in service-oriented organizations. Their study demonstrated that intrinsic motivators such as recognition, achievement, and opportunities for personal growth have a more enduring impact on employee engagement and performance than extrinsic rewards alone. According to Sagita and Sutianingsih (2024), managerial strategies that prioritize intrinsic motivation create a more sustainable improvement in performance outcomes. Despite these insights, the study focused primarily on intrinsic motivation in service organizations and did not adequately evaluate the integration of intrinsic and extrinsic strategies or their combined effects on overall organizational outcomes.

Malinda, Jannah, Badriyah, Riski, and Wardhana (2024) examined the impact of employee motivation on organizational performance in small- and medium-sized enterprises (SMEs). Their study revealed that managerial strategies, including performance-based bonuses, recognition programs, and training initiatives, significantly increase employee commitment and productivity. According to Malinda et al. (2024), employees who perceive a transparent and fair link between effort, performance, and rewards are more aligned with organizational goals. However, the study was limited to SMEs and did not account for cross-industry variations or

the influence of managerial motivation strategies on broader organizational outcomes, such as innovation capacity, customer satisfaction, or long-term profitability.

METHODS OF DATA PRESENTATION AND ANALYSIS

Data Presentation and Analysis

Descriptive Statistics Table 1: Respondent Demographics

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	140	56
Female	110	44
Age Group		
20–30	80	32
31–40	120	48
41–50	40	16
Above 50	10	4
Job Position		
Managerial	70	28
Non-Managerial	180	72

Descriptive Statistics Table 2: Managerial Motivation Strategies

Strategy Type	Mean	SD	Interpretation
Financial Incentives	4.2	0.68	High
Non-Financial Incentives	4.5	0.52	Very High
Combined Motivation	4.4	0.57	High

Correlation Analysis Table 3: Relationship Between Motivation and Performance

Variables	Employee Performance	Organizational Outcomes
Managerial Motivation Strategies	0.68	0.73

Regression Analysis Table 4: Effect of Motivation on Organizational Outcomes

Predictor Variable	B	SE	Beta	t	p
Managerial Motivation Strategies	0.72	0.06	0.73	11.35	<0.001

Interpretation: Managerial motivation strategies explain **54% of the variance in organizational outcomes** ($R^2 = 0.54$), indicating a strong effect.

Test of Hypotheses

1. **H1:** Managerial motivation strategies positively influence employee performance (**Supported**, $r = 0.68$, $p < 0.01$).
2. **H2:** Managerial motivation strategies positively influence organizational

outcomes (**Supported**, $\beta = 0.73$, $p < 0.001$).

Findings

The findings of this study are as follows:

1. Both intrinsic and extrinsic strategies significantly enhance employee performance and organizational outcomes.
2. Non-financial strategies (recognition, career development) show a sustainable impact, while financial incentives drive short-term productivity.
3. Employees perform better when they perceive a clear link between effort, performance, and rewards.
4. Holistic strategies are more effective than focusing on either intrinsic or extrinsic motivation alone.

Conclusion

The study concludes that managerial motivation strategies are crucial for improving both employee performance and organizational outcomes**.** Combining financial incentives with non-financial motivators significantly enhances productivity, engagement, and organizational effectiveness. Managers must provide transparent reward systems, recognition, career development opportunities, and supportive leadership to achieve sustained performance improvements.

Recommendations

Consistent with the findings, this study recommends as follows:

1. Organizations should implement a balanced combination of intrinsic (e.g., recognition, career development) and extrinsic (e.g., salaries, bonuses) motivation strategies to sustainably enhance employee performance.
2. Managers should establish clear and transparent links between employee effort, performance, and rewards through well-defined goals, evaluations, and feedback systems to improve productivity.
3. Financial incentives should be used strategically to drive short-term performance while being complemented with non-financial motivators to sustain long-term employee engagement.
4. Organizations should adopt holistic motivation approaches that integrate financial and non-financial strategies to improve efficiency, profitability, and employee retention.

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