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The Impact of Employee Motivation on Organisational Productivity

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Abstract
It has become a tremendous challenge for organisations in today's overly competitive business world. One of the key ways to stay competitive is to hire the right talent and, most importantly, to motivate them to do their jobs effectively, which can significantly impact overall organisational productivity. Studies show that organisations spend tremendous amounts of money on recruiting new talents every year due to increased employee turnover rates. This goes against the intention for improved productivity, which aims to produce more while managing cost without compromising quality. Therefore, this research looks to study the impact of employee motivation on organisational productivity by analysing five important motivating factors including financial benefit, job security, leadership style, recognition and awards, and growth opportunities.

This research paper is segmented into five chapters. The first chapter presents the research overview. Proceeding to chapter two is the literature review, which studies past and relevant literature to gain more insight into the topic. The data gathered from the literature review serves as a cornerstone for chapter three, which presents the research methodology. Chapter four discusses the analysis and findings of the study by utilising software to facilitate the process. Lastly, chapter five serves as a summary of the research study, by ensuring that the research question is answered and the objective attained, as well as the study's implications. Furthermore, it discussed the limitations or challenges encountered during the project and thereby provided recommendations for future researchers.

INTRODUCTION
Employee motivation is a critical factor in organisational productivity, as motivated employees are more likely to contribute positively to achieving organisational goals and objectives. Understanding the factors that drive employee motivation and the subsequent impact on organisational productivity is essential for organisations seeking to enhance their performance and competitive advantage. This research investigates the relationship between employee motivation and organisational productivity, focusing on the mediating role of job satisfaction (Engidaw, 2021).

Motivation theories, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, provide a theoretical foundation for understanding the complexities of employee motivation and its implications for organisational outcomes. These theories suggest that intrinsic and extrinsic motivators significantly influence employee behaviour and performance, affecting overall productivity Engidaw, (2021); Sands, (2023).

This study intends to adopt a quantitative research design that collects and analyses numerical data to test the hypotheses and examine the relationship between employee motivation and organisational productivity. The research framework will guide the development of hypotheses and the selection of variables, ensuring that the study is grounded in established motivational theories and empirical evidence.

By investigating the impact of employee motivation on organisational productivity and the mediating role of job satisfaction, this research seeks to provide valuable insights for corporate leaders, human resource practitioners, and scholars interested in understanding and enhancing employee motivation in the workplace. The findings of this study are expected to contribute to the existing body of knowledge on employee motivation and its implications for organisational performance.

LITERATURE REVIEW

Several relevant theories provide insight into employee motivation. This paper presents four major theories of employee motivation that guide the literature review on the impact of employee motivation on organisational productivity: Self-Determination Theory (SDT), Maslow's hierarchy of needs, Herzberg's Two-Factor Theory, and Expectancy Theory.

Self-determination theory (SDT)

According to Cherry (2022), self-determination theory focuses on the innate psychological needs that drive human motivation and well-being. It identifies three fundamental psychological needs: autonomy (the need to perceive a sense of choice and volition), competence (the need to master tasks and achieve desired outcomes effectively), and relatedness (the need to connect and engage in meaningful relationships with others).

Maslow's hierarchy of needs

According to Mcleod (2024), Maslow's hierarchy of needs compares employees' needs. The theory organises employees' needs in a hierarchical structure, where lower-level needs must be satisfied before higher-level needs become motivators. At the basic level, employees are motivated by physiological needs (e.g., food, shelter), followed by safety needs (e.g., job security).

Herzberg's two-factor theory

This theory distinguishes between "hygiene factors" (extrinsic factors that can cause dissatisfaction or demotivation if absent) and "motivators" (intrinsic factors that promote satisfaction or motivation). Nickerson, (2023). Hygiene factors include salary, job security, and working conditions, while motivators include challenging work, recognition, and opportunities for advancement.

Expectancy theory

This theory suggests that employees are motivated when they believe their efforts will lead to good performance. Good performance will be rewarded, as indicated by Main (2023). The theory focuses on three key elements: expectancy (the belief that effort will lead to performance), instrumentality (the belief that implementation will lead to outcomes/rewards), and valence (value placed on the anticipated outcomes).

Variables Review

This part focuses on identifying and discussing the key variables relevant to the impact of employee motivation on organisational productivity. Using quantitative methods allows for statistical analysis to determine the strength and significance of these relationships, providing valuable insights for organisations seeking to improve productivity by enhancing employee motivation.

Financial benefits

Also known as monetary rewards, pay incentives, compensation, or remuneration, financial benefits are practical tools for motivating and encouraging employees, which can directly impact organisational productivity. Ladimeji, (n.d.). There are different types of financial benefits that a company can utilise, including base salary, bonuses, paid leave, commission, tuition assistance, stock options, etc.

Job security

Miles, (2023) defined job security as a high level of assurance or confidence that employees can keep their current jobs in the foreseeable future. It provides security against potential inherent or external risks that may affect or change employees' employment status.

Leadership style

Leadership can be defined as an approach for influencing others to collaborate towards a common goal. Shirzad, (2011). It encompasses the attitudes, behaviours, and skills required to persuade individuals to achieve organisational goals, known as leadership.

Recognition and awards

Employee recognition and awards entail appreciating and caring about employees' contributions and achievements to the organisation. Wong, (2023) emphasised that employee recognition is critical for businesses. Other research indicates that recognising and awarding employees rather than providing incentives is preferable (Blake 2023).

Opportunity for growth

This is a powerful motivator as employees will always give their best effort when they work in an environment that promotes growth. In this fast-paced and ever-changing work environment, employees want more than just a job that pays the bills (Wooll, 2022).

METHODOLOGY

According to Locke & Latham (2013), employee motivation is critical to organisational productivity and performance. Understanding the complex interplay between employee motivation and organisational outcomes has been a central research focus in organisational psychology and management. However, gaps in the existing literature necessitate a comprehensive investigation into the underlying mechanisms and contextual factors that shape the relationship between employee motivation and organisational productivity.

Research Design

The design of this study involves conducting an online survey by distributing questionnaires with rating scales to investigate their experience and collect quantitative data on employee motivation and productivity from organisations (Deci & Ryan, 2008). Statistical analysis will identify any significant correlations or patterns between the variables, drawing upon existing literature and empirical studies to build a robust theoretical framework for the research.

Research Framework/Theoretical Framework

This paper adopts Herzberg's Two-Factor Theory, which suggests that two mutually exclusive factors influence employee satisfaction or dissatisfaction. Iyer, (2022). As shown in Figure 1 below, the framework for this research presents the independent variables which consist of five "hygiene" and "motivators" antecedents of employee motivation, including financial benefits, job security, leadership style, recognition and awards, and personal growth, and the dependent variable which is organisational productivity.
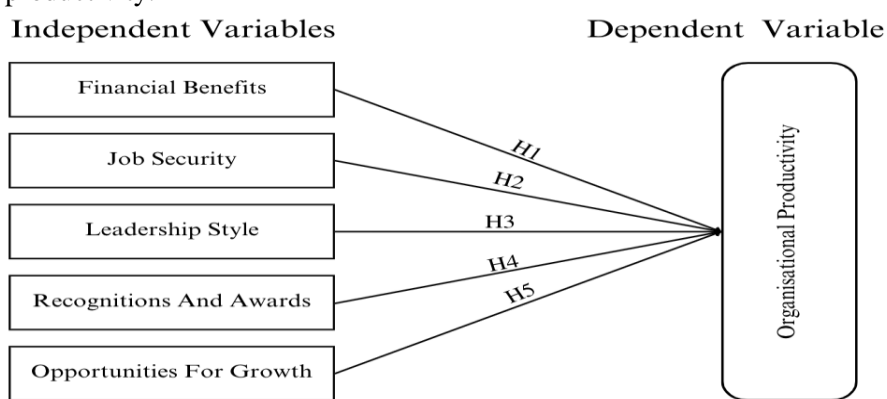

Fig. 1 Research Framework - The Adaptation Of Herzberg's Two-Factor Theory

Hypotheses Development

In this research, hypotheses are developed based on information from pre-existing theories, prior literature, and beliefs relevant to the research problem and question, followed by the literature review, with the information gathered serving as the foundation for developing the hypotheses for this paper. Subsequently, these data will be analysed and interpreted to support or refute the hypotheses in the following subsection.

    H1: Financial benefits significantly influence organisational productivity.
    H2: Job security affects overall organisational productivity.
    H3: A company's leadership style can substantially impact overall organisational productivity.
    H4: There is an apparent connection between employee recognition and organisational productivity.
    H5: Opportunity for growth can significantly influence organisational productivity.

Population

The population selected for this research is employees located in the Klang Valley area of Malaysia, who possess a good understanding and discernment of employee motivation and its impact on organisational productivity. According to JPPH (2022), Klang Valley has approximately 150.53 million square feet of available commercial office space. The amount of space required per person in an office is frequently determined by their duties. White, (2022). However, experts typically recommend 75 to 150 square feet per person, though up to 325 square feet is reasonable. To determine the target population, this paper seeks to adopt the recommended 150 square feet per individual to divide the 150.53 million square feet of available commercial office space in Kuala Lumpur (150.53 million square feet/150 square feet per person), which then amounts to 100,354 individuals representing the target population.

Sampling Size

Choosing the right sample for a population can prove nerve-racking, hence, researchers must be very careful to ensure that the sample size is enough to provide a statistical value and be accurate to avoid sample bias, as this is crucial for assuring that research findings are reliable and valid. To determine a sample size for a larger population, Glenn, (1992) published table (Table 1 below) that provide the sample size for a given set of criteria and help to easily select the representative sample for proportion, indicating ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5 whist Table 3 indicating ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5.

These tables show the sample sizes that would be required for various combinations of precision, confidence levels, and variability. Therefore, since the population for this research is larger than 100,000, the sample size is determined to be 400 as shown in Table 2 below.

Table 1 Sample Size for ±5% and ±10% Precision Levels where Confidence Level is 95% and P=0.5.

Sample size for ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5.

Size of Population	Sample Size (n) for Precision (e) of:			
	±3%	±5%	±7%	±10%
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

Note: This table for determining sample size is from the University of Florida IFAS Extension by Glenn, D. Israel
https://www.psycholosphere.com/Determining%20sample%20size%20by%20Glen%20Israel.pdf

Data Collection Method
This research utilises the primary data collection method through the distribution of questionnaires which was distributed using Google Forms, a free survey administration web application provided by Google. William, (2023).

The Technique of Data Analysis
The demographic characteristics of the participants will be first established and evaluated using the Statistical Package for Social Sciences (SPSS), which the report will be presented in subsequent Chapter. Furthermore, the survey's instrument reliability will be assessed using Cronbach's Alpha. The validity of the constructs will also be investigated using the varimax rotation. Pearson correlation coefficients will also be demonstrated and extensively investigated to determine correlation coefficients between variables. Finally, multiple regression analysis will be used to test hypotheses.

Unit of Analysis
The Unit of analysis refers to the people or things whose qualities will be measured in research (Kumar, 2018). It is the primary focus of a researcher's investigation, therefore a research project would be incomplete without it. There are five main types of units of analysis including individuals (a person, an animal, etc), groups (roommates, friends, siblings, coworkers, etc), artefacts (phones, photographs, buildings, cars, etc), geographical units (neighbourhoods, cities, states, provinces, countries, regions, etc) and social interactions (friendships, marriages, relationship, clubs, teams, etc) (Aransiola, n.d.). Choosing the appropriate unit of analysis reveals more about the subject that is being researched and how to proceed with it. It also aids in determining which data to use in the study. For example, if a researcher has a large sample size, the unit of analysis will assist in determining whether to focus on the entire population or a subset of it. Some of the characteristics to consider when selecting a unit of analysis are the research questions and hypotheses (DiscoverPhD.com, 2020). That being noted, this research further adopts the individual type of unit of analysis by surveying individual employees to obtain data based on their personal experiences. Refer to Table 2 below for illustration.

Table 2 Unit of Analysis

Research Problem/Research Question	Unit of Analysis	Data Collection
What are the factors that influence employee motivation?	Individuals	Employees
How does employee motivation influence organisational productivity?	Individuals	Employees

Data Collection Method

This paper utilised the primary data collection method through the distribution of questionnaires which was distributed using Google Forms, a free survey administration web application provided by Google. William, (2023). The questionnaire was segmented into two sections. The first section includes the name, age, educational background, and socioeconomic status. This enabled the collection of demographic information from respondents, whilst the second section included 30 generic questions that are relevant to the research topic and are on a Likert Scale of 1 to 5 to enable participants to choose between the "Strongly Disagree" and "Strongly Agree" continuums. See Table 3 for illustration.

Table 3 Survey Questions for the Impact of Employee Motivation and Organisational Productivity

Section 2: Survey Questions

Please, answer the following questions on a scale of 1 = Strongly Disagree to 5 = Strongly Agree.

	1	2	3	4	5
Financial Benefits	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial incentive plays a crucial role in employee motivation					
I am receiving a good amount of financial benefits in my current job					
I am more motivated by monetary benefits than non monetary benefits					
It is important that organisations pay more attention to financial benefits					
I feel more motivated knowing that my hardwork has a reasonable financial benefit					
Job Security	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel better knowing that my job is secured					
The rate of employee lay off at my organisation is low					
I have worked long enough with my current company to trust that my job is secured					
I feel like things can change to the worse at any slight of uncertainty at my current job					
I prefer to work with a company for long period of time than changing to a different company					
Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A leader should be kind to employees					
I prefer a leader to be reasonable and fair to every one					
I am motivated by my manager					
I feel very comfortable with the leadership style at my current job					
I prefer a leadership style that provides autonomy to employees					
Recognision and Awards	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel valued and recognised at my workplace					
Recognition and award is important for employee motivation					
I feel satisfied with the recognition that I get at my workplace					
I believe that recognition and award can help boost employees' morale					
Personally, receiving recognition and award gives me a sense of achievement					
Opportunity for Growth	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel that I am learning and growing professionally at my current job					
My job allows me to always learn and improve my skills					
I often feel a sense of accomplishment from doing my job					

	1	2	3	4	5
I see a future career advancement for me at my current organisation					
My current job provides opportunities for training to help employees advance their knowledge and skills					
Organisational Productivity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am more productive working solo than in a team					
I am more motivated by clear and precise instructions					
I put in effort to ensure that I make positive impact to my organisation					
I believe that employee motivation can have a signicant impact on the overall organisational productivty					
Organisationations that provide good financial benefits are more likely to be more productive than their counterpats					

Reliability Test

The reliability coefficient result shown in Table 4 is greater than 0.7, which is considered acceptable according to the rule of thumb for reliability test. Financial benefits scale with five items (x = .916), job security scale with five items (x = .706), leadership style with five items (x = 731), recognition and awards with scale of five items (x = .904), growth opportunities with five scale items (x = .926) and organisational productivity with five scale items (x= .957). This is an indication that the survey questions are proven to be reliable.

Table 4 Reliability Test - Cronbach's Alpha

Constructs	No. of Items	Cronbach's Alpha
Financial Benefits	5	.916
Job Security	5	.706
Leadership Style	5	.731
Recognition And Award	5	.904
Opportunities for Growth	5	.926
Organisational Productivity	5	.957

Validity Test

To assess the constructs' validity, factor analysis with varimax rotation was used. According to Hair, et al (2006), a factor loading of 0.50 is used as a cut-off point. Table 5 shows that there are six factors, all of which have factor loadings greater than 0.50 and eigenvalues greater than 1.0. These findings show that for all items used to operationalise the given construct, each of these hypotheses is unidimensional, factorially different, and loaded onto a single factor.

Table 5 Validity Test - Factor Analysis

Variables	No of Items	Factor Loading	Eigenvalues	Percentage
Financial Benefits	5	.583 - .731	2.591	15.754
Job Security	5	.652 - .842	2.328	17.255
Leadership Style	5	.741 - .813	3.251	13.653
Recognition and Awards	5	.641 - .715	2.315	15.950
Opportunities for Growth	5	.624 - .825	2.295	13.144
Organisational Productivity	5	.715 - .804	3.764	12.285

Analysis and Findings

The data gathered from the 400 employees in the Klang Valley area of Malaysia who represented the entire population for the research during the survey are analysed and statistical tests are performed using SPSS. Participants completed every item on each questionnaire distributed in this study, helping to test the hypothesis. The distribution of respondents' demographic data including age, gender, ethnicity, education, and income class, is presented in Table 6.

Furthermore, descriptive statistics for the thirty survey items tested under five variables are presented showing the mean and standard deviation. Additionally, a frequency table of the statistics of the five independent variables is also presented showing the mean, median, mode, and standard deviation. Furthermore, the statistics report of the model summary, ANOVA and coefficients from the multiple regression analysis conducted to test the relationship between the five independent variables and the dependent variable are presented to justify the hypothesis.

Table 6 Respondents Demographic Profile

Profile	Demography	Frequency	Percentage
Age	21-30	116	29
	31-40	124	31
	41-50	92	23
	51-60	68	17
Gender	Male	216	54
	Females	184	46
Ethnicity	Malay	139	34.8
	Chinese	56	14
	Indian	124	31
	Others	81	20
Educational Background	Diploma	145	35.8
	Bachelor's Degree	157	39.3
	Masters Degree	98	24.5
Income Class	Low	143	35.8
	Middle	159	39.8
	Upper	98	24.5

The data of the respective respondents' demographic profiles shown in Table 6 above indicates that respondents between the ages of 31 and 40 make up the highest percentage with the number of 124 respondents. As for gender, 216 respondents who identified as male happened to be the majority. Respondents of the Malay ethnic group top the chart of

the respondents with a number 139, whilst 157 respondents show to have a Bachelor's degree, and 159 are of the middle-income class. Overall, the statistics have been very helpful in providing insight into the research topic "The Impact of Employee Motivation on Organisational Productivity".

Table 7 Descriptive Statistics of Measurement of Financial Benefits

Items	Number	Mean Value	Standard Deviation
FB1-Financial incentive plays a crucial role in employee motivation	400	3.9700	1.41744
FB2-I am receiving a good amount of financial benefits in my current job	400	3.1725	.98751
FB3-I am more motivated by monetary benefits than non-monetary benefits	400	3.2100	1.27867
FB4-It is important that organisations pay more attention to financial benefits	400	3.9050	1.05535
FB5-I feel more motivated knowing that my hard work has a reasonable financial benefit	400	3.2675	1.41455

Table 8 Descriptive Statistics of Measurement of Job Security

Items	Number	Mean Value	Standard Deviation
JS1-I feel better knowing that my job is secured	400	3.7350	1.11260
JS2-The rate of employee layoff at my organisation is low	400	4.1000	.80724
JS3-I have worked long enough with my current company to trust that my job is secured	400	2.9350	1.36764
JS4-I feel like things can change to the worse at any slight of uncertainty at my current job	400	3.0025	1.14926
JS5-I prefer to work with a company for long time than changing to a different company	400	3.1275	1.30403

Table 9 Descriptive Statistics of Measurement of Leadership Style

Items	Number	Mean Value	Standard Deviation
LS1-A leader should be kind to employees	400	2.7825	1.30555
LS2-I prefer a leader to be reasonable and fair to everyone	400	3.4250	1.30715
LS3-I am motivated by my manager	400	3.2975	1.29351
LS4-I feel very comfortable with the leadership style at my current job	400	3.3150	1.16153
LS5-I prefer a leadership style that provides autonomy to employees	400	3.0075	1.14924

Table 10 Descriptive Statistics of Measurement of Recognition And Award

Items	Number	Mean Value	Standard Deviation
RA1-I feel valued and recognised at my workplace	400	3.2800	1.26118
RA2-Recognition and award is important for employee motivation	400	3.0825	1.18921
RA3-I feel satisfied with the recognition that I get at my workplace	400	3.3100	1.29541
RA4-I believe that recognition and award can help boost employees' morale	400	3.4250	1.24831
RA5-Personally, receiving recognition and award gives me a sense of achievement	400	3.2625	1.28558

Table 11 Descriptive Statistics of Measurement of Opportunities for Growth

Items	Number	Mean Value	Standard Deviation
OG1-I feel that I am learning and growing professionally at my current job	400	3.2975	1.29351
OG2-My job allows me to always learn and improve my skills	400	3.2775	1.26273
OG3-I often feel a sense of accomplishment from doing my job	400	3.0200	1.15453
OG4-I see a future career advancement for me at my current organisation	400	3.3100	1.16072
OG5-My current job provides opportunities for training to help employees advance their knowledge and skills	400	3.3000	1.29777

Table 12 Descriptive Statistics of Measurement of Organisational Productivity

Items	Number	Mean Value	Standard Deviation
OP1-I am more productive working solo than in team	400	3.2025	1.25116
OP2-I am more motivated by clear and precise instructions	400	3.2225	1.24373
OP3-I put in the effort to ensure that I make a positive impact to my organisation	400	3.3975	1.19711
OP4-I believe that employee motivation can have a significant impact on the overall organisational productivity	400	3.3525	1.23168
OP5-Organisations that provide good financial benefits are more likely to be more productive than their counterparts	400	3.2300	1.24135

Table 13 Descriptive Statistics of Variables

Statistics

		Financial Benefits	Job Security	Leadership Style	Recognition And Awards	Opportunities For Growth
N	Valid	400	400	400	400	400
	Missing	0	0	0	0	0
Mean		3.5050	3.3800	3.1655	3.2720	3.2410
Median		3.6000	3.4000	3.2000	3.4000	3.0000
Mode		3.40	3.60	3.20	3.00	3.00
Std. Deviation		1.07595	.78953	.86463	1.06868	1.08539

The statistics presented in Table 13 indicate positive values for all five variables, meaning that these variables have an impact on organisational productivity. Financial benefits, with a mean value of 3.5050 happen to top the chart, indicating that the majority of the respondents agree that financial benefits have an impact on organisational productivity, thereby proving its significance. This is followed by job security, with a mean value of 3.3800. Recognition and awards take the third place with a mean value of 3.2720, closely followed by opportunities for growth, with a mean value of 3.2410, and leadership style takes the fifth position, with a mean value of 3.1655.

DISCUSSION OF THE FINDINGS AND CONCLUSION
The research findings are discussed to ensure that the research question has been addressed and the research objectives, which aimed to provide valuable insights into the topic have been met, and additionally, provide recommendations for future research implications, limitations, and overall conclusions about the research topic "the impact of employee motivation on organisational productivity".

Objectives
The analysis results have proven that all the independent variables (financial benefit, job security, leadership style, recognition and awards and opportunities for growth) significantly influence the dependent variable (organisational productivity) likewise as suggested by previous studies. Therefore, the research objective has been attained.

Implications
Productivity is a critical component of any successful business, regardless of size or industry. It is efficient and effective for an organisation can produce goods or services while minimising waste and increasing output. There are various ways

an organisation can enhance productivity, and employee motivation happens to be one of them, which orchestrated this study, focusing on "the impact of employee motivation on organisational productivity. The study extensively analysed five important and motivating factors including financial benefits, job security, leadership style, recognition and awards and opportunities for growth.

Limitation

Although the overall result of this research proves to be positive, it is also worth noting that some limitations were encountered in the process, as follows: Given that the workforce population is so large, the research was unable to target the entire Malaysian population, forcing it to focus solely on the Klang Valley area, which is the urban area. Therefore, it is difficult to represent the other populations of the country with just one area as the work environments in a certain geographical location may differ tremendously from the others, as with the demographics.

The study has only analysed five variables, which have proven to have a significant influence on overall organisational productivity. It is, however worth noting that other motivating factors such as personality, lifestyle, family background, and cultural background, may also have an impact on organisational productivity.

Although the survey questions were initially well structured and clearly stated, it was found that some of the respondents had problems with understanding the statements, which caused negative reports during the first analysis. However, the questionnaire was restructured and resent for correction, and this resulted in a prolonged process that consumed more time.

Suggestions for Future Study

The entire process of completing this study creates an avenue for making recommendations which can be helpful for future research purposes. Researchers may expand their target population by including other regions in Malaysia with a more diversified demographic as this will help to obtain more information and gain various perspectives on the topic, as well as expand their horizons by including business owners and managers to share their views on the topic, which can help provide in-depth insight to people interested in gaining knowledge on the topic.

Since this study adopted a quantitative method, the research method, provides only a statistical method of data collection. It is recommended that future researchers adopt either the qualitative approach or integrate both the quantitative and qualitative approach also known as the mixed approach to help collect data conceptually and analytically to gain more understanding of the research problem and yield improved results.

CONCLUSION

There is no doubt that the completion of this research has provided more understanding of the topic "the impact of employee motivation on organisational productivity". The research has achieved its aim by thoroughly investigating the topic and touching on all aspects being given. The five important factors used to study the research topic include financial benefits, job security, leadership style, recognition and awards, and opportunities for growth, which were proven to positively correlate with and significantly influence organisational productivity.

The findings of this study, as well as previous research, show that employees' motivational trends have shifted over time, and behaviours are changing as a result of a highly competitive workforce market pushing organisations to adopt strategic measures to attract and retain the best talents. As a result, future research may be conducted to determine how various factors both internal and external affect organisational productivity.

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