

Evaluating The Effectiveness of Motivational Strategies on Workforce Performance in Private Sector Organizations with Special Reference to The Krishnagiri District

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Abstract—Employee motivation plays a pivotal role in enhancing organizational effectiveness, employee satisfaction, and workforce retention. The present study examines the effectiveness of motivational techniques adopted by private sector organizations in Krishnagiri District, with special emphasis on industrial establishments in Hosur. The research aims to analyze the relationship between hygiene factors and motivational factors based on Herzberg's Two-Factor Theory and evaluate their impact on employee satisfaction levels. The study is based on primary data collected from 200 permanent employees, including senior staff, junior staff, supervisors, and workers, using a structured questionnaire. Descriptive research design and percentage analysis were employed to interpret demographic and motivational variables such as age, residential status, designation, satisfaction level, and management involvement in employee motivation. Findings reveal that the majority of employees fall within the 25–35 age group and exhibit moderate to high levels of job satisfaction. A significant proportion of respondents agree that top management shows interest in motivating employees. The study identifies recognition, growth opportunities, salary structure, job security, and working conditions as key determinants influencing employee motivation and retention. The research concludes that effective motivational strategies significantly enhance employee satisfaction and organizational productivity. It further emphasizes that both financial and non-financial incentives must be strategically integrated to reduce employee turnover and improve workplace commitment in competitive industrial regions such as Krishnagiri District.

Index Terms—Employee Motivation, Job Satisfaction, Hygiene Factors, Motivational Factors, Herzberg's Two-Factor Theory, Private Sector Industries, Employee Retention, Organizational Effectiveness, Workforce Engagement, Krishnagiri District

I. INTRODUCTION

Motivation is an effective instrument in the hands of the management in inspiring the work force. It is the major task of every manager to motivate his subordinate or create to work among the subordinates. It should also be remembered that the worker may be immensely capable of doing some work. Nothing can be achieved if he is not willing to work. Every motivation and committed employee is an asset to the organization with whose help and cooperation an organization can reach heights of success. Organizational scientists have long noted the importance of motivational concepts within the context of managing and evaluating employee performance the motivational impact of setting performance goals and clearly communicating the rewards associated with attaining desired performance levels has been widely studied. It is only recently that scientists have begun to recognize that the process of giving performance ratings may be the result of various motivate on the parts of raters [1]. Those motivates are recognized as responsible for various sources of systematic bias commonly referred to as “rating errors” [2].

The employee motivation is a major determinant in employee engagement or disengagement. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity especially industry place like Krishnagiri district. These Krishnagiri district are also playing vital role in our national economy growth part through production of mango, flowers, milk, stone, steel, spare parts etc. But recent industrial and private sectors scenario, employees are highly influenced by various elements of employee motivation[3]. Krishnagiri district is well developed industrial area especially in hosur. Each and every company facing problem to retain their workers because of heavy competitions. Krishnagiri is located more or less centre point of Bangalore and Chennai there is high possibility of employees' migration here from neighboring districts and state. Employees are skipping from one industry to another is today's fashion. This is the ultimate problem of research study.

Motivation

The term motivation is derived from the word motive, which refers to an internal drive, need, desire, or emotion that stimulates an individual to take action. Human behavior is rarely random; rather, it is influenced by certain internal or external stimuli that encourage individuals to act in a particular manner. Every action performed by a person is driven by some underlying need or objective. These motives arise from personal desires, expectations, aspirations, and deficiencies that create a sense of imbalance within the individual. By understanding a person's needs and desires, one can better comprehend the motives that influence his or her behavior. In organizational settings, motivation plays a critical role in directing employees' efforts toward achieving individual as well as organizational goals[4].

Definition: According to Luthans, motivation is defined as "a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive aimed at a goal or incentive." This definition emphasizes that motivation begins with an unmet need, which creates internal tension. This tension then stimulates an individual to engage in goal-directed behavior to satisfy that need. Once the goal is achieved and the need is fulfilled, the tension is

reduced, restoring psychological or physiological balance.

Characteristics of Motivation

Motivation possesses several important characteristics that explain its nature and functioning within individuals and organizations.

- Motivation is a Psychological Concept: Motivation is fundamentally rooted in psychology, as it is closely connected to human needs, perceptions, attitudes, and emotions. An individual's behavior is largely influenced by the degree to which personal needs and expectations are fulfilled. When employees feel that their psychological and emotional needs are satisfied, they tend to demonstrate higher levels of commitment and engagement. However, tangible rewards such as increased salary or monetary incentives alone do not always ensure genuine mental satisfaction. True and sustainable motivation arises when intrinsic needs such as recognition, belongingness, achievement, and self-worth are adequately fulfilled within the organizational environment[5].
- Motivation is Total and Not Piece-Meal: Motivation cannot be addressed partially or in isolation. It is a comprehensive concept that requires attention to the overall needs of an individual. If only certain needs are satisfied while others remain neglected, the employee may continue to feel dissatisfied or demotivated. Human needs are interconnected and hierarchical in nature; therefore, incomplete satisfaction often leads to imbalance. Organizations must adopt a holistic approach to motivation by addressing financial, social, psychological, and professional aspects simultaneously rather than focusing on a single motivating factor [6].
- Motivation May be financial or Non-Financial: Motivation can be categorized into financial and non-financial forms. Financial motivation includes direct monetary benefits such as salary increments, bonuses, performance incentives, profit-sharing, and commissions. These rewards provide economic security and encourage improved performance. Non-financial motivation, however, encompasses elements such as recognition, appreciation, opportunities for

career advancement, increased responsibility, job enrichment, participation in decision-making, and a supportive work environment. While financial rewards may produce short-term satisfaction, non-financial incentives often create deeper emotional attachment and long-term organizational commitment [7].

- **Motivation Can Be Positive as Well as Negative:** The methods used to motivate employees may be either positive or negative. Positive motivation involves rewarding desirable behavior through promotions, recognition, enhanced authority, better compensation, or other benefits that encourage employees to perform effectively. Negative motivation, on the other hand, relies on fear of penalties, demotion, loss of privileges, or disciplinary action to discourage undesirable behavior. Although positive motivation is generally considered more constructive and sustainable, negative motivation may sometimes be necessary to maintain discipline and ensure compliance within the organization [8].
- **Motivation is a Continuous Process:** Motivation is not a one-time effort but an ongoing and dynamic process. Human beings continuously develop new needs and aspirations; once one need is satisfied, another emerges to take its place. This constant evolution of desires makes motivation a never-ending cycle. Therefore, organizations must regularly review and update their motivational strategies to align with changing employee expectations, work environments, and organizational goals. Sustained motivation requires continuous managerial attention and adaptation to ensure long-term employee satisfaction and productivity [9].

Motivation Cycle or Process

The process of motivation can be understood through a cycle consisting of motives, goals, and behavior. Motives originate from unmet needs and act as internal forces that energize individuals to take action. These motives direct individuals toward specific goals that can satisfy their needs. Goals represent the desired outcomes that reduce the imbalance caused by unmet needs. To achieve these goals, individuals engage in purposeful behavior, which includes a series of actions and efforts directed toward goal attainment. Once the

goal is achieved, the need is satisfied temporarily, but new needs may arise, restarting the cycle[10].

Motivational Factors

Several factors influence employee motivation within an organization. Recognition plays a crucial role in enhancing morale and encouraging employees to perform better. Achievement provides a sense of accomplishment and personal fulfillment. Opportunities for growth and advancement allow employees to develop professionally and aspire toward higher positions. Salary and fringe benefits serve as financial incentives that ensure economic security. Interpersonal relationships with supervisors and co-workers create a supportive work environment. Responsibility gives employees a sense of ownership and trust. Working conditions and job security contribute to stability and comfort at the workplace. The nature of the work itself, opportunities for personal development, organizational status, and even personal life factors also significantly influence motivation levels [11]. Overall, motivation is a complex and multidimensional concept that integrates psychological, social, and economic factors. In organizational contexts, effective motivation strategies require a balanced combination of financial rewards, personal recognition, growth opportunities, and supportive working conditions to ensure sustained employee satisfaction and improved performance.

Objectives

The primary objective of this study is to assess the relationship between hygiene factors and motivational factors influencing employees in private sector organizations. The research seeks to examine how extrinsic elements such as salary, job security, working conditions, and interpersonal relationships interact with intrinsic motivational factors like recognition, achievement, growth, and responsibility. By analyzing this relationship, the study aims to understand how these dimensions collectively contribute to employee performance and organizational effectiveness [12]. Another important objective of the study is to analyze the impact of various motivational techniques implemented by management on employees. The research investigates whether financial and non-financial motivational strategies significantly influence employee engagement, commitment, and productivity.

Additionally, the study intends to measure the levels of job satisfaction among employees and determine how motivation affects their overall work experience. Finally, the research aims to provide practical suggestions and recommendations to improve employee motivation practices in private sector organizations, thereby enhancing employee retention and organizational success.

Scope of the Study

The scope of this study is confined to evaluating different motivational techniques adopted by private sector organizations and examining their impact based on Herzberg's Two-Factor Theory of motivation. The research focuses on understanding how hygiene factors and motivational factors influence employee satisfaction and performance. The study covers various categories of employees, including executives, supervisors, office staff, and factory workers, thereby providing a comprehensive perspective on workforce motivation within private sector enterprises. The research primarily analyzes employees' attitudes toward motivational plans and techniques implemented by management. It explores whether these motivational initiatives effectively address employee needs and expectations. However, the study is limited to permanent employees within the selected private sector organizations, and contract workers have been excluded from the analysis. Therefore, the findings specifically reflect the motivational perceptions and satisfaction levels of permanent staff members.

Limitations of the Study

Despite its valuable findings, the study is subject to certain limitations. Firstly, the research was conducted only within selected private sector organizations, which restricts the generalizability of the results to other sectors or geographical regions. As organizational culture, policies, and work environments may vary across industries, the conclusions drawn from this study may not be universally applicable.

Secondly, the sample size of 200 respondents represents another limitation, as a larger sample could have provided more comprehensive insights and stronger statistical validity. Furthermore, the study relied solely on a structured questionnaire for primary data collection. This method required considerable

time from respondents and may have limited the depth of responses. Additionally, some respondents were hesitant to provide complete or accurate information, which may have affected the authenticity and precision of the data collected. These constraints should be considered while interpreting the findings of the study [13].

This paper is organized into five main sections. The first section introduces the concept of employee motivation, outlines the research problem, and presents the objectives, scope, and limitations of the study. The second section reviews relevant literature and theoretical frameworks related to motivation, engagement, and workforce performance. The third section explains the research methodology, including data collection, sample size, and hypothesis formulation. The fourth section presents the data analysis and interpretation based on responses collected from 200 employees. Finally, the fifth section summarizes the key findings, provides suggestions, and concludes with insights on improving motivational strategies in private sector organizations.

II. LITERATURE REVIEW

Employee motivation has been extensively studied in contemporary organizational research, particularly in relation to job satisfaction, employee engagement, and workforce performance. Recent literature emphasizes that motivation is a multidimensional construct influenced by both intrinsic and extrinsic factors operating within organizational settings. Modern theoretical developments, especially Self-Determination Theory (Deci et al., 2017; Van den Broeck et al., 2016), highlight the importance of fulfilling employees' basic psychological needs—autonomy, competence, and relatedness—to enhance sustainable motivation and well-being. These studies suggest that when organizations create environments that support employee autonomy and personal growth, higher engagement and productivity are achieved [14] [15].

The Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017; Schaufeli, 2017) further explains that employee performance and engagement depend on the balance between job demands and job resources. Job resources such as recognition, supervisory support, career development opportunities, and performance feedback act as

motivational drivers that foster engagement and reduce burnout[16] [17]. Empirical findings by Rich et al. (2010) and Albrecht et al. (2015) confirm that engaged employees demonstrate higher levels of organizational commitment, improved task performance, and reduced turnover intentions[18].

Intrinsic and extrinsic motivational mechanisms have also been examined through meta-analytic and empirical studies. Cerasoli et al. (2014) established that intrinsic motivation strongly predicts performance quality, while extrinsic rewards contribute more significantly to performance quantity when aligned appropriately. Similarly, Thomas (2013) argues that intrinsic drivers such as meaningful work, choice, competence, and progress are crucial for long-term engagement[19]. Performance-based compensation systems, when designed effectively, can enhance motivation; however, poorly structured financial incentives may undermine intrinsic interest (Shin et al., 2016).

Leadership and managerial practices also play a critical role in shaping employee motivation. Transformational leadership, characterized by vision, inspiration, and individualized consideration, has been shown to positively influence motivation and prosocial behavior (Grant, 2012; Yukl, 2013). Effective performance management systems contribute to employee engagement by aligning individual goals with organizational objectives (Mone & London, 2018). Furthermore, HR practices such as training, reward systems, and employee involvement strategies significantly impact job attitudes and satisfaction levels (Noe et al., 2020; Armstrong & Taylor, 2014).

Research on job attitudes demonstrates a strong relationship between job satisfaction, psychological well-being, and job performance (Judge & Kammeyer-Mueller, 2012; Wright & Cropanzano, 2010). Employees who experience higher levels of well-being are more likely to exhibit improved performance outcomes and lower absenteeism. Contemporary human resource frameworks emphasize the strategic role of motivation in gaining competitive advantage through human capital development (Stone et al., 2020). Overall, the recent body of literature underscores that effective employee motivation requires an integrated approach combining intrinsic fulfillment, fair compensation, supportive leadership, and well-structured HR practices. In

competitive industrial environments, such as private sector organizations, motivation serves as a critical determinant of employee satisfaction, retention, and organizational performance[20] [21]. The present study builds upon these contemporary theoretical and empirical insights to evaluate the effectiveness of motivational strategies within private sector industries in Krishnagiri District.

III. RESEARCH METHODOLOGY

Research methodology refers to the systematic framework and set of procedures adopted by a researcher to identify, select, collect, process, and analyze information related to a specific research problem. It provides a structured approach that ensures the study is conducted in a scientific and logical manner. The methodology section of a research paper explains the research design, data collection methods, sampling techniques, and analytical tools used in the study. This enables readers to critically evaluate the validity, reliability, and credibility of the research findings. A well-defined methodology enhances transparency and ensures that the study can be replicated or verified by other researchers. In the present study, an appropriate methodological approach was adopted to examine employee motivation and its impact on satisfaction levels in private sector organizations.

Primary Data

Primary data refers to information collected directly from original sources for the specific purpose of the research study. It is considered first-hand or raw data because it is gathered directly from respondents rather than obtained from previously published materials. In this study, primary data was collected from employees through a structured questionnaire designed to capture their perceptions, attitudes, and opinions regarding motivational techniques and job satisfaction. The use of primary data ensures greater accuracy and relevance, as the information is directly aligned with the objectives of the study. It also allows the researcher to obtain current and specific insights into the motivational practices prevailing in the selected organizations.

Sample Size

The sample size represents the number of respondents selected from the total population for the purpose of analysis. In this study, the researcher selected 200

employees from private sector organizations to participate in the survey. The respondents included individuals from various designations such as senior staff, junior staff, supervisors, and workers. The selection of 200 employees provided a manageable yet meaningful representation of the workforce, enabling the researcher to analyze patterns, trends, and relationships related to employee motivation and satisfaction.

Hypothesis

A hypothesis is a tentative statement or assumption formulated to test the relationship between variables in a research study. It provides a basis for statistical analysis and helps in drawing logical conclusions. In this study, two types of hypotheses were considered:

1. Null Hypothesis (H₀): The null hypothesis assumes that there is no significant relationship between motivational techniques and employee satisfaction levels in private sector organizations.
2. Alternative Hypothesis (H₁): The alternative hypothesis assumes that there is a significant relationship between motivational techniques and employee satisfaction levels in private sector organizations.

These hypotheses guide the research process and assist in determining whether the motivational strategies adopted by organizations have a measurable impact on employee satisfaction and performance.

IV. DATA ANALYSIS AND INTERPRETATION

Data analysis and interpretation constitute a crucial phase of the research process, as they transform raw data into meaningful information that supports decision-making and conclusion drawing. In this study, the primary data collected from 200 respondents through structured questionnaires were systematically classified, tabulated, and analyzed using percentage analysis. The purpose of this section is to present a clear understanding of the demographic profile of the respondents and to evaluate their perceptions regarding employee motivation, satisfaction levels, and management involvement in motivational practices. The analysis begins with demographic variables such as age, residential status, and designation, which help in understanding the background characteristics of the respondents.

These factors provide insight into the workforce composition within the private sector organizations under study. Further, the analysis examines employees' levels of job satisfaction and their opinions regarding the interest shown by top management in motivating employees. By presenting the findings through tables and charts, this section offers a structured and visual representation of the data, enabling easier comparison and interpretation of results. The interpretation of each table highlights key patterns and trends observed among the respondents. It identifies the dominant age group, residential distribution, job positions, and satisfaction levels within the organization. Additionally, it evaluates whether employees perceive management as actively engaged in motivational initiatives. This analytical approach not only supports the objectives of the study but also provides empirical evidence to assess the effectiveness of motivational techniques adopted by private sector organizations.

Table 1: Age Wise Classification

S. No	Age Group	No. of Respondents	Percentage
1.	25-30 years	70	35
2.	31-35 years	60	30
3.	36-40 years	35	17.5
4.	41- 50 years	25	12.5
5.	Above 51 years	10	5
	TOTAL	200	100

Source: Primary Data

Interpretation: Among the 200 of respondents, 35% of respondents are of age group between 25-30 years, 30% of respondents are of age groups between 31-35 years, 17.5% of respondents are of age groups between 36 - 40 years, 12.5% of respondents are of age groups between 41 - 50 years and 5% of respondents are of age groups between above 51 years

Chart 1: Age Wise Classification

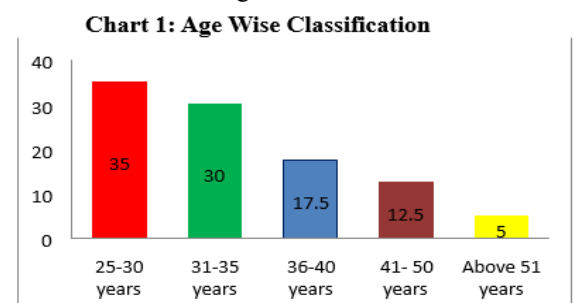


Table 2: Residential Status

S.No	Residential Status	No. of Respondents	Percentage
1	Urban	70	35
2	Semi-Urban	60	30
3	Rural	30	15
4	Others	40	20
	Total	200	100

Source : Primary Data

Interpretation: Among the 200 of respondents, 35% of respondents are of residential status of urban areas, 30% of respondents are of residential status of semi urban areas, 15% of respondents are of residential status of rural areas and 20% of respondents are of residential status of others areas.

Chart 2: Residential Status

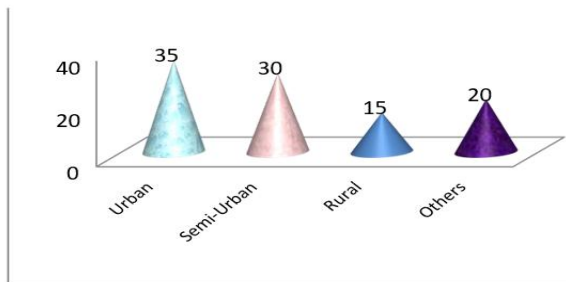


Table 3: Designation

S. No	Designation	No. of Respondents	Percentage
1	Senior staff	60	30
2	Junior staff	40	20
3	Supervisor	20	10
4	Worker	50	25
5	Receptionist	16	8
6	Office Work	14	7
	Total	200	100

Source: Primary Data

Interpretation: The above table clearly indicates the designation employees in the company. Among the 200 respondents, 30% respondents are senior staffs, 20% respondents are junior staffs, 10% respondents are supervisors, 25% respondents are worker, 8% respondents are reception and 7% respondents are office work.

Chart 3: Designation

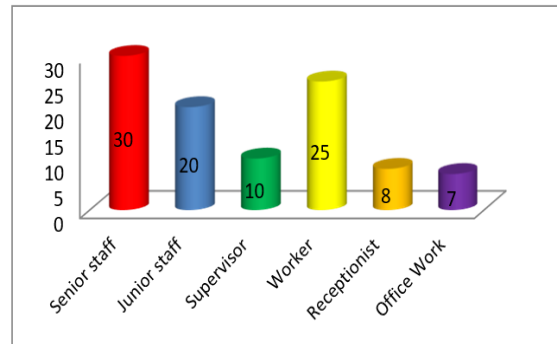


Table 4: Level of Satisfaction

S.No	Level of Satisfaction	No. of Respondents	Percentage
1	Highly satisfied	70	35
2	Satisfied	80	40
3	Dissatisfied	30	15
4	Highly Dissatisfied	20	10
	Total	200	100

Source: Primary Data

Interpretation: The above table explains the level of satisfaction of the respondents. Among the 200 of the respondents, 35% of the respondents are highly satisfied, 40% of the respondents have satisfied, 15% of the respondents have dissatisfied and 10% of the respondents have highly dissatisfied the level of satisfaction their work

Chart 4: Level of Satisfaction

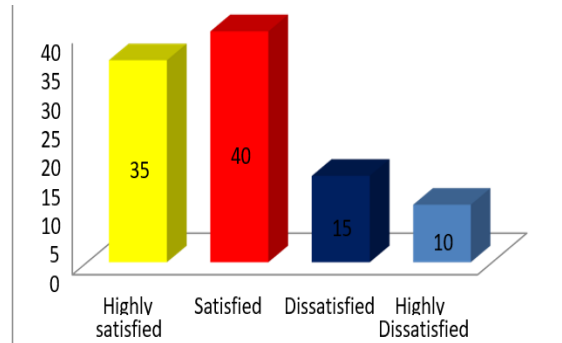


Table 5: Top Management Is Interested In Motivating The Employees

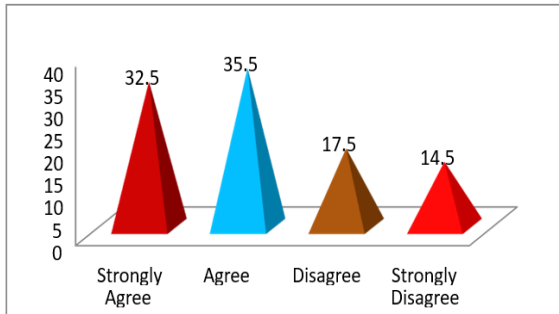
S. No	Interested in Motivation	No. of Respondents	Percentage
1	Strongly Agree	65	32.5

2	Agree	71	35.5
4	Disagree	35	17.5
5	Strongly Disagree	29	14.5
	Total	200	100

Source: Primary Data

Interpretation: The above table explains the top management is interested in motivating the employees of the respondents. Among the 200 of the respondents, 32.5% of the respondents are strongly agree, 35.5% of the respondents have agree, 17.5% of the respondents have disagree, and 14.5% of the respondents have strongly disagree the top management is interested in motivating the employees.

Chart 5: Top Management Is Interested In Motivating the Employees



V. FINDINGS, SUGGESTIONS & CONCLUSION

FINDINGS

1. The maximum age groups of respondents 35% are of age group between 25-30 years.
2. The maximum gender of respondents 65% is male.
3. The maximum classification of the respondents 55% is unmarried.
4. The maximum residential status of respondents 35% of respondents are of residential status of urban area.
5. The maximum educational qualification of the respondents 30% of the respondents have studied post graduate.
6. The maximum designation of the respondents 30% are senior staffs.
7. The maximum monthly income of respondent 30% is Rs. 15000-20000.
8. The maximum year of work experience of the respondents 35% are 5-10 years of experience.

9. The maximum level of satisfaction of the respondents 40% is satisfied.
10. The maximum top management is interested in motivating the employees of the respondents 35.5% are agree.

SUGGESTIONS

The following suggestions are derived from the main findings. Normally suggestions are only proposal which can be used to correct our mistake or to improve from our research area. These suggestions are given to improve the motivation employees' satisfaction level in some aspects.

VI. CONCLUSION

The present study examined the effectiveness of motivational strategies on workforce performance in private sector organizations in Krishnagiri District, with special emphasis on industrial establishments in Hosur. The findings clearly indicate that employee motivation plays a significant role in enhancing job satisfaction, organizational commitment, and overall productivity. The demographic analysis revealed that a majority of employees belong to the younger age group (25–35 years), indicating a dynamic and growth-oriented workforce. This demographic composition emphasizes the need for progressive and performance-based motivational strategies. The results further highlight that both hygiene factors (such as salary, job security, working conditions, and interpersonal relationships) and motivational factors (such as recognition, achievement, responsibility, and growth opportunities) significantly influence employee satisfaction levels. While hygiene factors help prevent dissatisfaction, intrinsic motivational factors contribute more substantially to sustained engagement and improved performance. A considerable proportion of respondents expressed satisfaction with their work and acknowledged management's interest in motivating employees, which reflects the presence of structured motivational practices within the organizations studied. However, the competitive industrial environment of Krishnagiri District necessitates continuous refinement of motivational policies to address employee migration and retention challenges. Organizations must strategically integrate financial incentives with non-

financial rewards such as career development programs, recognition systems, participative management practices, and skill enhancement initiatives.

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