

Role Of Motivation in Employee Engagement and Retention: A Cross-Sectional Study

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Abstract

Employee engagement and retention are critical factors for organizational success and growth. Organizations recognize the significance of keeping talented employees engaged and motivated to achieve desired outcomes. The findings of existing research indicate that motivated employees exhibit greater engagement levels and are often inclined to remaining committed to their organizations. Intrinsic motivators, such as competent work, autonomy, recognition, and good chanced for personal development, contribute significantly to employee engagement and retention. Extrinsic motivators, such as competitive compensation, benefits, and a positive work environment, also play a crucial role in fostering engagement and reducing turnover rates. In conclusion, this area of research underscores the essential role of motivation in driving employee engagement and retention. It emphasizes the need for organizations to implement strategies that address both intrinsic and extrinsic motivational factors to create a positive work environment, boost employee morale, and enhance organizational performance. By understanding the complex dynamics between motivation, engagement, and retention, organizations can establish practices that attract, retain, and nurture their top talent, thereby contributing to sustainable growth and success.

Keywords: Job Satisfaction, Performance, Intrinsic Motivation, Extrinsic Motivation, Motivational Theories, Communication, Talent Retention.

Introduction

Employee engagement and retention are crucial aspects of organizational success and sustainability. In the contemporary competitive business arena, many firms have already noted the significance of motivating workers to foster high standards of being engaged to work and to retain top talent. Motivated workers are not only more productive and committed to their work but also contribute to a positive work environment and overall organizational effectiveness.

Motivation plays a pivotal role in driving employee engagement and retention. It is often pointing towards the intrinsic and extrinsic determinants that stimulate people to take action, put forth effort, and persist in achieving their goals. Motivated employees are enthusiastic, proactive, and willing to invest their time and energy in their work.

Knowing what determinants are into play for motivation is essential for companies to improve their employee engagement and retention. Several motivational theories provide insights into the different aspects of motivation and how they impact employee behavior. According to Maslow's hierarchy of needs, people are driven by a hierarchy of wants, including those for physiology, safety, social, esteem, and self-actualization. According to Herzberg's two-factor theory, employee motivation is influenced by both hygiene factors (such as pay and working environment) and motivators (such as responsibility and recognition). According to the self-determination theory, intrinsic drive, autonomy, and a sense of competence are crucial for promoting engagement and retention.

Both intrinsic and extrinsic motivation factors contribute to employee engagement and retention. Intrinsic motivators arise from the nature of the work itself, including challenging tasks, opportunities for growth, and a sense of accomplishment. Extrinsic motivators, on the other hand, stem from external rewards and recognition, such as competitive compensation, benefits, and positive work environments.

Effective leadership and communication also offer a significant part in motivating workers and fostering work concentration and retention. Leaders who inspire and support their teams create a positive work culture that encourages employees to give their best efforts. Regular feedback, recognition for achievements, and opportunities for career development are essential elements of a motivating work environment. By understanding the dynamics between motivation, engagement, and retention, organizations can develop strategies and practices that attract, engage, and retain their top talent. Ultimately, this contributes to the overall success, growth, and sustainability of the organization.

Literature Review

Sandhya and Kumar (2011) focus on employee retention (ER) through motivation. The researchers explored the connection between motivation and ER within an Indian organization. They identified that motivated workers are more into their work and are less inclined to seek alternative job opportunities. The study emphasized the importance of

intrinsic motivation, including factors such as job satisfaction, recognition, and personal growth, in fostering employee retention. The findings highlighted the significance of creating a motivating work environment that addresses the intrinsic needs of employees to enhance retention rates.

Evangeline and Ragavan (2016) explored the role of company work culture and motivation factors in promoting engagement of employees. The study emphasized that a firm's culture and motivational practices significantly impact employee engagement levels. A positive and supportive work culture, combined with effective motivational strategies, encourages employees to actively participate and be fully engaged in their work. The researchers highlighted the importance of aligning organizational values, goals, and communication practices with employee motivation to enhance engagement levels. The findings suggested that organizations that foster a culture of motivation and provide opportunities for personal and professional growth are more inclined to experience greater standards of EE.

Mgedezi, Toga, and Mjoli (2014) conducted a case study in the Eastern Cape divisions of govt. to examine the influence of internal motivation and job involvement on ER. The study revealed that employees who have a high level of intrinsic motivation and job involvement are more likely to remain committed to their organizations. The researchers identified several factors that contribute to intrinsic motivation and job involvement, including challenging work, autonomy, skill development, and recognition. The study highlighted the importance of creating an environment that nurtures intrinsic motivation and fosters a sense of job involvement to promote ER. In research by Shah and Asad (2018), the impact of motivation on employee retention was examined, with an emphasis on the mediating function of perceived organisational support. The study found that motivation significantly influenced employee retention, and this relationship was mediated by the perception of support received from the organization. Employees who were well supported by their employers were more likely to be motivated and, as a result, have greater retention rates. The results emphasise the need of fostering a supportive workplace culture to boost motivation and raise staff retention.

In another study by Mishra and Mishra (2017), the impact of intrinsic motivational factors on ER among Generation Y employees was explored. Through qualitative research, the authors identified several intrinsic motivators, such as job satisfaction, work-life balance, career growth opportunities, and meaningful work, as influential factors in retaining Generation Y employees. The study emphasizes the need for organizations to understand the unique

motivational drivers of different generational cohorts and tailor retention strategies accordingly to attract and retain top talent.

Das and Baruah (2013) undertook a thorough analysis of the ER literature. The analysis emphasised a number of elements that affect employee retention, including work-life balance, organisational culture, pay and benefits, and possibilities for career advancement. The authors emphasised the need of putting into practise successful retention techniques that take into account these elements. To increase employee motivation and, as a result, ER, organisations must provide a favourable work atmosphere, give competitive wage packages, and provide possibilities for career growth.

Miao, Rhee, and Jun (2020) held a comparative report within China to explore the impact of E&I motivation on JE and TI. The study found that both kinds of motivation significantly influenced EE and TI. Extrinsic motivation, such as competitive compensation and benefits, had a positive impact on job engagement but showed a weaker effect on reducing turnover intention. In contrast, intrinsic motivation, including challenging work and opportunities for personal growth, had a stronger influence on job engagement and played a more substantial role in reducing turnover intention. These findings highlight the importance of addressing both extrinsic and intrinsic motivators to foster employee engagement and reduce turnover. Mehta, Kurbetti, and Dhankhar (2014) conducted a review paper focusing on employee retention and commitment. The study highlighted that employee retention is influenced by various factors, including job satisfaction, organizational culture, leadership, and opportunities for career growth. The authors emphasized that organizations need to create a supportive and engaging work environment that fosters employee commitment and reduces turnover. Strategies such as providing competitive compensation packages, offering training and development programs, and promoting work-life balance were identified as effective approaches for enhancing employee retention and commitment.

Patro (2013) examined the impact of employee engagement on organizational productivity. The study found a positive relationship between employee engagement and organizational productivity. Engaged employees were more likely to demonstrate higher levels of commitment, job satisfaction, and discretionary effort, resulting in improved productivity levels. The study emphasized the need for organizations to invest in initiatives that promote employee engagement, such as fostering a positive work environment, providing growth

opportunities, and recognizing employee contributions. By enhancing employee engagement, organizations can enhance their overall productivity and performance.

Casey and Sieber (2016) conducted a study to focus on the relationship between sustainability initiatives, corporate social responsibility, and employee motivation. They found that organizations that actively address sustainability and corporate social responsibility positively impact employee engagement and motivation. By aligning organizational values and actions with social and environmental concerns, employees feel a sense of purpose and are more likely to be motivated and engaged in their work.

Danish, Khan, Shahid, Raza, and Humayon (2015) investigated the effect of intrinsic rewards on the task performance of employees, specifically examining the mediating role of motivation. Their research highlighted those intrinsic rewards, such as challenging work, autonomy, and opportunities for personal growth, significantly influence employee motivation. They found that when employees perceive intrinsic rewards in their work environment, their motivation levels increase, leading to improved task performance. This suggests that organizations should emphasize the importance of providing meaningful and fulfilling work experiences to enhance employee motivation and overall performance.

In a doctoral dissertation, Jaya (2019) explored the relationship between motivation and employee retention. The study focused on the hospitality industry and found that motivation plays a crucial role in employee retention. Motivated employees are more likely to stay with their organizations for longer periods, as they find their work fulfilling and satisfying. The research emphasized the significance of recognizing and addressing individual motivational needs to foster employee retention in the hospitality sector.

Objectives of the study:

To measure the Role of Motivation in Employee Engagement and Retention

Research Methodology:

This study nature is empirical. 205 respondents were approached to give their view on the role of motivation in employee engagement and retention. The data was analysed through frequency distribution and data was presented with the help of pie charts.

Data Analysis and Interpretation:

Table 1 Competent Work

Particulars	Agree	Disagree	Can't Say	Total
Respondents	175	21	9	205
% age	85.0	10.0	5.0	100

Table 1 represents the statement **competent work**, and 85.0% respondents admit with this statement.

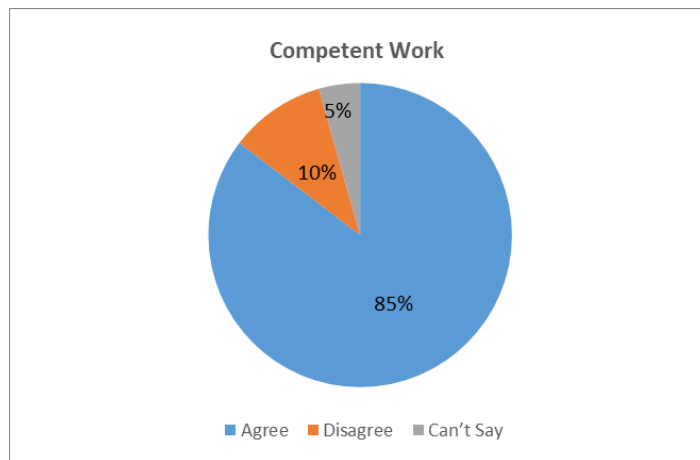


Figure 1 Competent Work

Table 2 Good Chanced for Personal Development

Particulars	Agree	Disagree	Can't Say	Total
Respondents	183	16	6	205
% age	89.0	8.0	3.0	100

Table 2 represents the statement **good chanced for personal development** and 89.0% respondents admit with this statement.

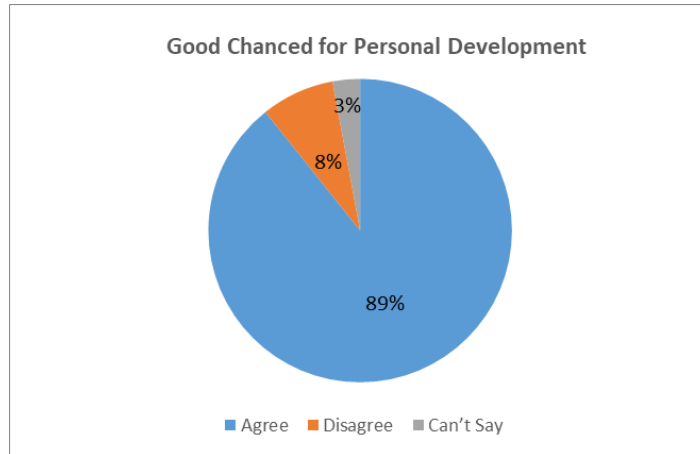


Figure 2 Good Chanced for Personal Development

Table 3 Competitive Compensation and Benefits

Particulars	Agree	Disagree	Can't Say	Total
Respondents	189	14	2	205
% age	92.0	7.0	1.0	100

Table 3 represents the statement **competitive compensation and benefits**, and 92.0% respondents admit with this statement.

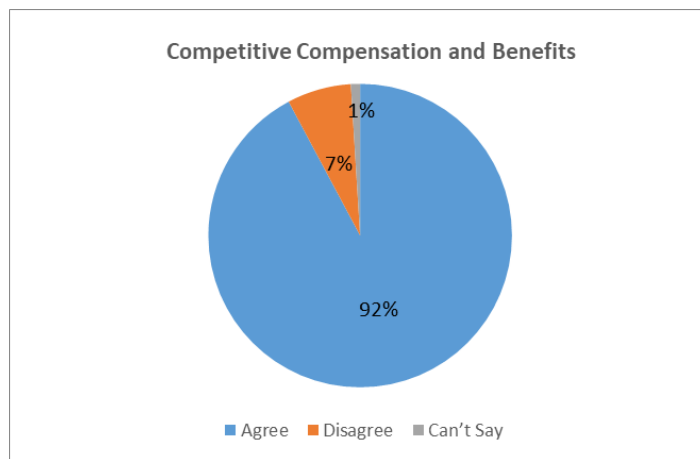


Figure 3 Competitive Compensation and Benefits

Table 4 Positive Work Environment

Particulars	Agree	Disagree	Can't Say	Total
Respondents	170	22	13	205

% age	83.0	11.0	6.0	100
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Table 4 represents the statement **positive work environment**, and 83.0% respondents admit with this statement.

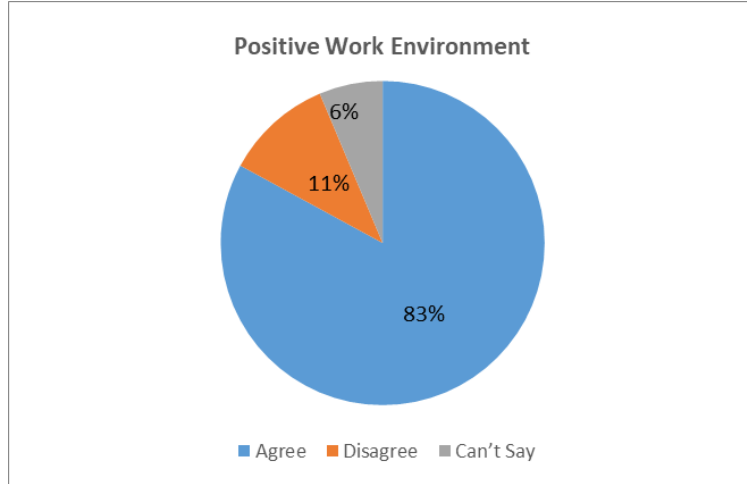


Figure 4 Positive Work Environment

Table 5 Sense of Accomplishment

Particulars	Agree	Disagree	Can't Say	Total
Respondents	179	16	10	205
% age	87.0	8.0	5.0	100

Table 5 represents the statement **sense of accomplishment**, and 87.0% respondents admit with this statement. Considering all the responses of the statements, it was found that to a good percentage, the respondents have agreed that motivation play an important role in employee engagement and retention.

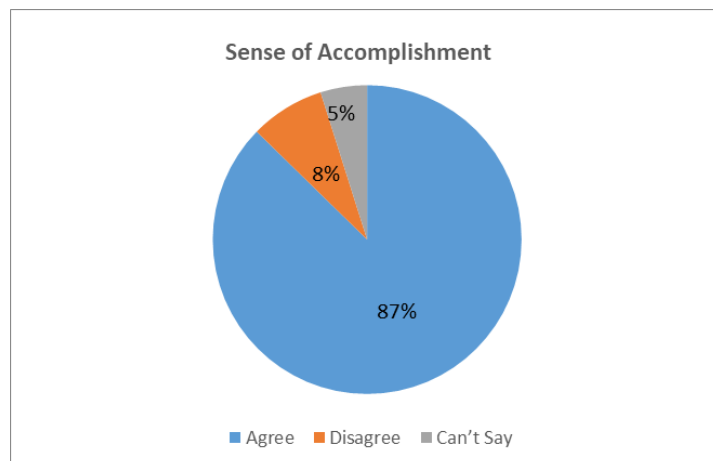


Figure 5 Sense of Accomplishment**Conclusion**

Motivation plays a critical role in driving employee engagement and retention, which are essential for organizational success and growth. Effective leadership and communication are key drivers of motivation. Leaders who create a supportive and empowering work culture inspire and motivate their employees. Regular feedback, recognition for achievements, and opportunities for career development enhance motivation and foster long-term engagement. Organizations that prioritize employee motivation create an environment where employees are enthusiastic, committed, and invested in their work. By understanding the complex interplay between motivation, engagement, and retention, organizations can develop practices that attract, retain, and nurture their talent, leading to sustainable growth and long-term success.

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