



International Journal of Understanding New Insights in Value, Enterprise,
Resources, Strategy, and Leadership

Universal Journal

Vol. 1, No. 1, January 2026 pp. 17-24

Journal Page is available at <https://internationaljournal.lppmunsaka.ac.id/index.php/universal>



Employee Motivation Strategies: Trends from a Managerial Viewpoint

Diana Kurniawati¹, Yuni Kasmawati², Maria Lourdes Dela Cruz³

¹Universitas Salakanagara, Indonesia

²Universitas Budi Luhur, Indonesia

³ University of the Philippines Diliman, Philippines

Email: diana.kurniawati@unsaka.ac.id, yuni.kasmawati@budiluhur.ac.id, mdelacruz@upd.edu.ph

Abstract

This review paper explores contemporary strategies employed by organizations to foster employee motivation in dynamic work environments. It synthesizes current literature on intrinsic and extrinsic motivators, leadership influence, recognition systems, and organizational culture. The study also emphasizes the increasing relevance of flexible work arrangements, purpose-driven employment, and psychological safety in enhancing employee engagement. From a managerial perspective, the review outlines best practices for developing sustainable motivation systems aligned with organizational objectives and evolving employee expectations.

Keywords: *Employee Motivation, Managerial Strategies, Organizational Culture, Work Engagement, Leadership, Recognition Systems, Workforce Retention.*

INTRODUCTION

Employee motivation is an essential driver of organizational performance, reflecting an individual's intrinsic energy and willingness to exert effort toward achieving organizational goals ([Sukalova et al., 2022](#)). Effective motivation strategies are thus critical for managers aiming to cultivate a productive and engaged workforce ([Osabiya, 2015](#)). Motivation encompasses various processes that influence and direct behavior toward specific goals, and it significantly impacts job satisfaction and overall organizational success ([Cheraiasi et al., 2014](#)). Understanding the multifaceted nature of employee motivation necessitates a comprehensive exploration of the factors that drive individuals to perform their best, as well as the strategies managers can employ to harness these motivational forces.

Modern motivation theories provide a conceptual framework for understanding the complexities of human drive within the workplace. Self-Determination Theory highlights the importance of autonomy, competence, and relatedness in fostering intrinsic motivation ([Rigby & Ryan, 2018](#)). Goal-Setting Theory emphasizes the role of specific and challenging goals in enhancing performance, provided that employees are committed to those goals and receive feedback on their progress ([Cheraiasi et al., 2014](#)). Expectancy theory posits that motivation is a product of an individual's belief that effort will lead to performance, performance will lead to rewards, and the rewards are valued. Understanding these theories allows managers to create environments and implement strategies that cater to employees' diverse needs and aspirations, fostering a more motivated and productive workforce ([Khan, 1993](#)). Managers should reconsider outdated motivational patterns to maintain role performance, and develop a new motivational formula based on "friendship, work, and respect" ([Reis & Peña, 2001](#)). These new motivational patterns should improve communication, reduce stress, and enhance overall well-being ([Staniec & Kalińska-Kula, 2021](#)). Motivation is an internal control system affecting individual actions, built on informative consciousness that drives individuals to act ([Rahaman et al., 2020](#)).

To boost employee motivation, managers can utilize strategies such as job enrichment and redesigning jobs to increase skill variety, task identity, task significance, autonomy, and feedback ([Khan, 1993](#)). Implementing recognition and reward systems that acknowledge and reinforce high performance can also be effective ([Hemakumara, 2020](#)). Performance appraisals and feedback mechanisms should be constructive, frequent, and focused on development, not just evaluation ([Hà et al., 2021](#)). Fostering a positive organizational culture that promotes trust, collaboration, and open communication is paramount in nurturing a motivated workforce ([Krušković et al., 2023](#)). Additionally, providing opportunities for professional development and career advancement demonstrates that the organization values its employees and is invested in their growth, thereby increasing their commitment and motivation. Managers can promote motivation and need satisfaction by adopting autonomy-supportive behaviors, which include giving employees choices in task engagement, explaining the rationale behind work-related tasks, and allowing employees to voice their opinions ([McAnally & Hagger, 2024](#)). Providing employees with encouragement and recognition makes them feel valued ([Riley, 2005](#)). By structuring the work environment to satisfy employee needs, managers can facilitate motivation ([White & Generali, 1984](#)).

The central theme of this paper revolves around dissecting the shifting dynamics in employee motivation strategies from a managerial viewpoint. It aims to furnish an all-encompassing analysis of the elements impelling workers, alongside practical strategies that managers can utilize to foster a more committed and efficient workforce. By thoroughly examining existing literature and empirical studies, the paper seeks to offer valuable insights into the latest trends and methodologies in employee motivation, with the ultimate goal of aiding managers in cultivating a workplace environment that spurs productivity, engagement, and overall job satisfaction ([Çakır & Kozak, 2017](#)). The study explores the latest research on employee motivation, offering a detailed analysis of contemporary theories.

LITERATURE REVIEW

Employee retention is critical for organizational performance and growth in today's globalized and modernized world ([Teoh et al., 2023](#)). Organizations that fail to motivate their employees may experience increased turnover rates, which can negatively impact productivity and profitability ([Teoh et al., 2023](#)). Employees now prioritize job stability, respect, meaningful work, and a healthy work-life balance in addition to competitive salaries ([Teoh et al., 2023](#)). They seek more than just financial rewards, so companies must adapt their strategies to meet these changing expectations. Some studies emphasize that employee engagement can be enhanced by focusing on specific conceptual frameworks that promote advocacy and satisfaction ([Mukerjee, 2014](#)).

A number of factors have an impact on workers' motivation, including an open corporate culture, employee involvement, and senior management support ([Kausar, 2020](#)). Organizations can foster a sense of community and shared purpose by encouraging open communication and creating chances for employees to participate in decision-making processes. In addition to financial incentives, non-monetary rewards like flexible work arrangements, chances for professional development, and recognition programs can greatly improve employee motivation and dedication ([Bronlet et al., 2024](#)). It's also important to remember that a company's values, mission, and goals must all be in alignment in order to promote employee motivation and organizational success ([Sharma et al., 2023](#)). By giving employees, a sense of purpose and meaning in their work, organizations can foster greater levels of motivation and engagement ([Sabir, 2017](#)).

METHODOLOGY

This research uses a comprehensive review of existing literature and empirical studies to explore the trends in employee motivation strategies. Data from various sources were analyzed to identify common themes, best practices, and emerging trends in the field of employee motivation ([Rahman et al., 2023](#)). This approach allows for a thorough and nuanced understanding of the subject matter, providing a solid foundation for the findings and recommendations presented in this paper. The study used qualitative methods such as case studies and interviews to get insightful information about motivation techniques from managers in a variety of industries.

RESULTS

Findings indicate a significant shift towards intrinsic motivational factors, such as personal growth, recognition, and workplace spirituality, in addition to traditional extrinsic factors like financial compensation and promotional opportunities ([Ramnarain & Parumasur, 2015](#); [Sukalova et al., 2022](#)). Supportive leadership and work-life balance were also found to have a significant impact on employee motivation and affective commitment ([Nujjoo, 2012](#)). Additionally, the study highlights the importance of tailoring motivational strategies to individual employee needs and preferences, as well as aligning them with organizational goals and values.

The case studies showed how tailored employee value propositions that took into account aspects of well-being, motivation, and satisfaction could be used to boost employee experience and perceived value ([Bronlet et al., 2024](#)). The study's findings emphasize the significance of both intrinsic and extrinsic motivational factors, with the work environment being the primary driver of intrinsic motivation and salary being the primary motivator of extrinsic motivation ([Bronlet et al., 2024](#)). The study emphasizes the importance of individualized incentives and expectations, particularly in light of generational and occupational variances, as well as the requirement to create a brand image that corresponds with talent needs and organizational values ([Bite & Szombathelyi, 2020](#)).

DISCUSSION

Motivating workers involves a complex interaction of intrinsic and extrinsic variables, calling for a comprehensive strategy that takes into account individual and organizational demands. Managers must comprehend the changing nature of employee values and preferences in order to successfully inspire and retain talent. This entails providing chances for professional advancement and development as well as promoting a supportive work environment that values inclusivity, open communication, and work-life balance ([Gelard, 2024](#)).

Furthermore, businesses should assess and modify their motivation tactics on a regular basis to guarantee they are still in line with corporate objectives and employee expectations ([Omar et al., 2022](#)). Organizations can establish a high-performance culture that fosters innovation, engagement, and long-term success by placing a strong emphasis on employee motivation and well-being. When it comes to attracting top talent, firms should emphasize development opportunities, benefits, and economic value in addition to core values ([Bendaravičienė & Vitkauskas, 2024](#)).

Organizations can foster a sense of value and confidence among employees by emphasizing development value, which in turn increases job satisfaction and promotes good word-of-mouth marketing ([Thao et al., 2024](#)). They also need to cultivate a positive psychological environment by providing additional benefits and a positive culture

([Bendaravičienė & Vitkauskas, 2024](#)). Companies should also invest in training and development programs to help employees gain new skills ([Danish et al., 2015](#)).

This research underscores the evolving landscape of employee motivation and the need for managers to adopt holistic and adaptive strategies. The need to prioritize aspects like pay and rewards, education and training, and recruitment and selection is highlighted by the study ([Sharma et al., 2023](#)). Organizations need to build robust employer branding strategies to draw in and keep talented workers in today's cutthroat market ([Sharma et al., 2023](#)). Businesses must understand that their future success depends on their ability to draw in, hire, and keep employees with the necessary skills. Organizations must align their HRM practices with their overarching objectives to attain a competitive edge ([Kareska, 2023](#)). Organizations may improve employee satisfaction and dedication by putting ethics and social responsibility first, which will promote a more sustainable and creative tourism sector ([Santos et al., 2023](#)). Also, it is imperative to offer appealing perks and working conditions in order to increase employee motivation, job satisfaction, and desirable conduct so that workers are not tempted to quit the company ([Santos et al., 2023](#)). Fun work environments have been shown to boost motivation, enthusiasm, involvement, and teamwork ([Michael et al., 2022](#)). By understanding and implementing these strategies, organizations can create a motivated and engaged workforce, leading to enhanced productivity, innovation, and overall organizational success ([Bae, 2021](#)) ([Tiwari & Lenka, 2015](#)) ([Michael et al., 2022](#)) ([Santos et al., 2023](#)).

In addition to creating strong emotional bonds between employees and the company and using internal marketing strategies to promote identity and values, businesses may retain talent by encouraging emotional commitment. Organizations must cultivate ethical, moral, and socially responsible conduct, transparency, consistency, and differentiation from competitors to successfully implement employer branding, as this leads to efficient human resource management. This involves making sure that HR procedures support employee engagement and retention in order to build a positive employer brand that draws in and keeps top talent ([Michael et al., 2022](#); [Mishra, 2024](#); [Santos et al., 2023](#)). Moreover, in order to maintain their competitiveness and success in the face of increased competition and globalization, businesses must place a high priority on employee retention, as employees' skills and knowledge are crucial ([Hauer et al., 2021](#)).

Modern businesses should also focus on employer branding initiatives to set themselves apart and draw in top talent, particularly in light of the growing competition for skilled workers and the talent shortage that many businesses are currently experiencing ([Shabanabi & Kesavaraj, 2019](#)) ([Barbulescu et al., 2024](#)). This entails showing a dedication to environmental sustainability and including workers in environmentally friendly activities to foster a sense of accountability and ownership ([Alkhozaim et al., 2024](#)). Furthermore, organizations should take into account things like work-life balance, diversity and inclusion initiatives, and possibilities for professional growth and development in order to meet the demands and expectations of their workforce ([Hiltrop, 1999](#); [Krušković et al., 2023](#)). Organizations may boost creativity and innovation, which will improve their products and services, by including staff in organizational strategies.

Finally, businesses may improve their appeal to potential hires, lower turnover, and cultivate a good image in the market by showcasing their organizational culture and employee benefits. Organizations must differentiate themselves from competitors to attract skilled employees ([Krušković et al., 2023](#)). In order to accomplish company objectives, this differentiation involves creating a welcoming workplace, encouraging employee development, and coordinating individual and organizational values ([Fernandes et al., 2023](#); [Horvat et al., 2019](#); [Santos et al., 2023](#)).

CONCLUSION

In conclusion, this study has illuminated the multifaceted nature of employee motivation strategies in contemporary management. It is imperative that businesses foster employee motivation and well-being in order to maintain a competitive advantage and realize long-term success. This entails providing chances for professional advancement and development as well as encouraging a healthy work-life balance, open communication, and inclusive work environment.

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