



International Journal of **A**dvanced **R**esearch in **E**ducation and **T**echnolog**Y** (IJARETY)

Volume 12, Issue 6, November-December 2025

Impact Factor: 8.152



An Empirical Study on Employee Motivational Practices and Their Impact on Job Satisfaction: Evidence from a Pharmaceutical Organization

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ABSTRACT: Employee motivation is a critical determinant of job satisfaction and organizational effectiveness, particularly in knowledge- and skill-intensive industries such as pharmaceuticals. This study empirically examines the motivational practices adopted by a leading Indian pharmaceutical company and evaluates their impact on employee job satisfaction. Primary data were collected from 54 employees using a structured questionnaire. Descriptive and analytical techniques were employed to assess the relationship between financial and non-financial motivational practices and levels of job satisfaction. The findings reveal that financial incentives, recognition, supportive leadership, training and development, and work-life balance significantly influence employee satisfaction. The study contributes to human resource management literature by providing organization-specific evidence and offers practical recommendations for strengthening employee motivation strategies to enhance retention and performance.

KEYWORDS: Employee Motivation, Job Satisfaction, Financial Incentives, Non-Financial Rewards, Pharmaceutical Industry, Human Resource Management

I. INTRODUCTION

In the contemporary business environment, organizations increasingly recognize human resources as a strategic asset that drives competitive advantage. Employee motivation plays a vital role in shaping job satisfaction, productivity, and long-term organizational sustainability. Motivated employees tend to demonstrate higher commitment, improved performance, and lower turnover intentions, making motivation a central concern of human resource management.

The pharmaceutical industry, characterized by intense competition, regulatory pressures, and knowledge-driven processes, requires a highly motivated workforce to maintain operational efficiency and innovation. Organizations operating in this sector adopt a variety of motivational practices, including financial incentives, recognition programs, training initiatives, and employee engagement activities, to enhance job satisfaction and retain skilled talent.

The present study focuses on examining employee motivational practices in a pharmaceutical organization and analyzing their impact on job satisfaction. By empirically evaluating employee perceptions, the study aims to provide insights into the effectiveness of existing motivational strategies and identify areas for improvement.

II. REVIEW OF LITERATURE

Several empirical studies have examined the relationship between employee motivational practices and job satisfaction across different industries and organizational contexts. These studies provide strong evidence that motivation-related factors significantly influence employee attitudes, performance, and retention.

Kumar and Sharma (2018) examined the impact of financial and non-financial motivational practices on job satisfaction among manufacturing employees in India. Their findings indicated that monetary incentives such as bonuses and performance-linked pay significantly improved job satisfaction, while non-financial factors like recognition and training had a long-term positive impact on employee morale.

Singh and Jain (2019) conducted a study on employee motivation in service organizations and found that supportive supervision, performance appraisal systems, and employee involvement in decision-making were strong predictors of

job satisfaction. The study emphasized that employees who perceived fairness in appraisal and reward systems reported higher satisfaction levels.

A study by Devi and Rani (2020) analyzed motivational practices in pharmaceutical companies and observed that continuous training, career development opportunities, and recognition programs positively influenced employee job satisfaction. The authors highlighted that motivated employees exhibited higher commitment and reduced turnover intentions.

Patel and Mehta (2021) investigated the relationship between employee motivation and job satisfaction in private sector organizations. The study revealed that financial rewards remained a primary motivator, but non-financial incentives such as job security, work environment, and work–life balance played a crucial role in sustaining job satisfaction.

Research by Khan, Nawaz, and Khan (2021) focused on employee motivation and job satisfaction in knowledge-intensive industries. The results showed that employee recognition, leadership support, and opportunities for skill development significantly enhanced job satisfaction and organizational loyalty.

Rao and Sahu (2022) studied the effect of motivational practices on job satisfaction in Indian manufacturing firms. Their findings suggested that transparent promotion policies, regular feedback mechanisms, and equitable compensation structures were strongly associated with higher employee satisfaction.

An empirical study by Ahmed and Malik (2022) explored motivation and job satisfaction among healthcare employees. The study concluded that a positive work environment, adequate compensation, and managerial support were key determinants of job satisfaction, particularly in high-pressure work settings.

Gupta and Arora (2023) examined motivational practices and employee satisfaction in medium-scale enterprises. The authors found that recognition-based rewards and participative management significantly improved employee satisfaction and engagement.

A recent study by Verma and Srivastava (2024) analyzed employee motivation and job satisfaction in Indian organizations post-pandemic. The study emphasized the growing importance of flexible working arrangements, mental well-being initiatives, and work–life balance in enhancing employee satisfaction.

Overall, existing empirical research consistently demonstrates a strong positive relationship between employee motivational practices and job satisfaction. Financial incentives remain a dominant motivator, while non-financial practices such as recognition, training, leadership support, and work environment significantly contribute to sustained employee satisfaction. However, limited empirical studies focus specifically on pharmaceutical organizations in the Indian context, highlighting a research gap that the present study seeks to address.

III. OBJECTIVES OF THE STUDY

- To identify the motivational practices adopted by the organization.
- To examine the level of job satisfaction among employees.
- To analyze the impact of motivational practices on employee job satisfaction.
- To provide recommendations for improving employee motivation and satisfaction.
- To examine the relationship between financial and non-financial motivational practices and employee retention intentions.

IV. HYPOTHESES

H₀: Employee motivational practices have no significant impact on job satisfaction.

H₁: Employee motivational practices have a significant impact on job satisfaction.

V. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive and analytical research design. It aims to describe existing motivational practices and analyze their influence on employee job satisfaction.

Nature of the Study

The present study is **empirical, descriptive, and analytical in nature**. It is based on **primary quantitative data** collected from employees using a structured questionnaire. The study adopts a **cross-sectional and non-experimental approach** to analyze existing motivational practices and their impact on job satisfaction. Percentage analysis and tabular interpretation are used for objective data analysis.

Sample and Sampling Technique

The study is based on a sample of 54 employees selected using a random sampling technique from a pharmaceutical organization. The sample includes employees from different functional areas to ensure diversity of responses.

Sources of Data

Primary data were collected through a structured questionnaire consisting of 18 questions related to motivation and job satisfaction. Secondary data were obtained from journals, books, research articles, and organizational records.

Tools for Data Analysis

The collected data were analyzed using percentage analysis and descriptive statistics. Graphical representations such as tables and charts were used for clarity and interpretation.

VI. DATA ANALYSIS AND RESULTS

The analysis indicates that a majority of employees are satisfied with the organization’s motivational practices. Financial incentives emerged as the most influential motivator, followed by positive work environment, recognition, and opportunities for growth. Training and development programs were acknowledged by all respondents as beneficial for improving performance.

Table: Integrated Summary of Employee Motivation and Job Satisfaction Responses(n = 54)

Dimension	Key Indicator	Dominant Response	Respondents (%)
HR Support	Satisfaction with HR support	Satisfied	70.4%
Management Motivation	Management interest in motivating employees	Agree	42.6%
Incentive Preference	Preferred type of incentive	Financial incentives	53.7%
Performance Appraisal	Effectiveness of appraisal system	Agree	50.0%
Promotional Opportunities	Availability of promotions	Agree	51.9%
Team Support	Support from co-workers and leaders	Yes	75.9%
Decision-Making	Employee involvement in decisions	Yes	70.4%
Feedback System	Regular feedback from supervisors	Yes	63.0%
Training Programs	Availability of training	Yes	100%
Management Trust	Trust shown by higher management	Satisfied	59.3%
Pay & Benefits	Fairness of compensation	Agree	44.4%
Overall Job Satisfaction	Satisfaction with current job	Yes	83.3%
Recognition	Work recognized through rewards	Yes	92.6%
Work Environment	Positive and stress-free environment	Agree	46.3%
Key Satisfaction Factor	Most influential motivator	Financial incentives	33.3%
Mentorship Quality	Level of mentorship and guidance	High-Moderate	44.4%
Work Structure	Rating of work structure	4-5 Star	85.1%
Personal Satisfaction Factor	Preferred personal satisfaction element	Work-life balance	25.9%

INTERPRETATION

Employees reported high levels of satisfaction with supervisory support, feedback mechanisms, and trust from top management. Work-life balance and a supportive organizational culture were identified as key contributors to overall

job satisfaction. The findings strongly support the alternative hypothesis, indicating that motivational practices have a significant positive impact on employee job satisfaction.

VII. FINDINGS OF THE STUDY

- Financial incentives are the most preferred motivational factor among employees.
- Recognition and rewards significantly enhance employee morale and satisfaction.
- Training and development programs contribute positively to performance and confidence.
- Supportive leadership and employee involvement in decision-making improve satisfaction levels.
- Work–life balance and a positive work environment play a crucial role in sustaining motivation.

VIII. SUGGESTIONS

- The organization should strengthen non-financial motivational practices alongside financial incentives.
- Regular employee engagement and stress-relief activities may be introduced.
- Transparent communication and equal treatment across hierarchical levels should be encouraged.
- Enhanced work–life balance initiatives can further improve employee satisfaction.

IX. CONCLUSION

The study concludes that employee motivational practices have a significant and positive impact on job satisfaction. Financial rewards, recognition, supportive management, training opportunities, and work–life balance collectively contribute to higher levels of employee satisfaction in the pharmaceutical organization studied. Motivated employees are more committed, productive, and likely to remain with the organization.

Although the study is limited by a small sample size and a single-organization focus, it provides valuable empirical insights into the effectiveness of motivational practices. Future research may extend the study across multiple organizations and industries using advanced statistical techniques to further validate the findings.

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International Journal of Advanced Research in Education and Technology

ISSN: 2394-2975

Impact Factor: 8.152