

# Factors Influencing Motivation and How it Affects Employee Performance

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*Abstract - The factors influencing motivation and demotivation of employee of organizations are key to understanding why some are motivated, while others are not. In today's competitive and challenging market place, entrepreneurs, leaders and management of businesses pass through many issues in being able to run their organizations successfully. It should however, not draw all their attention away from the focusing on their greatest assets (people) and motivate them the right way, to enable them put in their best. The purpose of this research and study is to identify which elements would impact the motivation and performance of employees within the organization. The researcher has conducted extensive analysis on the industry to learn about factors that would influence employee motivation and how it would affect the performance of the employees, which was done through evaluating and assessing various theories and ideas relating to motivation of the employees. This study would emphasize looking into other aspects that would influence employees' motivation, and the external and internal factors that drive employee motivation in the various companies in the UAE.*

*Indexed Terms: Factors, Motivation, Demotivation, Employee, Performance*

## I. INTRODUCTION

An overview of this case study involves a thorough discussion of how motivation affects the employees' performance in the organization. Motivation is one of the driving forces that helps people to keep moving forward. A person's motivation can be influenced by extrinsic factors such as other people or certain events, or it can be influenced by intrinsic factors that come from within the person. The level of energy, dedication, and innovation that employees bring to their jobs is mainly recognized as the motivation of the employees. Searching for different methods to motivate employees is one of the main concerns of the company. It is crucial that the management understands and comprehends what are the various

elements that would help their employees to provide the best service they could possibly put forward. Some have pointed out and theorized that either incentives or employee empowerment are some of the main motivation an organization could provide for their employees. The researcher has structured this case study into seven chapters to thoroughly explain the study. The first chapter discusses an overview of this case study. The second chapter would mainly focus on different theories of motivation, varieties of motivation and how it affects employee performance. The third chapter would discuss the problems that would occur in this study. The fourth chapter would discuss the aim and objective of this research. The fifth chapter would explain the methodology of how the information was acquired. The sixth chapter would briefly explain the results of the research. The seventh chapter would discuss the summary of the main problems and the recommendation to improve or avoid the said problems.

## II. LITERATURE REVIEW

In this chapter, the researcher examined different types of theories of motivation and has chosen to further elucidate on these two types of theories of motivation: content theory and motivation theory. The researcher would also explain thoroughly the different types of motivation and how it would affect the performance of employees. A lot of modern theorists have put forward that employee motivation does not really relate to materialistic rewards rather than the aim of the position of the employees itself. Divided and easy jobs resulted in lower employee confidence and performance which was shown in studies as far back as 1950. For the how many years, many theorists hypothesized a lot of theories that tries to give justification on the intricacy of motivation within the workplace and how it affects the employees' performance. The fundamental speculation is that

rewards such as financial and non-financial compensation affect work motivation and that there's a relationship between job satisfaction and performance. Nevertheless, in order to discover what would motivate the employees, it is crucial to evaluate and examine pertinent theories behind the occurrence. Each theoretical viewpoint provides a clarification on how motivation influences the performance of employees. In this chapter, the researcher would present the theories that are applicable to the purpose of this research.

### Theories of Motivation

#### Content Theories

Based on a universal assumption, all human beings have specific needs to fulfill and appease, and content theories would aim to justify those specific things that motivate individuals to act in a particular way. These theories are focused on recognizing what drives people to act in a specific manner. Although, the intricacy of the nature of human beings is a concern in relation to the authenticity of these theories. It is crucial for the management of the organization to understand and comprehend what their employees need in order to motivate them. It is also important for the management to comprehend that the needs of their employees change over time and that their needs deviate from the needs of the other employees. Some theorist that belongs to this category includes, Douglas McGregor, Frederick Herzberg, Abraham Maslow, have all imparted theories in order to further explain needs as a source of motivation.

#### Maslow's Hierarchy of Needs

Abraham Maslow introduced his theory of hierarchy of needs in his book, *Motivation and Personality*. Maslow hypothesized and theorized the idea that human beings are influenced by unsatisfied needs, and with this in mind, the achievement of acquiring the lower need would only lead to the pursuit for the fulfillment of a higher need. By way of explanation, all needs must be satisfied. Human beings have various necessities that need to be satisfied which Maslow has stated based on his experience as a psychologist. He categorized the human needs into

five classifications: self-actualization, esteem, love or belongingness, safety, and physiological. Maslow has suggested that the hierarchy of needs begins with physiological needs as the basic need of any human being, then advance through safety, belongingness, self-esteem, and self-actualization needs.

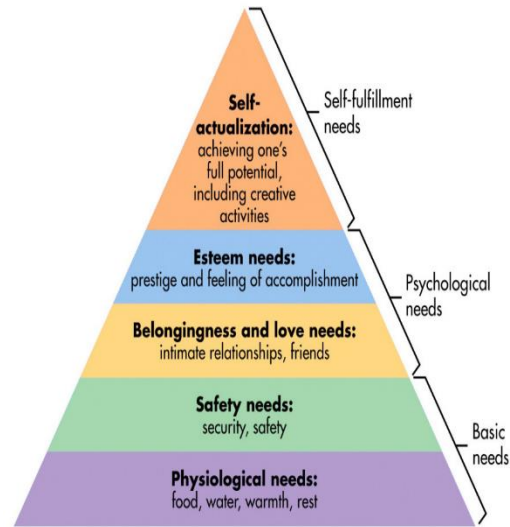


Figure 1. Maslow's Hierarchy of Needs

(Adapted from the internet)

Physiological needs are the most basic form of needs that every human being require in order to survive in their day to day lives. It comprises satisfaction and relief from hunger and thirst, as well as, comfort. Food, air, shelter, and water are basic needs that would go under this category. Financial rewards offered by the organization is a physiological need of employees that need to be met by the organization.

The next need after physiological needs is safety. People need to feel secure and safe in their environment. Safety is the need for security against any potential threat such as emotional or physical hazards, within the environment. A few of the examples under safety would be, healthy working environment, security in one's job, and medical insurance.

Belongingness, the third need of human beings, is mainly concerned with the relationship people form with one another. This relates to the need for affection, a sense of belongingness, love, respect, care, and

friendship. Employees must feel acceptance and sense of belongingness within the working environment.

Self-esteem relates to the need of being valued. It is mainly the feeling of being they are important. Employees have the need to feel that they are being valued by the company and that they are a part of it. There are two kinds of need which come from internal esteem factors such as confidence, self-respect, and accomplishment; and external esteem factors such as recognition, attention, appreciation, and social status.

Self-actualization, the highest level of needs, is concerned with having the need to achieve full potential and self-fulfillment. This kind of need can be never fully achieved and satisfied. Maslow noted that due to the openness of this need, only a finite amount of percentage of people can attain and would be able to get to this level.

#### Herzberg's Two Factor Theory

Herzberg's Two Factor Theory is one of the most eminent and distinguished theory regarding the relationship between the motivation of employees and their performance which was theorized by Frederick Herzberg, a behavioral scientist in 1959. Herzberg has used Maslow's hierarchy of needs as a basis for his theory. He criticized Maslow's theory and hypothesized that employees can't be satisfied by their low-level needs. He pointed out that providing basic benefits such as monetary incentives and sufficient working space wouldn't ensure the satisfaction and happiness of the employees. Herzberg conducted an interview for 200 accountants and engineers from various industries in America in order to fully support his study. In his study, the responses he received from the employees were constant and factors influencing employee's motivation can be categorized into two separate categories namely hygiene factors or dissatisfiers and motivators or satisfiers which led to the development of the two-factor theory of motivation and job satisfaction.

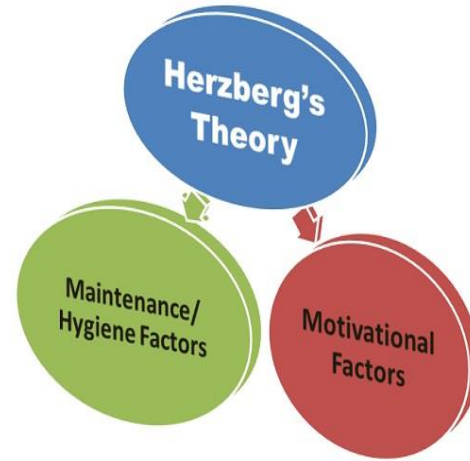


Figure 2. Herzberg's Two Factor Theory

(Adapted from the internet)

According to Figure 2, Herzberg's Theory branches out into two categories. The first category, which is the hygiene factors or factors that cause dissatisfaction. Hygiene factors which emerged from extrinsic or non-job related factors such as company policies, working conditions, administrative practices, salary, benefits, supervision, status, and job security. The second category which is the motivation factor which was explained to be satisfying experiences and were mainly the intrinsic factor of the job itself. Things that motivate employees to excel at their tasks such as recognition, advancement, growth, achievement, responsibility and job challenges are some examples of motivation factor.

Herzberg contended that people have various needs that must be attained in order for them to be satisfied. Furthermore, Herzberg explained that hygiene factors must be met by financial incentives prior to motivating factors which can be used to motivate the employee and the result of attained motivation. The suggestion is that there's an impact on the overall level of satisfaction or dissatisfaction of the employee through the ability of the management to meet physiological and psychological needs.

In order to maximize the satisfaction of employees, managers must identify both satisfaction, which they need to develop, and dissatisfaction factors, which they need to avoid. As for the context of how employees would be rewarded and compensated, it must be based on incentives and rewards that would

provide for the intrinsic and extrinsic needs and motivation of the employees.

#### McGregor's Theory of X and Y

Douglas McGregor theorized and evaluated the performance of individuals at work and formulated two models which he coined as Theory X and Theory Y. McGregor, unlike Maslow, categorized his hierarchy of need into lower needs (Theory X) and higher needs (Theory Y).

Based on the premise that by nature, average human beings has an innate dislike for working, which results to the reluctance to work. This is the basis of McGregor's Theory X. McGregor stated that in order for people to work alongside of the organizational goals, employees must be forced, controlled, directed or threatened since the promise of monetary incentives is not enough to motivate the employees and only the threat of being punished can be effective.

Theory Y is the polar opposite of Theory X wherein people practice self-control and direction in order to attain objectives in which they are dedicated to. Additionally, providing sufficient freedom to employees to perform their tasks without being weighed down by rules would provide higher chances of productivity from the employees.

Theory X and Theory Y are infrequently used in modern day organizational settings. Nevertheless, it provides a functional and guiding tool for motivation and improvement of the culture of the organization.

#### Types of Motivation

##### Extrinsic Factors that influence Motivation

Extrinsic Motivation relates to tangible incentives such as pay, fringe benefits, co-workers, work environment, and job security. It can't be fulfilled by the job itself. Therefore, the work wherein the individual does is just an instrument in order to satisfy one's needs by means of monetary incentives for the job in question. The theory behind the extrinsic factors is that the individual employees' approach towards the job being assigned to them which is determined by the benefits attached to it.

#### Monetary Compensation/Incentives

Monetary Compensation is the most important motivational strategy in order to enhance and develop the extrinsic motivating factor. Salary and monetary incentives induces people's decision to accept or reject a job offer. It has the capability to allure, keep, and motivate individuals to provide high productivity and work performance. Reward affects the motivation of employees and stimulate the performance of the employee. Incentives in forms of promotions, bonuses, pay, or other kinds of rewards are utilized to influence and inspire high level performances of employees. In order to develop the bottom line of an organization, effective use of incentives must be engaged due to the fact that when employees are being stimulated and motivated, the level of their productivity increases which is beneficial for the organization.

#### Good Leadership Relations

Good Leadership Relations is an important factor in encouraging the motivation of employees. Having the ability and desire to be an example and influence the way and how people think without obliging them is a good sign of good leadership skills. When jobs brings recognition and respect for employees, they become more motivated and they perform well.

#### Job Security

Providing employees the security of their jobs would motivate them to perform well for the company. When employees know that they are indispensable in the organization, they are more than willing to provide for the company with the best output they could offer. Job security is one of the most essential and significant factors that drives the motivation and performance of employees. It is a conclusive and main factor that affects the decision of employees immensely whether to join an organization or not.

#### Nature of the Job

The nature of the job has become a dominant element of motivation of employees when they are in the process of evaluating the various features of their work. When the nature of the job that the employee is performing is seen as crucial and less stressful, the

motivational level of the employee would increase and they would be more determined to perform well because this offers a security in their job as well. When employees believe that their work is stressful, they perform badly due to the low motivation and confidence. It decreases the performance of the employees and the turnover rate for the organization would increase. Due to the low job satisfaction, employees would then produce low quality products and services. Poor internal communication and conflicts would also arise within the organization.

#### Intrinsic Factors that influence Motivation

Intrinsic motivation relates to the motivation that is increased and improved by the dedication to work, interest and personal employment. When employees are intrinsically motivated, they don't act upon based on the incentive they are going to get but rather the fun or challenge that's presented. Intrinsically motivated employees would like to have the freedom to express creativity, make their own decisions, be given the opportunity to develop and enhance their skills in their field, to be acknowledged for the work they have done, and so on. Employees who are intrinsically motivated, external incentives and compensation such as money, food, praise, and so on are not the principal reason they are motivated to do their jobs and perform well rather they are satisfied by doing the work itself. In other words, the task on hand presents the employees the motivation they need because it offers stimulation, challenges, interest, room and opportunity for personal growth and achievement.

#### Empowerment

Employees who are empowered are encouraged and provides room for said employee to take responsibility for any improvement due to the performance of the assigned task of the employee while working on the achievement of the organization as well. Empowerment provides the employees the power and authority to do their tasks and jobs in a way they see fit for the organization. This increases the motivational level of employees, as well as the efficiency, effectiveness, innovation, and encourages employee satisfaction, work motivation, and trust for the company.

#### Recognition and Employee Motivation

Rewards and recognition are important elements in improving the motivation and satisfaction of employees which is directly linked to the attainment of the organization. Taking the time to remind your employees that you acknowledge and recognize them, motivates and inspires the employees to do more than what they would normally do because they feel appreciated and secured of their job. Acknowledging and recognizing the employees as an intrinsic motivation satisfies the psychological needs through psychological incentives acquired by performing well and doing a good job.

#### Fairness of Treatment

The distribution of compensation, opportunities, how people are treated and the activity wherein these things are allocated and distributed is mainly concerned and related to the perception of fairness of employees. It is crucial that the organization exercises fairness of treatment because if employees feel the processes within the organization is unjust it poses as a threat to the motivational levels of the employees. They would instantaneously feel that other employees are being chosen over them due to favoritism and it risks their motivation and productivity as a result of the management not recognizing their achievements. Employees must understand and comprehend that the fairness of treatment lies on the competency of their work and the organization must at least help those people who lack competency in order to feel that they are being valued by the company and that they are providing a room for improvement for their skills.

#### Opportunities for Personal Development

One of the key factors that affect that motivational level of employees is the opportunities presented for their personal development. The standard and assortment of training and development for employees available is an important aspect of employee motivation and performance. It is important for the organization to understand and comprehend that employees need to be trained and developed constantly which is not only beneficial for the employee but for the organization as well. Well and consistently trained employees shows immense

amounts of progress and productivity due to the fact that they feel that their careers, skills and abilities are progressing and not remaining stagnant. Organizations that provide employees a room to grow, develop, and enhance their skills and abilities will likely have a high retention rate.

#### Impacts of Employee Motivation on Employee Performance

##### Absenteeism

Absenteeism is mainly referred to as the absence of employees for their designated time of work. Latham and Locke (Latham & Locke, 2007) noted that there's an opposite relationship between absenteeism and motivation. They pointed out that when the motivation of employees are high, the rate of absenteeism would be low or nonexistent and when motivation is low, absenteeism tends to be really high. The fundamental belief in this theory is that there's a significant high correlation between the absence of employees and their dissatisfaction on the job. Absenteeism can pose as a threat for the organization. One of the most prominent idea behind absenteeism is that employees tend to avoid unsatisfying work situation and that lack of employee motivation is the main cause of absenteeism.

##### Productivity

The concurrence of the relationship between employee motivation and employee productivity is that motivation results in the increase of productivity. Although, there are some conditions which explains how the increase of productivity leads to motivation. The first condition is that employees think that internal and external incentives depends on their productivity. The second condition is that extrinsic incentives are allocated equally. Within the business industry, it is crucial to improve on the productivity of the employees for long-run success. By enhancing the productivity of employees, the organization can decrease costs, efficiently use and save scarce resources, and improve profits. Sequentially, increase of profits would allow the organization to provide an increase of pay, better benefits and working conditions as a result would motivate employees towards further improvement in productivity.

##### Turnover

The amount of people who choose to leave the company for other companies is mainly the employee turnover. Turnovers are very costly for companies because when employees leave the company it would ultimately cost the company time and money in order for them to replace them. It is truly a handicap for companies if their turnover rate is high because they spend time attempting to hone the skills and abilities of their employees, only for them to leave the company and render their services to other companies.

### III. STATEMENT OF PROBLEM

The problem that the researcher has identified mainly relies on how the organization would motivate their employees. It is crucial to understand that each and every employee has their own needs and wants and it must be met or be compromised to ensure that they are satisfied in their jobs. Discontented employees are more absent, show job stress, and look for new jobs. (Wood, 1994) Unmotivated employees tend to give sloppy and haphazard results which would greatly impact the results of their performance. (Woods & King, 2002)

##### The Significance of the Study

The researcher chose this topic in order to evaluate the factors that would impact the motivation of employees. In this study, the researcher carries out a thorough analysis of the factors that influence employee motivation and how it impacts employee performance. The researcher aims to understand and comprehend the relationship between employee motivation and employee performance. In this study, the researcher examines and analyzes the degree to which different factors would affect the employees' motivation and would help them perform their best, by analyzing which is the best factor to motivate would improve the employees' performance. The purpose of this research is to further understand how it would be beneficial to distinguish which specific elements of employee motivation should the organization use and how to efficiently and effectively use it towards their advantage in order for the employees to perform well.

Motivation plays a significant part in the organization. The reason to analyze this research topic is to investigate the factors that impact the employee's motivation. The main objectives of this study are to:

- To identify various factors that impact employees' motivation
- To distinguish the relationship between employees' motivation and their performance
- To discover the impact of motivation on employee performance
- To probe into whether the insufficiency of motivation is the cause for employee absenteeism and employee turnover

#### IV. METHODOLOGY

The present study has thus conducted desk research through ProQuest Library, London South Bank University Library, and Google Scholarly. The researcher has researched multiple books regarding this study and has used the most applicable and relevant books to provide precise and accurate information. The researcher has also used journal articles and credible websites to further support the information and to provide more substantial details regarding this study. The keywords the researcher used in searching for the pertinent information are employee motivation, impacts of employee motivation to employee performance, factors that affect employee motivation, and so on. The researcher has also conducted surveys and used a structured questionnaire to collect data from four people from two different hotels so that the researcher could get an in-depth insight of how the two different hotels could motivate their staff. The survey was deemed to be extremely useful in this research as it guarantees accurate information. This type of methodology was performed to support the hypothesis in this study. Both primary and secondary data was utilized by the researcher. Primary data is given more importance in this study due to the fact that it is considered to be a much more credible source. However, the secondary data which was sourced from desk research, journals, or publications were also used in this study.

In businesses, which may lack the resources to enact formal employee motivation programs, managers can

nonetheless accomplish the same basic principles. In order to help employees, feel that their jobs are meaningful and that their contributions are valuable to the company, the business owner needs to communicate the company's purpose to employees. This communication should take the form of words as well as actions. In addition, the small business owner should set high standards for employees, but also remain supportive of their efforts when goals cannot be reached. It may also be helpful to allow employees as much autonomy and flexibility as possible in how their jobs are performed. Creativity will be encouraged if honest mistakes are corrected but not punished. Finally, the business owner should take steps to incorporate the vision of employees for the company with his or her own vision. This will motivate employees to contribute to the small business's goals, as well as help prevent stagnation in its direction and purpose.

Let's take for example two companies within the Hospitality industry. In company A staff are fully motivated and they are happy to support and do their job. In company B staff are totally demotivated. The percentage of resigning in company B around 35 % per quarter, which is showing that employees in company B are unhappy.

Company A:

For motivation of employees in company, management are using specific strategy and tools to motivate people.

This strategy is included:

1. The manager of each department is involved not only in day to day operations processes but they are tracing emotional aspects between employees.
2. Every morning all staff has a meeting with general manager where management are explaining program for day, and motivating the staff by words: "We are one team and should work as one, if somebody fell all other should support him."
3. Salaries paid on time, if any delay management are informed employees about it.
4. One time per months HR Department is making discussion with employees about environment in the company and relations between employees and other managers.

5. If somebody is feel shy to talk with HR manager, the can write and put their suggestions to the box. (incognita)
6. One time per quarter management are preparing the reports about performance in the company and presenting it for all staff. For people to see the improvements of their hard work.
7. As a rewords company are using different ways: like add more benefits, certificates, small amount of money, in some cases incising salaries and positions.
8. Every 4 months' staff are getting training from HR department – team work, confidential etc...

Company B:

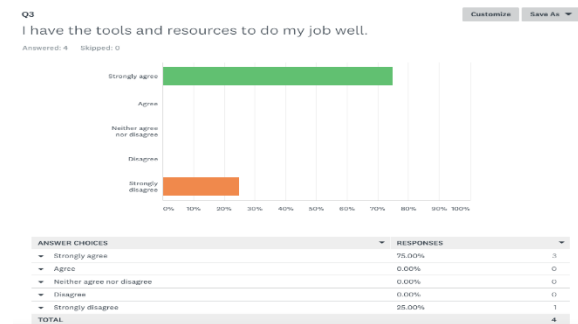
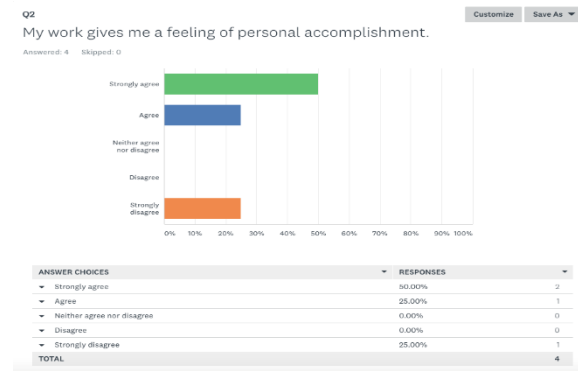
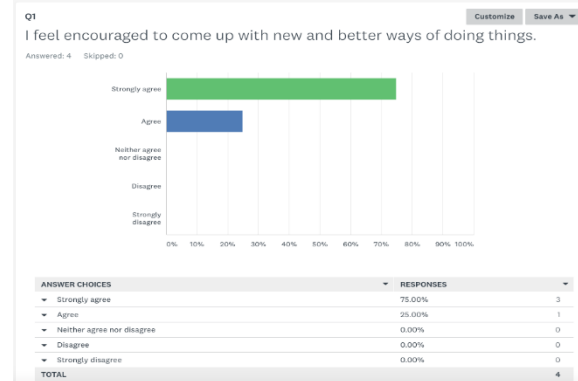
In this company staff totally demotivated. The percentage of resigning people around 35% per quarter. Which is giving a strong prove that staff are unhappy with their work.

Main problems in company B:

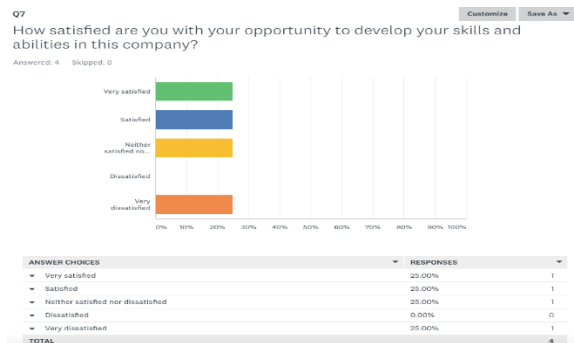
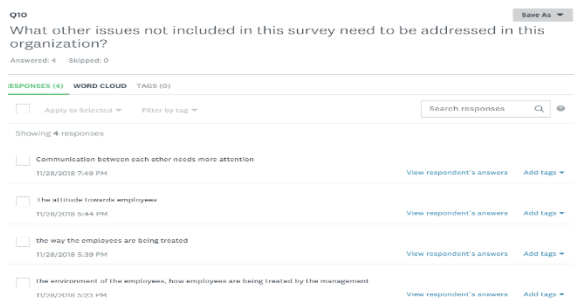
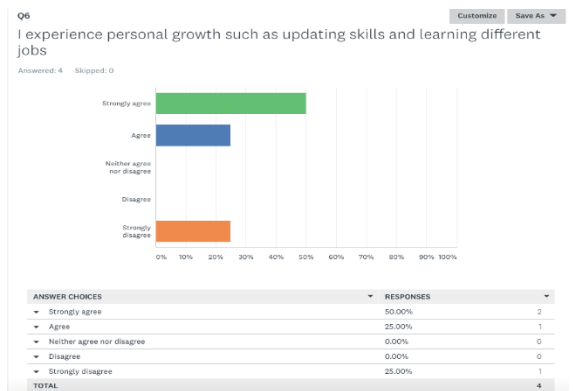
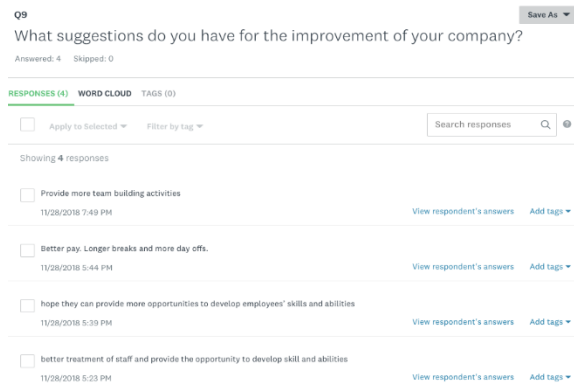
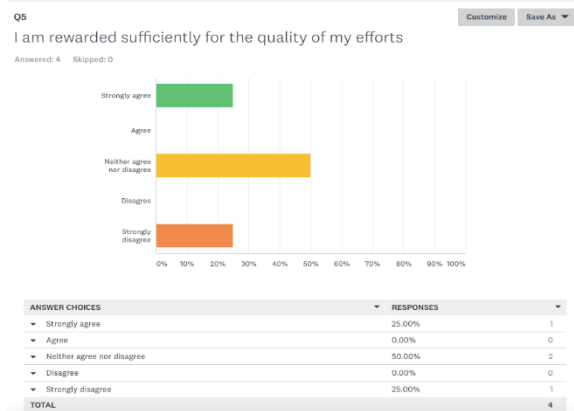
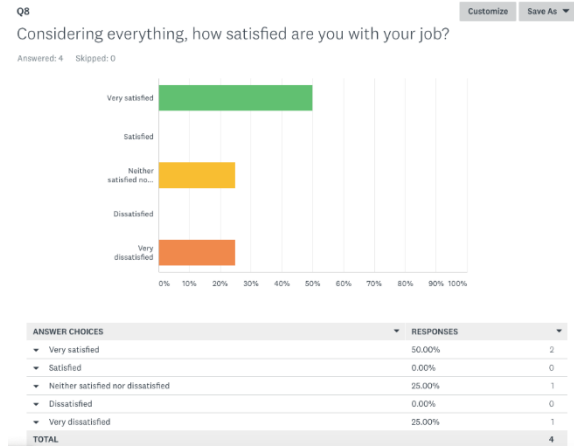
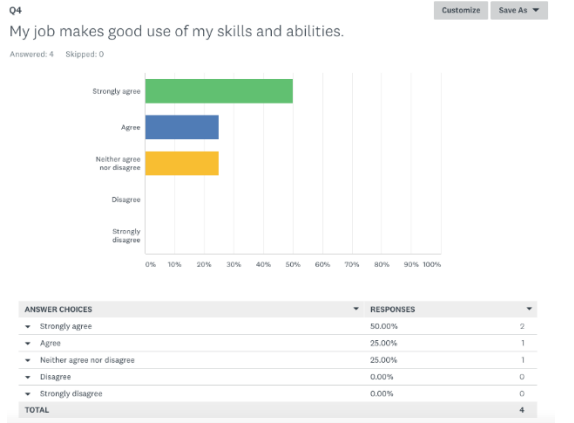
1. Management do not care about day to day operations and he is not involved in the emotional aspect in the company.
2. The employee uses to work overtime which is company are not paying them. And if employee will ask this question the management will make moral pressure to him that he is not a part of team and he do not want to help others.
3. Management making intrigue between people in the company.
4. Terminating people without real reason.
5. Nationals problems in the company and manager does not care about it.
6. Delay with salaries.
7. Policies are not implemented.
8. People are afraid to talk about problems in the company.
9. Management use to blame staff without reasons.

V. SURVEY

The researcher has conducted a survey and acquired responses from four respondents in the UAE. The graphs below would illustrate the result of the survey the researcher has conducted.







## VI. CONCLUSION

In this chapter, the researcher would impart the summary of what the researcher found from their research. Reviewing the literature indicated that the principle of unmotivated employees would lead to poor performance, the researcher found out that there are various factors that would impact the motivations of employees. The key elements that would affect the motivation are fair compensation, provide better

training for employees, provide a space where employees can develop their skills and abilities, exercise proper management styles, openness of manager to employees, enhance the trust between the management and employees, provide a flexible and high quality working environment. Employee performance represents the motivation of each employee which is why it's important to understand and comprehend the different factors that would greatly impact and influence the motivation of employees. It is the duty of the employees to achieve and attain the company objectives but as well as, the management because it is their responsibility to let their employees know about the organizational goals of the company. In other words, it is the responsibility of both the employees and organization to unite the objectives of employees with the objectives of the company in order to attain the success of both the organization and the employee. Since motivation influences the performance intensively, it is essential to consistently enhance, develop and search for new ways to motivate employees in order to improve their job performance and overall satisfaction.

## RECOMMENDATIONS

There are as many different methods of motivating employees today as there are companies operating in the global business environment. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees deem to be important. Therefore it is up to each employer to make sufficient effort for supporting employee motivation. Many organizations today find that flexibility in job design and reward systems has resulted in employees' increased longevity with the company, improved productivity, and better morale. Here are some recommendations in order to motivate the employees:

### Empowerment

Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held

accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment.

### Creativity and Innovation

At many companies, employees with creative ideas do not express them to management for fear that their input will be ignored or ridiculed. When the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible work force, using more wisely the experience of its employees, and increasing the exchange of ideas and information among employees and departments.

### Learning

If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer.

### Working Environment

The number of hours worked each week by American workers is on the rise, and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work

and may reduce an employee's productivity and morale. Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flex-time, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives.

#### Monetary Incentive

One of the most common perception that people think would motivate employees are monetary compensation. True enough that is a common motivator for employees

It gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, non-monetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

#### Other Incentives

Study after study has found that the most effective motivators of workers are non-monetary. Monetary systems are insufficient motivators. Proven non-monetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfilment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary

reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

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