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DISSERTATION

MANAGEMENT OF MOTIVATION SYSTEM OF PERSONNEL AT THE ENTERPRISES

Speciality 073 - Management
(Field of study 07 - Management and administration)

Submitted for a scientific degree of Doctor of philosophy

The dissertation contains the results of own research. The use of ideas, results and
texts of other authors have references to the relevant source

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ABSTRACT

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The dissertation provides a theoretical and methodical generalization of the practical and scientific aspects of managing the personnel motivation system at enterprises and defines the organizational principles of the integration of tools in the management of the motivation system at enterprises.

In the world as a whole, there is a constant growth of technological innovations aimed at improving and simplifying people's lives with the help of unique modifications that remain relevant and fit into established structures. As a result, it is extremely necessary for employers, managers, and specialists to develop strategies, mechanisms, and systems in order to, in some cases, support the motivation of their employees and offer them the desired satisfaction, and in others to avoid losing employees due to demotivation. From a scientific point of view, the study of modern theoretical trends in personnel motivation involves the study of various disciplines, such as sociology, psychology, organizational behaviour and management theory. Such an interdisciplinary approach allows for a deep understanding of the complex of factors influencing the formation of the employee motivation system.

Management of the motivation system is a clear combination of material and non-material incentives used to increase the motivation of personnel, create effective mechanisms for the relationship between the resource potential of personnel and meeting the needs of enterprise managers in motivating corporate interests, as well as taking into account existing economic conditions and available resources.

Despite numerous studies on motivation, there are many ideas and relatively little prior consensus on describing the relationship between the effects of motivation on personnel in an enterprise. At the same time, it is known that a balanced system of motivation not only contributes to the growth of the organization, but also allows employees to strive for high performance and productivity, which causes loyalty to the enterprise, as well as the achievement of desired organizational goals. Therefore, the main goal of the dissertation was to substantiate the theoretical and methodical features and practical application of management of the personnel motivation system at enterprises.

General scientific and special research methods were used to achieve the goal of scientific research and implementation of the set tasks, in particular, such as: methods of synthesis and analysis, induction and deduction when determining the content of the categorical concept of personnel motivation; the method of comparative analysis - when researching existing theories of motivation to identify their methodical value; structural and functional - to determine methodical approaches to the assessment of enterprise personnel and establishing its relationship with the motivation system; statistical and analytical methods of absolute and relative values, generalizing characteristics - for characterizing the state and trends of the personnel motivation management system at Nigerian enterprises; sociological research (questionnaires, surveys, interviews) - when identifying the influence of individual factors on personnel motivation; the method of correlation-regression analysis - to determine the closeness of the relationship between labour productivity as the main indicator of the effectiveness of motivational management and independent variables of production factors; system approach, methods of analysis and forecasting, comparative methods, abstract-logical method - for theoretical generalizations and formation of conclusions regarding the identification of reserves of active motivation systems at enterprises. In addition, the techniques of grouping and classification, tabular and graphic presentation of research results are used in the work.

The scientific novelty of the obtained results lies in the deepening of the theoretical and methodical foundations of increasing the effectiveness of the motivational management of enterprises and in the scientific substantiation of practical recommendations regarding the implementation of the conceptual provisions of the management of the personnel motivation system in the activities of enterprises.

In the introduction of the dissertation, the author comprehensively substantiates the direction of the research, shows its connection with scientific programs and topics, defines the purpose and tasks of the research, object, subject and methods, indicates the novelty and practical significance of the obtained results, and also determines the personal contribution of the dissertation in research, approbation of results and publications on the topic of the work are submitted.

In the first chapter of the dissertation research, the theoretical and methodical foundations of the personnel motivation system at enterprises are defined, the main and essential characteristics of personnel motivation are given, motivational theories and modern scientific approaches to personnel motivation are analyzed, and methodological approaches to the evaluation of the personnel management system of the enterprise and its interrelationships are specified. connection with the motivation system. The work considers various concepts and definitions of motivation, the content of which the author formulates, in contrast to the commonly known ones, as a combination of internal and external influences that encourage personnel to act consciously, achieve goals and demonstrate certain behaviour, and is also defined as a psychological process that affects a person's intensity, determination, and attention to a certain activity or goal. A systematic review was conducted, the relevant literature and data were collected, the current theories of brand management in the field of higher education were summarized, and the current direction of research was determined. The system of creating individual motivational methods in enterprises has been further developed, which is scientific and can help management to evaluate staff productivity, thereby

satisfying individual achievements and the mechanism by which staff are motivated and receive appropriate support, which improves the management's motivation strategy in the enterprise. This section provides the necessary theoretical and methodical support for scientific research.

In the second chapter, trends in the development and application of the personnel motivation management system at enterprises were analyzed, the characteristics of the current state of the personnel motivation system application in Nigerian enterprises were described, the impact of personnel motivation on the results of the enterprise was investigated, and methodical approaches and practice of evaluating the personnel motivation system were studied. For the first time, the author substantiated the conceptual principles of the creation and functioning of the personnel motivation management system, which, unlike the existing ones, on the basis of the integration of the appropriate tools, provides for the implementation of an effective personnel motivation system, which, thanks to its versatility and focus on identifying internal and external influencing factors, allows to carry out continuous observation, analysis of the general impact on motivation and adjustment of the obtained results, contributing to increasing the level of motivation of the staff and the efficiency of the enterprise in general, strengthening its competitive positions on the market. A methodical approach to measuring the impact of motivation on the effectiveness of the enterprise management system has been improved by regularly collecting data through surveys in order to modify and improve motivational programs based on the changing desires and preferences of employees, which should be transformed into practical ideas. In addition, the methodical approach of enterprises to the systematic assessment of their own personnel regarding productivity, abilities, habits and the general value of the employee for the company, which has not only quantitative characteristics, but also qualitative ones, has gained further development. In addition, it includes regular and informal feedback channels of management with subordinates. This assessment has several applications, including making decisions about promotion,

identifying areas for personal development, and aligning personal aspirations with corporate goals.

In the third chapter of the work, the organizational principles of the integration of tools in the management of the personnel motivation system at enterprises are proposed, the remuneration system is diagnosed as the main motivation tool, organizational culture as a factor for improving the motivation of the enterprise, and modern concepts of motivational personnel management systems. A conceptual approach to building effective personnel motivation systems has been improved, which necessarily include, but are not limited to: increasing individual employee motivation; increasing collective motivation; increasing the efficiency of employees; optimal use of employees' potential; the success of the organization as well as its employees. To create an effective motivation system, it is necessary to pay special attention to the nature and duration of work. An effective motivational mechanism of enterprises should be: logical; folded; flexible and acceptable. Approaches to the recognition of the concept of "effective leadership", which is seen by employees as a source of inspiration, encouragement and guidance, have gained further development. An increase in staff motivation and productivity can be attributed to skilful management. Employee motivation and engagement are enhanced with clarity that makes it easier for them to see how their individual contributions are meeting business goals.

So, one of the most important resources of the enterprise is the personnel, who are able to ensure maximum efficiency under the condition of proper performance of their duties. However, it is impossible to achieve a high level of staff productivity without high-quality motivation. In particular, a deep understanding of the company's management and top management of the key components of the system and the main motivational factors in working with personnel allows us to see how a combination of material and non-material incentives contributes to the achievement of operational efficiency. These factors include the level of wages, an established system of internal communications, support of corporate culture and working conditions, etc.

The implementation of the proposed measures together with the improvement of other management methods will contribute to increasing the involvement of employees in work and increasing the efficiency of the entire enterprise management system.

Keywords: management, personnel, development, enterprise, organization, personnel development, managerial ability, personnel management, personnel motivation, motivation, motivation management, motivational mechanism, corporate social responsibility.

АНОТАЦІЯ

Джошуа Лінус Бака. Управління системою мотивації персоналу підприємств. – Кваліфікаційна наукова робота на правах рукопису.

Дисертаційна робота на здобуття наукового ступеня доктора філософії за спеціальністю 073 – Менеджмент. – Сумський національний аграрний університет, Суми, 2024.

У дисертаційній роботі наведено теоретико-методичне узагальнення практичних і наукових аспектів управління системою мотивації персоналу на підприємствах та визначено організаційні засади інтеграції інструментів в управління системою мотивації на підприємствах.

У світі в цілому спостерігається постійне зростання технологічних інновацій, спрямованих на поліпшення і спрощення життя людей за допомогою унікальних модифікацій, які зберігають актуальність і вписуються в усталені структури. Як наслідок, роботодавцям, менеджерам і фахівцям вкрай необхідно розробляти стратегії, механізми, системи, щоб в одних випадках підтримувати мотивацію своїх співробітників і пропонувати їм бажане задоволення, а в інших – уникати втрат співробітників через демотивацію. З наукової точки зору дослідження сучасних теоретичних тенденцій мотивації персоналу передбачає вивчення різних дисциплін, таких як соціологія, психологія, організаційна поведінка та теорія менеджменту. Такий міждисциплінарний підхід дозволяє глибоко зрозуміти комплекс факторів, що впливають на формування системи мотивації працівників.

Управління системою мотивації – це чітке поєднання матеріальних і нематеріальних стимулів, що використовуються для підвищення мотивації персоналу, створення ефективних механізмів взаємозв'язку між ресурсним потенціалом персоналу та задоволенням потреб менеджерів підприємства в мотивації корпоративних інтересів, а також з урахуванням існуючих економічних умов і наявних ресурсів.

Незважаючи на численні дослідження мотивації, існує багато ідей і відносно мало попередніх консенсусів щодо опису зв'язку між впливом мотивації на персонал на підприємстві. Водночас відомо, що збалансована система мотивації не тільки сприяє зростанню організації, але й дозволяє працівникам прагнути до високої результативності та продуктивності, що викликає лояльність до підприємства, а також досягнення бажаних організаційних цілей. Тому, основною метою дисертаційної роботи було обґрунтування теоретико-методичних особливостей та практичного застосування управління системою мотивації персоналу на підприємствах.

Для досягнення мети наукового дослідження та реалізації поставлених завдань було використано загальнонаукові та спеціальні методи дослідження, зокрема, такі як: методи синтезу і аналізу, індукції та дедукції при визначенні змісту категорійного поняття мотивація персоналу; метод порівняльного аналізу – при дослідженні існуючих теорій мотивації для виявлення їх методологічної цінності; структурно-функціональний – для визначення методичних підходів до оцінки персоналу підприємств та встановленні її взаємозв'язку із системою мотивації; статистичні та аналітичні методи абсолютних та відносних величин, узагальнюючих характеристик – для характеристики стану і тенденцій управління системою мотивацією персоналу на підприємствах Нігерії; соціологічного дослідження (анкетування, опитування, бесіди) – при виявленні сили впливу окремих чинників на мотивацію персоналу; метод кореляційно-регресійного аналізу – для визначення тісноти зв'язку між продуктивністю праці як основним показником ефективності мотиваційного менеджменту і незалежними змінними виробничих факторів; системний підхід, методи аналізу та прогнозування, порівняльні методи, абстрактно-логічний метод – для теоретичних узагальнень та формування висновків щодо виявлення резервів діючих систем мотивації на підприємствах. Крім того, в роботі використано прийоми групування і класифікації, табличного та графічного представлення результатів дослідження.

Наукова новизна одержаних результатів полягає в поглибленні теоретичних та методичних засад підвищення ефективності мотиваційного менеджменту підприємств та в науковому обґрунтуванні практичних рекомендацій щодо впровадження концептуальних положень управління системою мотивації персоналу в діяльність підприємств.

У вступі дисертаційної роботи автором всебічно обґрунтовується напрям дослідження, відображається його зв'язок з науковими програмами і темами, визначаються мета і завдання дослідження, об'єкт, предмет і методи, вказується на новизну і практичну значущість отриманих результатів, а також визначається особистий внесок дисертанта в дослідження, апробація результатів і подаються публікації за темою роботи.

У першому розділі дисертаційного дослідження визначено теоретичні та методичні основи системи мотивації персоналу на підприємствах, наведена основна та суттєва характеристика мотивації персоналу, проаналізовано мотиваційні теорії та сучасні наукові підходи до мотивації персоналу, а також уточнено методичні підходи до оцінки системи управління персоналом підприємства та її взаємозв'язок із системою мотивації. У роботі розглядається різні концепції та визначення мотивації, зміст якої автор формулює, на відміну від загальновідомих, як поєднання внутрішніх і зовнішніх впливів, які спонукають персонал діяти свідомо, досягати цілей і демонструвати певну поведінку, а також визначається, як психологічний процес, який впливає на інтенсивність, рішучість та увагу людини до певної діяльності або мети. Проведено систематичний огляд, зібрана відповідна література та дані, узагальнено актуальні теорії бренд-менеджменту у сфері вищої освіти, визначено актуальний напрям досліджень. Набула подальшого розвитку система створення індивідуальних мотиваційних методів на підприємствах, яка є науковою та може допомогти керівництву оцінити продуктивність персоналу, тим самим задовольнивши індивідуальні досягнення та механізм, за допомогою яких персонал вмотивовується та отримує належну підтримку, що покращує стратегію мотивації керівництва

на підприємстві. Цей розділ забезпечує необхідне теоретико-методичне забезпечення наукового дослідження.

У другому розділі було проаналізовано тенденції розвитку та застосування системи управління мотивацією персоналу на підприємствах, подано характеристику поточного стану застосування системи мотивації персоналу в нігерійських підприємствах, досліджено вплив мотивації персоналу на результати підприємства, а також вивчено методичні підходи та практику оцінки системи мотивації персоналу. Автором було вперше обґрунтовано концептуальні засади створення та функціонування системи управління мотивацією персоналу, яка, на відміну від існуючих, на підставі інтеграції відповідного інструментарію, передбачає впровадження ефективної системи мотивації персоналу, яка завдяки своїй універсальності та спрямованості на виявлення чинників впливу внутрішнього та зовнішнього характеру, дозволяє здійснювати безперервне спостереження, аналіз загального впливу на мотивацію та коригування отриманих результатів, сприяючи підвищенню рівня мотивації персоналу та ефективності діяльності підприємства загалом, посилюючи його конкурентні позиції на ринку. Вдосконалено методичний підхід щодо вимірювання впливу мотивації на ефективність системи управління підприємством шляхом регулярного проведення збору даних через опитування з метою модифікації та покращення мотиваційних програм на основі мінливих бажань і уподобань співробітників, які повинні бути перетворені на практичні ідеї. Крім того набув подальшого розвитку методичний підхід підприємств до систематичної оцінки власного персоналу щодо продуктивності, здібностей, звичок і загальної цінності працівника для компанії, що має не тільки кількісні характеристики, а й якісні. Крім того включає регулярні та неформальні канали зворотного зв'язку керівництва з підлеглими. Ця оцінка отримує кілька сфер застосувань, включаючи прийняття рішень щодо просування по службі, визначення напрямів розвитку особи, а також узгодження особистих прагнень із корпоративними цілями.

У третьому розділі роботи запропоновані організаційні принципи інтеграції інструментів в управління системою мотивації персоналу на підприємствах, продіагностовано системи оплати праці як основного інструмента мотивації, організаційну культуру як фактор вдосконалення мотивації підприємства та сучасні концепції мотиваційних систем управління персоналом. Було вдосконалено концептуальний підхід до побудови ефективних систем мотивації персоналу, які обов'язково включаються, але не обмежуються: підвищення індивідуальної мотивації працівників; підвищення колективної мотивації; підвищення ефективності роботи працівників; оптимальне використання потенціалу працівників; успіх організації, а також її співробітників. Для створення ефективної системи мотивації необхідно особливу увагу приділяти характеру та тривалості трудової діяльності. Ефективна мотиваційна система підприємств має бути: логічною; складеною; гнучкою та прийнятною. Набули подальшого розвитку підходи до визнання поняття «ефективного лідерства», яке розглядається працівниками як джерело натхнення, заохочення та керівництва. Підвищення мотивації персоналу та підвищення продуктивності можна віднести на рахунок умілого менеджменту. Мотивація та залученість співробітників підвищуються завдяки чіткості, що полегшує їм спостереження за тим, як їхні окремі внески відповідають бізнес-цілям.

Отже, одним із найважливіших ресурсів підприємства є персонал, який здатний забезпечити максимальну ефективність за умови належного виконання своїх обов'язків. Однак досягти високого рівня продуктивності персоналу неможливо без якісної мотивації. Зокрема, глибоке розуміння керівництвом підприємства та топ-менеджментом ключових компонентів системи та основних мотиваційних чинників у роботі з персоналом дозволяє побачити, як поєднання матеріальних і нематеріальних стимулів сприяє досягненню ефективності діяльності. Ці чинники включають рівень заробітної плати, налагоджену систему внутрішніх комунікацій, підтримку корпоративної культури та умови праці і т.д.

Запровадження запропонованих заходів разом із удосконаленням інших методів управління сприятиме підвищенню залученості співробітників до роботи та підвищенню ефективності всієї системи управління підприємством.

Ключові слова: менеджмент, персонал, розвиток, підприємство, організація, розвиток персоналу, управлінські здібності, управління персоналом, мотивація персоналу, мотивація, управління мотивацією, мотиваційний механізм, корпоративна соціальна відповідальність.

LIST OF PUBLICATIONS

Scientific works reflecting the main scientific results of the dissertation:

Publications in journals included in Scopus/Web of Science scientometric databases:

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Publications in collective monographs:

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Publications in professional journals included in category "B":

3. Dashutina L.O., Joshua Linus Baka. Theoretical and methodological features of motivation effective system formation of enterprises workers. *Наукові перспективи*. 2023. № 3(33). С. 156-168. DOI: <http://perspectives.pp.ua/index.php/np/article/view/4180/4203>

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Scientific works certifying the approval of the dissertation materials:

6. Joshua Linus Baka, Liudmyla Dashutina. The concept of motivation in modern management. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку: VII Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей, Дніпро, 14 квітня 2021 р.* [Електронний ресурс]. Дніпро: Університет імені Альфреда Нобеля, 2021. С. 17-19.

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CONTENTS

ABSTRACT	2
INTRODUCTION	18
CHAPTER 1. THEORETICAL AND METHODOICAL FOUNDATIONS OF THE PERSONNEL MOTIVATION SYSTEM AT ENTERPRISES	25
1.1. Essential and substantive characteristics of personnel motivation at enterprises	25
1.2. Motivational theories and modern scientific approaches to personnel motivation	38
1.3. Methodical approaches to assessing the enterprise's personnel management system and its relationship with the motivation system	57
Conclusions to the chapter 1	69
CHAPTER 2. DEVELOPMENT TENDENCIES AND APPLICATION OF THE PERSONNEL MOTIVATION MANAGEMENT SYSTEM AT ENTERPRISES	70
2.1. Current state of application of personnel motivation systems in Nigerian enterprises	70
2.2. Analysis of the influence of personnel motivation on the results of the enterprise	90
2.3. Methodical approaches and practice of evaluating the personnel motivation system at enterprises	108
Conclusions to the chapter 2	120
CHAPTER 3. ORGANIZATIONAL PRINCIPLES OF INTEGRATION OF INSTRUMENTS INTO THE MANAGEMENT OF THE PERSONNEL MOTIVATION SYSTEM AT ENTERPRISES	123

3.1. Diagnostics of labour remuneration systems as the main instrument of motivation	123
3.2. Organisational culture as a factor of improvement of motivation of enterprise personnel	140
3.3. Modern concepts of motivational systems of personnel management	154
Conclusions to the chapter 3	163
 CONCLUSIONS	 165
 REFERENCES	 169
 APENDIXES	 190

INTRODUCTION

Relevance of the topic. In the present period of economic growth for enterprises of good and effective labor on strategic development, it is essential to resourcefully utilize the personnel motivation system for top performance. Modern managerial ability necessitates the establishment of a wide-range of motivation systems which could be incentive system for capacity and attention on overall efficiency and the strategic growth of the enterprise. Current enterprises are keen on attracting top-notch specialists. In their search of qualified personnel, it is imperative to set up a system that would be a sustainable in the motivation, retaining and satisfying existing employees. The more involved and interested the more employees there are, the more they will notice and perform their workplace as an excellent profession.

Management of motivation system is a precise combination of material and immaterial stimuli used for improving personnel motivation, creation of effective mechanisms of the relationship between personnel resourcefulness and need satisfaction of managers of enterprise in motivating corporate interests, and taking into consideration prevailing economic conditions and the available resources. The management of motivation systems has undergone substantial transformations, and this work also seek to explore management of motivation system of personnel at the enterprises.

Theoretically and practically, the following scientists have contributed to the way enterprise incentive systems are managed: Smith and Rupp, O. Gerasymenko, M. Albert, P. Armstrong, J. Atkinson, G. Becker, J. Bruner, V. Vilyunas, Y. Minser, F. Hedouri, E. Deci, L. Ryan, O. Bandurka, N. Bazaliyska, D. Boginya, A. Bovtruk, V. Vitlinsky, V. Voytko, L. Balabanova, V. Vroom, B. Genkin, F. Herzberg, V. Dyatlov, O. Yegorshin, T. Kharchenko, A. Kybanov, D. McClelland, E. Maslov, A. Maslow, L. Mohylna, J. Ober-Crieu, A. Oriekhova, V. Petty, S. Synku, A. Shestakova, A. Smith, T. Solomanidiniy, F. Taylor, V. Travin, E. Utkin, E. A. Locke, T. Vlasenko and etc.

Scientists mainly reflected on the definition, concept, theories, and describe the functions and factors of motivation systems of personnel. However, most of the previous research conducted research and analysis after a single process, not from the management of motivation system. They lacked systematic study on the management of motivation system of personnel at enterprise. Thus, the topic of the dissertation study was established by the aforementioned.

Connection of work with scientific programs, plans, topics.

The dissertation was carried out in accordance with the directions of research work of the Department of Management named by prof. Mykhailova of the Sumy National Agrarian University: «Development of management in the context of international integration processes» 2019-2023 (state registration number 0119U001336), within which the author investigated the theoretical and methodological foundations of the personnel motivating system at enterprises.

The purpose of the dissertation is to substantiate the theoretical and methodical features and practical application of management of the personnel motivation system at enterprises.

Achieving this goal necessitated setting and solving a complex of the following tasks:

- to investigate modern approaches to determining the essence and place of motivation in the enterprise management system;
- to create a mechanism for continuous monitoring and adjustment of the motivational system in order to increase the efficiency of the enterprise;
- to improve the method of systematic assessment of enterprise personnel, which would include both quantitative indicators (work results, completed tasks) and qualitative characteristics (abilities, professional skills, work habits, general value for the company);
- to research modern models and practices of personnel motivation at enterprises and formulate a conceptual approach to building systems for both individual and collective motivation of employees;

- to develop a methodical approach to measuring the influence of motivation on the effectiveness of the enterprise management system;
- to substantiate the peculiarities of the influence of the actions of an "effective leader" on the motivation of employees, their productivity and involvement in work processes;
- to determine the main individual motivation factors of employees and develop criteria for evaluating employee satisfaction with motivational programs.

The object of the study is to explore the management of motivation system at enterprises.

The subject of the study is a set of theoretical-methodological and practical aspects of formation and provision of an effective motivation system at enterprises taking into account the external and internal environment.

Applicant's personal contribution. All the results obtained in the dissertation are the author's own. All scientific achievements were published in periodicals of different countries under the leadership of a scientific supervisor, the author personally tested the results of scientific innovations at conferences.

Research methods. To achieve the purpose of the research and implement the tasks set, general scientific and special research methods were used, in particular, the following: methods of synthesis and analysis, induction and deduction in determining the content of the categorical concept of personal motivation; method of comparative analysis - in the study of existing theories of motivation to identify their methodological values; structural-functional - to determine methodological approaches to the assessment of personnel at enterprises and establish its relationship with the motivation system; statistical and analytical methods, absolute and relative values, generalising characteristics - to characterise the state and tendencies in management of the personal motivation system at enterprises in Nigeria; sociological research (questionnaires, surveys, interviews) - to identify the strength of the impact of certain factors on personal motivation; the method of correlation and regression analysis - to determine the closeness of the relationship between labour productivity as the main indicator of the effectiveness

of motivational management and independent variables of production factors; systematic approach, methods of analysis and forecasting, comparative methods, abstract and logical method - for theoretical generalisations and formulation of conclusions on improvement of the existing motivation systems at enterprises. Also in dissertation were used the methods of grouping and classification, tabular and graphical for presentation of the research results.

The information base of the study. During the writing of the dissertation, information was used from various available sources – Nigerian, Ukrainian and international: state statistical services, statistical datas of industrial conglomerate in Nigeria - Dangote Group, the World Bank. In theoretical studies, the author used the scientific achievement of the world's leading scientists.

The scientific novelty of the obtained results is that, based on the analysis and synthesis of theoretical and methodological concepts and applied aspects of the personnel motivation system, the theoretical and methodological foundations for improving the efficiency of motivational management of enterprises are deepened and practical recommendations for the implementation of the developed conceptual provisions for managing the personnel motivation system in the activities of such enterprises are scientifically substantiated. The main elements of scientific novelty are:

at first:

- the conceptual tasks of creating and functioning of the personnel motivation management system are substantiated, which, unlike the existing ones, based on the integration of the appropriate tools, provides for the introduction of an effective personnel motivation system, which, thanks to its universality and focus on identifying factors of internal and external influence, allows continuous analysis, analysis of the general influence on motivation and adjustment of the obtained results, contributing to increasing the level of motivation of the staff and the efficiency of the enterprise in general, contributing to the competitive position in its market.

improved:

- content characteristic of motivation, the meaning of which, unlike the well-known ones, is a combination of internal and external influences that encourage personnel to act consciously, achieve goals and demonstrate certain behaviour. It is also defined as a psychological process that affects the intensity, determination and attention of a person to a particular activity or goal;

- a methodical approach of the enterprise to the systematic assessment of its own personnel, regarding the productivity, abilities, habits and general value of the employee for the enterprises, which has not only several, but also qualitative characteristics. In addition, include regular and informal channels of feedback from management to subordinates. This assessment receives additional areas of application, including making decisions about promotion, determining the direction of personnel development, as well as aligning personal aspirations with corporate goals;

- a conceptual approach to the construction of effective personnel motivation systems, which necessarily include, but are not limited to: increasing the individual motivation of employees; increasing collective motivation; increasing the efficiency of employees; optimal use of employees' potential; the success of the organization as well as its employees. To create an effective motivation system, it is necessary to pay special attention to the nature and duration of work. An effective motivational system of enterprises should be: logical; folded; flexible and acceptable;

recieved further development:

- approaches to recognizing the concept of "effective leadership", which is considered by personnels as a source of inspiration, encouragement and guidance. An increase in personnel motivation and productivity can be attributed to skillful managerial ability. Personnel motivation and engagement are boosted with clarity that makes it easier for them to see how their individual contributions align with business goals;

- a methodical approach to measuring the impact of motivation on the effectiveness of the enterprise management system by regularly collecting data through surveys in order to modify and improve motivational programs based on the changing desires and preferences of personnel, which must be transformed into practical ideas;

- the system of creating individual motivational methods, which is scientific, can help enterprises to evaluate the productivity of personnel, thereby satisfying individual achievements, and the mechanism by which personnel are motivated and receive appropriate support, which improves the management's motivation strategy in the enterprise.

The scientific and practical significance of the dissertation was focused on the assessment of the way the determining the fundamental elements of motivation management systems of personnel, such as approaches to rewards and recognition, personnel training and personnel development, monetary incentives, communication strategies from superiors to subordinates, in combination with workload delegation. From a practical point of view, the dissertation research can influence a complete picture of the strategic ways in which the Dangote Group can combined several motivational elements to foster an environment where employees are not simply contributors but also active players in the enterprise accomplishment.

Approbation of the results of the dissertation. The main provisions of the dissertation work were reported and discussed at international scientific and practical conferences: “Modern management: trends, problems and prospects for development” (Dnipro, Ukraine, April 14, 2021); " Innovative entrepreneurship: state and prospects of development” (Kyiv, Ukraine, March 31, 2023); "Global and National Trends in Life Sciences" (Nizhin, Ukraine, April 6, 2023); Materials of the scientific and practical conference of teachers, graduate students and students of the Sumy National University (Sumy, Ukraine, April 25-28, 2023); “Marketing and competitiveness of socio-economic systems in conditions of sustainable development” (Sumy, Ukraine, April 17-18, 2024).

Publications of obtained results. The main results of scientific research were published in 10 scientific papers (5 conference papers, 1 articles published in journals indexed in Scopus, 3 article in journals included in the list of scientific professional publications of Ukraine assigned category "B" and 1 part in collective monographs).

Scope and structure of the dissertation. The dissertation consists of an introduction, three chapters, conclusions and list of references, laid out on 168 pages of the main text, includes 20 tables, 32 figures. The list of used literary sources contains 196 items on 21 pages.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE PERSONNEL MOTIVATION SYSTEM AT ENTERPRISES

1.1. Essential and substantive characteristics of personnel motivation at enterprises

Effective motivation of employees is the goal and one of the main tasks of personnel management, since the main means of implementing strategic management of any organization are people. Therefore, the system of working with personnel regarding their activation is a priority for the successful functioning of a company, organization, or enterprise.

Whether an organization operates in the public or private sphere, motivation is regarded as one of its most important components (Baldoni, 2005b). "Motive" refers to a person's desires, inspiration, motivation, or underlying cause for acting. Consequently, the term "personnel motivation" describes a process used by businesses to encourage or raise employee morale in order to accomplish corporate objectives through incentives like bonuses, raises, and other benefits.

The study conducted by Creswell, J. (2012) understanding the effects of motivation on worker performance advances both our understanding of the reasons for motivation that affect worker performance inside the company as well as the motivational strategies employed by the organization to inspire optimal performance (Aung, 2008). Thus, motivation is the true factor that determines how well employees perform in any given firm (Amabile, T.M. 1997).

Motivation and employee performance are favorably connected. This implies that workers who are more engaged work better all around. The level of instruction, training, and previous research experience all have a moderating effect on the positive link between motivation and performance (Baldoni, 2005b). This aspect will most likely have an effect on motivation With respect to this as well as performance. Every worker contributes to production and economic activity while

also acting as a unique individual, a team player, and a member of society at large. His actions reveal a complicated combination of motivations that at different times, in various contexts, combine social and psychological in addition to simply economic motivations. Because of this, the foundation of people management and its purpose should be an awareness of the interdependence of a variety of administrative, monetary, social psychological, and other elements.

The word motivation is derived from the Latin word "movere," which means "movement." Every definition you'll find in publications or dictionaries underscores the motivation is behavior, and that activity must be directed in order to achieve the desired outcome. Motivation refers to a psychological state characterized by renewed energy and excitement that propels an individual to push themselves toward certain objectives. Motivation is the power that drives someone to work very hard and with great dedication even when circumstances are difficult. Motivation corresponds to a certain type of how people behave.

There are several academic definitions on the research on motivation with different views however with the central concept of motivation and how it affects productivity (see Table 1.1).

Table 1.1 - Scholarly Definitions from previous research on motivation

Hinrichs J.R. (1974) [5]
On the one hand, motivation is an oriented desire to relieve the tension between internal and external, between needs and opportunities, and on the other hand, it is the transformation of this orientation into the internal basis of production and practical activity. The structure of motivation is an internal feature of labor, and it serves as the primary indication of an individual's attitude toward their job.
Tally W. (1982) [8]
Motivation is internal beliefs, desires, urges, etc. It is an internal conditions whose services motivates or stimulates action.
Hartlow L. (1985) [9]
Motivation involves effort, persistence and purpose. In practice, it turns out because of that. that a person makes efforts in the work process, maintains the necessary pace and tension, directs his own activity to achieve the goal.
Vykhansky O.S., Naumov A.I. (1994) [91]
Motivation is a collection of both internal and external impulses that spur someone to action, define the parameters and types of that activity, and focus that effort toward achieving certain objectives.

Continuation of the table 1.1
Genkin B.M. (1998) [10]
Motivation is an influence on human behavior to achieve personal, group and social goals.
Dyatlov V.A., Kybanov A.Ya., Pykhalo V.T. (1998) [47]
Motivation is the desire of an employee to carry out work tasks in order to meet his own demands and receive certain advantages.
Porshneva A.G., Rumyantseva Z.P., Solomatyna (1998) [77]
The purpose of motivation is to get employees in an organization excited about their job and motivated to strive toward the objectives outlined in the plans of the business.
Kulintsev I.M. (1999) [72]
Motivation is a determinant of human behavior. The content of the motive includes a conscious choice of the goal and the means of achieving it, the external environment and implementation conditions are taken into account, the lines and program of behavior are determined, and the possible consequences are evaluated.
Kybanov A.Ya., Batkaeva N.A., Gagarinskaya G.P. (2001) [78]
Motivation is an internal process that occurs under the impact of commodities requirements; It materializes as the development of a behavioral incentive meant to increase labor activity according to the social division of labor and the growth of private property.
Sladkevich V.P. (2001) [77]
Motivation is the prompting of personnel to perform effective, conscientious activities to achieve the organization's goals, which consists in determining personnel needs, developing reward systems for work performed, using various forms of remuneration, and applying incentives to the effective interaction of subjects of joint activity.
Gudskov A.K., Mezentseva O.M. (2002) [91]
Motivation is a process of complex interaction of objective and subjective factors of production, as a result of which a complex of internal interrelated motivations is formed not only for labor, but also for economic and social activities of employees, which is a reflection of the totality of their needs, interests, value orientations, directed on the final results in the system: enterprise-collective - employee.
Kuchynska O.O. (2002) [77]
Motivation is the incitement of people to active work, which should lead to the satisfaction of both personal and social needs and interests to the extent necessary for extended reproduction.
Murashko M.I. (2002) [77]
Motivation is a set of objective and subjective factors that make an individual behave in an appropriate or necessary manner. Motivating employees is one of a manager's most crucial responsibilities. A leader who is skilled at inspiring subordinates to put in more effort and, eventually, complete the task at hand will succeed.
Volgina N.A., Odegova Y.G. (2003) [73]
Motivation is a process, mechanism, action on the part of the state, enterprise management bodies, etc., which motivates anyone (A single person or a collection of persons) to act in order to achieve specific goals and results.

Source: Author's Compilation from other researchers

Although differences are present, these definitions are united by the common opinion that motivation is a choice of motives that encourage a person to work. However, two It is possible to see characteristics of the motivational analysis. A

portion of the authors' definition of motivation focuses attention on the employee as a subject that creates, forms motives, is the foundation of their emergence. Others consider the enterprise as a subject of management, which affects the entity of management the personnel for the purpose of motivation of it to activities to achieve the company's goals. That is, such an approach must be adopted in order to identify motivational variables and develop a generalized model of motivation that takes into account simultaneously objective and subjective conditioning. By applying this model, the company will be able to influence the mechanism of formation of employee motives. The search for means of increasing the effectiveness of managerial influence on personnel is facilitated by theoretical research and examination of the process of motivation with the goal of producing rational models of employee motivation at workplaces. A significant number of motivational articles are devoted to this theory.

So we have the idea that motivation is the combination of internal and external influences that propel someone to act, seek objectives, and display particular behaviors. It can also be seen as a psychological process that influences a person's intensity, determination, and attention on a certain activity or aim. Motivation can also stimulate and maintains goal-directed behaviors.

The passion energy, commitment, and degree of originality that employees consistently contribute to the company are all considered elements of the motivation of employees. Various mental states are said to compete with one another and only the most dominant state influences behavior. It follows that we might be inspired to take action but not always follow through. Desire is the ideal intellectual condition that serves as motivation. However, there are other states that can also serve as motivation, such as goals or views about what one should do.

The main factors influencing employee motivation are their sense of empowerment and engagement with the organization's objectives. There are two types of motivation:

- Intrinsic Motivation
- Extrinsic Motivation

The motivation of staff is a valuable resource for every business, since it has immediate implications for how well the organization performs. Intangible, hard to quantify, and challenging to manage, motivation is actually rather simple to foster when done properly. It all comes down to intent, fervor, and persistence. Ensuring the motivation of each team member inside a business is crucial. Numerous psychologists have examined human behavior and developed formal theories of motivation based on their findings. These theories of motivation offer valuable insights into human behavior and motivation.

Intrinsic and extrinsic motivation are the two main categories. An corporation must be fully aware that its personnel are unique individuals with distinct characteristics, not clones. Consequently, For guidance and motivation your staff effectively, a greater comprehension of the various motivational styles and approaches is required. With this knowledge, you will be capable of appropriately classify your workers and use the appropriate kind of incentive to raise satisfaction and engagement levels. While extrinsic motivation may be more effective for certain employees, intrinsic motivation may be more effective for others.

Motivation can be extrinsic (i.e., wanted for reasons other than intrinsic pleasure or enjoyment) or intrinsic. It could be said that intrinsic motivation possesses more positive effects than extrinsic motivation. Moreover, motivational states may be subsequently separated into conscious and unconscious motivation categories based on whether an employee fully understands the driving forces that underneath their behavior. Realistic rationality and motivation are closely connected concepts. One of the key tenets of this discipline is that we ought to be driven to act if we feel that doing is right. Failing to achieve this intended outcome is a sign of irrationality, often Also known as akrasia or weakness of the will, when our actions and ideas about what is right and wrong diverge.

Motivation research has been used in many different domains. A key question in the business world is motivation at work, such as what steps an employer may take to guarantee that his staff members are driven. Educational

psychologists are particularly interested in motivation because of its critical role in student learning. Extrinsic and intrinsic motivation effects have drawn particular attention.

The act of performing a task for its own intrinsic rewards rather than seeking a separate benefit is known as intrinsic motivation. When someone is driven by intrinsic motivation, they behave out of enjoyment or challenge rather than in response to outside cues, demands, or incentives. The theoretical concept of intrinsic motivation was originally recognized in when it was discovered that many individuals engage in exploratory in nature playful, and curiosity-driven activities even in the absence of reinforcement or reward (White, 1959) experimental investigations of animal behavior. These instinctive actions seem to be motivated more by the satisfying feelings that come from pushing oneself to the limit and exerting one's abilities than by any such instrumental purpose, even though it is obvious that they provide the organism with adaptive advantages. Intrinsic motivation is a kind of human motivation, however not the only one, nor even the only kind of volitional action significant and ubiquitous form.

Humans are, in the best of health, energetic, curious, inquisitive, and playful animals who are always willing to learn and explore; they don't need any outside encouragement to do so. This innate motivational inclination is essential to the growth of the cognitive, social, and physical domains since information and skills are acquired via following one's interests. The propensities to be curious, to actively integrate, and to use our abilities creatively are not unique to infancy; rather, they are an a crucial facet of human existence that influences success, perseverance, and overall well-being across all stages of life (Ryan & LaGuardia, in press). While intrinsic motivation is present in people in one sense, it is also present in the relationships that people make between their behavior and others. Not every person is intrinsically driven for every job; some people are motivated by intrinsic factors for some tasks but not for others. Some writers have described intrinsic motivation as the enjoyment a person gains from working on a fascinating task, although other definitions describe it as the relationship that exists between

an individual and a task. This is so because the roots of intrinsic motivation in the relationship that a person has with a task.

These varying interpretations stem, the notion that intrinsic motivation originated, at least in part, as a criticism of the two behavioral models that dominated empirical psychology from the 1940s to the 1960s. Specifically, intrinsically motivated activities were believed to be those for which the reward has been identified in the activity itself, despite operant theory (Skinner, 1953) asserting that all acts are motivated by rewards (i.e., by separable consequence such as food or money). Consequently, scientists investigated the elements of a task that contribute to task engagement. On the other hand, activities that satisfied Since learning theory (Hull, 1943) claimed that all acts are governed by physiological drives (and their derivatives), innate psychological demands were seen as intrinsically motivated. As a result, scientists investigated which fundamental requirements are met by actions driven by intrinsic motivation.

Our method primarily concentrates on psychological needs, namely the intrinsic desires for competence, autonomy, and affinity. However, we acknowledge that engaging in engaging activities contributes to the satisfying of fundamental needs. Thus, we do occasionally speak about intrinsically fascinating activities, but when we do so we are actually merely talking about things that, on average, many individuals believe to be fundamentally intriguing. By concentrating on task features and their potential intrinsic appeal is highly helpful in practice, as it leads to enhanced task design or selection to boost motivation.

In order to measure intrinsic motivation, several performance metrics have been proposed; nevertheless, two have been used the most frequently.

Basic experimental research has mostly relied on the free choice measure, a behavioral indication of intrinsic motivation (e.g., Deci, 1971). Participants in studies employing this measure are presented with A task that happens in numerous circumstances e.g., being rewarded or not. Subsequently this time, the goal task and a variety of distractor activities are left within the experimental chamber beside the subjects alone after the researcher informs them They are

going to not be expected to work on it any longer. They are therefore given a window of "free choice" on whether or not to resume the activity.

It is presumed the more extended time they spend on the goal task, the more intrinsically driven they are for it, provided There's not any outside incentive such as approval or reward. The fundamental tool for studying the dynamics of intrinsic motivation in experiments has been this measure. When someone is motivated internally, they are said to possess intrinsic motivation. Because their belief system is supported by the results, this person is motivated to do well at work. Deeply held beliefs are typically the most powerful motivators for an individual. These people share traits like acceptance, curiosity, honor, and a drive for achievement.

Self- managerial ability process involves four key steps:

- making a personal, meaningful commitment;
- deciding how best to accomplish that goal or assignment;
- confirming that one is competently carrying out work-related tasks;
- Verifying that one is closer to accomplishing the goal.

Instead than depending on extrinsic incentives or external pressures, intrinsic motivation comes from inside the person and is driven by gratifying internal benefits. It entails taking pleasure in or having an interest in the action itself. Engagement in activities that yield intrinsic rewards generates motivation independent of extrinsic incentives. When someone is intrinsically driven to complete a task, for instance, because they are more interested in learning than in reaching the goal pursuing challenges and goals becomes simpler and more pleasurable. It has been proposed that intrinsic motivation is crucial for cognitive, social, and physical growth and is associated with an increase in one's subjective well-being. It can also be observed in animal behavior, such as when creatures act irrationally out of play or curiosity when There fails to be any compensation.

Kunz and Pfaff (2002) argued that competence and self-determination, or autonomy, are the two prerequisites for intrinsic drive. According to this perspective, the conduct must have an internal reason, and the person engaging in the behavior must believe that the task is increasing their competence. Things that

take place in a social environment, such as praise and reinforcement, can foster sentiments of competence, which in turn fuel intrinsic drive. Nevertheless, without additionally a sense of autonomy, emotions of competence will not boost intrinsic drive. People are more intrinsically motivated when they feel more in charge of their lives when they have alternatives, feelings, and possibilities, which inspires them.

Hughes, D. E., Kirca, A. H., & Mcgrath, S. (2022) agreed that there is a negative correlation between external rewards and inner motivation, which means that when one has a lot of external incentives for doing something, one's inner drive to do it is often lower. Numerous research works have concentrated on intrinsic motivation. They argue that individuals with intrinsic motivation are more likely to focus on honing their skills and to engage in the activity willingly, both of which enhance their abilities and capacities. Compared to extrinsic drive, intrinsic motivation is typically more self-sustaining, fulfilling, and long-lasting.

However, 8) Fischer, C., Malycha, C. P., & Schafmann, E. (2019) indicate that intrinsic drive is difficult to influence or change. In order to effectively recruit current intrinsic motivators, a customized strategy is needed. This includes determining and contextualizing the various motivators that are required to inspire various pupils. Usually, this calls for extra abilities from the teacher. Positive employee feedback and commendations both raise intrinsic motivation, as per studies. Nevertheless, everything should be done in moderation. Overdoing any of these can lead to a significant probability of motivation loss in the individual. It is so crucial to be purposeful while providing criticism or praise if you are a manager, supervisor, or in a leadership position.

When someone is motivated by things not intrinsic to themselves, such as praise and recognition, this is known as extrinsic motivation. Some people would never be intrinsically driven, and their main source of motivation would come from outside sources to complete their responsibilities. When someone is motivated by outside factors, they are said to be extrinsically motivated. These can be punitive (pain, threatened punishment, etc.) or rewarding (cash, paid time off, celebrity, etc.). The drive that propels an activity is what separates intrinsic

motivation from extrinsic motivation. An individual who is intrinsically driven participates in a task because they find it fascinating, pleasurable, or fulfilling by nature.

The personnel objective in extrinsic motivation is a desirable result that is apart from the activity itself. Employees may be motivated by both components from both the inside and outside for the same assignment, although often one kind of motivation predominates. According to a study, extrinsic incentives can occasionally increase someone's desire to pick up new abilities. Incentives like as bonuses, benefits, prizes, and the like can inspire individuals or offer concrete feedback.

However, when it comes to extrinsic rewards, use caution. Anything in excess may be dangerous, therefore as a manager or supervisor, you must be clear about the level to which you will inspire your staff to meet company objectives. Extrinsic motivation has the benefit of being comparatively simple to apply in inspiring others to strive toward achieving goals. One drawback is that employees could not be motivated to perform well, necessitating quality control monitoring.

Engagement in the activity is driven by intrinsic motivation, which quickly disappears when the outside benefits are taken away. Furthermore, it has been proposed that extrinsic motivators may lose their effectiveness with time, making it more challenging to inspire the same individual in the future.

Reeve, Johnmarshall. (2018) differentiated between four types of external motivations that include varying degrees of autonomy: external regulation, introjected regulation, identifiable regulation and integrated regulation. The least independent type of extrinsic incentive is external regulation (Table 1.2).

It is necessary to examine the nature of work in order to identify these innate joys. Essentially, a large proportion of today's workforce is expected to practice strong self- managerial ability in order to use their knowledge and skills to direct their work activities toward important company objectives. Employees offer value in this manner through being creative, solving problems, and adapting to the situations they face To make sure that organizational needs.

Table 1.2 - Rewards for extrinsic and Intrinsic motivation

Extrinsic Reward	Intrinsic Reward
<p>1. Extrinsic incentives are often both monetary and non-monetary. These are the material advantages that managers provide to their staff members, such bonuses, salary increases, and perks. The reason they are referred to as "extrinsic" is that they do not pertain to the actual work, and are subject to external regulations on their scope and approval. Conversely, psychological benefits that come from doing worthwhile job and doing it well are known as intrinsic rewards..</p> <p>2. Extrinsic incentives had a major role in former ages, when employment was typically more monotonous and bureaucratic, and when compliance with rules and procedures was vital. Because there were few intrinsic benefits associated with this labor, organizations frequently had to rely only on extrinsic rewards as a source of motivation.</p> <p>3. For employees, intrinsic rewards are still important. For most workers, compensation is an important element. In accepting a job, and receiving unfair compensation can be a powerful deterrent. But after individuals start working and disagreements about injustice are resolved, we see that intrinsic incentives become more essential and drive inspiration on a regular basis, creating extrinsic rewards less significant.</p>	<p>1. A feeling of significance. This reward is applicable to how significant or relevant the goal you're attempting to achieve is. You believe that, in the grand scheme of things, you have a chance to do something truly meaningful. You have a strong feeling of direction or purpose and believe you are on a road worth investing your time and energy in.</p> <p>2. Feeling of autonomy. You have the freedom to decide how you wish to carry out your job; just use your best judgment to decide which tasks make the most sense for you and how to complete them. You feel accountable for completing the task at hand, take pride in the direction you are going, and own your work.</p> <p>3. Self-awareness of abilities. You believe you are performing your work tasks to a high standard and that you are managing your work tasks effectively. Your work meets or surpasses your personal expectations. The way you manage these tasks gives you a feeling of accomplishment, pride, or even artistic ability.</p> <p>4. A feeling of advancement. It gives you hope that your efforts are having a genuine impact. You believe that the task you're doing is progressing as planned. You observe reassuring indicators that everything is falling into place, which boosts your confidence in both the decisions You have developed and the future.</p>

Source: Prepared by author

As was previously indicated, managers frequently undervalue the significance of intrinsic rewards for other individuals while acknowledging their own role in their own motivation. It is crucial to include training on internal motivation and worker participation in managerial abilities training initiatives to establish a culture of engagement. It's important to focus on helping folks in the intermediate concentrations ranges of operation, who include a significant number of people who find themselves merely somewhat engaged. Their intrinsic rewards will rise to a high range, and when combined with those of the already highly involved, they will constitute the critical mass of highly engaged, energetic individuals required to sustain a high engagement culture.

Measurement of intrinsic reward levels.

You will be operating in the dark if you don't have a method for evaluating the condition of intrinsic rewards in your company. For systematic measurement, we utilize the Work Engagement Profile, but with practice, regular chats with employees may provide a general idea of incentive levels. You are able to identify certain places for improvement and see the general level of engagement within your organization by measuring the reward levels. You may also use it For determining which at first prizes are at a lesser level than others. The lowest rewards will eventually have a negative impact on overall engagement since self-management necessitates all four reward levels; for this reason, they should get particular attention. Give the missing pieces of the intrinsic incentives system that You have to promote. Every reward has distinct building components of its own. For example, actions used to develop a feeling of autonomy are not the same as those used to develop a sense for competence. Here is a list of essential construction elements.

Sense of Meaningfulness:

- A person without cynicism atmosphere that allows for genuine caring.
- Clearly defined passions provide insight into our priorities.
- An inspiring vision that paints a clear image of what can be achieved.
- Task-related objectives that link our work to the vision.

- Complete accountability for a recognizable good or service.

Sense of Choice:

- Confidence in an individual's ability to control themselves.
- Delegated responsibility; decision-making capacity; and security.
- The absence feeling anxious of punishment for sincere errors.
- Knowledge of our goals and objectives.
- A defined goal; and availability of pertinent information and resources.

Sense of Competence:

- Knowledge a sufficient reservoir of understanding gained from training and experience.
- Positive comments about the things that are functioning.
- Acknowledgment of skills deserved for our achievements.
- Provide challenging assignments that are within our reach.
- Extensive, non-comparative criteria that require standards without requiring rankings.

Sense of Progress:

- A cooperative environment where coworkers support one another's success.
- Milestones serve as reference points to document accomplishment stages.
- Marks events to express gratitude for significant anniversaries.
- Measurement of improvement, a method of ascertaining whether performance improves.

You will observe that Several of these building blocks such as information systems, formal authority, and work designs involve elements that are quite visible or "tough." Others address "softer" aspects of managerial ability style and corporate culture, such as celebrations, a non-cynical environment, trust, and skill recognition.

Key Stages of the Process of Motivation.

1) *Need Identification:* This is the motivation's first phase process, during which staff members identify needs that they believe are unmet. An unmet need is the first step in the motivation process because it leads to tension, which motivates

people to search for goals that, if fulfilled, would ease their tension and fulfill their need.

2) *Looking for ways to satiate requirements:* The second step involves looking for various ways to satiate the demands that were determined in the initial phase. These demands generate mental processes that influence an employee's choice to fulfill them and take a certain action.

3) *Choosing Objectives:* The next step is choosing the goals that must be completed if the need has been evaluated and the employee has the ability to ascertain how to meet the need.

4) *Employee Performance:* These demands give rise to mental processes that influence an employee's choice to fulfill them and accomplish a certain performance path.

5) *Results of performance Penalties/Rewards:* When an employee follows a course of action that yields the desired outcome and reward, they are most probably encouraged to continue in that same manner in the future by the potential for getting a comparable return. Alternatively, however, the employee is unlikely to repeat the conduct Should it fail to produce the anticipated benefit.

6) *Reevaluating the disparities in needs:* The procedure is repeated after the employee evaluates any shortcomings and feels that the need has been met through rewards based on performance.

1.2. Motivational theories and modern scientific approaches to personnel motivation

Different elements that contribute to job satisfaction are highlighted by theories of motivation. The numerous theories that might be used to try to understand motivated behavior has been demonstrated in both intrinsic and extrinsic motivated conduct.

Content theory proponents Maslow (1946) and Herzberg (1968) place a strong emphasis on meeting needs. The theory of Maslow (1946) and Herzberg

(1968) centers on the inquiry of what specifically motivates people and what stimulates, maintains, and controls goal-directed behavior. It is assumed that everyone reacts to motivational forces in much the same manner, and that there remains only one most effective method of motivating people, which focuses on meeting their unique requirements.

Process theorists Vroom (1969), Porter (1968), and Lawler (1968) place special importance on the motivation process and the significance of incentives.

The authors of the textbook *Motivation management*, A. Kolot and S. Tsymbaliuk, are two Ukrainian scientists who thoroughly examine the theoretical, methodological, and applied aspects of employee motivation. They also analyze theories of motivation and their effect on employees management practice, and they describe contemporary approaches, methods, and tools that help employees work harder. However, They fail to provide evidence to back up the vital information idea of "motivation management.

According to Kolot and Tsymbaliuk (2014), They refer to it as a component of business management and state because the primary resource is the human, the greatest value, and goal of economic development. Knowledge, intellect, motivation, and competence are the most sought-after competitive attributes, and as a consequence, the importance of human resources has increased. So, it stands to reason that these writers view motivation management as a an element in management of human resources. In contrast, the process theory shifts the focus from the specifications listed in the content theory to the objectives and mechanisms that drive employee motivation. They make an effort to clarify and characterize how people initiate, maintain, and guide behavior intended to satiate desires or lessen or eliminate internal conflict. It emphasizes the benefits to the individual.

According to Armstrong (2007), A definite connection exists. between performance and incentives and penalties in Taylor's theory of motivation to work.

Initially, the psychological, safety, and social demands are the most crucial, and people behave in ways that satisfy these demands. Afterwards the satisfaction

of the lower-level requirements, people focus their activity on achieving their ultimate motivator self-actualization and self-esteem. An individual's demands for stability, protection from psychological and physical harm, and assurance that their physical needs would be met are together referred to as safety needs. Social wants are those of a person for affection, acceptance, relationships, and a sense of belonging. The needs a person has for autonomy, status, and recognition all aspects of self-worth both internal and external are known as their esteem needs. Self-actualization is the desire to reach one's potential, grow, and satisfy oneself. It is the determination to realize the maximum of one's abilities.

Wahba & Bridwell (1976) found minimal evidence supporting either the presence of a clear hierarchy or the ordering of requirements as Maslow articulated.

According to Hofstede (1984), the hierarchy's arrangement with self-actualization because ethnocentric needs are the most crucial.

Cianci and Gambrel's (2003) assertion that Maslow's hierarchy of requirements falls short of these problems short of elucidating and highlighting the distinctions between the social and intellectual demands of individuals reared in collectivist cultures and those raised in individualistic ones. Individualistic cultures are characterized by more self-focused wants and impulses than collectivist ones. These tendencies are concentrated around self-improvement, with self-actualization serving as the pinnacle of this process.

In order to accomplish organizational goals, motivation is a means of generating a high degree of passion, and this condition is met by meeting some personal need. Basically, The process of meeting each employee's needs or expectations in order to accomplish the company's main objectives is known as motivation.

Work motivation, according to Pinder (1998 in Ambrose & Kulik, 1999), is a term that may be used to describe a group of internal and external elements that control the initiation, form, intensity, duration, and direction of work-related behavior. The idea of influence is specifically relevant to the workplace and

considers the ways in which an employee's behavior at work may be influenced by both external and internal variables. Workplace motivation may be defined as an abstract, speculative, and subjective idea that manifests itself as observable behaviors that can be measured. Public and private companies are concentrating on scaling up manufacturing by developing efficient systems for employee motivation. The management's assessment of the important to note functional relationship between worker motivation and organizational productivity helps to explain the gravity of this problem. Labor employers have been trying for years with different strategies to try to link worker motivation to their output at work.

The relevance of motivation in connection to production is explained by W. G. Ouchi (1987). He looked into what was causing Japan's productivity to rise so quickly. He went on to remark that the secret to Japan's success is the sincere concern Japanese managers have for the well-being and progress of their staff. It goes without saying that motivation is the influence that has the most impact on productivity and quality.

It was first discovered during a research carried out in the 1930s by Elton Mayo. The same Findings have been validated by additional research across other disciplines, including software development.

Managers and officers must possess a thorough grasp of motivation in order to encourage employees to contribute to the company's goals. their all. They also need to know how to influence the actions of other people and the reasons for the differences in behavior among coworkers. Managerial abilities are directed at make an effort to inspire staff members to support the execution of tasks at the proper pace, time, and quality. Employees stay motivated and keep contributing to increased productivity if they believe that the organization has appropriately and properly compensated them for their efforts, dedication, loyalty, trust, and excitement with both monetary and non-monetary rewards or incentives. Employees lose motivation when they think there is no such thing as equality.

The first three early theories of motivation we look at are Maslow's Hierarchy of Needs, Victor Vroom's Expectancy Theory, and Herzberg's

Motivation, Hygiene Theory. Even though more logical theories of motivation developed, these early ideas are still important since they influenced later theories and are still widely used by managers in the landscape.

Theories of motivation.

1) The Maslow hierarchy of needs

Abraham Maslow is one of the most well-known psychologists of the 20th century. Most managers and business students are familiar with his hierarchy of needs and pyramid, which depict the hierarchy of human wants. Maslow's Hierarchy of Needs is undoubtedly the most well-known theory of motivation. Maslow is a great place to start when examining the many theories of motivation. Maslow starts out by asserting that human beings are driven by wants that are dependent on their present circumstances. Maslow maintained that humans need to pursue satisfaction at five different levels in order to satiate their basic needs. Maslow's theory is predicated on the straightforward idea that human needs are arranged in a hierarchy. Every human being has some basic requirements, and without them, everything else is meaningless. As these fundamental wants are met, we begin to search for higher-order needs to be met. A lower-level need is no longer an incentive if it is met. Physiological requirements are the most fundamental of Maslow's demands. Air, food, and water are examples of physiological demands. Consider yourself really hungry. You could then just be acting in a way that will help you get food. But when you eat, you stop looking for food, and the prospect of eating no longer motivates you. When basic necessities are met, individuals often start to worry about their safety. Are they safe from danger, grief, or an unclear future? Moving up a notch, social wants encompass the need to build enduring bonds with other both individuals and the desire to be liked. In actuality, being detached from others may be detrimental to one's health and happiness. Esteem requirements become more prominent when corporate social responsibility are satisfied. The urge to feel significant, valued, and regarded well by colleagues is referred to as an emotional need.

Lastly, turning into everything you are capable of becoming is the urge for self-actualization at the highest position in the hierarchy. This urge shows up as the desire to learn new things, take on new responsibilities, and behave in a way that will help one achieve their objectives in life.

When an individual's needs are satisfied, motivation develops, in accordance with Abraham Maslow's hypothesis. The need increases from the most fundamental demands at the lowest level when each lower level need is met. The hierarchy of needs is shown below:

- physiological needs: referring to the physical needs for survival, like Water, food, and shelter;
- safety needs: defense against adversity, danger, and threats.
- social needs: the necessity of friendship, affiliation, association, and so forth.
- self-esteem: the demand for approval and respect.
- self-actualization: possibilities for growth on a personal level, education, and stimulating, creative, and demanding job. Self-actualization represents the pinnacle of an individual's needs that one can pursue (Figure 1.1).



Figure 1.1 - Maslow's hierarchy of needs

Source: Simply psychology

This theory's central tenet is that when one demand is met, another level's strength rises and that level's strength decreases. (Latham, 2007, 31) Maslow did point out that a person does not always need to have all of their needs met at one level before moving on to the next. It is possible for a person to be somewhat content at one level while yet striving for fulfillment at the next. In 2010 Salanova and Kirmanen. Maslow's hierarchy provides a methodical framework for considering the many needs that employees may have at any one time and clarifies the variations in responses that employees may have to the same treatment. When a supervisor gives them praise, an employee who is attempting to meet their requirements for respect may feel satisfied. If, on the other hand, the praise from higher management makes him stand out from the rest of the group, an employee who is attempting to fulfill his corporate social responsibility can take offense at being commended in front of peers.

Thus, how can businesses meet the diverse demands of their employees through utilizing the many aspects of the POLC (planning, organizing, leading, and controlling) roles. Long-term physiological demands could be met by an individual's salary, but it's crucial to keep in mind that income can also meet needs related to safety and self-worth. Satisfying safety needs can be aided by offering substantial benefits, such as employer-sponsored retirement plans and health insurance, along with a certain level of employment stability. Following with corporate social responsibility may be achieved through an atmosphere that's pleasant and a work environment that promotes collaboration and human interaction. If social needs account for the majority of an employee's motivation, then office picnics and other social events of corporate social responsibility could also be beneficial. One way to meet an employee's need for esteem is by offering them opportunities for advancement at work, acknowledging their achievements orally or through more formal award systems, and assigning them employment titles that reflect they have attained a high position within the company.

Last but not least, offering possibilities for personnel development and advancement both within and outside of the workplace, together with giving

exciting and difficult work, can satisfy self-actualization goals. Organizations may guarantee a more highly engaged workforce by making an endeavor to address the numerous demands that each employee may have at any one time.

Hertzberg's two factor theory

Motivator-Hygiene, another name for the studies on engineers and accounts to determine what makes individuals feel comfortable or uneasy about their professions gave rise to Herzberg's Two-factor hypothesis (Saif et al., 2012). A person's sense of fulfillment is influenced by five factors, according to Herzberg: progress, responsibility, the job itself, accomplishment, and acknowledgment at work.

On the other hand, Herzberg pointed out that relationships at work, institutional politics, managerial ability style, supervision, pay, and working conditions may all demoralize employees. Golshan, Kaswuri, Agashahi, and Ismail (2011:12) state that organizations are increasingly utilizing Herzberg's theory to provide opportunities for "personal growth, enrichment, and recognition" for their employees. Workers are going to ought to be promoted upon reaching certain professional milestones while additionally to being acknowledged for extraordinary accomplishments, such as achieving remarkable outcomes in their fields of expertise. Fundamentally, individuals must to be granted the power to determine how best to manage responsibilities associated with their current position.

However, there exist skeptics of the two-factor hypothesis. Golshan et al. (2011) point out that it is impossible to distinguish between psychological and physical components, define motivators precisely, and clarify how they vary from sanitary factors; It also fails to use a numerical representation of the satisfaction and displeasure levels as a metric. Another criticism leveled against it is the assumption that everyone will react in the same manner under specific circumstances. Hertzberg separated the needs into two main categories: elements that inspire and factors that help maintain cleanliness. Herzberg's motivation theory, sometimes referred to as the two-factor hypothesis, states that two factors

may be changed by an organization to influence the degree of motivation among its workers.

The two elements that Herzberg found are:

- Motivating factors: When these are present, workers are inspired To put forth greater effort. These are the elements. present at work.
- Hygiene considerations: Absence of these things would deter workers from giving their jobs their all. Personnel behavior is facilitated by environmental conditions known as hygiene factors (Table 1.3).

Table 1.3 - The two factors identified by Herzberg

<i>Motivators</i>	<i>Hygiene Factors</i>
Recognition	security
Growth	Company policies
achievement	salary
The work itself	Work condition
responsibility	Manager/supervisor

Source: author prepared

There are 4 statistics that are involved here:

Excellent personal hygiene and drive

This is the appropriate condition every manager or supervisor would want to accomplish. All of the staff members here are very motivated and have few complaints.

Poor motivation and excellent hygiene

Employees are not extremely motivated under this circumstance, but They also do not frequently file complaints.. An excellent illustration of this predicament is when workers receive decent pay yet have uninteresting employment. Workers just pick up their paychecks and depart.

Poor personal hygiene and strong drive

This one is challenging since although the staff is very driven, they also have a wide range of concerns. When work is really fascinating but wages are below market rates, that's a common illustration of a circumstance like this.

Poor motivation and hygiene no points for speculating it's clear that things are not good. In this instance, neither the hygienic conditions nor the employee motivation are met (Figure 1.2).

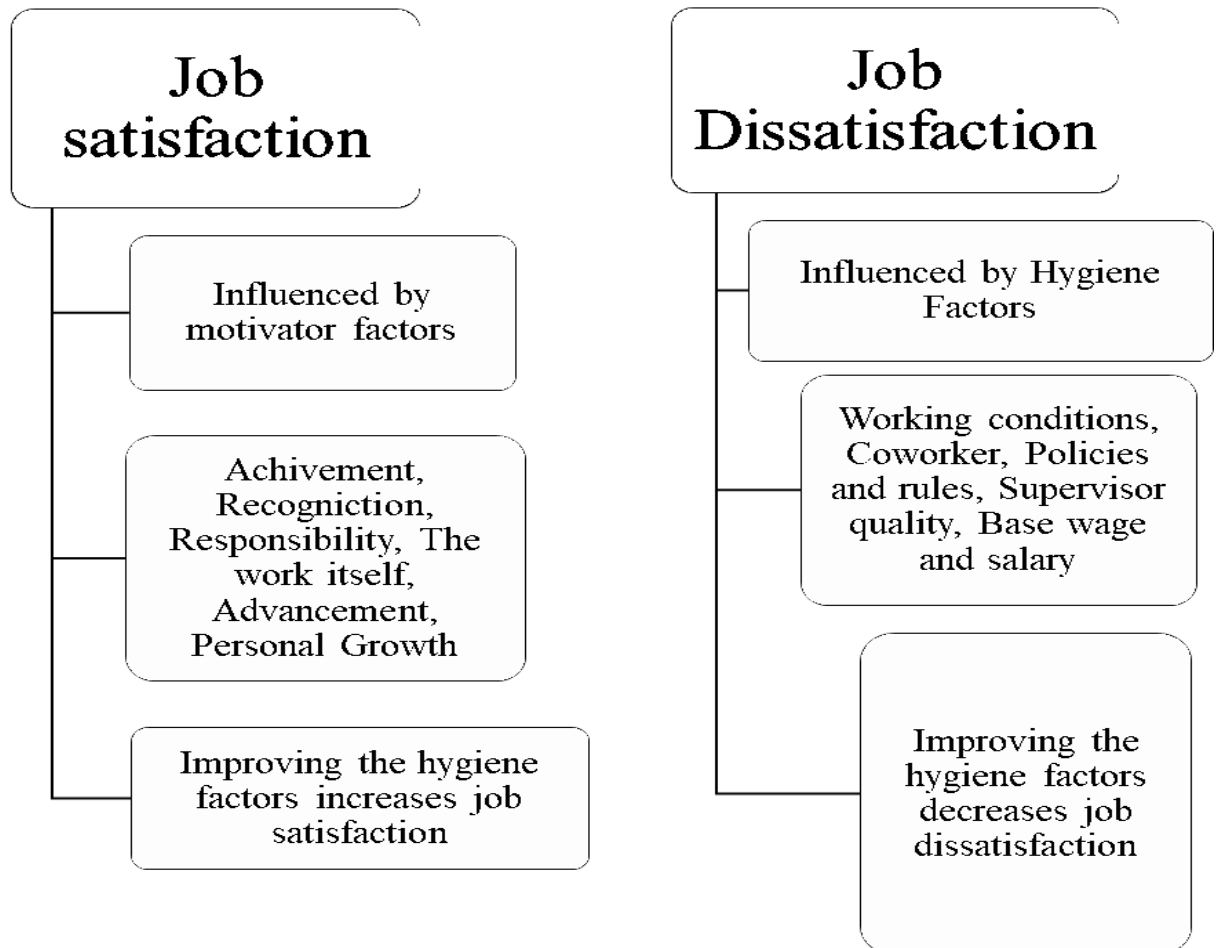


Figure 1.2 - Hygiene and motivating factors

Source: author prepared

Hygiene requirements are necessary to guarantee that an employee is not dissatisfied. Employee satisfaction must be ensured in order to motivate workers to perform better. elements are required. Motivation is not guaranteed by the mere existence of hygiene variables, and motivation is not effective when hygiene components are absent.

McClelland's theory of needs

According to McClelland's need achievement theory, some people are more likely to succeed if they pursue their own objectives as opposed to receiving

rewards themselves (Saif et al., 2012). This idea, which is easily applied to academic settings, explains why certain instructors succeed in spite of obstacles in their path: they have high standards for themselves and their motivation comes from reaching these standards. Alderfer's ERG theory is comparable to Maslow's hierarchy of needs, although reducing Maslow's five categories of requirements to three; Reuben M. Badubi Theories of motivation and their application in organizations: A risk assessment that is, relatedness esteem/social needs, growth as self-actualization, and existence security/physiological needs. We all have three things that drive us, according to McClelland, and these things are independent of our age or gender. In our actions, one of these urges will take precedence. Our life experiences determine our prevailing drive (Figure 1.3).

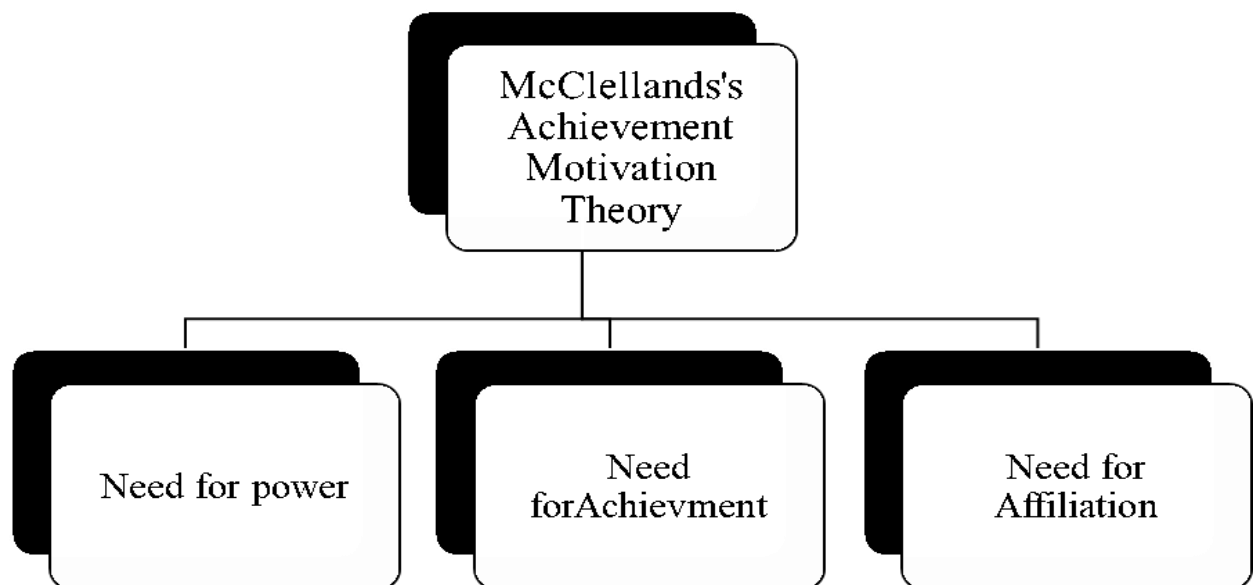


Figure 1.3 - McClelland's needs theory

Source: Author prepared

These three factors serve as motivators:

- **Need for Power:** a desire for control over oneself or other people's work. People who having a deep desire for power are drawn to circumstances where they may use their influence and authority over others. They often care more about

their degree of influence than they do about doing their jobs well, and they aim for positions of status and power.

- **Need for Achievement:** a need to fulfill and exhibit one's own competence High achievers are drawn to assignments that let them take personal responsibility and produce outcomes that are the product of their own labor. Additionally, they favor prompt recognition of their advancement.

- **Need for Affiliation:** a craving for approval by others, affection, and belonging Being liked and accepted by others serves as motivation for those with a high desire for connection. They frequently attend social events of corporate social responsibility and might find confrontation upsetting.

The most extensively used need-based motivation theory was created by Douglas McClelland and is known as acquired needs. According to this theory, people's experiences in life lead to the development of three distinct types of expectations. The need for success, affiliation, and power are these three needs. Every person possesses a mix of these requirements.

- Those with an intense desire for power try to dominate others and control their environment. It might be harmful to a person's relationships if their need for power displays itself as a drive to seek and exploit authority for their own status and financial gain. However, when it manifests in more charitable ways, such as modifying protocols to foster a more positive work environment or obtaining more funds for one's division, it typically yields positive outcomes. In actuality, it is believed that having authority is necessary for managers and other leadership roles to be effective.

- Those with high requirements possess a great desire for success in order to succeed. If someone enjoys staying on schedule, coming up with innovative solutions, and planning their next move in their job, they can have a high desire for achievement. Sales positions, which often include hard labor, clear targets, and fast feedback, are best suited for people with a strong drive in order to succeed. Strong work ethics frequently lead to promotions from lower positions to higher ones for those who possess them. their performance. On the other hand, a strong drive for

success has significant drawbacks in management. Motivating others to complete tasks is part of managerial ability. Promotion to sales manager results in a change in the duties of the job description. from actively selling to hiring, inspiring, and developing salespeople. Individuals with a strong drive for success could consider management tasks like meeting, coaching, and engaging with subordinates as time wasters. Furthermore, they could find it difficult to provide power because they like to do tasks independently. Those could turn into controlling or micromanaging bosses who demand that their employees put in the same amount of effort on work as they do and that their subordinates follow their precise procedures.

- People with a high desire for connection aspire to other people's approval and acceptance. If given the option, they would rather socialize and spend time with friends. Their focus on healthy interpersonal interactions may be advantageous in professions like social work and teaching that call for numerous interpersonal engagement. Once again, having a strong desire for connection may be detrimental to a manager since these people are usually too self-conscious about their appearance. Consequently, individuals could find it difficult to carry out some managerial duties, such providing staff with constructive criticism or reprimanding underperforming workers.

McClelland's idea of acquired requirements has important implications for employee motivation. A person with a strong need for affiliation might be motivated by the urge to win over colleagues and superiors, whereas a person with a high need for success may be motivated by objectives. Getting control over their boss or being in a decision-making role could be more enticing to someone with a strong desire for power. And in order to thrive in management jobs, people who are aware of the constraints of their need orientation may take steps to overcome them.

Vroom's theory of expectancy

Vrooms' expectation theory states that decisions regarding their order of importance result in actions. The objective is to minimize employee unhappiness and increase employee satisfaction. Human qualities such as aptitude and

personality affect performance (Wagner and Hollenburg, 2007). Furthermore, motivation is the determining factor in an individual's effort, motivation, and performance. Valence, instrumentality, and expectancy are a couple of components that promote this. Workplace performance and effort are positively correlated.

According to Victor Vroom, when two requirements are satisfied, individuals will be extremely driven and productive:

- People assume it's likely that the results of their efforts will be beneficial outcomes.
- Those individuals also think their accomplishment will be rewarded.

Individuals will be more motivated to work hard if they see a link between their performance, the amount of work they put out, and the outcomes or rewards they receive.

Vroom's expectation theory states that conduct results from conscious choices made between possibilities with the intention of maximizing pleasure and limiting suffering. Vroom realized that human qualities like as personality, aptitude, education, experience, and abilities impact an employee's performance. He asserts that performance, effort, and motivation all have an impact on a person's motivation. He explains this by citing the variables valence, instrumentality, and anticipation. The expectancy is the belief that putting in more effort will result in increased performance, things will turn out better if I put in more effort. This is impacted by factors like:

- Possessing the necessary resources (time, raw materials, etc.) available
- Possessing the important skills to do the task.
- Having the necessary resources (a supervisor's assistance, precise job information, etc.) to guarantee that the task is finished.

The notion of Instrumentality is the conviction that a great deal of work will result in a outcome. how much an outcome at the first level affects an outcome at the second level. To put it another way, if I do well, I will benefit. This is impacted by factors including:

- a comprehensive knowledge of the rules governing the reward "game," as well as the link between performance and results;
- have confidence in the people around you who will choose who receives what results;
- the process's transparency in deciding which stakeholders get what outcomes.

Valence is the value that an individual places on the expected result. In order for the valence to be favorable, the must value obtaining the goal over failing to do so. For example, a person driven only by financial gain might not be drawn to promises of extended vacation time (Figure 1.4).

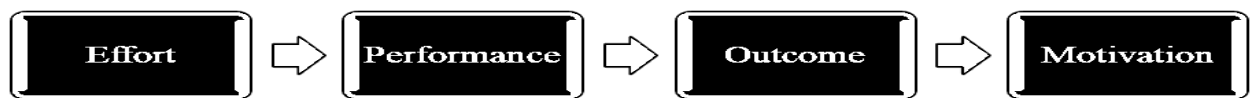


Figure 1.4 - Vroom's theory of expectancy

Source: Author prepared

Most crucially, because Vroom's theory of expectation is dependent on perceptions, it is conceivable for certain employees to feel differently even if a company believes they have given staff members the incentive they require and if this is effective for the majority of employees in the organization. At first glance, expectation theory appears to operate best in a traditional-attitude workplace, where an employee's motivation is dependent on whether they think that exerting greater effort would provide a reward or not, and if they desire the reward provided for a job well done. It might, however, just as easily apply to any circumstance where someone acts in expectation of a specific outcome. Paper recycling is one example of what I do because I believe that preservation is crucial the environment

and conserve resources (valence); I also believe that my willingness to recycle will rise in tandem with my level of effort (expectancy); moreover, the more paper I recycle, the less resources I will need to use (instrumentality). Therefore, rather than being more concerned with people's Vroom's anticipation theory of motivation, which emphasizes self-interest in rewards, is more interested in people's connections with expected results and their view of their own abilities to contribute to those outcomes.

McGregor's theory X and theory Y

Based on two sets of assumptions, McGregor's (1960) Theory X and Y models split workers into two categories. The negative presumptions of Theory X state that an individual may have "an inherent dislike for work and avoid it if possible; because of this, they must be coerced, controlled, directed, and threatened with punishment to make them work." They want stability, like being in charge, lack ambition, and shy away from responsibility (Saif et al. 2012, p.138).

The premise of hypothesis Y is that the energy and resources used in work are equivalent to those used in play or leisure. There may be additional factors motivating someone to try in addition to threats or other outside factors. Goals may be achieved by organizations and people via precaution and discipline, but the degree to which these attributes are adhered to relies on the magnitude of the rewards attached to the appropriate types of successes. People are generally able to adapt to the moment at which people actively pursue accountability as opposed to obediently taking it on (Saif et al., 2012).

Making use of these suppositions in the context of a school, It might be argued that two major causes of teachers' dissatisfaction are dealing with challenging students and strict, heartless administration, such as a coercive principal who does not value teachers' efforts or an excessively directive principal who never allows educators the autonomy to their own decisions. Conversely, a supportive administrator might increase instructors' work satisfaction (Alavi & Askaripur, 2003).

Douglas McGregor's two distinct anthropological viewpoints stem from the laborers' engagement. In essence, the second, known as Theory Y, is positive, whereas the first, known as Theory X, is fundamentally negative. Additionally, there are others that fit within both groups (Figure 1.5).

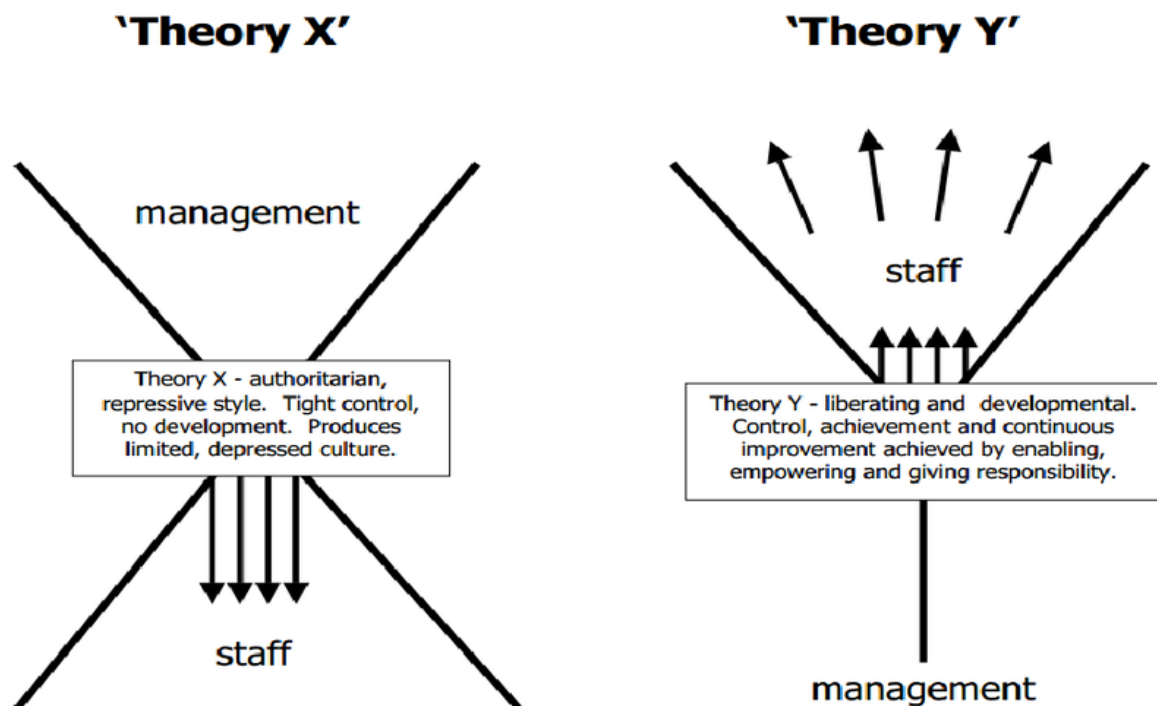


Figure 1.5 - McGregor's theory X and theory Y

Source: Business research methodology

Based on their nature they need to be managed accordingly.

- Theory X: From a conventional standpoint, workers are inherently lazy, egotistical, and uninspired. Strict, control from the top is therefore an appropriate management strategy.
- Theory Y: This viewpoint holds that workers are inherently motivated and ready to assume new responsibilities. A successful managerial ability approach focuses on creating a productive work environment and offers positive reinforcement and rewards.

Incentive theory

According to the incentive motivating theory, prizes, incentives, and recognition all serve to encourage individuals. According to the incentive theory,

people could conduct in a certain way to accomplish a goal, prompt a certain activity, or get rewarded. Here are some instances of workplace rewards.:

- a. Bonus: A bonus might be given to an employee based on how well they perform over a particular amount of time.
- b. Praise: Praise has many uses, especially in one-on-one situations such as quarterly staff evaluations. You may build trust and a closer relationship with an employee by providing giving them supportive feedback about their job..
- c. Opportunity: Providing paid training or continuing education might encourage employees to specialize in a certain field and expand their skill sets.
- d. Promotion: One of the best incentives a manager can provide employees is often the opportunity to advance in their careers, since this could encourage and encourage them. A promotion may entail a compensation increase, a title change, and an advanced position.
- e. Wage or salary: Giving employees a pay increase or raise is often found by management teams to be beneficial motivator. Consider offering compensation or wage incentives to specific individuals to achieve the greatest results, rather of extending them to every department and employee in a corporation.
- f. Paid time off or vacation: Consider paying employees for time missed from work or giving them more vacation time. An employee could value this incentive if they need to take a slight more time off work or are getting ready for a family vacation.

The Equity Theory

According to the equity theory, workers will assess a task according to its level of effort. they put in and the outcomes they receive; the more incentives they receive, the more contented they are with their work. This is in line with the definition of job satisfaction given by Naveed et al. (2011, p. 302), which claims that it is the distinction between worker input and job output.

According to this theory, workers will be happy in their positions if they believe they are getting more out of them than they are giving. The way a person thinks about their employment is influenced by certain features of their profession.

i.e. Job satisfaction rises when duties are made clearer because happier, more committed employees are deeply engaged in their work. Five essential job attributes were recognized by the authors as having an effect on an employee's motivation, job satisfaction, and absenteeism: autonomy, feedback job specificity, and significance, diversity of abilities involved in a task, and influence on psychological state. When compared to other workers, workers will feel content if they think their input-output ratio is equal (Robbins, 2007). Workers who feel their input-output ratio is unfair compared to other workers' experiences dissatisfaction and decreased motivation (Figure 1.6).

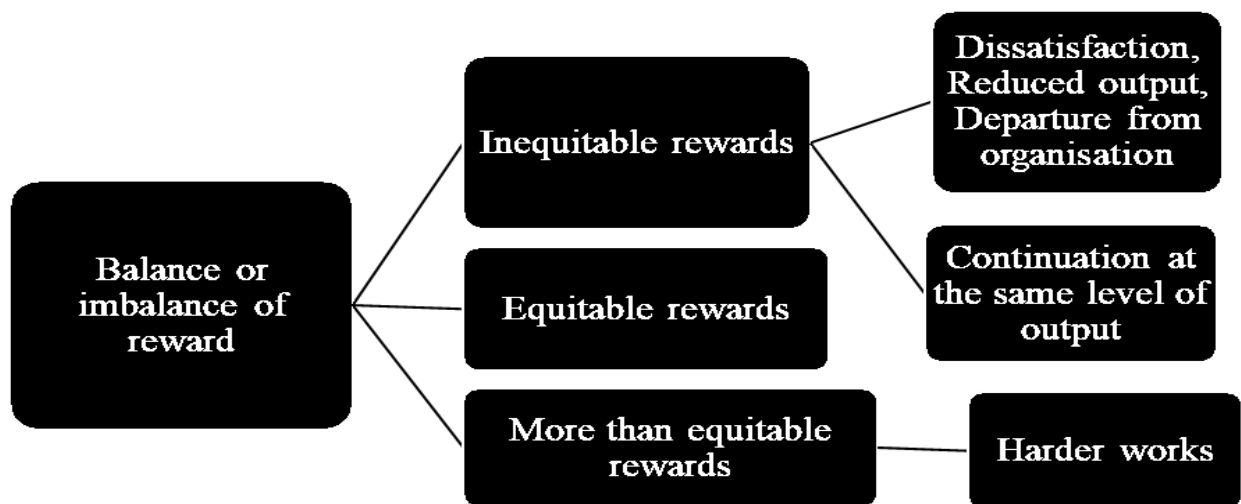


Figure 1.6 - The Equity Theory circuit.

Source: Equity theory of motivation

Value – Percept Theory

According to this hypothesis, employees in different firms have distinct value systems, which means that their degrees of satisfaction in the job one does would also differ. Individuals' values determine how satisfied they are at work. The difference in expectations and what is obtained might result in discontent, according to the Value-Percept theory, depending on how important a job is to an individual (Anderson, Ones, Sinangil, and Viswesvaran, 2001, p. 32). There could be a relationship between people's aspirations and their sense of significance,

which raises possible problems for this theory. These ideas can be separated logically even though it is challenging to distinguish them practically.

A more comprehensive and all-encompassing theory of motivation that considers a the number of variables is the Porter-Lawler Model. This approach can give information about the complex interaction that managers have that is, the relationship between attitudes and work performance. The fundamental assumptions of human behavior are also addressed by the model. The model's results are predicated on the idea that every person acts in a reasonable manner, influenced by both internal and external factors, and formed through a distinct set of needs, wants, and goals. In the end, people have to select between a few options (Wagner and Hollenburg, 2007).

1.3. Methodical approaches to assessing the enterprise's personnel management system and its relationship with the motivation system

One essential step in improving the effectiveness of your appraisal process is self-evaluation. When carried out correctly, it can give the company various important inputs. This approach provides an opportunity for staff members to actively participate in their appraisal procedure.

As such, instead of just hearing from management, the staff now has a voice. This fosters enhanced communication between management and employees and establishes a direct link between their job and the assessment procedure. Active involvement can increase employee engagement with the entire review procedure and provide management a better grasp of each employee's performance and perceptions of it. When the self-evaluation is designed as a crucial Employees participate in the evaluation process by motivated to regularly assess themselves all year long In order to maximize the achievement of the organization's objectives. Quantitative evaluation tracks productivity using a variety of benchmarks and is based on statistics. Establishing business criteria that can be applied for comparison employee data is the first stage in the process. It is essential to create

standards in a way that is unequivocal, explicit, and removes any room for interpretation. A range of quantitative metrics, including as productivity, ROI, time, cost, and market share standards, can be applied to evaluate the work of an employee. The information might be used to assess the goals of a company and provide the foundation for salary increases or promotions. The information can also be employed to bolster the dismissal of any employee for subpar work performance.

- Evaluations that are both Qualitative and quantitative methods work together closely. Even though a quantitative evaluation technique depends on data and statistics, offering only a fragmented picture of an employee's performance.

- A qualitative evaluation focuses on performance domains that are apparent to the unaided eye but cannot be measured, such as communication skills, collaboration, and absenteeism. The employee is observed during the workday and comprehensive feedback on their work behavior is obtained to produce the qualitative evaluation. It must go over their everyday challenges and failures, in addition to their routines and professional achievements. The combination of the qualitative and quantitative assessment kinds will provide a thorough understanding of the employee's "on the job" performance.

- With the 360-degree feedback evaluation process, each employee has a voice and may contribute to the company's goal. Under this system, an employee's coworkers, managers, subordinates, and even clients and customers rate them. 360-degree feedback is the practice of assessing an employee thoroughly.

This method is putting together a questionnaire that asks pertinent questions on cooperation, goal-orientation, motivation, flexibility, etc. and asking the right individual to respond, even if they choose to remain anonymous. Employees are encouraged to put in extra effort to achieve the company's goals by receiving feedback, which also helps them Recognize other workers' perspectives about their jobs. This approach entails distributing a questionnaire to colleagues, who are then required to complete it provides details on their performance. At year-end, the management could use this feedback when evaluating the employee's performance.

The utilization of a competence scale is among the most widely accepted techniques for assessing an employee's performance. This method assigns a score based on an individual's performance in many areas connected to their work. When evaluating personnel, many different factors are taken into account, including output, attention to safety, teamwork, customer service, and quality of work. This method works with both letters and numbers, and it usually looks like a range from mediocre to outstanding. This technique also allows firms to evaluate numerous employees at the same time. Having efficient employee assessment software in place is now crucial to preserving a competitive advantage in the fast-paced corporate environment, given the importance of employee performance reviews.

Continuous feedback is essentially continuing feedback. Its objective is to replace the yearly performance evaluation. It is essential to acknowledge that there exist other forms of continuous feedback other from continuing input. It is beneficial evaluation tool that focuses the process on particular stages and goals for personnel development. It's frequent contacts between managers and subordinates, not a form-filling exercise focused on retroactive ratings. Furthermore to its many advantages, continuous feedback enables managers and team leaders to take prompt action to assist underperforming staff members (Figure 1.7).

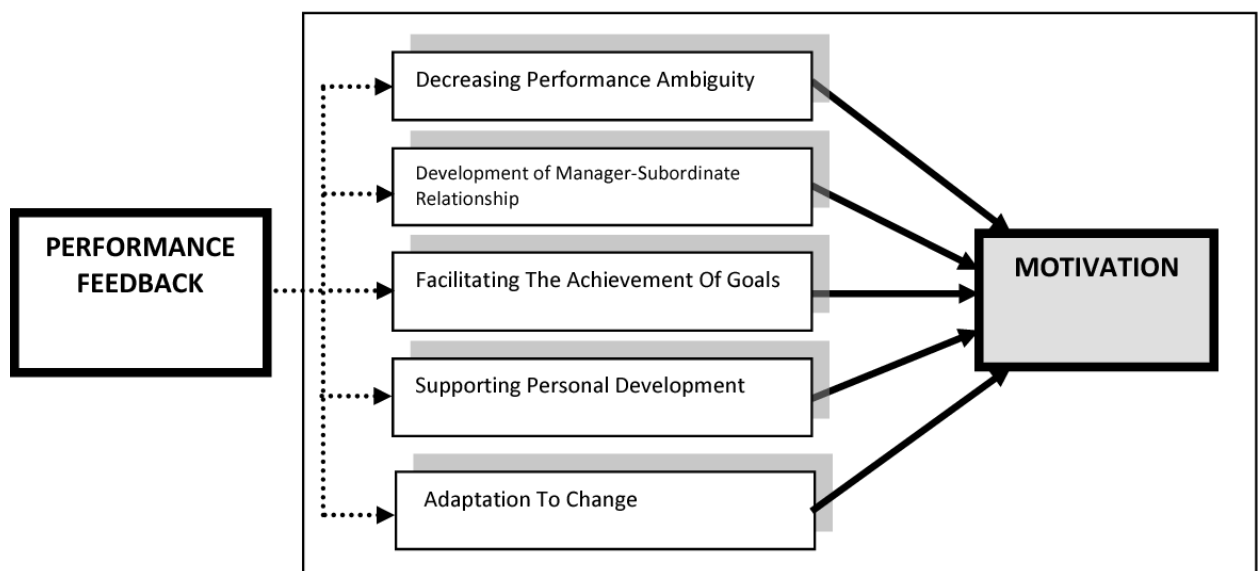


Figure 1.7 – Feedback as a tool for motivation

Source: Kurtuluş Kaymaz Business Psychology

A negative situation is prevented from spiraling out of control by taking action in this way. And it will also convert a bad into a good, encouraging successful growth and advancement

Using feedback as a motivational tool The pivotal event Feedback is a mechanism intended to identify and intervene in situations where an employee has either failed terribly or accomplished a task or project exceptionally successfully. It is crucial to remember that this is a method according to the account of the incident. Additionally, it depends on instruments like real-time feedback, qualitative assessment, and ongoing feedback. These situations must be noted when they happen and handled immediately rather than later. It is crucial to stress again that the goal of this technique is to intervene in an emergency scenario when prompt action is required to address an issue that might have serious repercussions for the business. This also holds true for a worker who performs well.

Profitability evaluation

Evaluating profitability is one of the most difficult tasks for businesses of any size. The degree of success of the firm is established by its capacity to consistently produce a profit. The profitability grade is calculated by multiplying the total time spent by the employee's hourly compensation rate in proportion to the project's budget. Corrective action is required if the project's time spent surpasses its budget, since it is deemed to be losing money. There are many different types of profitability ratios, and each one focuses on a different aspect of a company's financial performance.

With the support of a supervisor assessment, the entire worth of a supervisory to the team and the business can be evaluated, together with the correctness of the work completed by the staff. Workers can evaluate their direct or indirect boss's effectiveness at work by answering a series of questions in a manager assessment survey. The management finds that, among other things, this survey is quite helpful in analyzing the manager's performance, attitude, and willingness to aid their subordinate. The purpose of the senior management assessment survey is to gauge senior management ability to effectively oversee the

organization and to comprehend the personnel's point of view. An organization should be able to obtain information from this questionnaire on efficacy, direction, capacity for formulating policy, and other beneficial attributes. Surveys measuring employee engagement and satisfaction are also among the greatest methods for carrying out performance reviews. A staff member who is happy and motivated is probably going to outperform a colleague by 14%. Surveys measuring satisfaction among workers are used to find out how happy or dissatisfied employees are. Measuring employee happiness is crucial because not only can disgruntled workers perform poorly, but they can also be a crucial contributor to high employee turnover due to conflict within a company. This kind of survey can support employee and HR efforts to foster a work A working environment that supports the company's growth internally. Employees frequently stay dissatisfied with if they don't feel like they are being pushed enough in their careers. One of the elements impacting a person's contribution to the company and its plans for improving it is performance appraisal.

With the aid of a personnel engagement survey, an organization can assess employee engagement levels and evaluate their degree of drive to deliver quality work. A majority of companies concern about employee engagement because disengaged workers set an undesirable example for other workers. When compared to others within the same industry, employees that are disengaged do poorly. Therefore, this particular type of survey can be utilized to evaluate and assess an employee's performance and carry out prompt remedial action.

The goal of performance assessment

- An employee report card's periodic performance evaluation by a management, which highlights areas for improvement and the work completed within a given period of time.
- Managers are able to provide frequent input on an employee's strengths and shortcomings and help them make improvements when necessary.
- It is a single platform that facilitates consensus between managers and employees regarding what defines excellent performance. This encourages better

communication, It usually results in more accurate and improved team measures in addition to improved performance results.

- A manager ought to assess members of the team frequently as opposed to simply once a year. By continuously working to increase capability and efficiency, the team has the ability to stop unexpected and new problems.

- In light of the areas for improvement noted at a performance review meeting, company management may hold regular staff training and skill personnel development workshops.

- After assessing Objectives to achieve and established performance standards, the management can effectively lead the team and allocate resources in a productive manner.

- Frequent performance reviews can be used to determine how eager staff members are to contribute to a company's success and how much space they have for career advancement.

- Employees can learn where they stand in connection to other participants in the organization through performance review (Figure 1.8).

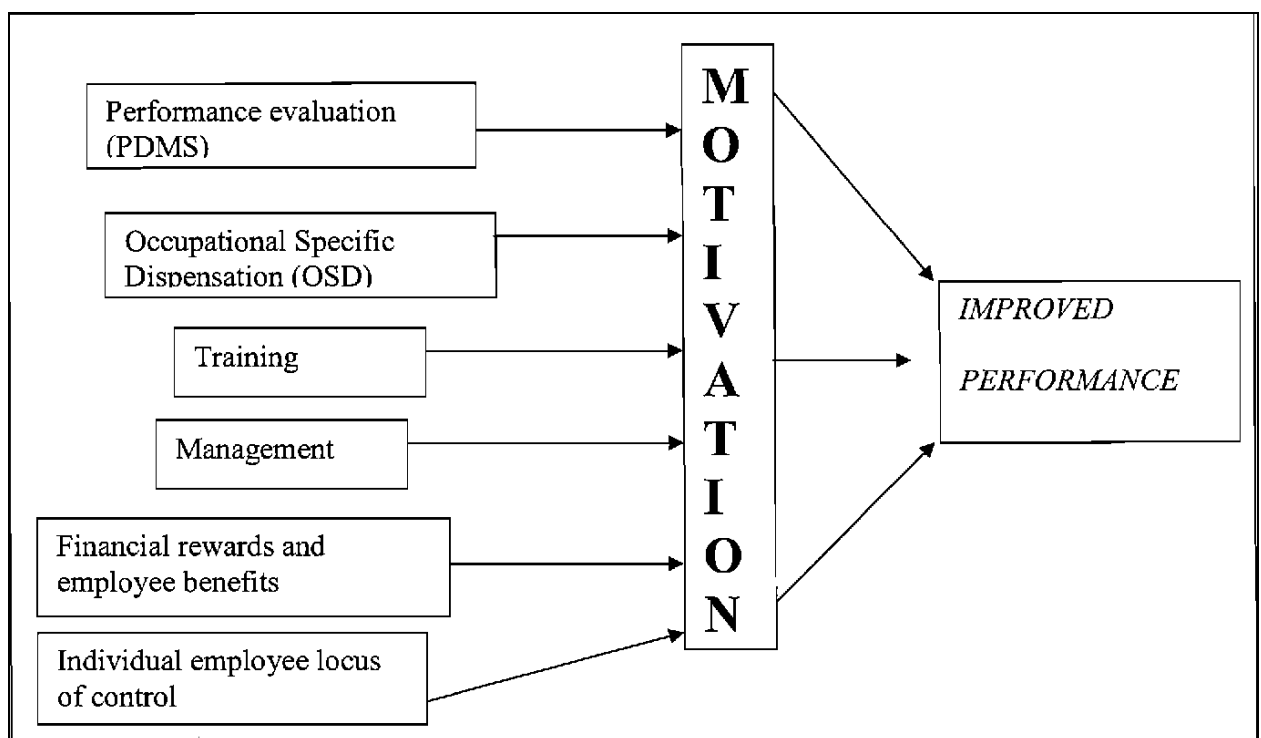


Figure 1.8 – Performance evaluation in motivation

Source: Manako Alice Tsoana Matsie performance evaluation

Benefits of employee performance evaluation

Managers give team members feedback during personnel performance evaluation procedures. Their assignment, understanding of it, completion, and presentation all go into this evaluation. Employees can use this feedback to enhance their work and fill in any holes identified by supervisors. It also highlights several issues among employees may be experiencing and that need to be fixed. This encourages direct and sincere communication between the team and management. Assistance constructing a career route Supervisors assist employees with tasks and how to complete them efficiently.

At a performance evaluation meeting, reviewing a people career path is ideally suited exercise. It makes it possible for the employees to comprehend their long-term goals and the actions required to reach them. This makes it possible for people to create very tiny, attainable goals, assign dates to them, and make an effort to accomplish them. It also tells the workers where they stand in the current hierarchy and where they are going.

- Check levels of engagement

Staff members that are motivated to outperform their disengaged colleagues. They are more productive, improve teamwork, and actively assist others. An evaluation of the personnel performance is a great way to find out how engaged a worker is. This might help you find out how engaged a worker is and what has to take action to maintain them engaged.

- Gather feedback for yourself

More than just providing criticism, a meeting to evaluate your performance is a great way for hearing team members' opinions on how well you executed. Acknowledge the performance disparities in your team and what steps you can take to close them. Additionally, be an effective role model to them.

- Resources planning

Employee assessments of performance assist in determining future goals and responsibilities for personnel. This will support resource planning as well as

effective goal administration. Resource reallocation that is efficient can be utilized to increase the team by hiring new personnel.

Keeping personnel motivated in time periods of uncertainty in an Enterprise

Change and time

Bareil (2007) notes because of a shortage of scientific study on transition circumstances for employees because most current literature is on how change management should prevent transition or change-related disasters. Meanwhile, since Greek philosophers pondered over change, researchers have examined change as a phenomenon in isolation. Heraclitus once remarked, "No man ever steps in the same river twice, for it's not the same river and he's not the same man." (Heraclitus, ca. 435–475) Change may therefore be understood as either a realization of a caused occurrence by intentional manipulation (Kostman, 1987) or as an ongoing continuous process (Paton & McCalman, 2008). It permeates everything, ranging from the concrete and observable to the ethereal and spiritual (Mathur, 2013). "Change occurs when something starts or ends, or when something that used to happen in one way begins to happen in another," is an additional meaning of change. It occurs at a specific time or in stages at various periods. Bridges (1988). Ford and Ford (1994) illustrated this point of view using a straightforward model that shows a modification and its result. This implies that there are boundaries to change that exist between its beginning and its end. Nevertheless, time is not seen inside this paradigm as an irreversible, continuous force that continuously pushes change away from something. Thus, change is a phenomena related to time. It is said that time is a linear continuum divisible into uniform units that are mutually equivalent. Time is not influenced by things or the people who experience it.

Consequently, something is altered. An overview of transformation. Taken from Ford: The logics of Identity, contradiction, and attraction in Change and Ford (1994). In this part, we view change as a widespread and ongoing phenomena. Stated differently, change might be controlled, uncontrolled, or deliberate. Time is

described as according to Sherman and Garland (2007), the "eternal interaction of the forces of creation and destruction". Time and change are intrinsically related.

Scientists have distinguished between two explanations for why businesses evolve in management literature:

- incentives that drive internal change (opportunistic change);
- external factors that compel organizational change which is necessary change (Pennington, 2013).

The Covid-19 epidemic has undoubtedly compelled "needed change" for a significant number of workers and businesses. Simply said, many of the options that businesses had for managing their own change have been destroyed by new external limitations brought about by the epidemic. What then happens to worker motivation in the event that expectations are unclear. We looked at what inspires workers and how motivating rewards affect sustained motivation. Nevertheless, these discussions ignore any cognitive considerations and assume the existence of incentives and motivational impulses. We will talk about the mental process that workers go through when they notice significant changes and how their responses adoption or denial affect them. We also Considering the ability of humans to make decisions how much of an activity to engage in given the anticipated outcome (Vroom, 1964). This offers a fresh viewpoint for Maslow (1943) and Herzberg (1993), who highlight individual needs as a significant motivating factor.

Respond to change from a personnel standpoint

The literature on organizational change has looked closely at how workers react to change, although the majority of these discussions focus on persuading others or averting the disasters that are linked to change reactions (Iuliana, 2020). It is well acknowledged, according to Bareil and colleagues, that employees are vulnerable to change in this case, planned change. Employees are reported to naturally have a propensity to first react to changes in similar ways, regardless of the type of change that is intended. The results of their investigation indicated a variety of potential answers rather than endorsing these dispositional tendencies (Bareil 2007). As a result, employees respond to change differently. For instance,

they may embrace it, become indifferent to it, or reject it. The reaction to change varies depending on an individual's prior experiences, values, disposition, motivation, and social and demographic characteristics. Iuliana's (2020) study categorizes reactions into three groups: victims of change, neutral to change, and masters of change. Victims of change are emotionally unbalanced and resist change, while neutral to change individuals cope quickly with critical changes. Masters of change view change as a personnel development process and associate self-improvement with self-actualization. Employees' perception and assessment of their work environment influence their evaluation of organizational actions, defining their satisfaction at work. However, Iuliana's three categories do not account for post-reactions or self-exhaustions, which could indicate future restraints. The study highlights the importance of understanding how individuals react differently to change and how their perception and assessment of their work environment impact their satisfaction at work.

Adapting to change

Adaptation is an individual's ability to change easily and adapt to new situations. It involves continuous changes in response to new situations. Humans constantly seek answers to their surroundings by mapping and organizing their environment. To achieve mastery, individuals explore their world until it is mentally categorized and understood. These activities, including exploration, interpreting, mapping, and organizing, are part of the human behavioral category of adaptation. Resilience, defined by Duchek's capacity to foresee possible risks and deal with unforeseen circumstances events, and learn from them, is a process where individuals react to unexpected events according to their prior experiences and expertise. Consequently, the writers split the procedure into three stages;

- the period of expectancy,
- the phase of coping,
- the phase of adaption.

Park and Park (2021) define the same features as:

- being ready and organized;

- reaction and adjustment;
- recuperation or adaptation.

The devastating effects of uncertainty

Employee resistance to change is a common issue, often due to a lack of knowledge or experience. Uncertainty, which can be caused by a lack of information or contradictory information, can lead to reduced opportunities for employees to prepare and understand their surroundings. In unexpected or critical changes, employees may have limited options to make sense of their surroundings, resulting in uncertainty and confusion. This uncertainty can lead to anxiety, psychological strain, learned helplessness, and lower performance.

According to the expectation hypothesis, workers' psychological well-being is not the sole factor impacted by unknown outcomes. Employees are extrinsically motivated to perform if they believe their effort will be sufficiently rewarded. The components of expectation theory are of three expectancies: expectancies, instrumentality, and valence. Expectancies are beliefs that a given level of effort will lead to the appropriate degree of performance, instrumentality is expectations that reaching a given level of performance will lead to a given reward, and valence is the affective value of the reward obtained.

In conclusion, employee resistance to change is a common issue, and understanding the factors that contribute to this resistance can help organizations address the challenges faced by employees in adapting to uncertain futures.

$$\text{Motivation} = \text{Expectancy} = \text{Instrumentality} = \text{Valence} \quad (1.1)$$

Motivating factors are low if any of these are. But there are no incentives for motivation to emerge if any of these are zero (Vroom, 1967; Quick, 1988). What then occurs if the surroundings alter and it becomes more difficult to forecast what is expected? This concept leads us to believe that new work settings are the source of uncertainty, which could have a detrimental effect on motivation. Workers who are unfamiliar with new work routines, for instance, may find it difficult to assess

the required performance level. As we previously discussed, many employees have experienced a work mystery as a result of working from home during the pandemic.

Uncertainty Management In Organizations

Environmental uncertainty is a crucial concept in understanding and influencing organizational action, with roots in early research on contingencies for the design of organizational structures and processes. Organizational control theory and contingency theory are two key theoretical frameworks that describe how to manage uncertainty in companies. Contingency theory was developed in the 1960s as a collection of models with the common theme that designs supporting active adaptation to uncertainties are necessary in all other conditions. Recently, many businesses mechanisms must be put in place for both absorbing and lowering external uncertainty simultaneously, and contingencies might not be as clear-cut as they seem. Organizational control idea centers on how managers may ensure their staff members focus their energies on accomplishing the organization's objectives. Agency theory, an economics theory, maintains that subordinates' motivation and behavior are oriented in the direction of their own objectives rather than the organization's objectives. It is assumes that various types of control mechanisms correspond to specific organizational contexts. Organizational change is a fascinating domain In terms of uncertainty management. Core to any change is by definition an increase in uncertainty for everyone affected by the change, which is thought to be the main reason why people oppose change. Offering chances for engaged engagement in the process of transformation is believed to alleviate resistance because it grants individuals some control over the process and helps to reduce uncertainty.

Uncertainty is prevalent not only for the people affected by the change but also for those driving the change. One study examined change agents themselves, finding that changes with a higher degree of uncertainty required more diverse networks.

Conclusions to the Chapter 1

We see different concept and definition of motivation from several perspective, types of motivation and a significant number of motivation articles. So we have the idea that motivation is the combination of internal and external influences that propel someone to act, seek objectives, and display particular behaviors. It can also be seen as a psychological process that influences a person's intensity, determination, and attention on a certain activity or aim. Motivation can also stimulate and maintains goal-directed behaviors.

We examined numerous motivation theories, Abraham Maslow's theory of hierarchy of needs, Herzberg's hygiene theory(two-factor theory), Vroom's Expectancy theory, McGregor's Theory X and Theory Y, McClelland's achievement motivation theory and theories that might be used to try to understand motivation behavior, these motivation theories provide a comprehensive view of how individual needs, cognitive processes, external rewards, and management approaches influence behavior in organizational settings. By recognizing the complexity of human motivation, businesses can create environments where employees are more engaged, productive, and satisfied.

It is the practical of systematically evaluating an employee's performance, abilities, habits, and overall value to the company is known as personnel assessment in businesses. Evaluations that are both Qualitative and quantitative methods work together closely. Even though a quantitative evaluation technique depends on data and statistics, offering only a fragmented picture of an employee's performance.

This assessment has several uses, including deciding on promotions, pinpointing areas in need of personnel development, and coordinating personal aspirations with corporate aims. Because employee engagement, performance, and job satisfaction are directly impacted by their evaluation, it also plays a critical role in motivating the workforce.

CHAPTER 2

DEVELOPMENT TENDENCIES AND APPLICATION OF THE PERSONNEL MOTIVATION MANAGEMENT SYSTEM AT ENTERPRISES

2.1. Current state of application of personnel motivation systems in Nigerian enterprises

The acknowledgment of cultural diversity is a basic idea that permeates many African businesses. Africa, home to so many different races and traditions, teaches us the value of designing motivational mechanism to Considering the diverse range of customs and principles. Since one group's motivations may not be shared by another, leaders must be skilled at negotiating this diversity. In relation to leadership philosophies, Africa frequently honors inclusive and cooperative methods (Gotsis & Grimani, 2016). Leaders of successful businesses on the continent frequently engage their staff in decision-making to foster a feeling of community and shared accountability. A major source of incentive for employees is the collaborative spirit that permeates many African cultures, which encourages them to actively participate to the success of the organization.

Beyond individuality, African communities frequently value a feeling of purpose that is firmly founded on the welfare of society. As To et al. (2020) explain, businesses that link their objectives to greater societal advancements might access a strong source of motivation. Employees can develop a strong sense of purpose when they realize that their job benefits both their own success and the community all together. Numerous African cultures place a high value on respect and acknowledgment, which resonates in the workplace. Businesses that embrace and recognize each employee's efforts, regardless of their status, foster a supportive work atmosphere that encourages motivation (Ngobeni et al., 2022). In these circumstances, a climate of respect and appreciation for one another acts as a motivator for higher employee engagement and morale.

African businesses also emphasize how crucial it is for motivational mechanism to be flexible and adaptable. Successful firms are those that exhibit agility and adaptability to change when operating in areas where economic conditions can be unpredictable. Flexible motivational systems enable workers to face challenges head-on with resilience and dedication (Maharani et al., 2020). In addition, businesses that actively support and place a high emphasis on the personnel development of their employees generate a talented and motivated workforce.

African businesses emphasize the significance of non-financial motivators despite the unquestionable necessity of monetary incentives. Beyond financial concerns, recognition, chances for career progress, and the development of something pleasant workplace culture are crucial elements that foster a holistic view of motivation Abecassis-Moedas et al. (2021). Another tenet of successful motivational mechanism is open and honest communication. Businesses that freely discuss company goals, performance, and difficulties with employees promote a sense of belonging and shared responsibility in many African environments with strong community links. Work-life balance is highly valued in several African cultures where family and community are highly valued (Nehemia & Lenkoe, 2023). Businesses that value and promote the welfare of their workers outside of the office develop a motivated and devoted staff. As Paaïs and Pattiruhu (2020) put it, positive company culture is influenced by the recognition that people are not only employees.

Considering the motivational strategies of African cultures can help to create an an environment that supports personnel development and their significant contribution to the company's success. The Dangote Group, established by Aliko Dangote, is an industrial conglomerate with its headquarters in Lagos, Nigeria. It is one of Africa's biggest and most varied companies. The group was founded in 1981 and has since expanded to include various different industries, including cement, sugar, salt, flour, steel, oil, and gas, among others. With its founder's vision and dedication to promoting economic growth and development throughout

Africa, the Dangote Group has expanded its operations beyond Nigeria's boundaries and created a sizable presence in 10 other nations on the African continent. Due to its prominent position in the global business landscape and its track record for effective management techniques, the Dangote Group was chosen as a compelling case study for this study which analyzes the personnel motivation systems within enterprises.

The emphasis will be on identifying crucial the elements of the Dangote Group's motivation systems, such as its approaches to rewards and recognition, employee training and personnel development, monetary incentives, communication tactics from superiors to subordinates, in addition to workload delegation. We intend to provide a comprehensive overview Among the strategic method that were employed by Dangote Group has integrated many motivating factors to create an atmosphere where workers are not just contributors but also engaged contributors to the business's success by thoroughly analyzing these components. The results will therefore serve as a source of encouragement for businesses looking to improve their personnel motivation systems, highlighting the significance of an all-encompassing strategy for fostering staff engagement and satisfaction.

Effective personnel motivation systems in Dangote Group, Nigeria.

Given its extraordinary prominence in the corporate world and its well-known success in adopting strong motivational tactics, we decided that Dangote Group in Nigeria serves as an instructive case study for the investigation of efficient human motivation systems. This study intends to analyze the intricate details of the incentive system used by the Dangote Group, offering insight into the techniques used to improve employee engagement, satisfaction, and overall organizational success. We agree that this case study will glean important insights and lessons that can help enhance personnel incentive systems throughout organizations, through a thorough assessment of the collective's operations. The results will therefore serve as a source of encouragement for businesses looking to

improve their personnel motivation systems, highlighting the significance of an all-encompassing strategy for fostering staff engagement and happiness.

Company Overview

The Dangote Group, established by Aliko Dangote, is an industrial conglomerate with its headquarters in Lagos, Nigeria. It is one of Africa's biggest and most varied companies. The group was founded in 1981 and has since expanded to include a a range of industries, including cement, sugar, salt, flour, steel, oil, and gas, among others. With its founder's vision and dedication to promoting economic growth and development throughout Africa, the Dangote Group has expanded its operations beyond Nigeria's boundaries and created a sizable presence in 10 other nations on the African continent. Due to its prominent position in the global business landscape and its track record for effective management techniques, the Dangote Group was chosen as a compelling case study for this study which analyzes the personnel motivation systems within enterprises.

The emphasis will be on identifying crucial elements of the Dangote Group's motivation systems, such as its approaches to rewards and recognition, employee training and personnel development, monetary incentives, communication tactics from superiors to subordinates, in addition to workload delegation. By closely examining these components, Our aim is to provide a comprehensive a summary of the tactical approaches by which the Dangote Group has integrated various motivating components to cultivate a work atmosphere in which staff members are not only contributors but also actively involved in the company's prosperity.

Research Design

In the study, a descriptive survey approach was adopted. According to Rahman et al. (2022), a survey is a general procedure used to collect data from a selected sample of the population in order to use basic random sampling techniques to characterize the situation of the broader population. The information gathered will be utilized to generate data from the study's selected population. Asenahabi (2019), who defined a descriptive study design as an exploration of an

observable phenomenon or describing a specific form of the features of persons, groups of individuals, or phenomena in education, lends support to this assertion.

Method of Data Collection

Respondents' thoughtful responses were gathered using a 5-point Likert scale questionnaire in a structured survey. It gave respondents the opportunity to specify how much they agreed or disagreed with many different statements about the goals of the study. 300 workers of Dangote Group across its various industries, and at different levels were chosen as respondents.

We made the decision for a number of reasons: 1) it guarantees a representative sample that accurately captures the variety of workforce; 2) numerous viewpoints from different industrial sectors provide insights into the efficiency of the motivation system in various circumstances; 3) considering several levels of hierarchy offers a comprehensive understanding of how the system affects workers across the board in the firm. In-depth analysis is made possible by the higher sample size, which also leads to statistically meaningful results. The case study's results could potentially have wider ramifications for other companies' motivation management strategies; 4) last but not least, talking to Dangote Group employees firsthand guarantees a contextualized understanding of their motivational tactics and results.

So, to conducting the data collection we conducted a test of the questionnaire with a small group of those taking part. The purpose was to identify and address any ambiguities or problems, with the wording of the questions. The valuable feedback obtained from this pilot study was then utilized to enhance the questionnaire ensuring clarity and effectiveness. Ethics played a role, in designing the research. We made sure to get informed consent, from all participants emphasizing the significance of privacy and anonymity. Throughout the study, we ensured that guidelines were followed to treat participants with respect and handle their data responsibly.

Despite all efforts to create a strong research technique, there were some constraints that must be acknowledged. Potential response bias is one of them;

participants might give responses that are deemed acceptable by society. The study's cross-sectional design further restricts attempts to demonstrate causality. The sample size is the biggest drawback to this research. The questionnaire could have used a larger sample size and included participants from all business sectors in each of the countries where the Dangote Group conducts business. In order to provide a more solid conclusion, the investigation was limited to the employees of the company in Nigeria exclusively due to time, resource, and budget constraints. In-depth interviews would have been helpful as well to be able to have data that was completely exploited and a conclusion that was more broadly applicable. The breakdown of all 300 respondents from Dangote Group by sector is presented in Table 2.1 below.

Table 2.1 - Distribution of Respondents by Sector

S/N	Industry	Respondents
1	Cement	85
2	Flour	52
3	Salt & Sugar	40
4	Food processing (Noodles and Pasta)	33
5	Oil and Gas	35
6	Fertilizer	35
7	Packaging	20
Total		300

Source: Compiled by the author according on the questionnaires administered

The above table shows the distribution of the respondents from different sector of the dangote group as we issued the questionnaires. We tried to get at least 20 respondents to try to get divers opinions to the total number of respondents in this study is a key factor influencing the reliability and generalizability of the results.

Table 2.2 - Reliability and Validity Test

Items	Sample size	Cronbach alpha coefficient	Bartlett Test of Sphericity	KMO	df
29	300	0.870	4852.118	0.814	406

Source: Prepared by the Author

According to Roy et al. (2021) the degree to which a notion is precisely quantified in a quantitative investigation is known as validity. To put it another way, if a study measures what it is intended to assess, it is legitimate. The component analysis approach was used to examine the concept validity, which is usually achieved by means of the Bartlett examine of Sphericity and Kaiser-Meyer-Olkin (KMO). The information that may be observed from the research data is accurate, as demonstrated by test results validating the questionnaire.

Conversely, the accuracy and Reliability can be described as the consistency of the study findings. (Pandey & Pandey, 2021). Reliability is defined as the outcome producing a comparable answer to the questionnaire. The degree of error included in the findings also indicates how reliable the research is. A high degree of error is the reason of poor reliability research, but a big degree of error is correlated with great reliability. The internal reliability indicator a value for Cronbach's alpha was employed to assess the questionnaire's scale reliability. 24 scale elements covering intrinsic, extrinsic, personal, and occupational motivation are contained in the questionnaire. The scale's Cronbach's α value was 0.817, suggesting that it had acceptable reliability and could be applied for further.

Descriptive Statistics of Respondents

In this area of the research, descriptive statistics are used to give a clear picture of the dataset and to give key details about The age, gender, position, and educational background of the responders within the organization, and other pertinent factors. This information is essential in describing the sample and comprehending the diversity within it (Figure 2.1)



Figure 2.1 - Distribution of Respondents by Age

Source: prepared by author

From the piechart above, we can see that the age distribution of 5% are below the age of 20, then 62% between the age of 21-30 years which is the largest age distribution. The age bracket of 31-40 years has 16% of the respondent we had, the final age distribution is 41 years and above which has 17%.

Table 2.3 - Distribution of Respondents by Age

Age bracket	Percentage	Frequency
Below 20 years	5	15
21 - 30 years	62	186
31 – 40 years	16	48
41 years and above	17	51
Total	100	300

Source: Compiled by the author according on the Field Survey, 2023

From the table, it is observed that 95% of the responders are older than 20. As Ryff (1989) explains, the extensive work experience, stability, historical perspective, and potential leadership roles of respondents over the age of 20 can provide insightful information that aids in academics' understanding of organizational dynamics and effective motivational tactics. Such ones who have been in the workforce for a long time have probably seen numerous changes to organizational structures, managerial ability styles, and industry trends and have adapted to them. Their wealth of knowledge can aid in a comprehensive explanation of how motivational Over time, systems have evolved.

Generation X, Millennials, and potentially some members of the Baby Boomer generation are all comprised of those who are 20 years of age or older. You might succeed in making gains. insights into how generational differences may affect motivational choices and reactions by investigating motivational components within this diverse age range.

According to the widely accepted typology, there are four generations now represented in the labor market in Western civilization (The Center for Generational Kinetics, 2018):

- Individuals born between 1946 and 1964 are known as Baby Boomers;

- Generation Y, or Millennials, who were born between 1977 to 1995;
- Generation X, who were born between 1965 and 1976;
- Millennials (Generation Z, iGen): people born in 1996 or after.

These groups have diverse views, and incorporating them into the study helps to provide a holistic picture of understanding the respondents' view of motivation (Figure 2.2)

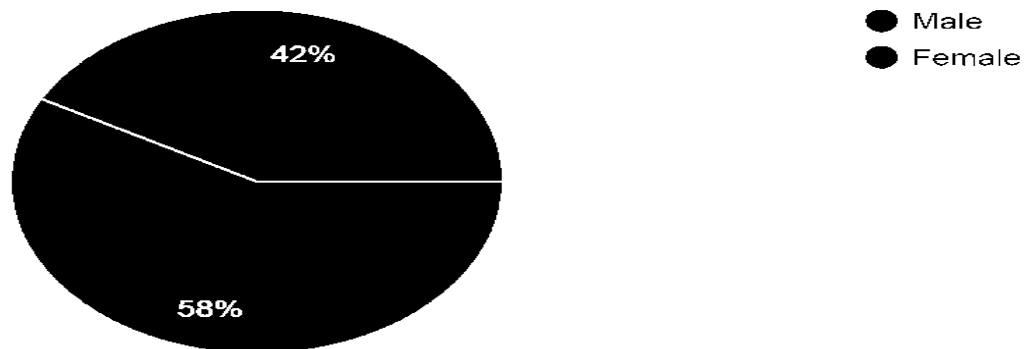


Figure 2.2 - Distribution of Respondents by Gender

Source: prepared by author

We had to get the gender distribution of the respondent to understand the demography, as we can see male is 58% and female 42%.

Below it can be seen the percentage and frequency in (Table 2.4).

Table 2.4 - Distribution of Respondents by Age

Gender	Percentage	Frequency
Male	58	174
Female	42	126
Total	100	300

Source: prepared by author

We understand that gender distribution of the respondents to this survey will promotes gender diversity in the research, presenting perspectives from both male and female viewpoints that are essential for comprehending the impact of incentive programs on the workforce as a whole. Because of the variations experiences, values, and expectations that men and women bring to the workplace, gender

diversity makes certain that the research was includes a wide spectrum of viewpoints. This inclusivity adds to a more thorough comprehension of how motivational mechanism are viewed and felt. When it comes to job motivation, men and women may have different demands and desires. The development of additional specialized and inclusive motivating tactics can be facilitated by the analysis of the data by gender, which enables researchers to spot trends and possible variances in what motivates people.

This diversity enables comparative assessment, which may show gender-specific tendencies or areas where motivational methods may need to be modified as gender inequalities at work can affect how people view and react to a motivational system. Furthermore, it strengthens the survey's validity because the results match the demographics of the actual workforce and can aid in directing choices that will promote gender parity in terms of motivation inside the company. Overall, having a gender representation that is balanced encourages the creation of motivational techniques that are fair to all workers.(Figure 2.3).

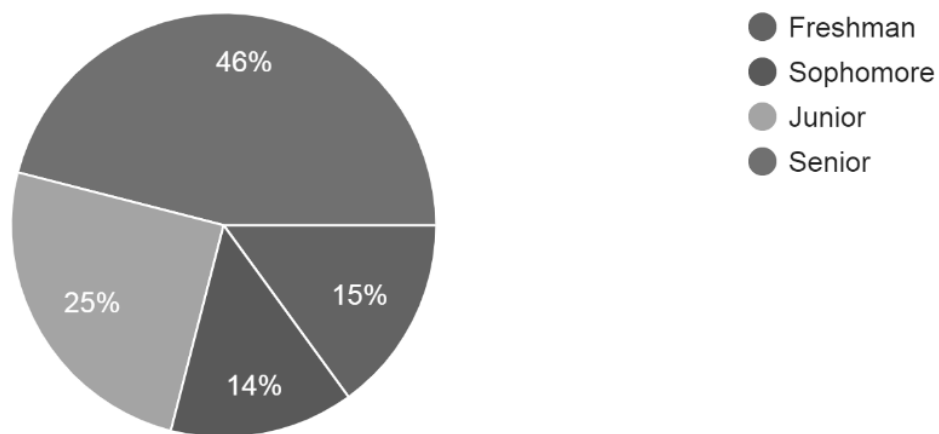


Figure 2.3 - Distribution of Respondents by Grade.

Source: prepared by author

This is the distribution by grade to ascertain the different category of respondents. Freshman that is newly employed personnel with less than a year experience 15%, Sophomore are people who have been on the job for 1-3years

with 14%, Junior manager category is having 25% and the final category is the Senior category with 46% of the distribution of the respondent by grade (Table 2.5).

Table 2.5 - Distribution of Respondents by Grade

Grade	Percentage	Frequency
Freshman	15	45
Sophomore	14	42
Junior	25	75
Senior	46	138
Total	100	300

Source: prepared by author

These people play crucial roles in deciding upon the company's leadership, decision-making processes, and strategic direction. As they frequently have extensive experience, expertise, and responsibilities. This our study survey, however, was not limited to only this group of individuals. Freshmen and other junior staff members of the company created a total of 54% of the respondents. This is important for balance because while senior staff employees, with their leadership roles, offer a strategic perspective, junior staff members often offer insights into is crucial for maintaining equilibrium. the everyday operational issues and front-line experiences. Additionally, getting input from both junior and senior employees enables a more comprehensive evaluation of the motivation system's performance. It provides a comprehensive view of the organizational landscape, illuminating how these systems affect people at various levels within the company. Additionally, our decision of including both groups contributes to validating current procedures. Junior workers can validate the practical, day-to-day impact of these systems, while senior staff can do so from a leadership and managerial perspective. The survey's findings are given more credibility as a consequence of validation. It is also possible to find inconsistencies or variances in perception by contrasting the responses of junior and senior workers. Such perceptions can be beneficial since they point out places where the motivation system may need to be

improved or where communication gaps exist, thus assisting in its improvement (Figure 2.4).

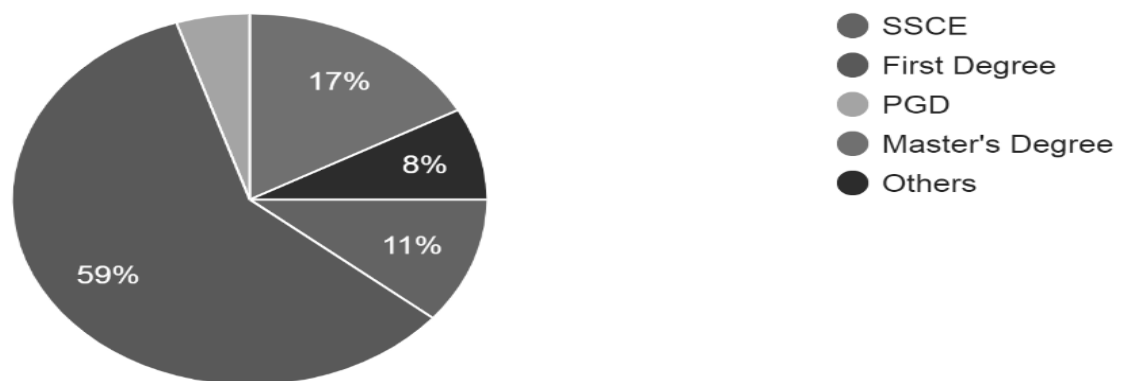


Figure 2.4 - Distribution of Respondents by Educational Qualifications.

Source: Prepared by author

The next distribution we had to take education qualification, those with High school qualification is 11%, those with first degree had the highest percentage of 59 which is a good fit for the roles, the next distribution is Masters degree certificate with 17% and 8% with other qualification as seen in Table 2.6.

Table 2.6 - Distribution of Respondents by Educational Qualifications

Qualification	Percentage	Frequency
SSCE/ High School	11	33
First Degree	59	177
Post graduate	5	15
Master's Degree	17	51
Others	8	24
Total	100	300

Source: prepared by author

We discovered that only 11% of the respondents do not have a university degree or diploma. According to the data, most responders have at least finished their first degree, and a sizable a portion of people hold master's degrees. This degree of educational variation among the respondents may be crucial for evaluating the connection between learning background and motivation, as one's

perspective on motivation and its effects in the workplace can vary according to their level of education background.

An analysis of Respondents' view of Intrinsic Motivation and its implications

According to Simon (2022), intrinsic motivation is the internal drive or desire that pushes people toward a goal or activity out of a sense of intrinsic satisfaction and delight rather than in an effort to win favor or recognition from others. It symbolizes the self-motivated impulse that emerges from a person, which is frequently fueled by a person's personal interests, ideals, and sincere passion for the task at hand. The administered questionnaire we had statements that were formulated to determine how intrinsically motivated the workers of the Dangote group were, when the study was conducted (Figure 2.5).

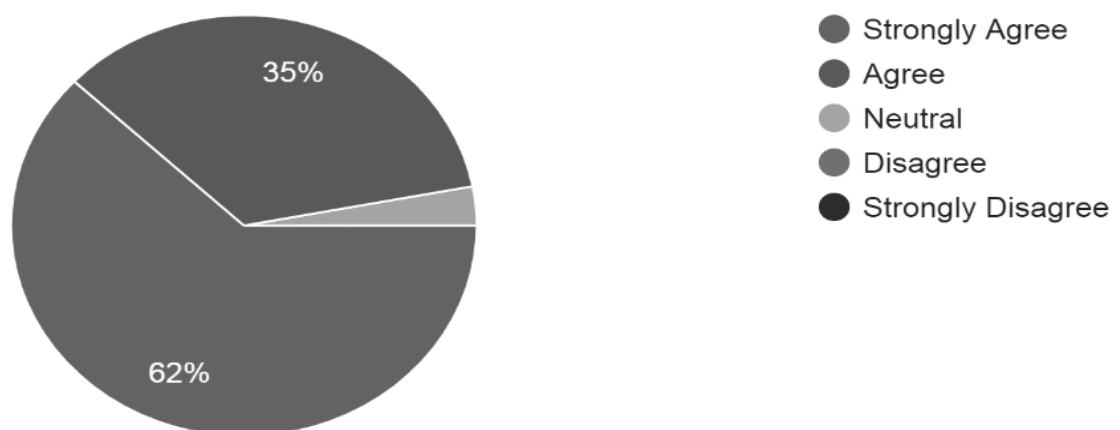


Figure 2.5 - I feel a sense of accomplishment when I successfully complete challenging tasks at work

Source: prepared by author

As can be observed from the chart, we can see that 97% of the respondents (291 persons) agree to possess an understanding of accomplishment regarding their work tasks. 3% of the respondents (9 persons) are neutral on the matter, with none of the respondents disagreeing with the statement.

Values for tolerance and the variance inflation factor (VIF) were employed in the multicollinearity analysis. When there are two or more separate variables in

a regression model have a significant association with one another, This is established statistically. as multicollinearity (Gregorich et al., 2022). Stated differently, it designates a scenario where there exists a strong linear relationship between two or more predictor variables. This can lead to issues in statistical analysis, particularly in linear regression, when the goal is to show how There is a relationship between a dependent variable and many independent factors (Gwelo, 2019).

The coefficient table below displays the outcome, It suggests that multicollinearity does not exist. issue with the variables utilized. Their tolerance levels above 0.10 and VIF values less than 10 (Gujirati, 2005) clearly demonstrate this. According to Singh et al. (2023), among the regressors in the model, there shouldn't be any multicollinearity, maintaining consistency with the assumption of the classical regression model (Table 2.7)

Table 2.7. Model Sumary of distribution

Model Summary										
Mo del	R	R Squ are	Adjusted R Square	Std. Error of the Estimat e	Change Statistics					Dur bin- Wat son
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.231 ^a	.054	.037	.53996	.054	3.328	5	294	.006	2.19 9
a. Predictors: (Constant), Qualification, Cadre, Grade, Gender, Age										
b. Dependent Variable: Accomplishment										

Source: Data from questionnaires

From model summary, we can clearly see that predictors which are constant include Qualification, grade, gender and age distribution. The dependent variable which is Accomplishment. The adjusted R Square is .53996, F change 3.3228.

This statement's high rate of agreement suggests that a sizable majority of those polled perceive their jobs to be satisfying and gratifying. As Hunter-Johnson

(2020) noted, when overcoming obstacles at work, workers experience a sense of accomplishment that is frequently linked to satisfaction at job (Table 2.8)

Table 2.8. Table of Coefficient of the distribution

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.319	.211		6.249	.000		
	Gender	-.206	.075	-.185	-2.754	.006	.710	1.408
	Age	-.004	.058	-.006	-.066	.947	.418	2.392
	Grade	.087	.033	.173	2.652	.008	.753	1.328
	Cadre	.053	.050	.068	1.047	.296	.758	1.319
	Qualification	.012	.040	.024	.289	.773	.461	2.171
a. Dependent Variable: Accomplishment								

Source: Data from questionnaires

Moreover, the agreement shows that these people not only put up with difficult work but also enjoy them. A person's drive to complete challenging activities, because they find them challenging and personally rewarding, is often the source of intrinsic motivation (Fishbach & Woolley, 2022). Long-term engagement and commitment are often linked to high levels of intrinsic motivation (Engidaw, 2021). When people find personal fulfillment in their profession, they are more likely to endure with it over time and experience less burnout. Furthermore, There's a proximity connection between contentedness and intrinsic motivation. According to Mawardi (2022), when people feel that they've accomplished something at work, they frequently experience positive feelings, less stress, and increased job satisfaction. Consequently, this improves their overall psychological well-being.

We know that Employees that exhibit high levels of intrinsic drive can benefit from a variety of effects on a business, including improved performance, creativity, and productivity. Additionally, it can promote a culture of self-motivation and pride in one's job, which ultimately serves the interests of both the individual and the company as a whole (Figure 2.6).

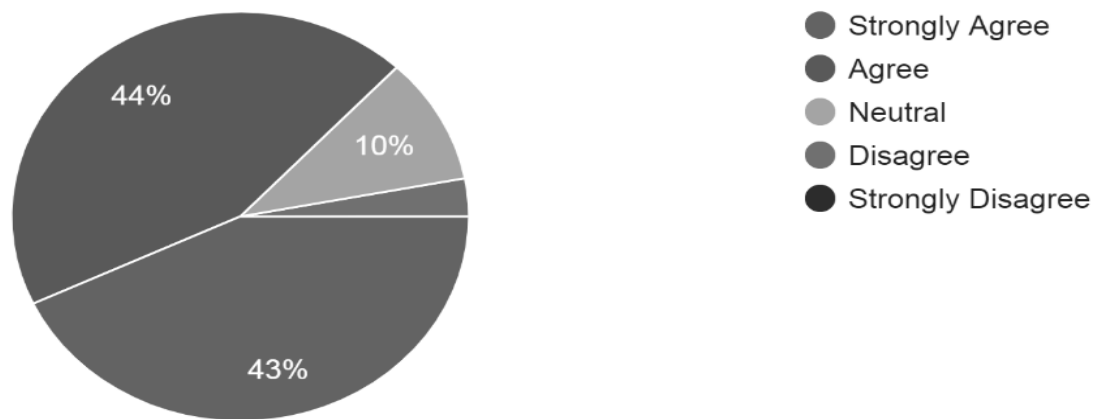


Figure 2.6 - I find my work inherently interesting and enjoyable.

Source: prepare by author

We see a total of 261 respondents, representing 87% find their work interesting and enjoyable. 30 respondents (10%) are neutral regarding the issue, while 9 respondents, representing 3% do not find their work enjoyable.

As observed, 87 percent of respondents say they enjoy and find their work to be interesting. It indicates a great level of intrinsic motivation. These people are probably enthusiastic in their approach to their work, motivated by their own inner needs and interests rather than by outside forces like monetary rewards or pressure. Their regular responsibilities may provide them with a sense of fulfillment and purpose, increasing enduring engagement along with job satisfaction.

However, 10% of respondents who gave neutral answers can represent a group that does not particularly appreciate or detest their work. When it comes to intrinsic motivation, they might fall anywhere in the middle. This group might not be completely disconnected from their profession, but they also might not feel the same amount of enthusiasm and innate interest as the "agree" group. They could be more motivated to do well at work by outside forces and their work environment. It's crucial to remember that given the right circumstances, such as more stimulating assignments or a positive work environment, this group could have a higher chance of experiencing increased inherent drive (Makransky et al., 2019).

The 3% of survey those who weren't in agreement with the statement probably have lower levels of intrinsic motivation. This dissident attitude implies that they do not deeply feel personally fulfilled or satisfied by their employment. Instead of an intrinsic enthusiasm for their profession, their motivation to complete their job obligations is likely motivated mostly by external causes and incentives. These people could experience work as more of a burden than a source of genuine joy. They could approach their work with a sense of responsibility rather than passion, which might have an effect on how engaged they are in their work overall. External motivators, such pay, job security, or the dread of suffering repercussions, may be more important in influencing employees' work performance. Organizations might give workers more fulfilling assignments that fit with their interests and talents to address this problem and boost their intrinsic motivation. People's jobs can become more interesting and satisfying when they can see the significance and purpose in what they do. Organizations can also offer employees the chance to expand their skills, encouraging them to gain new knowledge and experiences. A sense of personnel development and advancement may result from this, which may increase intrinsic motivation (Figure 2.7).

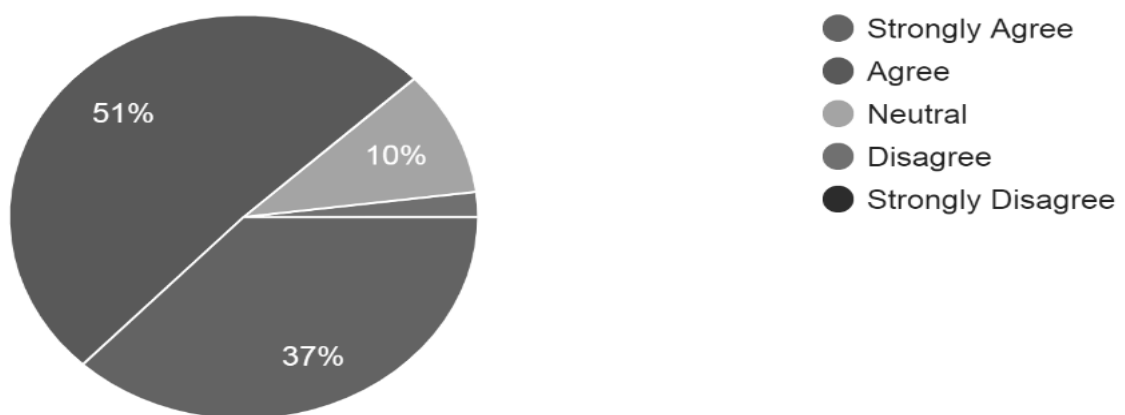


Figure 2.7 - I am motivated to do my best even when there are no external rewards or recognition

Source: prepared by author

It is a promising development for the firm seeing that the large proportion of responders concur with the above statement concerning intrinsic motivation. The reality that a total of 88 percent of respondents concur with the statement suggests that a significant portion of the sample's participants have a strong internal drive to perform well in their jobs. This is good news for the company since it shows that a sizable section of the staff may be driven by internal motivation, which may result in greater job satisfaction and perhaps even improved performance. Respondents who concur with this assertion depend less on praise or rewards from others to motivate them. When the company is facing difficulties, offering rewards may be difficult due to budgetary restrictions or a lack of available external incentives, but even at that, the company can be confident that at least 88% will still continue to give their best even in that situation because their performance is not tied to external incentives.

It also illustrates the potential of self-actualization in Abraham Maslow's hierarchy of needs, where it is placed as the highest degree of need. Workers with an innate desire to succeed may be more inclined to pursue career improvement and personal fulfillment at work, which would be advantageous for both their individual development and the company's success (Stephen, 2023). There could be a range of internal and extrinsic motivations among the 10% of responders who are neutral on this statement. They may have some inherent motivation, as shown by their neutral demeanor, but they may also to some degree value extrinsic rewards or praise.

However, it may be significant to focus more on the 2% of respondents who disagree with the statement. Their absence of intrinsic motivation may be a sign of disengagement or discontent. In order to avoid future performance challenges, organizations should think about techniques to comprehend and solve their concerns.

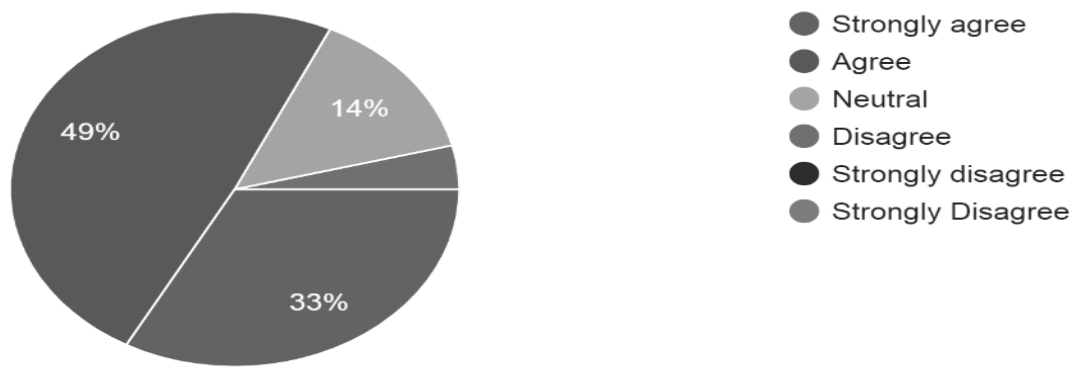


Figure 2.8 - I am passionate about the work I do in this enterprise.

Source: prepared by author

As observed based on the above chart, 82% of the respondents (246 persons) agree with the statement. This is a promising sign for the company. Employees who are passionate about their jobs are more likely to be enthusiastic, involved, and dedicated to their work and the company's broader objective (Benjamin, 2020). Because they are passionate about their jobs and take pleasure in what they do, they also tend to be more productive. They are less inclined to leave the company as a result, which can boost efficiency and result in higher-quality output. Recruitment, training, and onboarding costs may be reduced as a result of a lower turnover rate. Additionally, a workforce with a sizable percentage of passionate workers can enhance the culture of the company. Their passion may spread, encouraging a dedication and commitment-oriented culture. This may help the organization's problem-solving and creative thinking processes.

The 4 percent who disagree and the 14 percent who are ambivalent about their jobs should not be disregarded despite the majority of respondents expressing enthusiasm for their jobs. These people might experience worries, frustrations, or other problems that are harming their passion. To avoid potential reductions in performance or motivation, management must look into and solve these issues. Managers can use more individualized strategies by acknowledging that not all employees have the same level of passion. This can entail offering chances for development and recognition to individuals who are already driven. It can require

locating and removing obstacles to their passion for those who are neutral or disagree. Through surveys and other feedback methods, the firm can continuously track employee happiness and enthusiasm levels to spot patterns and take timely corrective action (Figure 2.9).

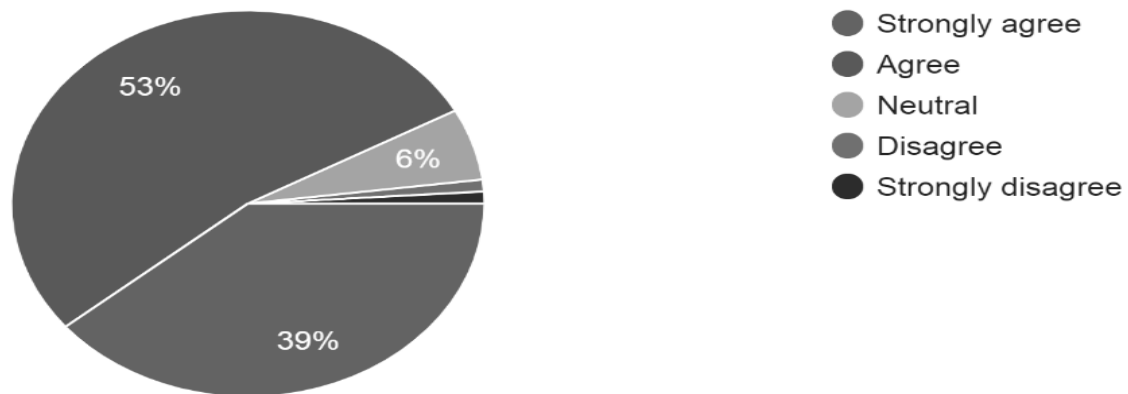


Figure 2.9 - I feel a strong sense of personnel growth and development in my role.

Source: prepared by author

A positive work environment is demonstrated due to the fact that 92% of respondents (39 percent strongly agree and 53 percent agree) feel their roles have allowed them to grow personally. Personnel are more inclined to participate in and feel satisfied with their employment if they believe opportunities for personal growth (Monje-Amor et al., 2021). The quest for individual advancement and development is associated with intrinsic motivation. According to Zhou et al. (2020), workers who are motivated by a desire for personal growth typically have a strong work ethic and a desire to expand their knowledge and skills, which can lead to improved job performance. Furthermore, workers who feel they are growing as individuals at work, they are more inclined to stick around with the organization. This might lead to lower worker turnover and associated hiring and training expenses.

The 6% who are neutral and the 2% who disagree could be worried or feel stuck in their positions. To avoid potential disengagement, it's crucial to attend to their needs and offer them possibilities for advancement. Organizations can

customize personnel development plans to match the particular requirements and goals of their workforce by acknowledging that not all employees view personal improvement in the same way. With frequent feedback and guidance, employees may align their personnel development goals with the objectives of the company, creating a win-win scenario for both parties. It's critical to continuously assess how employees see their own development. Organizations can determine areas for improvement and gauge the success of development programs with the aid of routine surveys and feedback methods.

Correlation Matrix

In order to clarify the connection between the dependant variables (factors of intrinsic motivation) and the demographic variables, a correlation matrix is shown in Appendix B.

The correlation matrix shows that gender has an inverse relationship with all intrinsic motivation variables. The age of the respondents on the other hand negatively correlates with the second, third, and fifth intrinsic motivation variable statements while maintaining a positive correlation together with the other two. The grade of respondents negatively correlates with the fourth and third variables of intrinsic motivation, with values of -0.007 and -0.090 respectively. The Cadre of respondents in the company further correlates positively with the intrinsic motivation variables, apart from the last one, with a value of -0.138. The implication of this is that person, the cadre of employees and intrinsic motivation move in the same direction. The higher the cadre, the more the Employees are intrinsically motivated, and vice versa. The correlation table further shows that the qualifications of the respondents are negatively correlated using the third, fifth, and second variables of intrinsic motivation, with negative values of -0.092, -0.163 and -0.142 Appendix C.

2.2. Analysis of the influence of personnel motivation on the results of the enterprise

Motivation is the process that leads to the initiation and persistence of goal-directed behaviors. Perceived value and the expectation of success determine motivation, according to expectancy-value theory. In an effort to identify precise workforce stimulators inside a company, Maslow and Herzberg developed the notion of motivation theory, that has a distinct definition and set of features that are applicable to current management operations. Every one of necessity overlooks others while illuminating some facets of drive. The reality that the majority of theories contain conceptually overlapping and contradictory regions and have an eccentric vocabulary that uses multiple terms for the same notion or the same word for different concepts contributes to the confusion caused by the multiplicity of theories. That being said, while this can be unsettling, every modern theory offers a different viewpoint that may offer fresh insights and specific recommendations for future research and application. Employee involvement, the mission and ideals of the company, the management's acknowledgement and acknowledgment of excellent work, the general sincerity of the leadership, and financial reward, and career advancement are just a uncommon of the important elements that inspire workers to perform better (Table 2.9)

Table 2.9 - Summary of Intrinsic Motivation in Dangote Group

Intrinsic Motivation Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
I feel a sense of accomplishment when I successfully complete challenging tasks at work	62	35	3	-	-
I find my work inherently interesting and enjoyable	43	44	10	3	-
I am motivated to do my best even when there are no external rewards or recognition	37	51	10	2	-
I am passionate about the work I do in this enterprise	33	49	14	4	-
I feel a strong sense of personal growth and development in my role	39	53	6	1	1

Source: Prepared by author based on respondents' data

According to the table above, we can see the result of the questions that is based on Intrinsic motivation statement, it is obvious that the overall 89% of the respondent are intrinsically motivated which is a good sign for the general output of the enterprise (Figure 2.10)

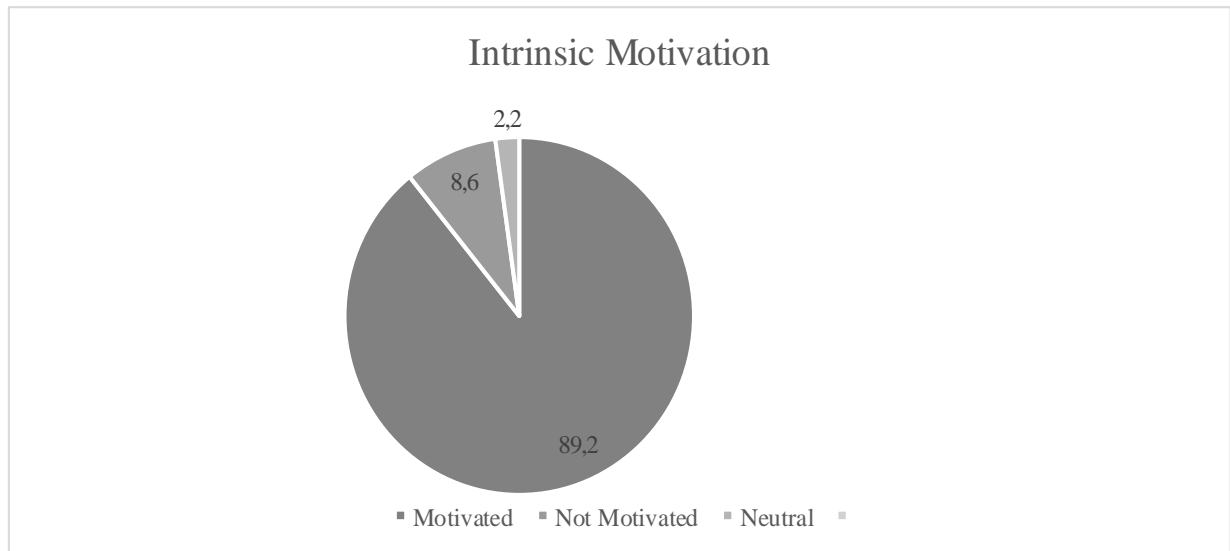


Figure 2.10 - Analyzing Objective 1: Determining if an intrinsic Motivation system positively affects staff performance in Dangote Group.

Source: prepared by author

As can be observed from the chart above, we can conclude that 89.2% of the staff working in Dangote Group are intrinsically motivated. They are driven by their own ambition to go above and beyond in their work, which enhances output and quality. For a business like the Dangote Group that operates in dynamic industries, these traits can be very advantageous. They are more inclined to accept the initiative, look for innovative ways to solve problems and demonstrate a higher level of inventiveness. Positive organizational culture is frequently fostered in a company with a high intrinsic drive. Employees that are internally driven are more inclined to work together, share ideas, and support one another in achieving goals. This cooperative culture and shared dedication to excellence may have a significant impact on the company's overall performance and reputation (Table 2.10).

Table 2.10 - Chi-Square Test

Test Statistics	
	Intrinsic Motivation and staff performance
Chi-Square	21.800 ^a
Df	5
Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 00	

Source: prepared by author

The result of our Chi-square analysis of intrinsic motivation and performance was 21.80. The statistical significance criterion, also known as the p-value, is less than 0.05. These findings suggest that employee performance in Nigerian businesses and intrinsic motivation have a statistically significant link. The number of categories being compared is indicated by the degrees of freedom (5). It suggests that there are five types or degrees of analysis in this context that are connected to employee performance and intrinsic motivation. Consequently, the null hypothesis which holds that employee performance in Nigerian businesses is unaffected by intrinsic motivation is rejected (Figure 2.11).

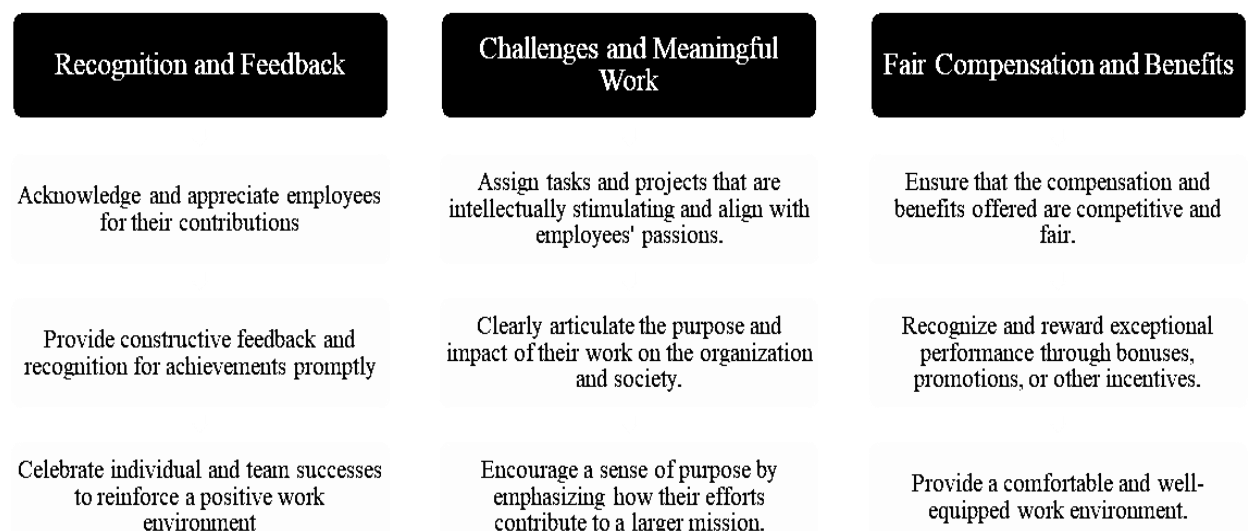


Figure 2.11 - Feedback and compensation scheme.

Source: prepared by Author

When working with a workforce that is extremely intrinsically motivated, it's necessary to keep in mind that controlling expectations is essential. These workers could have high demands for the standard of the work, chances for personal development, and a fulfilling workplace. For them to remain motivated and committed, these expectations must be met and even surpassed. The following is suggested to develop a labor force that remains intrinsically motivated.

An analysis of Respondents' view of Extrinsic Motivation and its implications

Extrinsic Motivation is a concept. used to describe motivation that stems from rewards or other outside forces (Serin, 2018). Stated differently, instead of than having an innate interest in the activity, it is the urge to engage in a conduct or action to get rewarded or stay out of trouble. Extrinsic motivation can take many different forms, such as monetary prizes, presents, or other material things; social acceptance; threat of punishment; job development; and so on. Ryan and Deci (2000) explain that people who just use extrinsic motivation cannot experience long-term fulfillment from their acts, and their motivation might decline if the external benefits are taken away.

The "over-justification effect" and "crowding out effect" are terms used frequently to describe this occurrence. In light of the excessive justification effect, when people are initially driven to do something for intrinsic reasons (such as personal interest or satisfaction), adding extrinsic rewards can occasionally make them less motivated (Morris et al., 2022). This happens as the extrinsic motivations for engaging in the activity may be overshadowed by the external rewards. As a result, people may begin to perform something largely for the external benefit rather than because they find it to be intrinsically rewarding. The crowding-out effect further holds that motivation may be "crowded out" in particular situations when extrinsic rewards or pressures are introduced (Shenaq, 2021). People's sense of autonomy may be diminished and they may be less likely to participate voluntarily in an activity if they feel pressured to carry it out in order to obtain a reward or escape punishment.

The questionnaires that were administered had statements that were developed to ascertain how the workers of the Dangote group felt about extrinsic motivation and their views about the way they were extrinsically motivated over the period of study (Table 2.11).

Table 2.11 – Extrinsic motivation statement

Extrinsic Motivation Statement	Strongly Agree(%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree(%)
I am motivated to perform well at work to receive rewards and recognition	43	45	10	2	-
External incentives, such as bonuses or promotions, drive me to excel in my job	50	36	8	6	-
I feel encouraged to put in extra effort when there are performance-based incentives	55	29	10	6	-
Recognition and praise from my superiors positively influence my motivation	44	43	9	4	-
I consider the external benefits and outcomes of my performance when setting work goals	30	49	15	5	1

Source: Computed by the author from the respondents' data

We can see from the above table, the Extrinsic motivation statement shows that overall 43% clearly need the external things to keep them motivated, 7,3% are either neutral or do not necessary need ecternal factors for motivation Figure 2.12

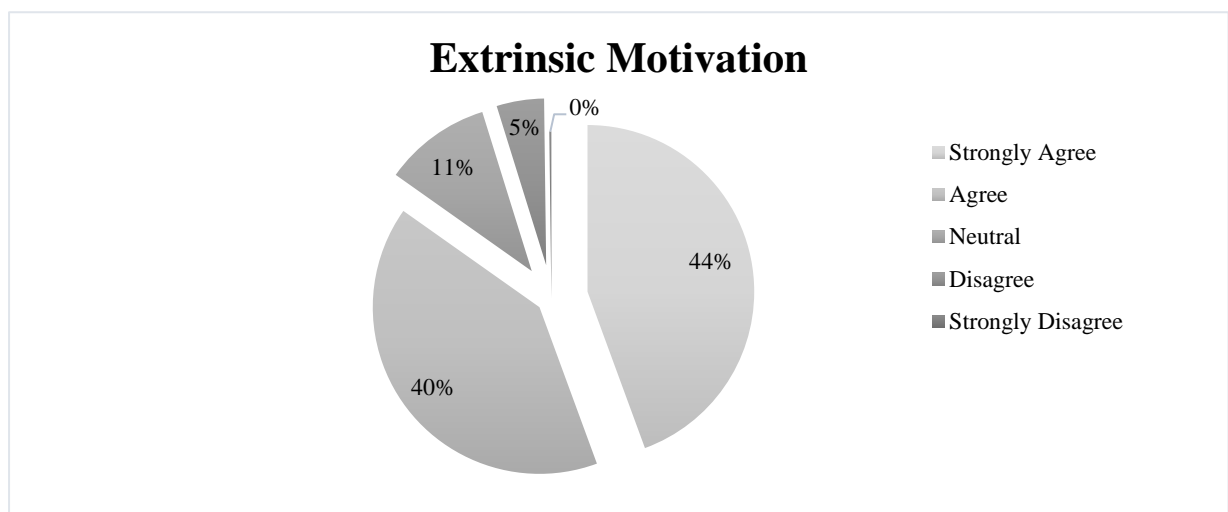


Figure 2.12 – Percentage of extrinsic motivation.

Source: prepared by author

We discovered a total of 84.8 percent of respondents concur that receiving rewards and recognition at work motivates them to put in a lot of effort, demonstrating that many workers with high levels of intrinsic motivation also appreciate external incentives and recognition. This demonstrates how internal and extrinsic drives coexist in the workplace. Extrinsic rewards and recognition can act as stimulants for persons with high intrinsic motivation (Fischer et al., 2019). By offering external validation and acknowledgement for the task being done, they can strengthen and improve intrinsic motivation. The responders' existence who are ambivalent toward the extrinsic motivation statements or who disagree with them implies that not all employees are equally motivated by rewards and recognition from the outside world. This demonstrates the variety of workplace incentive elements.

Extrinsic motivation, which is fueled by external incentives or punishments, has clear advantages in the workplace. First off, it makes it easier to accomplish particular objectives by offering a structured framework with precise performance expectations and measures. How well the work is executed completion can be improved by using this strategy. Extrinsic motivation is also important for recruiting and keeping talent in environments where It is challenging to succeed. Employers may retain employees by offering competitive compensation, bonuses, and benefits that boost overall job satisfaction. Additionally, incentives like promotions or recognition provide workers a real reason to stay dedicated and engaged (Nguyen & Pham, 2020).

Extrinsic motivators also function as tools for providing feedback, giving workers a clear awareness of how their efforts contribute to corporate objectives. By promising bigger rewards, this may motivate employees to invest in learning new skills or adopting new procedures, driving behavioral change and adaptation (Nguyen & Malik, 2020). Extrinsic incentive also encourages the growth of loyalty and adoration. Frequent acknowledgment in the form of awards, employee of the month programs, or public acknowledgement cultivates a positive work environment and boosts morale.

The correlation table indicates that gender has a negative correlation to the fourth, and fifth extrinsic motivation variables, with values of -0.69 and -0.004 respectively, while positively correlating with the other two extrinsic motivation variables. There is a negative association between the respondents' responses and every basic extrinsic incentive element in the model age. The first and last extrinsic incentive factors had a negative correlation of -0.005 and -0.042, respectively, with the respondents' grade. The Cadre of respondents in Dangote group correlates positively with all of the five core extrinsic motivation variables. This implies that members of the Dangote group benefit from higher levels of extrinsic incentive the higher their cadre status Appendix D.

The chi-square test carried out on the extrinsic motivation variables of the staff of Dangote Group further reveals that extrinsic motivation is closely connected to the group's employee performance (Table 2.12)

Table 2.12 - Chi-Square Test

Test Statistics	
	Extrinsic Motivation and staff performance
Chi-Square	18.400 ^a
Df	5
Asymp. Sig.	.000

Source: prepared by Author

a. Expected frequencies for 0 cells (.0%) are less than 5. 00 is the lowest anticipated cell frequency.

The Chi-square test of extrinsic motivation is 21.80 in regards to performance. The outcome suggests that there exists a statistically noteworthy correlation between extrinsic motivation and staff performance in Nigerian enterprises. Therefore, the null hypothesis that extrinsic motivation does not affect staff performance in Nigerian enterprises is rejected.

Intrinsic and Extrinsic Motivation

Strong intrinsic motivation indicates that workers are probably going to share the organization's mission and core values. This alignment can result in a workforce that is not just motivated but also committed to attaining the objectives of the business when combined with external motivators. Extrinsically and intrinsically driven workers frequently collaborate more successfully, which is advantageous to both the individual workers and the business overall, in accordance with several prior studies (Good et al., 2022, Zhang & Liu, 2022). Increased productivity and performance is one of such benefits according to Malek et al. (2020). Employees frequently display improved productivity and performance levels when they are both intrinsically by personal happiness and enthusiasm for the work at hand as well as external by external rewards and recognition motivated. Extrinsic motivation, however, provides one an extra push to succeed and achieve performance targets, intrinsic motivation inspires passion and creativity. Employees may go above and beyond what their occupations demand of them as a consequence of this dual drive.

Greater achievement of goals is another benefit. According to Lee and Reeve (2020), intrinsically driven workers establish objectives that are in line with their beliefs and interests. These aims frequently coincide with those of the organization during they are also extrinsically driven. Connecting personal and corporate goals can result in a powerful commitment to accomplishment for the both for the company and for the person. Furthermore to their own sense of personal fulfillment, incentives and recognition from external sources are what drive employee motivation.

Stronger work ethics and job satisfaction are additional benefits. Strong work ethics are frequently the outcome of intrinsic motivation because individuals desire and are pleased with their effort to succeed for their own sense of success. This work ethic can be strengthened when coupled with external motivation. Workers are more most likely satisfied with their professions if they are driven by both external and internal causes. Because they receive recognition for their hard

work and find pleasure most likely satisfied, they enjoy and find fulfillment in their profession, which enables them to be resilient and adaptable. Employees with dual motivation are frequently more flexible and resilient when faced with difficulties. Extrinsic motivation serves as a safety net against disappointments, whereas intrinsic motivation aids individuals in discovering meaning and purpose at work (Loffeld et al., 2022). People who possess these qualities of adaptability and resilience may be more inclined to overcome challenges and stay receptive to new experiences. in the workplace Figure 2.13.



Figure 2.13 – Intrinsic and extrinsic circle

Source: prepared by author

To further examine the degree of motivation of the staff of the Dangote group, some other aspects relating to, and influencing motivation, particularly extrinsic motivation were considered, including motivation relating to the workplace, leadership, managerial ability, in addition to the responsibility. The responses are presented thus in Figure 2.13.

Table 2.13 – Work place motivation

Workplace Motivation Statement	Strongly Agree(%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree(%)
My immediate supervisor provides clear and achievable goals that motivate me	23	48	20	9	-
My supervisor offers constructive feedback and recognition for my efforts	21	60	17	2	-
I feel supported by my superiors in my professional growth and development	18	64	15	3	-
The leadership in the enterprise effectively communicates the company's vision and mission, motivating me to contribute	20	57	17	5	1
I trust the leadership's decisions, which positively impacts my motivation	22	58	17	3	-
The enterprise provides a positive and inclusive work environment that fosters motivation	23	62	11	3	1

Source: computed by the author from the respondents' data

We can observe from the table above that work place motivationm that the average of 70% feel that the work place is a condusive and feel supported in the work environment. On the other hand, 10% are neutral on this distribution, 2,8% totally disagree with the work motivation statement (Figure 2.14).

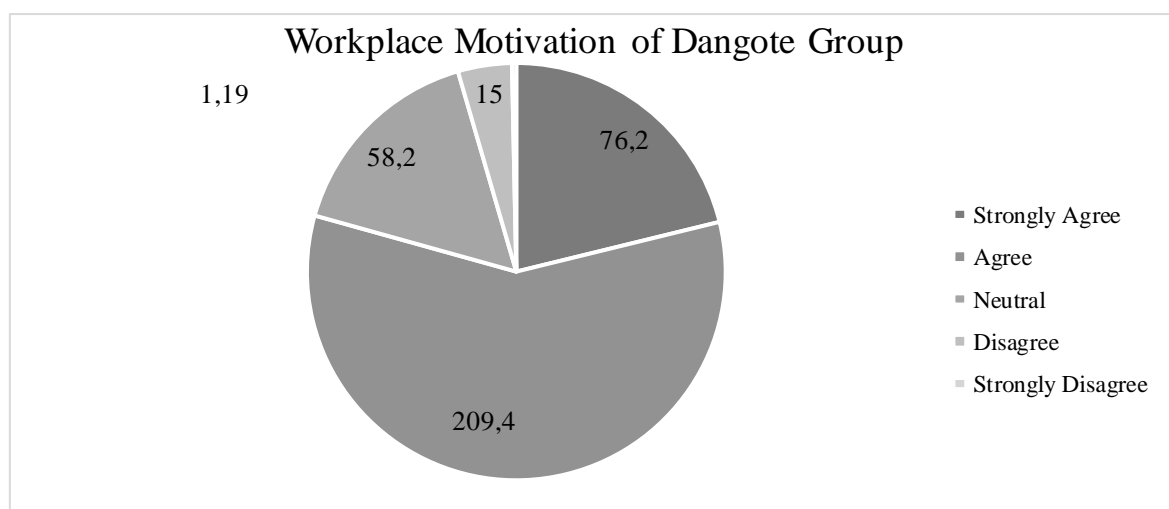


Figure 2.14 – Workplace motivation of Dangote group.

Source: prepared by author

As observed in the relationship matrix above, indicates that gender has a negative correlation with all the variables associated with this aspect of motivation. The In terms of motivation, the respondents' age had a negative correlation with four of the six workplace and leadership characteristics. The grade of respondents also correlates negatively with all the elements of a workplace and leadership motivation, excluding the last one which has a positive quantity of 0.062. The respondents also correlates negatively with all the elements of a workplace and leadership motivation, excluding the last one which carries a positive value of 0.148

According to a recent survey, the subsequent correspondence is issues that prevent effective leadership (Figure 2.15).

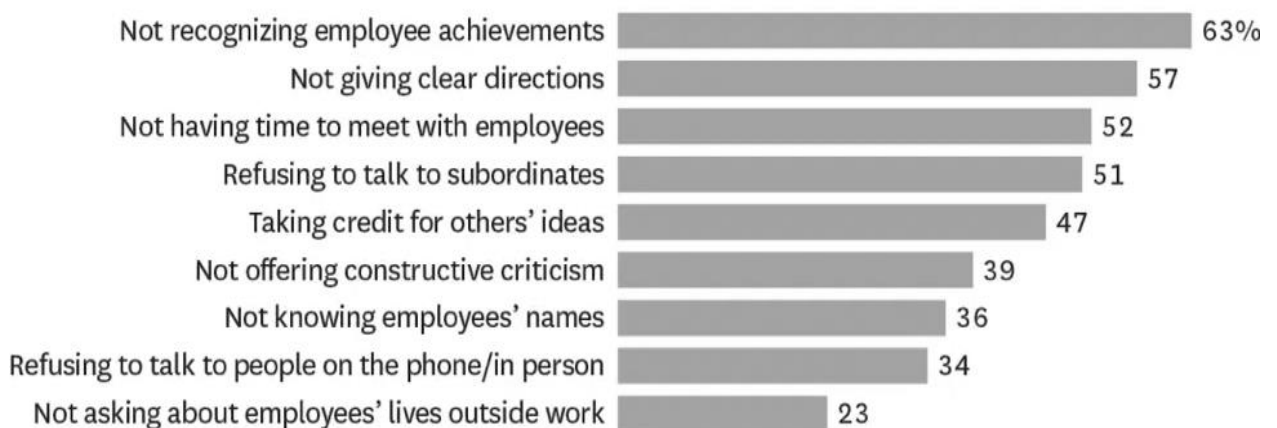


Figure 2.15 - Lack of Effective leadership.

Source: Interact/Harris poll of 1,000 U.S. Workers

We acknowledge that within organizations, leadership is necessary for motivating personnel. Leadership is viewed as a source of inspiration, encouragement, and direction by employees. Increased staff motivation and increased performance can both be credited to skillful managerial ability. However, inadequate leadership can also demotivate workers, which in turn affects output and job satisfaction. Establishing clear expectations and goals is a crucial part of leadership when it comes to motivating staff. Realistic, challenging, and

relevant goals are set for team members by an effective leader. Leaders give their teams a feeling of purpose and direction by stating expectations clearly. Employee motivation and engagement are raised due to the clarity that makes it easier for them to observe how their distinct inputs fit with business goals.

Giving employees frequent feedback and praise is another crucial part of leadership's involvement in motivating workers. An effective manager expresses appreciation Regarding the work that their team members have put in. Leaders cultivate a happy and encouraging work atmosphere by praising team and individual accomplishments. Numerous methods exist for expressing this gratitude, such as verbal or written praise additionally to the public recognition. The likelihood that an employee When individuals feel respected and acknowledged, they are more likely to keep up their best effort.

Additionally, those in positions of leadership should show a sincere concern for the growth and welfare of their staff. This includes presenting chances for development and education through training and development programs. When managers support their staff's professional development, it not only improves their knowledge and abilities but also communicates to them how much the company values their ongoing development. Employees are motivated to seek out opportunities for both personal and professional growth because of their feeling of ownership, which boosts their motivation and job satisfaction.

Additionally, of the most crucial facets of leadership in terms of motivating workers is good communication. Strong relationships are developed, trust is fostered, and a sense of belonging is created among employees by leaders who practice open and honest communication. Leaders may reduce uncertainty and foster a positive work environment by sharing information with employees, providing them with information regarding organizational changes, and promoting two-way communication. When workers feel free to express their ideas, concerns, and opinions in a secure setting, they are more likely to be motivated to actively take part in the company's activities success.

The fact that a sizable majority of workers, 79.32 percent in total, either strongly agree or agree with the assertions suggests that attitudes are largely positive. This implies that a sizeable percentage of workers value goal setting, feedback, professional growth, alignment with the company's mission, and leadership trust. These variables are likely to have a favorable impact on their motivation. There are elements of the work environment that are extremely motivating and effective in promoting engagement and job satisfaction, as indicated by the existence of a significant percentage of employees who strongly agree with the assertions (21.16 percent). Dangote Group can build on these assets to raise engagement and motivation even higher as even better outcomes can be achieved by identifying and enhancing what is already effective. Changes in the workplace culture, leadership, or organizational policies may have affected employees' perceptions of motivation, which in turn has affected The total amount of respondents who strongly agree to be motivated at work, despite continuing to agree (albeit not strongly), compared to the number on intrinsic and extrinsic motivation. The amount of agreement may decline if recent changes have been perceived negatively or as demotivating by the workforce. In addition, despite continuing agreement, a rise in workload, stress at work, or difficulties juggling work and family obligations might affect employees' enthusiasm.

Although not unfavorable, the existence of a sizably high proportion of neutral responses (16.2%) implies that there might be room for improvement in some areas of the workplace. Employees who are indifferent may be receptive to interventions that boost motivation or they may need more guidance and assistance in the aforementioned areas to which they stayed neutral. Therefore, the Dangote group may want to think about making specific attempts to interact with these neutral employees to have a deeper comprehension of their needs and preferences and create a more engaged staff (Figure 2.14)

Table 2.14 – Further analysis of Respondents’ view of their job with regard to teamwork, workload, and self-growth and development.

Statements	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
I have access to the necessary resources and tools to perform my job effectively	22	50	18	9	1
The workload is reasonable, allowing me to maintain my motivation and avoid burnout	12	43	22	20	3
The company culture promotes teamwork and collaboration, which enhances my motivation	19	62	17	1	1
I feel empowered to take ownership of my work, which increases my motivation	22	69	6	2	1
The enterprise offers adequate training opportunities that contribute to my motivation	29	58	10	3	-
I have access to professional development programs that help me improve my skills and knowledge	27	53	11	8	1
The company invests in employee training and development, demonstrating a commitment to employee growth	26	50	15	8	1
I feel that my personal and professional development aligns with the enterprise’s long-term goals	23	58	17	1	1
TOTAL (%)	22.5	55.38	14.5	6.5	1.12

Source: prepared by author

There is just a slight level of dissatisfaction with the features listed in the assertions, as evidenced by the 4.5% of employees who strongly disagree or disagree with the statements. Despite the low number of disgruntled employees, it is imperative that the business address their issues and look for methods to improve in the areas where they disagree. This can shield employees from potential demotivation and foster a happier workplace(Figure 2.16).

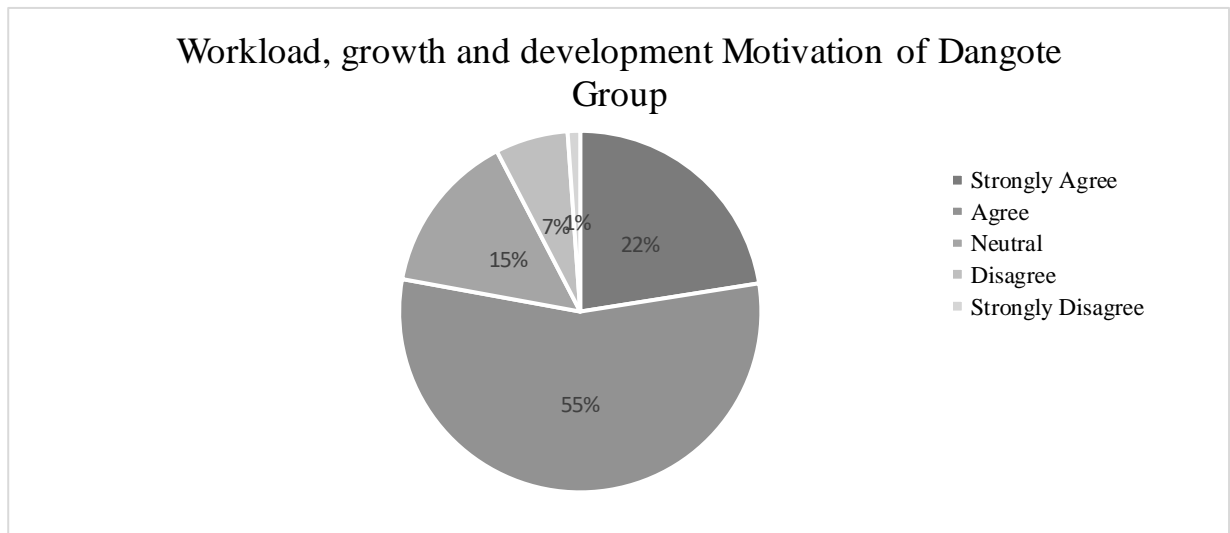


Figure 2.16 - Work, Growth and development of Dangote group.

Source: prepared by author

Employee motivation within organizations is greatly aided by training and development. Employees who participate in training programs gain the abilities and information needed to successfully do their duties obligations. Organizations show their dedication to the professional progress of their workforce by funding programs for training and development. The likelihood of an employee being driven to perform well increases if they believe their company cares about their career advancement. Possibilities for education and development can also be customized to fit the needs and goals of every single employee. Each employee's specific skills and limitations are catered to in a customized manner, and this method also enables employees to possess an unequivocal career path inside the company. As Karim et al. (2019) point out, when workers see a clear and feasible career path, they are more likely to experience motivated to work toward their objectives and contribute to the success about the organization.

Furthermore, training and development can help employees feel empowered and autonomous. When people are equipped with the information and abilities necessary to perform their professions, they feel more confidence in their abilities. well. This self-assurance translates into an elevated sense of self-efficacy and motivation, which boosts output and improves job satisfaction.

It is also important to keep in mind that training and development opportunities can support staff retention. When businesses engage in their employees' professional growth, workers are more likely to feel valued and committed to their companies. This Employee commitment and loyalty levels that are higher decrease employee turnover, which enhances overall organizational effectiveness. Nonetheless, companies need to create training and development programs that are customized to the unique needs and goals of each employee. It's possible that one-size-fits-all strategies won't produce the necessary motivational results. In order to uncover opportunities for development and tailor their training and development activities, businesses should regularly review their needs.

The questionnaire responses indicate that a sizable percentage of workers (22.5%) strongly concur with the affirmative statements in the questionnaire, demonstrating that these workers are extremely happy with their work environment and feel that they have access to the resources they need, a manageable workload, and plenty of opportunities for career advancement. The majority of workers (55.38%) concur with the assertions, indicating a typically upbeat attitude at work. Their overall job happiness and drive are boosted by Their conviction that they are at capacity support. It is vital to highlight that employees who "strongly agree" with the claims may feel more devoted to the company and are more inclined to consider themselves as long-term contributors to the enterprise. Although individuals who "agree" demonstrate dedication, they might not be as loyal as those who "strongly agree." Employees who "strongly agree" are more likely to go above and beyond their regular responsibilities and willingly put to double effort to further the goals of the firm. Nevertheless, employees who "agree" may not always show the same level of initiative as the "strongly agree" group, although they are generally cooperative and supportive.

14.5% of the respondents have a neutral position, neither strongly agreeing with the assertions nor strongly disagreeing with them. This could mean that they are hesitant about certain parts of their employment or that they are underestimating the level of assistance that is available to them. This typically

indicates that there are chances for the organization to enhance communication or make clear the resources available to employees. These responses show the requirement for further focused initiatives to address particular issues. This might also mean reducing the workload for staff members and offering necessary training that fosters cooperation, teamwork, and career advancement.

A high level of dissatisfaction and discontent with their workplace was voiced by the combined 7.6 percent of employees who disagreed with the statements. According to their comments, they are dealing with major difficulties or barriers that are detracting from their overall job satisfaction. Despite the fact that this percentage might be small, their worries remain substantial. The company needs to respond right now to the intense dissatisfaction among this group. These workers might be at a turning point in their consideration of leaving the company, and their departure might have detrimental effects on the business. To identify the precise problems causing these employees' dissatisfaction, it is crucial to conduct in-depth interviews or surveys with them. These problems may include worries about their workload, problems with management, or problems with team dynamics. It is essential to address these workers' concerns to prevent turnover because losing key talent may be expensive and disruptive. The company needs to act quickly to address the underlying issues and improve the working environment.

Among the important benefits of addressing employee dissatisfaction is the improvement of productivity and overall performance inside the organization. When employees are dissatisfied, they may not be fully engaged with their work, resulting in decreased motivation and lower-quality output. By identifying and addressing the root causes of their dissatisfaction, organizations can create a more positive and engaging work environment, leading to enhanced employee satisfaction and ultimately, increased productivity.

Furthermore, addressing employee dissatisfaction can contribute to a healthier and more positive workplace culture. Disgruntled employees can adversely affect their employees' morale peers, leading to a toxic work environment. This can create a domino effect, with more employees becoming

dissatisfied and disengaged. Organizations may develop a climate of candor, respect, and trust and develop a feeling of community in the workplace by proactively addressing and resolving these challenges. Workers are more likely to be devoted to the company and go above and beyond in their responsibilities if they feel appreciated and supported.

Addressing employee dissatisfaction also improves the organization's reputation and image in general. Employees who are unhappy may air their problems both internally and externally, via internet forums or word-of-mouth. This could damage the company's brand and reduce its appeal to stakeholders, consumers, and potential workers. On the other hand, through proactively addressing and resolving employee dissatisfaction, firms can show that their employees are important to them happiness and well-being, improving their standing as desirable employers.

2.3. Methodical approaches and practice of evaluating the personnel motivation system at enterprises

Assessment of personnel motivation and the result of influencing it is one of the central issues of applied management. Due to the complexity of solving this issue, it is often included as a separate or integrated element in the personnel evaluation system.

However, in our opinion, personnel assessment and motivation assessment have significant methodological differences.

The connection between intrinsic and extrinsic motivation, including workplace and leadership motivation, and how managerial ability of enterprises leadership can improve on motivation is presented thus (Figure 2.17).

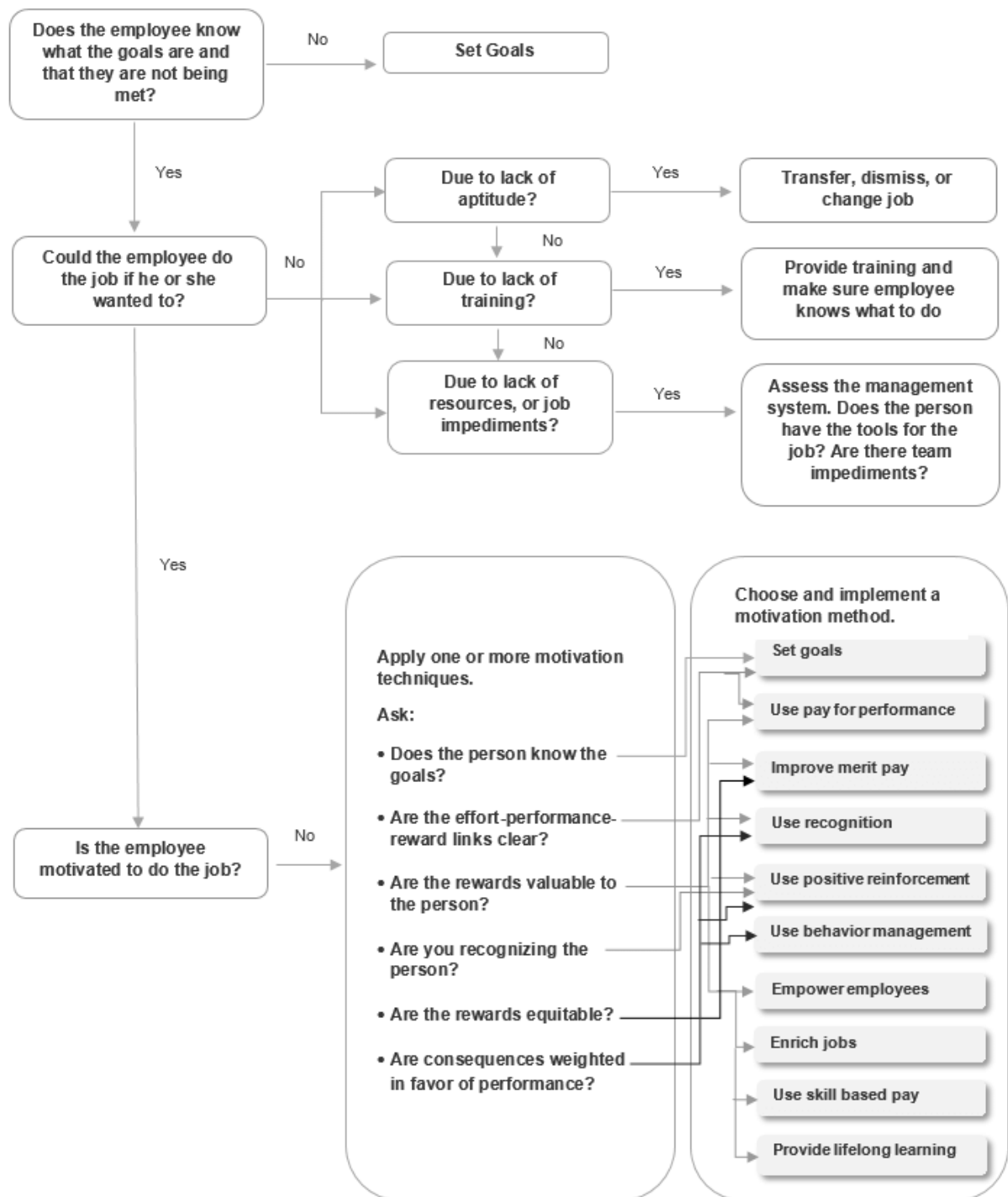


Figure 2.17 – Relationship between personnel intrinsic and extrinsic motivation.

Source: *Intrinsic and extrinsic motivation*

Management of employee Motivation

Systems for managing employee motivation are essential for improving an organization's overall performance and efficiency. These methods are made to effectively engage, inspire, and stimulate workers, raising their levels of drive.

Because they give workers the motivation and enthusiasm they need to perform to the best of their abilities, employee motivation management systems are crucial for creating a positive work environment. These systems include a variety of strategies, methods, and approaches that businesses use to inspire and motivate their staff (Figure 2.18).

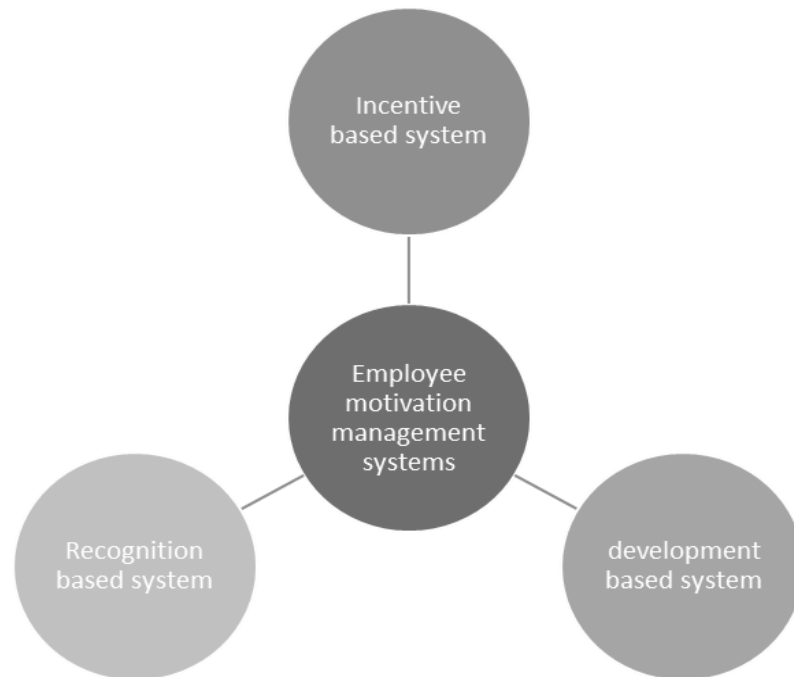


Figure 2.18 – Employee motivation system.

Source: prepared by author

The most commonly used motivation systems include:

- **Incentive-based systems:** This involves giving employees incentives, bonuses, and additional financial advantages in line with their particular or group performance. Incentive programs might include monetary rewards in addition to non-cash rewards like praise, promotions, and flexible work schedules.
- **Recognition based systems** These systems place a strong emphasis on praising and honoring employees' accomplishments and efforts. Employee motivation is increased through cultivating a feeling of accomplishment and accomplishment among them through public recognition, praise, and prizes.
- **Development-based systems:** These systems stress the significance of personnel development and growth by providing opportunities for education,

training, and professional advancement. Establishing development plans, mentorship programs, and skill-building activities are ways to motivate employees via their own and their careers' advancement.

Evaluation as a vital component of personnel motivation

A management will periodically assess an employee's performance through a process called personnel assessment, which is also referred to as an evaluation of performance. This is an opportunity to assess the employee's development, recognize their achievements, and work together to develop targets that will boost output and advance organizational objectives. An assessment is a tool used by employers to examine an employee's performance at work. A more senior manager or the employee's supervisor is usually in charge of conducting the evaluation. It is customary to possess a private session to talk about the evaluation.

The process of an evaluation may include one or more of these things:

- An evaluation of the worker's performance. This may occasionally incorporate a scoring scale that shows strengths and shortcomings in critical areas. For instance, the capacity to follow directions, be punctual, and get along with people. The manager and supervisor will often talk about the important topics. On the other hand, as some have dared to disclose, bosses often fail to see employees' potential for fostering interpersonal harmony and just follow orders without showing concern or punctuality. As one nonfiction writer put it, "The bosses cared far more about how much money we squeezed from our customers than how much time we spent squeezing," Lewis recounted his experience working at a financial institution.

- Objectives for employees that must be accomplished (or markedly improved upon) by a certain date, like the subsequent assessment. An employee may provide a goal on a voluntary basis at times, or his employer may establish it. An employee who is performing noticeably below expectations may be issued a strategy for performance enhancement that outlines the precise objectives they must fulfill in order to keep their employment.

- Supervisors and coworkers provide feedback to employees. The worker is given the opportunity to express their thoughts, worries, and recommendations on the workplace.
- Information on income increases, promotions, and status in the office. If an employee performed exceptionally well at their prior review, they may occasionally be given a pay rise or promoted to a more prominent post period. Nevertheless, a bad evaluation isn't always the reason for a pay increase denial because businesses can't always increase employee compensation due to external circumstances like the state of the economy.

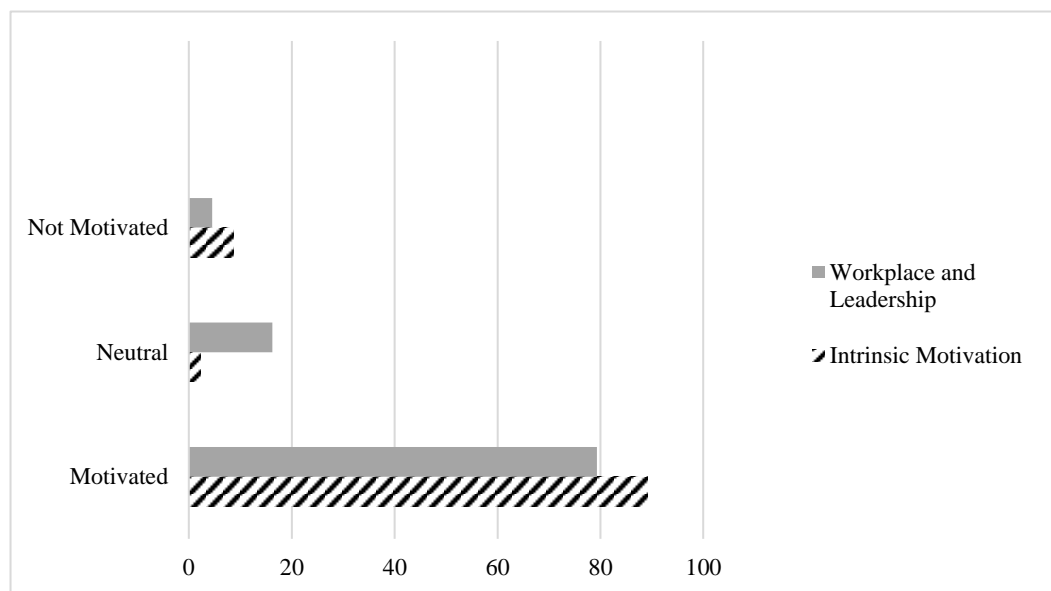


Figure 2.19 - Further insights into measurement of management of employee motivation at the enterprises

Source: prepared by author

One crucial step in an organization's performance management strategy is personnel assessment. It offers developmental input for raising competence, improving performance, and making personnel choices like award distribution. It is additionally referred to as a performance evaluation. It is anticipated that these actions will enhance organizational effectiveness on the whole. Research on staff

performance evaluation has been a primary area of interest for organizational researchers and practitioners since the first A bit of the 20th century due to its perceived significance. However, Lately, there have been suggestions for alternate ways to performance management, challenging both the efficacy of established techniques to people assessments and their validity as a whole. The main methods for evaluating employee performance are covered in this section, along with the difficulties in guaranteeing the evaluation's efficacy (Figure 2.19).

We see from the above chart is a an overview of what motivates people levels of the staff of Dangote Group. Personnel working at the Dangote Group are both internally and externally motivated, which contributes to their favorable opinions of the working environment, the company's leadership, and the prospects for professional growth. Some of the cited causes are:

- 1) The Dangote Group offers its employees meaningful and fulfilling job so they can have a feeling of pride and success in their employment.
- 2) Employees are intrinsically motivated by the chance for personal growth and professional progress provided by the organization.
- 3) Employees find extrinsic motivation from the competitive wages and advantages packages that the Dangote Group offers.
- 4) Additionally, the business offers chances for recognition and rewards, such as bonuses and promotions, which might inspire workers to give their best effort.
- 5) Dangote Group is known for being a good employer, hence, workers tend to have positive opinions about their workplace.
- 6) The company's management is reputed to be encouraging and give clear guidance, which might assist staff members in feeling valued and motivated.
- 7) Dangote Group offers a variety of chances for training and development, including new hire orientation, job skills training, leadership training, and professional development, to guarantee that its workers feel valued and supported.

The effect of self-appraisals

Whereas most workers view the self-appraisal process as the most tedious and unpleasant chore, It is really one of the most robust processes, and when done properly, it might have a big positive influence on a business.

These are the explanations for why the self-appraisal procedure is crucial in the high-flux organizational structure of today.

1. An aura of motivation- Employees feel empowered when They have the opportunity. to assess themselves. They understand that during discussions of their performance reviews, their perspectives are heard and valued. Every worker actively participates in the process of the performance evaluation. This is also a wonderful opportunity to find motivated workers based on their self-evaluations and the caliber of goals they have set for themselves. Over time, a motivated team produces better work, which is advantageous for an organization's expansion.

2. Ownership of work - To begin with, it offers individuals a feeling of pride in their labor. It makes them more accountable for their actions. The employee becomes an active participant in the evaluation process instead of just a passive witness after doing this. Supervisors must to seize the chance to demonstrate to their staff members that their thoughts are valued.

3. Positive employer-employee relations — Self-appraisals contribute to bettering workplace interactions between employers and employees. Self-appraisals start a lively and ongoing dialogue between the employer and staff. Thus, there is no possibility of a disagreement between the employer and the worker.

4. Two-way communication - two-way communication between the manager and the worker is crucial to the performance's efficiency management. They frequently fail to see this in their daily dealings. Self-evaluations possess the capacity to advance formalize this relationship. The self-appraisal method facilitates communication between the employer and the staff member in both directions. This aids in disclosing workers' overall performance. It provides more in-depth understanding and an accurate representation of the strengths and shortcomings of employees in many areas.

5. Eliminates disparities: Managers and employees constantly see things differently. Not every manager can see the employee's side of the story, even people that work closely with their personnel. Because of this, managers are occasionally taken aback when an employee and her employer have somewhat different opinions of her work during performance review sessions. Self-appraisals assist in eliminating any disparities by giving a comprehensive picture of an employee's strengths and weaknesses. For the purpose of creating sure that all successes and shortcomings are taken into account at the final performance assessment, the employer and employee match their records. As a result, it removes the possibility of inequality.

6. Career advancement - Through self-evaluations, staff members become aware of their advantages and disadvantages. They pinpoint their areas of weakness and where they still need to develop. The requirements for training are made clear. Additionally, they can enumerate their favorite roles, initiatives, and future goals. Managers can use these insights to improve their career chances. During a self-evaluation, an employee may inform their manager about their accomplishments in addition to any issues they may be having and what they need from management for the purpose of working more effectively. Self-appraisals may undoubtedly aid in an employee's development even if they have no bearing on pay.

Creating an employee Motivation System

A motivating system's most vital responsibility is to benefit the workers. Special thought should be given to the kind and duration of their work to ensure that they are able to take advantage of the extras that are supplied. Developing an employee incentive system may not always be easy, thus it may be necessary to enlist the help of an expert. By precisely determining the work environment and the employee base, he will be able to choose the most inspiring method details of the job.

The goals of the employee motivation system include but is not limited to:

- increasing the individual motivation of employees

- increase in group motivation
- increasing the efficiency of employees
- optimal use of employees' potential
- success of the organization and also its employees

An effective motivational system should be:

- effective
- logical
- complex
- flexible
- accepted

Stages of building and implementing the motivational system

To guarantee that a motivation system supports the objectives of the business, engages staff, and improves performance, it must go through various stages of development and implementation. The typical steps in the procedure are presented in the chart below (Figure 2.20).

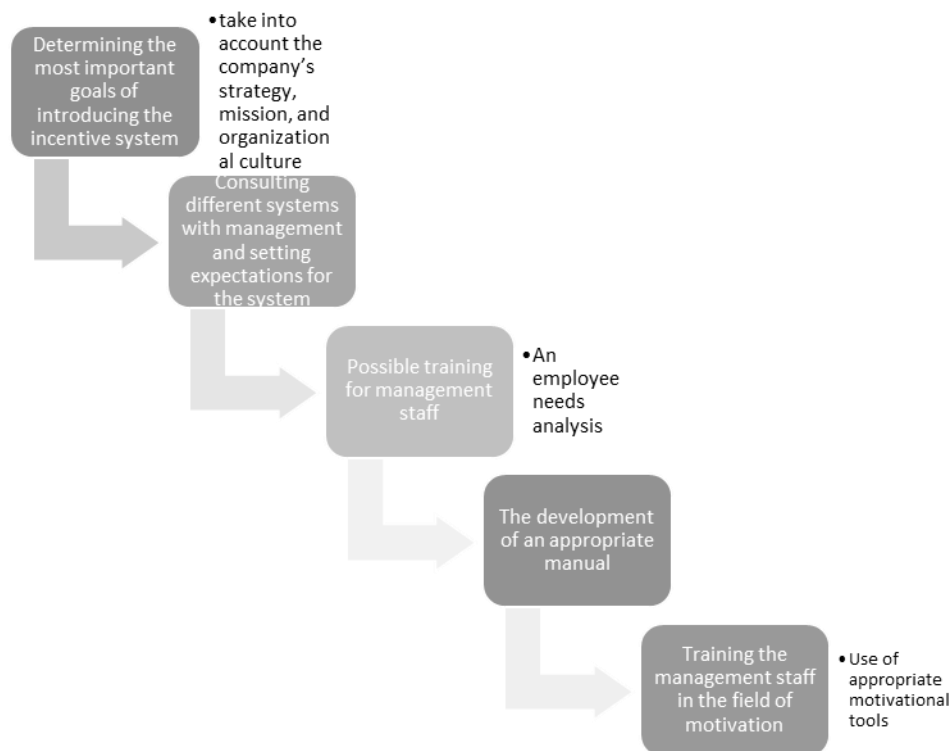


Figure 2.20 – systemic view of the group.

Source: Prepared by the author

Usually, the team serves as the enterprise's foundation. It is undeniable that success requires a collaborative relationship of individuals who work together to accomplish goals. Its operation is undoubtedly influenced by highly developed motivation systems. People work much more productively and engage in all duties allocated to them when they believe that everything they accomplish is appreciated. Giving good comments and showing staff the proper appreciation can produce wonderful outcomes. Any business that has employees relies heavily on their dedication and job happiness to be successful. An employee is more productive the more motivated they are. Entrepreneurs are increasingly turning to employee motivator systems as a way to improve their employees' well-being and pay for the work they accomplish. This can have a lot of advantages for the company by increasing the employee's devotion to the responsibilities given to them.

When a supervisor doesn't show their appreciation, especially over a protracted period of time, it affects the employees' commitment, motivation, and excitement. The internal and external activities of the company suffer as a result. This kind of thinking also affects employee loyalty and increases the likelihood that the organization will lose its best talent. Many skilled individuals find that a competitive wage is an insufficient incentive to commit to a long-term enterprise partner.

Enterprises can get employees to give in their best and remain loyal when they motivate their being correct way. Some of such ways include:

- a. Acknowledging the uniqueness of every worker. Understanding that every person is a distinctive person with potential, goals, and aspirations is essential to creating a really engaged workforce. You'll be unable to do it correctly. utilize your employees' resources and get the finest work out of them for the development and expansion of your company unless such circumstances are met.

- b. Making sure there is good communication. Employee engagement and operational success are both significantly impacted by a company's internal communication skills. Workers must be completely aware of how much their work

is actually helping to the company's expansion. The company may also use the rewards platform and mobile app to quickly and easily produce surveys and distribute them to the team. Additionally, the bulletin board can be used to communication with one another team fast and effectively.

c. Noting commitment and work. Many employees think that Their efforts are in naught if they are not acknowledged by their boss. Although there is disagreement about whether this line of reasoning is entirely accurate, it is crucial to understand and celebrate employees' achievements, no matter how little. Maintaining a grateful corporate culture is crucial for a business. Kudos, or verbal praise, and non-wage perks should be employed by employees to foster unity within the team.

d. iv. Confirm whether there is good team integration and interpersonal harmony. The way Team members interact with each other another affects both effectiveness and employee commitment. Coworker relationships have an influence on efficiency. Companies should provide enjoyable tasks and stimulating activities, regularly schedule office parties, and create cohesive teams.

Some business consultants stress that the best motivation for workers to act is a bonus. Others, in turn, claim that this method just serves to boost financial satisfaction for the employee and does not actually increase dedication or efficiency. The reality that non-monetary methods of incentive are typically viewed as something that the business should provide independently to draw attention valuable employees and gain an edge over the competition, however, remains. Some people do not believe that the system tries to offer more incentives to get better results. Free medical care and the application of private facilities are two fundamental non-monetary strategies for motivating employees. Additionally, some employers choose to provide membership programs for gyms or swimming pools. Also, they offer business vehicles for personal usage.

Furthermore to these factors, companies work to inspire workers in a different way; they are more interested in their psychological comfort than their financial possessions. Some of them choose to dress casually on "casual Fridays,"

which are permitted even at the most formal banks. Additionally, they offer catering services so that workers can access not only coffee or tea but also snacks, desserts, and even complimentary dinners.

The shorter working week is another non-financial incentive mechanism. It is typically given to employees who accomplish all of their jobs without issue and who exhibit outstanding work organization. Additionally, senior managers have a golden parachute, as it were. It ensures the continuance of employment in a comparable job or a sufficiently high monetary incentive in the event of the company's insolvency or combination with another.

When it comes to financial motivations, they are more common and a bit more systematic. Typically, it combines a desire to extend the employee's tenure and show gratitude for their enduring collaboration. There is a chance that the worker may become inattentive as soon as it is agreed upon and included in the contract. Bonuses with discretion are often awarded to individuals who work the hardest. It is not a contractual obligation, and the quantity and frequency of payments may change. This technique has the danger of having an unfair employee evaluation because the supervisor's appraisal is subjective.

Perhaps the most equitable mechanism in use right now is a performance bonus. Every employee is judged based on the same standards or the accomplishment of previously established objectives. The award, in turn, is a procedure that chooses the most productive workers on a foundation of competition. They are assigned a problem to work on say, a cost optimization project at the start of the month, and the one who performs it the best will receive more money.

Both employers and employees profit from motivation programs.

On the employer's side, they enable lower maintenance and payroll expenses; they raise employee happiness, which in turn increases engagement and productivity. A company's excellent incentive structure sets it apart from competitors and frequently makes it the target of job candidates looking for a modern workplace that values its staff members.

Conclusions to the Chapter 2

Dangote Group's employees are both internally and externally motivated, contributing to their positive opinions of the working environment, company leadership, and professional growth prospects. Factors contributing to employee motivation include a meaningful job, intrinsic motivation from personal and professional progress opportunities, extrinsic motivation from competitive wages and benefits packages, recognition and rewards, and a good employer reputation.

Dangote Group also provides various training and development options to make employees feel supported and prioritized. To create an effective motivation system, special consideration should be given to the nature and duration of employment. The goals components of the system consist : increasing individual motivation, increasing group motivation, increasing efficiency, optimizing use of employees' potential, and success for The organization as well as its employees.

To build and implement a motivational system, businesses must acknowledge each person's uniqueness of each employee, ensure effective communication, observe dedication and efforts, and ensure team integration. Recognizing the individuality of each employee is necessary to promote genuine employee engagement and maximizing productivity. Effective communication can be achieved through surveys, mobile apps, rewards platforms, and bulletin boards.

Observing dedication and efforts is crucial for maintaining an appreciative organizational culture. Verbal appreciation and non-wage benefits can help ensure team cohesiveness. Additionally, organizations should generate fun challenges, engage activities, plan workplace events, and develop well-coordinated teams to foster a positive work environment and employee commitment.

Non-monetary methods of incentive are often seen as essential for businesses to attract valuable employees and gain an edge over competitors. Examples include free medical care, private facilities, gym membership programs, and business vehicles. Companies also focus on psychological comfort, offering casual Fridays, catering services, and shorter working weeks. Financial motivations are more systematic and often combine long-term cooperation with a

desire to retain employees. Performance bonuses are the most equitable mechanism in use, as they reward the most productive employees according on how well they performed on a competition-based basis. Both employers and employees benefit from motivation programs, as they lower maintenance and payroll expenses, increase employee happiness, and set a company apart from competitors.

Businesses that embrace and recognize each employee's efforts, regardless of their status, foster a supportive work atmosphere that encourages motivation. Recognition, chances for career progress, as well as the development of a pleasant workplace culture are crucial elements that foster a holistic view of motivation

A welcoming environment where staff members may thrive and significantly contribute to the success of the business. This may be encouraged by learning about the many ways that cultures view motivation.

The study's survey design was a descriptive one. A survey is a broad procedure that uses simple random sampling techniques to collect data from a selected sample of the community To describe the overall status of the population. The data collected from this sample is frequently used to produce further data from the study's chosen population.

Using a 5-point Likert scale, a structured survey was employed to gather informative data from respondents. It gave respondents the opportunity to indicate how much they agreed or disagreed with an assortment of motivational things. A total of 300 employees from different levels and from all of Dangote Group's industries were selected to participate in the survey.

The gender distribution of the respondents to the survey promotes gender diversity in the research, giving perspectives from both male and female viewpoints that are essential for comprehending The impact of motivational systems on the overall workforce.

Workers who are naturally intrinsically motivated also appreciate extrinsic motivation, and the reality that a workforce is intrinsically motivated does not mean that it will continue to remain so. Such motivation must be fostered and maintained

There are several types of employee motivation management systems that organizations can adopt, each with its own unique characteristics and benefits. Some commonly used systems include development-based systems.

The findings reveal that:

In Nigerian enterprises, There is a statistically significant significant correlation between employee performance and intrinsic motivation. In light of the analysis of the data, it can be said that 89.2% Among the employees at the Dangote Group are intrinsically driven.

Extrinsic motivation and employee performance in Nigerian businesses have a statistically significant link, and employee success in businesses is strongly associated with external drive.

CHAPTER 3

ORGANIZATIONAL PRINCIPLES OF INTEGRATION OF INSTRUMENTS INTO THE PERSONNEL MOTIVATION MANAGEMENT SYSTEM AT ENTERPRISES

3.1. Diagnostics of labour remuneration systems as the main instrument of motivation

An organization's resources include land, labor, capital, entrepreneurship, technology, values, aims, strategies, and other immaterial elements. These components make up the work environment, people, authority, and other elements of the organization. That human being is the sole live thing among these components. They possess human endowments that they are contractually obligated to deliver to the company in return for rewards. According to Muo (2007).

While consideration is another word for salary or income, it is used in legal terminology to describe Some types of compensation. Wage is paid every day; salary is paid every week, bimonthly, or monthly. In more depth, Esien (2002) made a distinction between a wage and a salary. In his view, wages and salaries used to be highly differentiated terms, but in the modern era, they are employed interchangeably, illustrating the convergence of pay strategies over the last forty years for both skilled and unskilled workers. A salary was defined as an annual sum that was specified and paid on a monthly basis. In contrast, wages were irregular weekly payments, typically made in cash, and their quantity varied according to piecework rates, overtime, and bonuses. Individual pay was not set; instead, it was determined via collective bargaining between the union and management. Many wage earners still get comparatively regular time-based earnings, even though a large number of salaried workers are now union members and are paid according to union-negotiated compensation scales with yearly

increments. Another example of an economic concept demonstrating that labor is a factor of production goods and services cannot be produced was provided.

Sule (2012) asserted that no organization can survive in isolation. Organizations need interactions with individuals, groups, and other organizations in order to survive. Even in the worst case scenario, their labor and human resources are primarily what allow them to break even. It follows that the workforce plays a critical role as An individual involved in any firm. Since profit is what business owners get out of their labor, if workers are true stakeholders in any company, then the matter of benefits that workers receive must be addressed.

As [Muo, 2007] noted, workers engaged into contractual arrangements with firms to trade their human assets in exchange for advantages. Legally speaking, labor completed or services provided without expecting remuneration are referred to as "gratuitous" services. Thus, The Nigeria Labour Code Act of 1946, Section 7, states that salaries for workers (employees) should be given in legal currency only, and that any other form of payment shall be illegal and invalid. This is required in order for the parties known as the employer and employee to have a legal contract. Once again, it is required by law and is not done for pleasure to pay employees their earnings or salaries on a regular basis. Notably, the pay or other types of compensation function as a driver or motivating factor for the staff, maintaining their physical and mental well-being and maybe influencing them to become stakeholders in the business. When employees hold shares in a company, they frequently understand that the company's survival is their top priority. This is among the problems that corporations have with their workers' motivation. Among the most important things is motivation issues that managers face globally as it has an impact on employees' productivity, which in turn influences how well Companies can accomplish their objectives and maintain their existence. Human resource management, according to Cummings (1978), is locating the greatest workers for an organization and then looking after them to make sure they remain and provide their all at work. This suggests that, according to Sule and Ugoji (2013), careful adherence to an appropriate recruiting strategy is required. An

organization's next task following selecting and employing the top applicants is to take care of them to guarantee their ongoing dedication to offering their finest advice for the most advantageous growth of the business. This has to do with encouraging staff members to highlight their strongest qualities. It should be highlighted that the author feels that the greatest strategy to inspire personnel in Nigeria right now is to offer them with a sufficient and on-time wage. Therefore, it is imperative that we look at the mechanisms and causes by which employee pay and salaries affect motivation at work. Another question is whether pay and benefits actually spur employees to the point where, in the absence of compensation, their views would not change at all.

The specific objectives include:

1. Examining the wages system of Nigeria and that of Ukraine wages;
2. Examine the effectiveness of wages and salaries as an approach for motivating employees.

The theoretical framework of this research will be derived from the previous remarks made by Johnnie (2002) regarding motivation in organizations in his book *Organizational Behavior and Organization Theory (A Theoretical and Philosophical Perspective)*. According to Johnnie, generally speaking, it could be argued that organizations in developing societies are meant for people who have a strong instrumental perspective toward work, rather than places where attractive salaries are paid or places for people with a great demand for socially relevant achievement. Businesses in developing countries that place a high priority on creating an atmosphere that is suitable for hard work, stress the creation of jobs that are meaningful to society, and assemble the appropriate structure for educating employees on the job are likely to draw and retain a dedicated staff.

Johnnie continued by saying that, although motivational theories based on Western ideals might not be as useful in developing countries, in most developing countries these theories are nevertheless widely utilized. It is well acknowledged that a significant proportion of firms in developing countries have employed motivational theories to tackle practical organizational challenges. However, there

has proven to be an engaging argument made that developing country organizations have been unable to offer favorable hiring practices, the power to dismiss employees, or adequate and equitable compensation because of their strong ties to what is known as the control setting. All of these things could have encouraged higher performance. It was also suggested that change agent organizations in underdeveloped nations include not natural leaders of favorable conditions due to their small size. In essence, it indicates that businesses that operate in developing countries usually have inherent weaknesses that disadvantage them and make it more difficult for them to provide enticing benefits and income. Agburu (2012) may have been alluding to the reality that businesses and institutions are forced to confront the difficulties associated with having to offer competitive compensation in order to draw and keep highly trained workers. It may be challenging to locate an African organization that is both willing and able to provide the type of payment that is currently deemed suitable. This is a result of the predicament brought on by political instability as well as the economic state of most African nations. Johnnie said, We need to build indigenous motivational ideas based on the work habits of the traditional African "industrial-man. As such, we argue that there isn't a single best approach to motivating African employees. If a better approach existed, it would depend on the circumstances at work. The argument put out by Nadler and Lawler (1983) that some supposed ideas are not universally applicable may have originated from this. It is our belief the idea that there are distinctions between the African traditional worker and his counterpart in developed countries. Johnnie says that considering the extended family system and low levels of per capita income in developing countries, it's possible to argue that the majority of workers in these nations are more motivated when their specific employment situation involves material benefits or money-related issues. Ahiauzu (1985) found that the strongest incentives for agricultural laborers were "gifts and materials benefits outside the regular salary" after looking into what motivates them.

Wages system in Nigeria

The design and implementation of sensible rules and procedures for staff member pay are referred to as administrative tasks for wages and salaries. Pay surveys, salary incentives, profit-sharing, wage changes and adjustments, supplementary payments, cost control for compensation, and other pertinent pay items are only a few of the topics it covers. According to Pinkal (2022), the most crucial component of payment wages and salaries is figuring out payment levels, which are decided through the process of work appraisal. The following are additional obligations:

- establish and oversee a compensation scale;
- place pay advancement programs into place,
- monitor and coordinate for performance evaluations;
- create and manage additional allowances.

Thus, it is claimed that controlling wages and salaries is a difficult yet essential duty for management. These are possibly the most important factors influencing the conditions of employment, like pay and perks. They are essential to boosting productivity and morale and have a significant influence on the standard of life and per capita income of employees. The most pressing and persistent problem that employees face is compensation. Thus, managing wages and salaries is an essential part of the work of human resource managers. As a result, It is essential for jobs involving human resources. An organization may recruit, hire, and retain competent and productive human resources by implementing a well-defined and well-managed salary and compensation plan, often known as a reward package. Therefore, it is essential that the business have efficient, efficient, and rational pay and salary management (Pinkal, 2022).

These days, paying employees on time is among the most important everyday responsibilities of modern people management. From an economic perspective, it is the essential component of the social and economic life of every society. It is the trade-off. of money for work that is accomplished. Traditionalism holds that how compensation is determined and payment levels and structures in

organizational contexts is known as wage and salary administration (Bhavika, 2022). Paying workers for labor or services rendered on an hourly basis is known as wages; paying them on a weekly, monthly, or yearly basis is known as salaries. Based on this, Wages and income may be referred to as incentives, and there are two main types of incentives: non-financial and financial. Incentives, according to Firdausi, Shaik, and Tiwari (2022), have a positive motivating impact that improves employee performance. Furthermore, according to Firdausi et al. (2022), compensation is the primary driver of employee performance. In terms of representing a company.

The Financial Reward

In the modern socioeconomic context, employees' lives now heavily revolve around money. Money is essential for employees to satisfy almost all of their demands since it has purchasing power. Financial incentives, as described by toppr.com (n.d.), are benefits that may be quantified or assessed in monetary terms. They can be given to individuals or groups, and their purpose is to satisfy their needs for both short-term both long-term security and financial stability. Basic pay is the most often used type of financial incentive. To accomplish this goal, a worker's wage is the sum of money they get from their employer for performing both physical and mental labor over a certain amount of time; It is a payment plan that is decided upon between the employer and worker, and it might be included in the terms of the employment contract. For non-manual employees, basic salary is a set monthly payment that is usually presented in yearly terms; nevertheless, productivity gains are not usually implemented. Basic pay, which is time-based rather than performance-based and set, makes up a sizeable amount of total compensation, according to Shields (2007). Basic pay makes up The vast majority of the overall compensation for non-executive personnel. It provides a baseline for assessing alternative pay schemes, such as skill and competency pay, and acts as a benchmark for other financial incentives, such as profit sharing, which is expressed to staff members as a percentage of base pay. Apart from remuneration, Pinkal

(2022) asserts that yearly bonuses provide a noteworthy revenue stream for employees.

Fringe benefit of motivation.

Extra perks that an employer gives a worker Along with payment for finishing a certain assignment are known as fringe benefits. Furthermore, although certain fringe benefits in corporate social responsibility of organization like social security and health insurance are required by law, others are provided freely. Any nonwage payment or benefit that an employer offers to a worker is referred to as a fringe benefit. Examples of these include profit-sharing schemes, pension plans, paid time off, and employer-funded health, life, and unemployment insurance policies. Benefits like retirement plans, gratuities, pensions, provident funds, leave encashment, etc. give employees financial certainty after they retire, which makes them more productive while they're still working. By definition, as stated by Mathis and Jackson (2003), which Chukwudumebi and Kifordu (2018) use, Certain forms of indirect remuneration are provided to a group of people as fringe benefits of employees or an individual employee in exchange for their involvement in a company. They are defined by Ajiola (2006) as the component of the overall advantages package that businesses provide to their employees, on top of basic or incentive pay. Maintaining or raising workers' quality of life is highly valued by fringe perks in addition to offering a certain level of financial security and stability for them and their families (Oaya, &Mambula, 2019). The primary objective Similar base pay schemes, the goal of the majority of corporate fringe compensation programs is to draw in, keep, and inspire qualified and competent employees. So, providing fringe benefits to staff members accomplishes two goals: first, it increases the company's attractiveness to potential hires, and second, it guarantees their satisfaction at work. Highly competitive marketplaces make it difficult for many businesses to retain top personnel based only on pay. Fringe benefits supply additional income. A company differentiates itself from the competition by providing exceptional fringe benefits to employees. It is a more

effective way to attract highly skilled and valuable employees from competitors or from universities.

Non-Monetary Reward

Meeting workers' psychological, social, and emotional requirements is essential to their motivation. Additionally, it provides for their long-term financial and security demands. Non-financial incentives emphasize fulfilling these needs more than monetary incentives since they cannot be quantified. However, it is possible that the monetary incentive is also a component of a specific non-monetary purpose. An employee's psychological needs are satisfied, for example, when he receives a promotion since it gives him greater power and status. He also profits financially because of the salary increase that goes along with it. Despite the reality that enticing pay and perks remain among the greatest significant consideration for 62% of employees, current study on employer branding and what they want from their workplaces by Randstad (2020). Other factors that were more linked to pleasure and personal well-being, such as work/life balance (58%), job stability (56%), a pleasant work environment (55%), and professional advancement (49%), came in close second to this. Furthermore, a lot of nations and private organizations are in a severe financial condition due to the COVID-19 and other recent issues. Because of this, companies may find it is challenging to defend wage increases or cash incentives for devoted employees who have assisted them in getting through this trying period. Thankfully, a company may utilize an assortment of non-monetary incentives to inspire workers and hold onto its most valued personnel. Non-monetary rewards are intended to honor a noteworthy accomplishment or the accomplishment of a task that improves an employee's productivity at work or value. Achieving a sales target, finishing a unique research endeavor, or finishing a training course that results in a desired certification are a few examples of such deserving categories (Wroblewski, 2019). Non-monetary incentives come to others as opportunities or material gifts with a monetary value. These incentives promote taking calculated risks and coming up with creative solutions to achieve objectives. What's more, because they are subtle and employee

response is unpredictable, they serve as a constant reminder of an employee's accomplishment. These non-cash rewards might consist of, among other things.

Employers may reduce employee stress, enhance productivity, and improve staff retention by implementing flexible working hours. Adebayo and Idowu (2020) assert that flexible is one of the most cutting-edge ideas in the fields of corporate environment and human resource management at working hours. A competent and effective leader who recognizes the dynamics of the rapidly changing global business world is the only one who can own such a notion, though. According to Coenen and Kok (2014), flexibility is a preferred quality among workers, making it a beneficial trait since contented employees perform better and have reduced turnover. Growth opportunities: According to MTI Events (2020), Education, training, and professional growth are some of the most important highly prized benefits that a company can offer. Every person wants to progress within the organization, and getting a promotion as a consequence of their hard work motivates them to work even harder, claim Firdausi, Shaik, and Tiwari (2022). Not only should financial awards be given to employees, but they should also feel valued by their bosses, since this would improve morale. Saunderson (2004) asserts that highly motivated employees are those who see their employers to be valuable. Respecting and appreciating an employee's contribution is necessary for acknowledging it. A job also offers a feeling of stability and security for the future. Employees are more enthusiastic at work since they are not concerned concerning what lies ahead (Kumar, 2021). Because of the issue with unemployment in our nation, job stability is a tremendous incentive for workers. The drawback of this motivation is that workers sometimes take their jobs for granted and perform subpar work.

As stated by the International Labour Organization's (ILO) decent work agenda, the minimum wage is the lowest amount that an employer is permitted to pay an employee and the price floor below which laborers could be unable to sell their labor. Therefore, any pay that is less than the minimum wage cannot ensure that an employee would have a comfortable life. The minimum wage, which is set

by law or contract, is a social discourse instrument that is either predetermined by the parliament through legislation or by collective bargaining. The minimum wage has two sides, according to economists. It may raise the standard of life for workers, lessen poverty and inequality, and boost output due to better working conditions. However, at minimum salaries, especially if they are set higher than the labor market clearinghouse's value, may lead to inflation moreover, in the foreseeable run, a rise in the unemployment rate of workers who are often less skilled and experienced, which may cause instability. Despite these divergent views, King James I had already legally instituted the minimum wage in Medieval England in 1804. When laissez-faire policies gained popularity in the capitalist world, the Act was eventually abolished in the early 1800s. But John Stuart Mill revived it in 1848, and it was re-enacted into law by governments in Nigeria, New Zealand, Australia, 1938 saw the United States and the United Kingdom. Despite the NLC, Nigeria's minimum wage was established in 1981 and stands at ₦18,000 in 2010. In April 2017, The Trade Union Congress (TUC) and the Nigeria Labour Congress (NLC) presented an official petition to the Federal Government of Nigeria, requesting a 211% rise in the minimum wage, from the existing ₦18,000 to ₦56,000. Currently, Negotiations by the federal government are aimed at raising the minimum wage to ₦100,000 (Table 3.1).

Table 3.1 - Nigerian minimum wage from 1981 to 2019

Year	Ammount in Naira	USD To Naira	Amount in USD
1981	2001	0.725 NGN to 1 USD	1450,725
2010	18,000	150 NGN to 1 USD	120
2019	30,000	360 NGN to 1 USD	83,3

Source: prepared by author

The wages system in Ukraine

Several studies have shown that both monetary and non-monetary awards have a negative effect on employees' productivity and the performance of the the

entire business. Several studies have also demonstrated that rewarding employees is among the best methods for keeping people inspired. Research has demonstrated that the connection between an employee and motivation and incentives and recognition is a critical component in achieving high performance within a business. Understanding the most effective employee motivating strategies used in other countries is essential to implementing the ones that will benefit domestic organizations. Financial incentives have shown to have a significant beneficial influence on labor productivity and performance, despite the fact that some subsequent studies question the reliability of earlier findings and claim there is less correlation between the aforementioned factors. That being said, there are other factors outside money that might boost worker output. It is well accepted that the ratio of monetary to non-monetary advantages affects work satisfaction, motivation, and organizational commitment. This is the hypothesis advanced by Saqib's¹. When the hierarchy of needs proposed by Maslow is applied, it becomes evident that employers should start with providing certain non-financial incentive when there is sufficient financial compensation. Unfortunately, given the current state of the Ukrainian economy, all intangible motivational techniques look futile due to the unsuitable financial compensation plan. In other words, prior to concentrating on improving the areas that require development, the first step is to evaluate the adequacy of the financial reward and ascertain if it acts as a motivator or a demotivator. At that moment, using non-cash incentives to motivate employees only makes sense. Unfortunately, given the current state of the Ukrainian economy, all intangible motivational techniques are rendered useless by the inappropriate financial remuneration system. Stated differently, before concentrating on improving the weakest areas, the first step is to evaluate the financial reward's sufficiency and ascertain if it acts as a motivator or a demotivator. It will only make sense to use non-cash incentives to inspire staff members at that point.

We adamantly maintain that income, or money, has the ability to either demotivate or motivate. It also depends on how each specific company has

configured their payment gateway. Table 1 shows the numerical outcomes as an illustration of the PJSC "Dubnomoloko" financial reward program. The data shows that in 2014 and 2015, the average monthly wage rise was 11% and 44%, respectively. It is believed that this element greatly increases employee motivation, it raises worker productivity as a result. We consider labor productivity to be one of the most significant quantitative indicators of worker motivation, regardless of the circumstances. Nevertheless, we saw a 6% decline in labor productivity in 2014 and a meagre 1% growth in 2015.

The average monthly income for employees in the Ukraine is around 23,000 UAH. According to salaryexplorer.com, salaries range from UAH 5,810 (minimum) to UAH 102,000 (maximum), with the highest possibly being higher. While neighboring nations close to Ukraine have greater minimum salaries, particularly Ukraine's pay structure is among the worst in the European Union (EU) overall. The lowered wage structure in Ukraine facilitates outsourcing and smooth operations for firms by offering a trained labor force and state-of-the-art facilities. With variances ranging from a minimum average wage of 68,320 UAH to a high of 1,224,800 UAH, the average monthly income in Ukraine is roughly 275,800 UAH yearly. A person's pay might vary depending on a number of standards, such as their city of employment, level of education, kind of job, and experience. For instance, Kyiv City has the highest average wage in the country, at around 25,000 UAH (USD 679/month), when compared to other cities (Table 3.2).

Table 3.2 - Minimum wage of Ukraine from 1998 to 2022

Year	Ammount in Hryvnas	Amount in USD
1998	55	22,5
2015	1378	63,1
2022	6700	207,2

Source: prepared by author

Country comparison Nigeria vs Ukraine wages (salary)

The various variables that influence an individual's average income in Nigeria include their industry, degree of education, job experience, and specific employment. Nigeria is a country in economic development, with a diversified economy and expanding services sector. Because of this, earnings in the nation can vary greatly, from below the minimum wage to much greater sums for those working in specialized sectors or in top executive positions. The average monthly salary in Nigeria is said to be between 80,000 and 150,000 Nigerian Naira (NGN), or depending on exchange rates, between 190 and 355 USD, according to current sources. As the median level As shown by this figure, which represents half of the functioning population makes less than this amount, while the other half makes more. It is crucial to emphasize that there are significant differences across Nigeria's average salary does not fairly represent the workforce as a whole because of the country's many sectors and geographic regions. For example, employees in the banking, telecommunications, and oil and gas industries frequently command higher average earnings, while those a sizable portion of the work force is employed in the agriculture industry in the nation typically earn far less. Rural areas often have lower average incomes, whereas metropolitan hubs like Lagos and Abuja tend to have higher average salaries. The amount of formal vs informal work has an effect on the average monthly income differential as well. Higher compensation and more job security are often available in the formal sector, which comprises people who work for legally recognized companies. Conversely, nevertheless, the unofficial sector which includes freelance employment and small enterprises is distinguished by lower pay and less stability. It's also important to keep in mind which the official average salary in Nigeria is may not include profits from numerous jobs held, as it is customary for some Nigerians to need many sources of income to satisfy their demands. An individual's total earnings may occasionally vary significantly as a result of this additional revenue.

In conclusion, although Nigeria's average wage serves as a helpful gauge of income levels in the nation, it nonetheless hides the country's complicated economic reality and the variations in income between various racial and

professional groups. The minimum wage in Nigeria is a legally-mandated nationwide floor on wages that firms are required to follow. It is fixed by the government and revised on a regular basis to reflect changes in inflation and the cost of living. The national minimum wage in Nigeria was set at 30,000 Nigerian Naira (NGN) per month as per the most recent update. This pay is applicable to all workers in all industries, yet there may be variations in compliance, particularly in smaller businesses and the informal economy. Many workers, especially in metropolitan areas, find that this minimum wage is insufficient to support their basic living expenditures, which forces them to look for additional revenue streams.

The image is clearer when expressed as an hourly rate according to the usual workweek:

- In Nigeria, eight hours are usually worked over five working days to make up a workweek of forty hours.
- Therefore, so as to get there at a weekly wage of about 7,500 NGN, the minimum pay of 30,000 NGN per month is divided by the length of four weeks, each of which consists of 40 hours of labor.
- The minimum hourly salary, after further division, is approximately 187.50 NGN.

Noteworthy is the fact that social security and tax deductions are not included in this number, which might further reduce the take-home income for minimum wage employees. Additionally, there have been conversations and proposals to increase the minimum wage in order to sufficiently account for the growing cost of living, especially in big cities. However, the above changes will be decided by lengthy talks and political procedures, such as government leadership, labor unions, and unions that represent businesses.

Last but not least, although the Nigerian Ministry of Labor and Employment strictly enforces minimum wage laws, underpayment persists in many industries because of the enormous informal sector and challenging economic circumstances. This demonstrates how crucial it is to uphold workers' rights by continue

modernizing the labor market and putting in place robust enforcement mechanisms.

Comparison with Other Countries

When comparing the average wage in Nigeria to that of other countries, it is crucial to consider a variety of economic aspects, such as the total rate of economic growth, purchasing power parity, and the cost of living. The following charts illustrate how Nigeria's average salary stacks up against that of other nations: The average income in Nigeria is significantly less than in a number of developed Western countries. Numerous variables, including stronger currencies, more developed economies with greater GDP per capita, and noticeably higher living expenses in industrialized countries, are to blame for this (Table 3.3).

Table 3.3 - Comparison of some countries minimum wage.

Country	Average Monthly Salary (USD)	Minimum Wage (USD)
United states of America	3,714	1,256 (Federal Minimum Wage)
United kingdom	2,930	1,744 (National Living Wage for ages 23 and over)
South Africa	1,188	263
Kenyan	428	109 – 130 (Varies by sector)
Nigeria	190 – 355	72
Ukraine	398.627 USD/Month	477.275

Source: prepared by author

The differences in minimum and average earnings between Nigeria and a few other countries are shown in the above table. In the perspective of Africa, Nigerian salaries are comparable to those in several African nations, although they fall short of average monthly income in nations like South Africa.

As of 2024, the average wage in Nigeria is around 23,000 UAH. The average monthly income in Ukraine serves as a good indicator of the purchasing power and ability of Ukrainian residents to pay for living costs in the country; the minimum wage is the lowest amount that companies are legally permitted to

provide their employees. Overall, it is clear by comparing Nigeria to other nations that, despite the country's average pay falling short of that of industrialized nations, it still represents the general state of the economy in Nigeria. In order to reduce the pay gap with other nations, the Nigerian government and foreign organizations are launching a number of measures that are intended to boost economic growth, increase employment rates, and eventually increase the average national income. This number is determined by the government and may change in the future. It is usually adjusted once a year or twice a year to take inflation, living expenses, and other economic issues into account. The lowest standard of living that may be obtained by working a full-time job in Ukraine is shown by the minimal pay, based on the latest statistics available.

The monthly minimum wage in Ukraine aims to protect workers and provide a safety net for a minimal level of life. In contrast, the hourly minimum wage conforms with labor laws and regulations regarding hourly or part-time employment and establishes the lowest amount that can be paid for an hour of work.

- Minimum Monthly Wage: 7,100.00 UAH
- Minimum Hourly Wage: 42.60 UAH

It is important to keep in mind that these figures represent gross salaries before taxes and social security are deducted. Even though it might be challenging to implement and enforce, especially in the unorganized sector of the economy, the minimum wage is necessary to combat poverty and uphold social justice. It is important for employers to comply with minimum wage legislation to avoid legal issues in the sphere corporate social responsibility and to enhance the social welfare of their employees. In order to prevent exploitation and provide fair compensation for their labor, it is important for employees to be aware of their rights regarding the minimum wage.

Therefore, in order to determine the preferences of the customary Nigerian laborer, a full investigation of him must be conducted rather than relying exclusively on conjectures with a western viewpoint as well as philosophy. Among

the the main problems Nigerian managers seem to have the work atmosphere is not aligned with the foreign work culture and mindset, which is geared towards the West. of the average Nigerian worker. The reason the problem has gotten worse is the seeming slowness with which the management in Nigeria are making an effort to re-learn traditional African values and practices, beliefs, and practices values that he unlearned during the acculturation process of receiving a western education. Thus, it seems that the challenge is to strike a balance between the industrial culture of the "white man" with the indigenous African value systems and patterns. It seems like the worst is this aspect of the circumstances. Due to this problem, it is likely that the majority of Nigerian organizations have a management system where different work attitudes continue. It would also be incredibly challenging for managers in Nigeria to recognize the demands of Nigerian workers in an attempt to determine what motivates them if this situation continues.

Before going further into why Western assumptions about employee motivation are not valid in Ukraine, it is important to understand Ukrainian work values in the context of broader ideas about cultural differences and, specifically, historical history. According to the study, the main motivator for work is material reward. Our study runs into a problem since wages are so low in Ukraine. Moreover, there is not enough structural support available now for any form of initiative. The welfare package lacks flexibility, frequently having a formal, nominal meaning and failing to serve as a source of motivation. The wage structure is unclear and does not follow modern strategic management standards. The social security safety net is inadequate because it jeopardizes families' ability to survive. Second, buyers throughout the world demand higher-quality items from Ukrainian producers. But changes to the output will only be possible if the management system is completely redesigned and a new incentive scheme is implemented.

After then, the problem is in finding and utilizing new and effective incentive strategies. All companies in the fat-and-oil sector do, however, possess human resource management (HRM); this is an essential only usually implemented in name, with labor handling administrative personnel responsibilities. Human

Resources is only gradually stepping in to replace the gap created by the original content of the old collective standards being lost and dissolved. Managers are now referred to as "human resources" managers and have a very modest role in management hierarchies.

3.2. Organisational culture as a factor of improvement of motivation of enterprise personnel

The majority of organizations focus more on internal and external incentive systems and less on customary cultural activities. Compared to other potential determinants of employee motivation, culture has not received as much empirical study attention. The idea that culture affects employee motivation has not gained much popularity, despite studies to the contrary. It is common knowledge that people only use a tiny percentage of their creative potential and talents when working on projects related to their occupations; the remainder goes untapped. Driven people put more of their energy and excitement into their job, and their positive outlook gives them the ability to overcome any obstacles they may encounter at work. Similarly, highly motivated workers experience high levels of intellectual and emotional fulfillment along with a strong sense of loyalty to the company they work for. The relevance of motivation has increased for modern managers since it is a dynamic process that requires a customized strategy. Motivation is influenced by a variety of elements, but one of the most important is cultural, and given the current condition of globalization, this component deserves special attention.

The business sector views workplace culture as a crucial element of a sustainable organization. It significantly affects both an organization's performance and its people' well-being (Moseley 2020). Academics and business managers place a great deal of stress on the concept of corporate culture. These days, organizational culture is an essential leadership and management tool. Its values and conventions dictate its development plan and strategy. While most people

embrace culture, controlling it can be difficult (Torben 2011). The important thing to remember about motivation is that without it, workers become expensive and ineffective. Managers must thus identify the right tools to inspire workers and blend in with the existing corporate culture. It has been determined that conventional methods of motivation, such as promotions and cash incentives, are no longer suitable. Even though it has been demonstrated that creative methods work, they have not yet been extensively implemented. This might be for a number of reasons, including a reluctance to use novel measures in addition to more conventional motivating techniques. First, managers are not well-versed on alternative methods and their effects. Second, using new approaches is not encouraged by the company culture as it now exists. Third, the inherent reluctance to change suggests that individuals frequently have a fear of novelty, which is why new motivating techniques are seldom accepted. Viitala & Helou, 2007. A company's culture can be influenced by a variety of factors, such as organizational, regional, and national factors. These problems influence the culture of the company, which may then be categorized in many ways. Organizational culture is significant in general. It offers a framework within which managers may apply tools for employee motivation that influence behavior. It takes time to identify the things that drive each person, so cultivating a culture that supports individual motivation is not simple. Due to people's current lack of motivation, this issue is both more significant and challenging. People, especially those who have the qualifications, have greater opportunities when it comes to finding employment. As a result, an organization's employment of motivating techniques is essential for drawing in new employees and enabling success in more cutthroat marketplaces. Employing cutting-edge motivating techniques also helps businesses attract new employees, foster employee loyalty, foster innovation, and produce even happier workers. Viitala & Helou, 2007.

Hofstede and Trompenaars, for instance, have demonstrated how regional differences exist in attitudes about authority and employment. Different national areas' cultures have been shaped by historical, political, economic, and even

climatic circumstances. Johnson & Associates, 2006. Furthermore, cultural distinctions exist even inside a single nation, despite the fact that they may be more prevalent between them. Helou & Viitala 2007, p. 11 cite Johnson et al. 2006, p. 197, as saying that it could be essential to identify significant subnational, typically regional, cultures. For instance, even in a very small and homogeneous community, views about specific areas of employment, supplier relationships, and, undoubtedly, customer preferences, may change dramatically at the regional level. These regional ties may be robust enough to successfully oppose national identity. At least two implications may arise from this. First, regional cultures have a greater impact on individuals. Secondly, corporate cultures inside organizations are influenced by regional cultures. Barsoux & Schneider, 2003.

In addition to implying a more efficient organizational structure, heightened awareness of employees' requirements, and enhanced internal communication, a slight degree of distance may also be associated with cultural motivation factors. An individualistic culture's constituent parts imply personal drive and job happiness. Because of this, providing for personal needs rather than group needs will be necessary to increase employee motivation and job satisfaction at work. Generally speaking, people value individuals over groups. The individual's own notion has a significant role in social identity. The ability to experience personal benefit or loss on an individual level is one way that environmental circumstances affect conduct. Quality of life, interpersonal connections, service, solidarity, and support are the main priorities of a nation that is predominantly feminine. As a result, a company situated in such a nation may be more likely to create cutting-edge motivating techniques, improving the quality of life for its workers. Because novelty is not a danger but rather a challenge and a source of interest, low uncertainty avoidance may also indicate that companies in a nation might be able to implement these new, creative motivating practices. However, these new practices need to be evaluated to determine their efficacy.

There is no one-size-fits-all approach to personal motivation. Over time, methods have evolved and now take into account the experiences of the

employees. Therefore, managers play a critical role in identifying the motivating elements of their subordinates and incorporating them into the company culture. To encourage employees, companies can include a variety of motivating components into their company culture. However, because motivation is so individualized, their level of strength differs. Numerous studies have revealed this truth about the evolution of the idea of motivation. Abraham Maslow is among the most well-known researchers on motivational concerns. He thinks that each person has different wants that must be met. Basic necessities like food and shelter are at the top of the list. There are five distinct stages in what Maslow's theory refers to as the needs hierarchy. When a management notices certain levels, For example, they can identify the types of ideas that could be used as motivators in an employee..

Work Motivation

Before attempting to discuss motivation It's critical to define the phrase "motivation" in work. Given that the term "motivation" comes from the Latin word "movere," which meaning to move, studying motivation is essentially studying action and the factors that influence individuals to behave in certain ways. This final item should always be on the mind of a manager who is thinking about ways to motivate their employees. More accurately, the core of contemporary theories of The link is motivation. between behavior and goals, values, and beliefs. In essence, Motivation is the key to power that propels people to act or not act, whether it comes from within or outside sources and whether it works in their favor or against them to help them accomplish their goals. The psychological process that propels someone to act, shown in an attitude or conduct, is known as motivation. Although it is impossible to quantify work motivation precisely, people can draw conclusions about it by seeing the attitudes and actions that employees exhibit while doing their jobs. Given the intricacy of motivation, it is impossible to pinpoint a single factor that drives individuals to perform effectively at work. However, there are several significant theories that may be used to performance management (Rees and McBrain, 2007). For example, motivated people will work

diligently for a considerable duration needed to complete the task their objectives. Humans act because they have several demands in life that must be satisfied. Psychological, security, social, appreciative, and self-actualization needs are the five stages of Abraham Maslow's need theory (Mubarok, 2017). Maslow's theory has administrative implications since it suggests that satisfying a need might also decrease its capacity for motivation. Therefore, managers need to be able to motivate their staff members with the necessary programs.

There may be issues with job performance when an employee's behavior at work is not up to par. These problems are more frequently caused by problems with ability/skill, training, communication, and opportunity than by poor motivation. In light of it, companies should employ several different tactics to foster motivation, including:

- Evaluating attitudes;
- Improving as a manager;
- Improving communication;
- Fostering an environment where people don't point fingers at one another;
- Winning collaboration; and
- Promoting self-initiative.

Motivation actually has the power to inspire workers to put in extra effort in order to achieve their objectives and increase output, which in turn affects the accomplishment of corporate objectives. According to Sedarmayanti (2017), motivation can come from:

- The possibility of developing;
- The nature of the work; and
- The sense of pride that comes with being an employee of the company.

Culture and Motivation to Work in Nigerian Organizations

More than 250 distinct ethnic and subethnic groupings make up Nigeria. It is consequently difficult to talk about motivation in "Nigerian culture" as a whole.

But Nigeria, which is home to countless and diverse ethnic groups, has been governed as a single entity under the same political and economic system since 1914. Therefore, it stands to reason that the cultures of the various ethnic groups have sufficiently blended together to enable meaningful discourse. on culture and the driving force behind labor in Nigeria:

1. Individualistic thinking has been replaced by collective thinking in all Nigerian societies (Nnoli, 1980). Instead of just working for his nuclear family as is the situation in the west, the Nigerian organizational worker views himself as working for members of his extended family. After taking care of the extended family, the worker has less time to care for himself and his nuclear family as a direct result of this tendency. Therefore, the driving force and guiding concept to be implemented in the Nigerian organizational work environment is to recognize the "Nigerian factor" and provide fair compensation that is in keeping with the requirements of the employees' immediate and extended families.

2. Cash is the primary and most significant incentive for Nigerian workers, according to a number of empirical research, including Aluko (1998, 2001). To inspire and manage workers in the Nigerian workforce, management must thus provide incredibly attractive, gorgeous, and equitable compensation. environment properly.

3. In spite of the aforesaid considerations, practically all types of Nigerian Organizational wage workers have lived well below their genuine necessities since salaries cannot fulfill their fundamental needs (Mkandawire & Soludo, 1999) Therefore, it makes sense to claim that an employee who earns far too little to meet his basic necessities is unlikely to have the drive to work hard. Rather, this kind of employee is more likely to put in comparatively less time on official duties in order to save energy for personal projects or practice. Adedayo (1994) lists absenteeism, purposeful slowing down of work pace, unlawful transfer of official property to personal use, and utilizing official hours to attend to personal matters as other bad behaviors most likely to be shown.

4. Job insecurity is a defining feature of the Nigerian economy. Organizations in the private sector are dissolving sometimes. Thus, there has been are several layoffs within the workforce. Retrenchments in large numbers have also been a frequent practice in the public sector. One may reasonably claim that employees with uncertain tenure find it difficult to remain motivated to work. Employers and management must make sure that working conditions offer job security in order to motivate and oversee Nigerian laborers.

5. It has demonstrated that a key management style that inspires employees is paternalistic benevolent treatment of them (Fashoyin, 1980; Ejiofor, 1987). The employee expects casual, paternalistic relationships inside the company, such as compassionate, carefree monitoring, awareness of his personal issues, and personal attention. Material or financial incentives are not always necessary to change this perspective. Employee motivation may be easily increased when management acknowledges these expectations; but, when this isn't the case, employees may respond negatively since they feel let down, rejected, and misunderstood.

6. Nigerian working cultures are deeply rooted in the custom of respecting elders. Therefore, authority dynamics at work are influenced by age. No matter how much younger someone is in the management hierarchy, employees still expect to be treated with decency. When senior personnel are placed under the supervision of junior managers, this typically leads to age-based conflicts. The key argument is that "I am your senior in age if you are my senior at work." Because age confers additional recognition, respect, and authority, it is imperative that managers and employees in Nigeria consider this issue while motivating and managing them.

7. The 'typical' Nigerian worker believes that being the boss' favorite counts more than hard work in terms of advancement (Oloko, 1977, Aluko, 1998). Some employees believe that getting promoted is based just on luck, but also on who you know, how well connected you are, and where you're from. "God fatherism" is regarded as a means of advancement. Some people start making

offerings to gods and ancestors, wearing charms for prosperity, going to spiritual churches, and becoming members of clubs and secret groups. The requirements for advancement in the workplace should be spelled out in detail by management. To disabuse workers who believe in connections, divine intervention, or serendipity, the criteria must be objective and quantifiable. Fairness is a crucial need for properly managing and inspiring employees (Ejiofor, 1987). If management concepts like as nepotism, favoritism, ethnicity, and other improper influences must be given up in order to properly drive Nigerian workers to succeed, then fairness would be negated.

8. As a consequence of the cultural values in Nigerian organizations usually shifting away from hard effort, honesty, integrity, and a good reputation in support of obtaining money, riches, and property, an unhealthy mindset toward job performance has been created. With this sort of focus, It is obviously apparent. that some Nigerian workers lack devotion to their jobs and exhibit apathetic behavior. To motivate employees to meet expectations, it's important to face and reorient them toward this sort of negative work attitude.

Culture and employee motivation in Ukraine

In light of the acceleration of the globalization process, Ukrainian firms are currently confronting challenges related to increased competitiveness and access to outside markets. Ukraine has among the least rates of worker productivity in Europe, according to MacKinsey Company (2009), with a GDP at PPP per employee that is just 16% of the US. This would lessen Ukraine's attraction to international companies, despite its low labor costs. We believe that many of Ukraine's challenges and setbacks in its attempts to integrate into the global economy have been largely caused by problems with human resource management, namely with relation to employee retention and performance incentive. Because of its location, natural resources, and people potential, Ukraine is the second-biggest nation in Europe and the former Soviet Union. As such, it is strategically significant for China, Russia, the EU, and the USA. Culture is a collective term for people who share common educational and life experiences, rather than being a

trait shared by any one person. The unified mental schema that members of a group, tribe, region, national minority, or nation share is referred to as their culture; this programming is distinct from that of other tribes, groups, areas, minorities, and majority populations or nations culture, as a communal mental programming, is frequently hard to alter, and when it does, it does so gradually. This is true not only because it exists in people's minds but also, if shared by many, because it has solidified in the institutions things these individuals have collectively built, including their affiliations, families, educational institutions, and religious organizations, forms of government, workplace organizations, laws, literature, patterns of settlement, buildings, and even scientific theories. All of This serves as a reflection of widespread cultural views.

The people living in most nations have a national character that is more obvious to outsiders than it is to the citizens themselves; it symbolizes the cultural mental conditioning that most citizens share. However, the idea of national culture or national character has been weakened by ambiguity. Regarding what best embodies the national cultures of, say, Germans, French, Chinese, Russians, Japanese, and Americans has not been much agreement. Even the words to explain it seem to elude us. Concurrently, a significant amount of advancement has been made in comprehending cross-cultural variations in job motivation. distinct nations have distinct motivating tactics, which can be explained by mediating processes. D. Boginya, a scientist from Ukraine, focuses on the labor mindset of his country and how it affects worker motivation. Ukrainian workers appear to be seeking respect from their community and society as well as success and fortune; despite the fact that they may be seen as individualists, they appreciate the thoughts and assessments of other group members. Psychological characteristics of Ukrainians include their work ethic, love of their homeland, customs, and culture. However, communism was a sociological experiment in Ukraine, which was quite unfavorable given that collectivism is strange and even antithetical to Ukrainian culture.

Effective motivational systems work effectively in all businesses and nations and are independent of culture, cultural norms, and value systems, according to Y. Kondo together with other scientists from Japan. They have demonstrated this through social instances, and Kondo's motivational approach has been effectively applied in both American and Japanese manufacturing facilities. However, we also know of historical instances when two countries highly developed West Germany and impoverished East Germany showed antipodal productivity and socioeconomic development outcomes due to distinctly different economic systems. Thus, it turns out that the connection between the national value system, the incentive technique, and production is more complicated than it first appears.

Motivational notions from the West and Ukrainian realities

Early management theories proposed utilizing money to encourage motivation and work performance. One such theory was Frederic W. Taylor's Scientific Management Theory. Nonetheless, industrial psychologists have been considering the topic of job motivation since the 1930s, primarily due to the Hawthorne experiments, which primarily examined the effects of rewards, working environment, and supervision. In Western management practice, static-content Motivation theories are generally acknowledged. They draw attention to assumptions about motivating employees in the West. The most well-known theories are those of McClelland (1987), McGregor (1960), Herzberg (1968), and Maslow (1958). They all Mostly respond to the query: What results appeal to a certain person? In Western organizations, incentive programs are frequently designed with the goal of satisfying employees' needs as outlined by Maslow and Herzberg. The design of the job, participation in and engagement in decision-making, opportunities for growth, working conditions, and pay are usually sufficient to meet these objectives. Maslow's hierarchy of needs is criticized for that it represents a certain individualist perspective of the world, with "self-actualization" positioned at the summit.

The opinion we have is that there may be more needed roles in this hierarchy in the Ukrainian context.

Herzberg's theory of hygiene factors, which holds that demotivation can result from the lack of external stimuli like money and favorable working environment, may be more applicable to Ukrainian reality. Intrinsic factors, often known as motivators, encompass the task's substance, achievement, responsibility, and progress. In this way, belongingness may be considered a hygiene component; without it, not much else really matters. According to McClelland's theory of motivation, people are driven in different ways by a number of variables, including accomplishment, power, affiliation, and avoidance. McClelland believes that the pursuit of achievement is crucial to understanding economic progress. To do this, one has to locate more effective ways to complete work and solve issues, prioritize assignments that demonstrate good performance, and accept accountability for one's own actions.

The fear of being punished for mistakes appears to be deeply ingrained in the mind of Ukrainian employees, suggesting that the avoidance drive, as defined by McClelland and other scientists, may be strong in Ukraine and a genuine concern for productivity. It implies that someone becomes convinced they are not capable of succeeding in the future consequent to their previous shortcomings. A senior manager who is already suffering from learned helplessness is not looking to intermediate managers for initiative. Passivity in the job and maybe the necessity for intense monitoring could result from this. This is linked to an inability to succeed in situations where taking chances is avoided, a high degree of uncertainty avoidance, and, in McGregor's words, a majority of management approaches and styles that support Theory X over Theory Y. The former makes the assumption that most employees strive to avoid work because they detest it. They must be controlled and forced to comply with company objectives. The latter makes the assumption that workers are capable of taking initiative, making choices, and exercising self-control when appropriately motivated. Like Vroom's idea, several theories and methods have concentrated on certain psychological processes. Organizational behavior modification, which has little influence today, originated with Skinner's behavioristic theory, which downplayed the significance

of awareness. Goals and self-efficacy are two psychological processes that moderate the impacts of incentives and feed-back, which are automatically present in work motivation, as highlighted by this method.

For understanding to why Western presumptions about employee motivation are ineffective in Ukraine, it is crucial to first comprehend Ukrainian work values. Taking into consideration broader notions of cultural distinctions and specifically historic context.

- Theoretical framework
- National culture
- Regional Culture

It is crucial to define this term in order to understand the implications of culture in our research. When one describes culture, they are talking about a few concepts, including norms, values, and beliefs. Frequently, they are shown as spheres that are concentric and resemble the layers of an onion. The fundamental tenet of the culture is the existence presupposition. The group arranges itself to deal with the environment and the many situations that the group must deal with thanks to this implicit characteristic, which is based on the collective experience encounter, is challenging to both define and describe. Values and conventions make up the stratum. Values are clearly recognized as a group's values. They stand for the good and the bad, and they are frequently recorded. The laws and social control are examples. Various formal or informal techniques that norms employ to define right and wrong. These beliefs and standards dictate the conduct of the members of a group. Therefore, the cornerstone of cultural stability is a group's capacity to uphold a single set of rules and values. The overt expressions of culture, such as language, food, art, dress, symbols, and monuments, make up the latter stratum. In addition, cultures differ among various populations. Therefore, we can identify different cultural levels. We hypothesized that the same sort of level existed in the evolution of culture according to the presence of superordinate groups and subgroups in the formation of individual identity. Therefore, it may be said that the national culture is a superordinate culture, and that it contains The

corporate world, among other subcultures culture or the cultures of specific groups connected by a shared function, like the marketing department. It is discovered that these groupings combine elements inside their own group with the primary traits of the national culture.

Regional Culture

Stakeholder perspectives are influenced by the national cultural context of an organization. For instance, Hofstede and Trompenaars demonstrated how regional differences exist in views about authority and the workplace. Different national places have different cultures due to historical, political, economic, and even climatic influences. It is crucial to maintain in mind that, despite the perception that cultural distinctions are greatest between countries, these variances also occur inside individual nations. It could be essential to identify significant subnational (often regional) cultures, according to Johnson et al. Even in a relatively small and coherent country, views toward some aspects of work, supplier relationships, and, of course, customer preferences, can change dramatically at the regional level. There may even be a competition between national identity and these strong regional bonds. Two implications at the very least may arise from this. First, people are more impacted by the respected local culture in their area. An illustration of this may be found in Spain, while the Basque area in the northeast is battling to become independent of the country. In general, people from this region of the nation identify greater as Basques than as Spanish. This might signify different things to different people, depending on their motivations and behaviors, for instance. Second, the corporate culture of a firm is influenced by regional cultures.

Locale-specific culture can have a strong influence on corporate culture, as evidenced by Michelin, the largest tire manufacturer in the world and a leader in technology. As the only significant Michelin is a French firm based outside of Paris that pulls from its simple, austere, and practical beginnings. in the Auvergne region of central France, which it despises. Schneider (2015) This suggests that,

for instance, a company's corporate culture may resemble regional culture more than national culture.

National culture

The concept of prototyping, as articulated by the Social Identity Theory, can be connected to the study of cultural. A shared particularity among a group is known as prototypicality. This implies that it might be applied to describe communities that share a shared culture. Either an organizational or national level might see this happen. It provides certain rules to help comprehend the behavior of individuals inside a particular group. Cultural programming is the collective programming of the mind which distinguishes one group or category of people from another," according to Hofstede. In his writings, he was addressing the people of a country, but we may also use this expression to designate an organization as a single people group. This supports the claim that corporate culture, in spite of its difficult management, is a unique characteristic of businesses. There are two methods to managing culture: using internal marketing or using it as an instrument to make an organization more appealing. People inside an organization have an impact on others outside of it, and vice versa. Some national disparities are brought to light by Hofstede's research on culture. Five aspects from his research are utilized to provide an overall picture of behavior in each nation. The first dimension, power distance, is the extent of inequality between individuals. A smaller power gap in an organization indicates that people are more or less equal, whereas a bigger power distance indicates the opposite trend, based on the description. In Nigeria, electricity distances are often rather close together. This component is around 30% in Sweden and roughly 28% in Ukraine. Collectivism vs. individuality makes up the second dimension. It gauges an individual's inclination to act alone or in concert with others. Sweden and Finland both have identical rates of individualism at 70%.

There is a cultural effect on motivating techniques. Whether a culture is task- or person-oriented determines how it influences. We discovered that, to advance and grow people and their work, the person-oriented culture places a

strong emphasis on the use of innovative methods for motivation. Most of these are creative methods provide a high degree of independence and an entrepreneurial attitude that support creativity and innovation. Traditional motivating techniques are encouraged to be utilized in the society of tasks. The application of these kinds of motivating techniques can be explained by the fact that corporate cultures are a combination of several cultures. All in all, the problem with studying cultural issues is that one can only extrapolate broad inferences from such research over a short period of time. The authors suggest that an observational approach would be a better way to gain a better comprehension of the circumstances. By examining how culture affects employee delivery of workload, employee commitment, and employee effectiveness and efficiency, this study was successful in establishing the facts that culture has a significant impact on employee motivation. The indicators used in this research were work routine, leadership style, and organizational norms. It cannot be overstated, since organizational culture is essential in influencing employee behavior, feelings, and output in order to accomplish the organization's ultimate goals.

3.3. Modern concepts of motivational systems of personnel management

We need to understand human motivation in a constantly shifting world and the ways in which motivation and work satisfaction affect productivity and organizational efficacy. Putting money into employee development is one way businesses may improve productivity. The long-running debate about the number of unique requests has led to a variety of attempts to categorize demands requirements. The Existence, Relatedness, and Growth hypothesis is a well-known simplifying theory. While some claim there are seven needs, others contend there are just two. Alderfer reorders Maslow's hierarchy of needs in three levels: grow (self-actualization and esteem), relatedness (society), and existence (safety and physiological). Alderfer supports both higher order and lower order requirements, which is consistent with Maslow's notion that individuals are driven by the

satisfaction of their wants. According to the Maslow hierarchy of needs, managers and leaders must attend to their subordinates' basic needs in order to refrain from exercising control their motivating process. To improve performance, management needs to learn about and address the demands of the people. The results of Alderfer's study research imply that, in contrast to Maslow theory, it is not necessary to satisfy lower-level requirements prior to a more pressing demand developing a driving factor. A person is driven to satiate one or more fundamental desire sets, as determined by the Relatedness, Existence, and Growth Theory. According to Mullins (2006), in the event that an individual's demands at one level are unmet, emphasis must be guided towards fulfilling their wants at other levels.

Developing incredibly productive companies that also give people satisfying and rewarding experiences is the current issue. He calls this type of mutually beneficial interaction a "virtuous spiral," describing what occurs when a company values its employees and those individuals are committed to producing high-quality work. Performance analysis is done at every level of the company. It is possible aimed at everyone, regardless of status, to lead in some capacity and enhance performance. A awareness of the value that may be obtained through different jobs can help with motivation, performance, and therefore, leadership qualities. When Workers are able to connect with the individuals they work with, they do superior work. In particular, Important elements that affect motivation and output are the significance of the task and face-to-face interactions. Developing personal relationships is essential for leadership, motivation, and excellent work output. Encouraging others is a simple way for an employee to be more inspired and deliver superior work. According to Llopis (2012), managers that are more direct and honest with their staff will discover new prospects for growth. Trust is a great motivator and unexpected results. Each company has its own pay scale, which often differs from one department to the next and individual to employee. LeBoeuf (1985) pointed out that actions are motivated by rewards. Should you choose to see more of such behavior in an organization, raise the incentive for it. If you want a behavior to decline in an organization, you might easily increase

punishment, lower rewards, or voice your disapproval. Humans react to rewards. When considering incentives for people to perform well at work, smart managers will frequently see money as only one component of a bigger scheme of incentives. Some employees will put in more time and effort Should they possess the chance to get paid more through bonuses, increases, or promotions. Some people might be content to take a less attractive compensation plan in return for doing job they find fulfilling. Keeping up these reward programs encourages many workers to remain with a company and perform well there. Among the most important elements on this list may be the capacity for advancement. Workers are highly driven to perform well if doing so would lead to progress. To do this, workers must be conscious of the potential that are around, below, and beyond their targeted goals. As leaders, you will possess the ability to maintain your team members highly motivated if you can provide opportunities and increase their possibilities for success. Keeping in mind that even if your staff members are relevant, progress is not guaranteed. Make it your goal to help them reach their destination. In order to remain relevant, employees are motivated to achieve, as stated by Llopis (2012), and as a consequence, they are constantly looking for new chances to learn, hone their skills, and make worthwhile investments in themselves. Everyone desires recognition and gratitude for the labor they perform. The foundational ideas of motivation form the foundation of our investigation. the findings from Herzberg's two elements theory of contentment and discontent, and Maslow's theory of the hierarchy of needs. As the years passed, new theories and models were developed. Therefore, we want to look into the following theoretical trends of the management motivation system:

Self-Determination Theory (SDT)

This hypothesis Based on Deci and Ryan's research from the 1980s, Self-Determination Theory (SDT) has become a fundamental concept in modern human management. SDT highlights people's innate drive, positing that relatedness, independence, and capacity are fundamental psychological demands. Companies that include SDT concepts into their incentive programs place a high priority on

establishing a work environment that embraces individual autonomy, offers chances for skill advancement, and cultivates a feeling of community. According to Ryan and Deci (2000), certain objectives are more compatible with meeting a person's fundamental needs than others. For instance, pursuing autonomous objectives may result in higher levels of need fulfillment and improved wellbeing, whereas pursuing restricted goals may cause demands that are not satisfied and wellbeing to decline. One important conclusion from the SDT literature is that greater performance is linked to higher degrees of motivational autonomy on challenging or intricate tasks. For dull or routine jobs, however, differences between measured and autonomous motivation are not seen. Additionally, there is a satisfactory correlation between self-motivation and job attitudes in addition to wellbeing. Thus, even though individuals can be inspired to act in both autonomous and controlled ways, autonomous motivation better meets psychological requirements and promotes more wellbeing than controlled motivation (Figure 3.1).

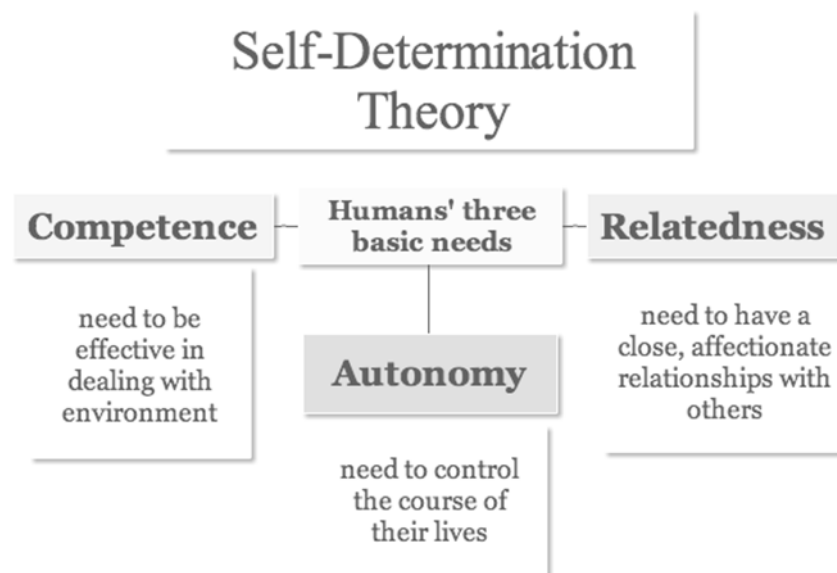


Figure 3.1 - Self-Determination theory.

Source: psychology of motivation

Research has applied SDT in a range of contexts, including education, organizations, sports and physical activity, virtual worlds and media, and interpersonal interactions, in addition to developing formal theories. Studies have

examined how environments that are controlling vs those that encourage autonomy influence functioning, well-being, performance, and perseverance in all of these dimensions. The substantial improvement of approaches, The result of this is goal structures and communication techniques that have been demonstrated to be effective in promoting long-term, volitional motivation. corpus of practical research. Numerous scholarly works showcase the SDT framework's diverse forms of investigation and its innovative potential for real-world difficulties in all types of human groups. SDT is distinct in psychology in that it addresses both the advantages and disadvantages of different approaches to Apart from the fundamental inquiries of why individuals act in certain ways, societal regulation or promotion of conduct certain ways. It does this by concentrating on the basic psychological inclinations for integration and intrinsic drive.

Theory of Expectancy

Expectancy theory asserts that individuals are more driven to work hard if they feel their extra effort will be rewarded . Businesses that implement performance-based compensation may have advantages. Pay that is based on performance may link rewards to the quantity of work employees produce. There could therefore be advancements. in participation, quality, productivity, morale, attractiveness, and retention. Expectancy Theory by Victor Vroom continues to influence motivational strategies in current human management. Considering this hypothesis, people are driven to work hard because They think their work will lead to the consequences they want. Businesses that apply the concepts of expectation theory work to align individual and corporate objectives, define performance standards, and Ensure that employees value their incentives.

Remarkably, Vroom's expectation theory is perception-based, meaning that even if an employer thinks they have provided all the resources required for motivation, and even Considering that the majority of professionals find this useful, organization, it does not guarantee that someone will not notice that it does not work for them.

Expectancy theory First appears to be the most advantageous suited to a typical work environment where an employee's motivation is determined by whether they desire to get a reward for a job well done and if they think putting in more effort will result in a similar reward. But it might also apply to any situation in which someone acts because they anticipate a particular result. Accordingly, Vroom's expectation theory of motivation is more concerned with the implications people make about anticipated results and the role they think they can play in achieving those objectives than it is with rewarding self-interest through incentives (Figure 3.2).

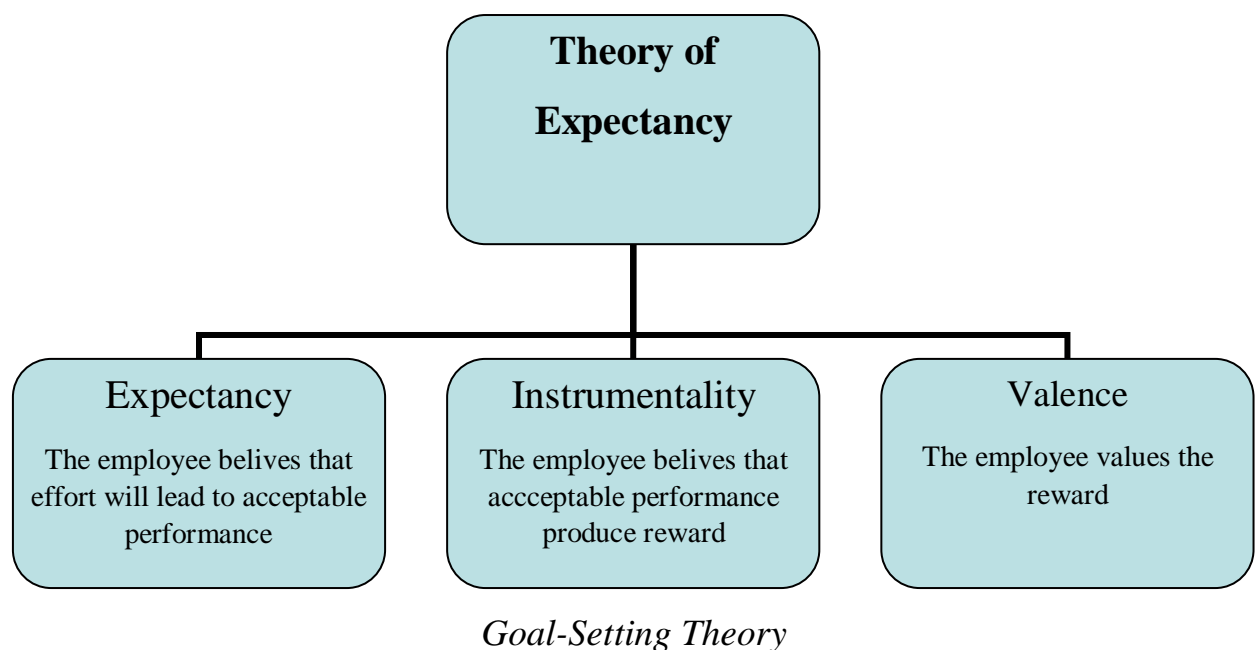


Figure 3.2 - Theory of expectancy.

Source: Prepared by the author

Goal-Setting Theory

Goal-Setting Theory regarding employee management has been profoundly impacted by the seminal work of Latham and Locke. Organizations are using this concept in the current environment in order to help their staff members develop attainable and motivating goals. The meaning of this theory is represented in the Figure 3.3 below.

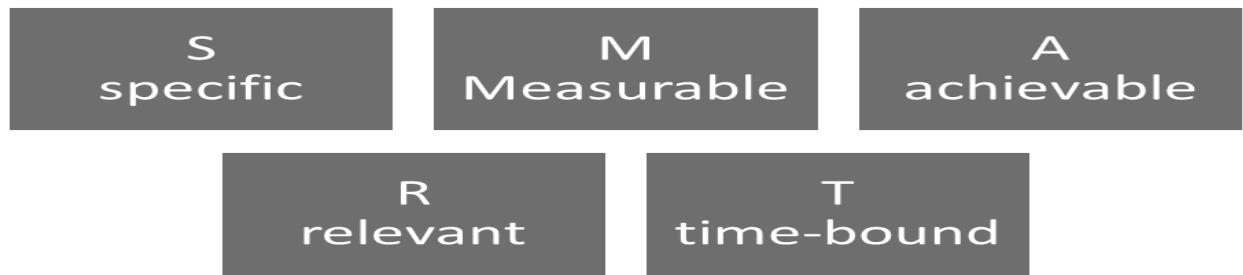


Figure 3.3 - Goal-Setting Theory

Source: prepared by the author

Establishments strive to improve employee performance by incorporating the SMART principles Specific, Measurable, Achievable/Attainable, Relevant, and Time-bound into their goal-setting processes. Consistent motivation is greatly impacted by meticulous response and recognition for achieving objectives.

Model of Job Characteristics (JCM)

The JCM, or Job Characteristics Model, is a work design theory with the objective to pinpoint the essential elements that provide employees with a fulfilling, engaging, and stimulating work environment. Richard Hackman and Greg Oldham created this model in 1976, and it has since gained popularity as a structure for jobs analysis and job design research. Key elements that affect motivation and work satisfaction are highlighted by the model, including autonomy, skill diversity, task priority and identity, and feedback. Organizations using JCM principles concentrate on motivating and reimagining work to improve the intrinsic motivational elements of workers' responsibilities. This model is illustrated below (Figure 3.4).

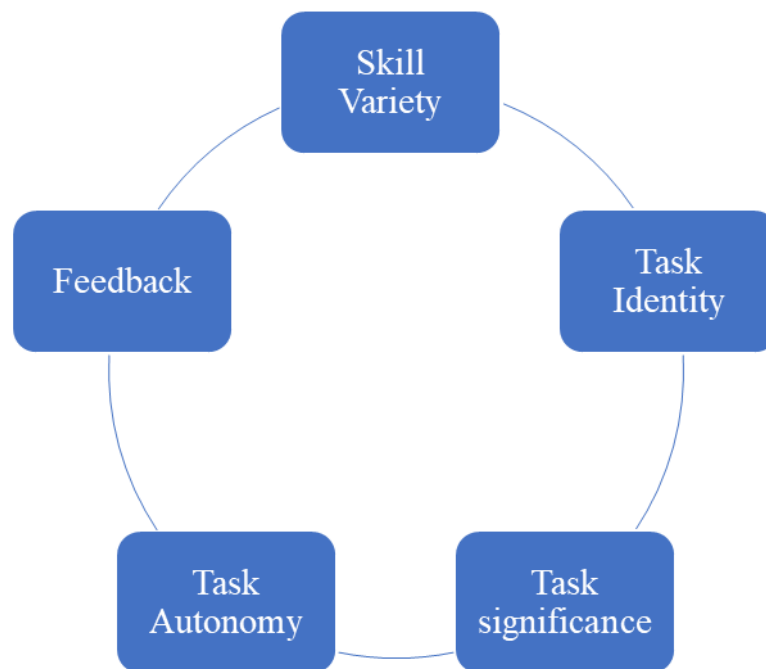


Figure 3.4 - Model of Job Characteristics (JCM)

Source: Prepared by Author

These five dimensions might be applied to evaluate how appealing a work is in five different ways:

- **Variety of skills** - This describes the caliber of abilities and behaviors needed to do the job. To what degree a person is required to use a wide range of skills, the more satisfying the work will probably be. Jobs requiring the capacity to decide and solve issues will often end up being more satisfying than those with regular, expected activities.
- **Task identity**: This dimension measures how well a person is capable of finishing a task or activity from its beginning to its completion. Employees who can complete a task from start to finish are usually happier.
- **Task importance** is a measurement of an occupation's effect and influence. Employment is more fulfilling for employees who feel they have the capacity to improve things and offer value to their coworkers, the enterprise, or the society in general. Growing signs for cycling, for instance, might be more fulfilling for a person who enjoys sports than creating signs for a brand-new business park.

- **Autonomy:** This establishes the extent of individual judgment and preference in a vocation. More fulfillment is correlated with greater autonomy. For example, if employees participate in decision-making instead of simply being given instructions, their job may be greater satisfaction.
- **Feedback:** This dimension evaluates how much information a workforce member gets about how they performed and how effectively they were able to properly comprehend the task's effects. People will be more motivated to do an outstanding job if they happen to understand how they are performing.

We now turn our focusing on the future after this important body of work's concluding chapter. What factors influence future employee motivation? The common conversation also revolves around artificial intelligence and how it is gradually becoming a part of everyday life. Given all of these, it is evident how staff incentive programs are run inside a company. Among them are: training, education and retraining.

Employers who give their staff members access to training and education opportunities benefit from having a more competent and motivated workforce. Workers who receive enough training in new technology are less prone to feel fearful to changing jobs and are more productive. Additional advantages come from education and training as it boosts workers' confidence and a feeling of proficiency. Businesses convey the idea that they appreciate and are committed to your growth and development as an employee when they invest money in improving the abilities and expertise of their workforce.

Work-Life Benefits

Another trend that is starting to emerge in the workplace is companies helping their employees manage the many and often contradictory demands in their lives. Employers are actively supporting employees in finding a harmony between their personal and professional commitments. Less stressed out workers will be more productive since they will possess the ability to concentrate better at work. One strategy used by companies to help employees achieve work-life balance is the sabbatical. Sabbaticals were first put into effect in the late 1800s as a way of

offering a prize to potential faculty members to persuade them to enroll at Harvard College. Sabbaticals can now refer to paid or unpaid time off lasting up to a month.

In the current business climate, organizations must balance raising revenues and reducing expenses while also fighting to retain engaged staff members. Sabbaticals are a useful tool that managers can apply to strike this balance.

Continuous Feedback and Recognition

Regular and informal avenues for feedback should be being introduced instead of periodic performance assessments, enterprises are developing technologies that allow managers and thier peers to deliver actual time recognition of accomplishments and areas for growth and development. This promotes a setting where ongoing learning and development while increasing motivation and engagement.

Using technological innovations

Technology is becoming increasingly important in the administration of incentive structures. Businesses are utilizing digital platforms and technologies to facilitate remote work, enhance communication, and provide chances for training and growth.. Technology-driven gamification techniques are additionally being utilized to boost personnel engagement and motivation levels.

Emphasis on Diversity, Equity, and Inclusion (DEI)

Companies are starting to recognize the value of creating diverse, equitable, and inclusive workspaces. Motivation systems are being designed to encourage inclusiveness and diversity by assuring fair treatment, equitable opportunity for growth, and acknowledging multiple perspectives and contributions. Initiatives like diversity training, mentoring initiatives, and affinity groups help to create a welcoming and encouraging work environment for everyone who works there.

Conclusions to the Chapter 3

The creation of customized motivational methods is a key requirement. Organizations can help employees feel valued and accomplished by designing incentive programs that recognize and reward individual accomplishments. This

can include individualized awards presentations, performance incentives, and opportunities for skill development that fit with workers' internal drives. Furthermore, allowing for flexible work arrangements like job rotations or remote work alternatives shows an organizational commitment to satisfying various motivating demands.

Maintaining employee motivation requires a strong emphasis on professional growth. Putting money into ongoing training and skill-development programs makes sure that workers have the opportunity to advance in ways that are consistent with their innate interests and professional goals. Employees are given a road map that connects their work to concrete future chances by having clear career routes established and outlining prospective trajectories for progress within the firm.

Establishing regular feedback processes where managers offer constructive criticism and swiftly acknowledge accomplishments enhances the connection between effort and appreciation. Programs like Employee of the Month highlight outstanding accomplishments and promote a culture of gratitude, which further contributes to a healthy work environment. Enterprises should use such platforms to motivate their employees to improve their output and improve productivity and loyalty.

Employee well-being initiatives have a considerable positive impact on motivation and output. Organizations should use wellness initiatives, access to mental health services, and work-life policies to assist employees' physical and emotional health. Making employee health a priority fosters a sense of value among people, which increases motivation and dedication.

By addressing internal motivators, participatory decision-making promotes a sense of ownership and autonomy. Opening up lines of communication encourages staff to voice opinions, issues, and suggestions, establishing a healthy workplace environment and strengthening the bond between employees and the business.

CONCLUSION

Personnel efficiency in an enterprise depends heavily on motivation, and management and leadership styles have a big impact. Non-financial incentives methods might also be used to bring out the best in workers; motivation is not necessarily dependent on monetary compensation. Even if everyone has different expectations, leadership need to develop and follow hypotheses that will help their staff members feel satisfied in their occupations. But there is, no one trustworthy theory to use; rather, a combination one of them is applicable. In order to empower workers, they should be given a voice and a forum to communicate their concerns regarding motivation. the workforce. Following performance reviews, rewards and promotions may be utilized to improve staff morale and feedback. Every employee have to be conscious of the organization's mission and objectives and collaborate to achieve them. In many companies, employees carry out their tasks in an assembly line, thus any issues affecting one group of workers will have an effect on the whole company. If workers are inspired and motivated, They are going to fulfill their obligations with diligence since efficient production always yields favorable consequences. Results-driven companies will do all in their power to inspire their staff members to achieve their objectives. It is advised to conduct more qualitative study on motivation ideas and techniques. This study reviewed relevant literature and highlighted relevant ideas on the management of personnel incentive systems at the enterprises, using the Dangote Group as a case studyA survey using a five-point Likert scale was utilized to gather data from 300 organization workers on their views on motivation. Based on the results of the investigation, the author reached the following conclusions. Companies that value and acknowledge every worker's contributions, no matter what rank they have, create a positive work environment that inspires drive.

Systems for motivating employees are crucial to an organization's ability to function efficiently. Companies need to prioritize these systems to stay competitive and prevent issues like undermotivated employees who perform poorly in day-to-day operations. An organization's ability to retain and grow its company and

increase income may be greatly enhanced by having motivated employees. An organization can employ the subsequent methods to accomplish its intended organizational goal: motivating staff, attending to their needs, and allocating and evaluating employees with the appropriate set of worthwhile objectives.

Important components that support a comprehensive understanding of motivation include recognition, opportunities for professional advancement, and the development of a favorable work environment.

1. An employee-friendly environment where workers thrive and meaningfully contribute to the success of the company and this can be fostered using the knowledge of various cultures' approaches to motivation.

2. A statistically significant relationship between intrinsic motivation and staff performance in Nigerian enterprises. We can draw a conclusion from it, based on the results of analyzed data that 89.2% of the staff working in Dangote Group are intrinsically motivated.

3. A statistically significant difference significant relationship between extrinsic motivation and staff performance in Nigerian enterprises, and extrinsic motivation is closely related to the staff performance in enterprises.

4. Systems for managing employee motivation are essential for improving an organization's overall performance and efficiency. These methods are made to effectively engage, inspire, and stimulate workers, It will boost their levels of motivation. By giving workers the motivation and enthusiasm, they need to perform to the best of their abilities, employee motivation management systems play a crucial part in creating a positive work environment. These systems cover a range of tactics, methods, and approaches that businesses use to inspire and motivate their staff.

5. The most commonly used motivation systems include Incentive-based systems which involve giving employees incentives, bonuses, and other material benefits in accordance with their individual or group performance, Recognition-based systems which place a strong emphasis on praising and honoring employees' accomplishments and efforts, and Development-based systems that offer chances

for education, training, and professional promotion, and places a high priority on the growth the development and advancement of their workforce.

6. For extrinsic motivators to be addressed, competitive pay and benefits are crucial. To increase general job satisfaction and motivation, employers should ensure a fair, open remuneration system and provide extensive benefits packages, including health insurance and retirement programs.

7. To measure satisfaction and pinpoint problem areas, it is essential to regularly perform employee engagement surveys. On the basis of changing employee demands and preferences, organizations can use survey insights to adjust and improve incentive initiatives. For a method of approaching an employee motivation that is dynamic and responsive, survey results must be transformed into actionable insights.

8. Within an organization, the motivational landscape is significantly shaped by leadership. Managers who invest in leadership development programs with a focus on motivational leadership possess the skills and information necessary to identify and utilize both intrinsic and extrinsic motivators. By developing their communication abilities, leaders can more effectively communicate the organization's vision, link individual responsibilities to overarching goals, and encourage a feeling of purpose within their workforce.

Employee motivation is an essential indicator of success in a business, and management or leadership style also plays a significant role. To bring out the best in employees, non-financial compensation systems can also be used; these methods are not reliant on cash. Despite individual needs, it is the leadership's responsibility to develop and uphold policies that are suitable for promoting employee work satisfaction. Based on the study of prominent Ukrainian and worldwide researchers on employee motivation, the application of leadership styles, management strategies, and the foundations of the motivational process, we have identified the five phases of motivation management implementation in every organization. Given particular attention were the rational model of effective motivation, which depends on the application of content incentives; self-actualization, which is

essentially the activation of human motives within an organization; complicity through cooperation, partnership, and management participation; and stages for promoting professional behavior in employees. This is due to the fact that encouraging employees to behave professionally is a very significant task for contemporary managers and leaders, the success of which depends on the efficient setting of goals. The growth of multiple-term programs to motivate employees' professional conduct and the systematization of technology for motivation management are still pertinent concerns in this regard.

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APPENDIXES

QUESTIONNAIRE

Dear Respondent,

It would be my great pleasure if you join this survey. I am carrying out research on “Management of motivation system of personnel at the enterprises”.

Your utmost co-operation is kindly requested in providing your candid opinion about statements contained in this instrument. The survey will take less than 10 minutes.

This exercise is strictly for academic purposes; as a result, all information will be treated as confidential and your answers will not be passed on to third parties. There are no right or wrong answers, it is just your opinion, which is very important for the purpose of this survey.

Thank you for your time and cooperation.

PART 1: PERSONAL DATA

Please choose the most appropriate option depending on your situation.

1. Your gender: A. Male B. Female
2. Your age: A. < 20 years old B. 21 - 30 years old C. 31 - 40 years old D. 41 years old and above
3. Your grade: A. Freshman B. Sophomore C. Junior D. Senior
4. Cadre in the Organization: A. Low-Level B. Middle-Level C. Top Level
5. Educational Qualification: A. SSCE B. First Degree C. PGD D. Master's Degree E. Others

PART 2

Please choose the most appropriate option according to your practical actions and thoughts in your daily life.

1. I feel a sense of accomplishment when I successfully complete challenging tasks at work.
A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
2. I find my work inherently interesting and enjoyable.
A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

3. I am motivated to do my best even when there are no external rewards or recognition.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

4. I am passionate about the work I do in this enterprise.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

5. I feel a strong sense of personal growth and development in my role.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

6. I am motivated to perform well at work to receive rewards and recognition.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

7. External incentives, such as bonuses or promotions, drive me to excel in my job.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

8. I feel encouraged to put in extra effort when there are performance-based incentives.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

9. Recognition and praise from my superiors positively influence my motivation.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

10. I consider the external benefits and outcomes of my performance when setting work goals.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

11. My immediate supervisor provides clear and achievable goals that motivate me.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

12. I feel supported by my superiors in my professional growth and development.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

13. My supervisor offers constructive feedback and recognition for my efforts.

- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
14. The leadership in the enterprise effectively communicates the company's vision and mission, motivating me to contribute.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
15. I trust the leadership's decisions, which positively impacts my motivation.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
16. The enterprise provides a positive and inclusive work environment that fosters motivation.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
17. I have access to the necessary resources and tools to perform my job effectively.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
18. The workload is reasonable, allowing me to maintain my motivation and avoid burnout.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
19. The company culture promotes teamwork and collaboration, which enhances my motivation.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
20. I feel empowered to take ownership of my work, which increases my motivation.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
21. The enterprise offers adequate training opportunities that contribute to my motivation.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
22. I have access to professional development programs that help me improve my skills and knowledge.
- A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
23. The company invests in employee training and development, demonstrating a commitment to employee growth.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

24. I feel that my personal and professional development aligns with the enterprise's long-term goals.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

25. The training and development opportunities provided by the enterprise positively influence my motivation.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

APPENDIXE B

Correlations for Intrinsic Motivation											
		Gender	Age	Grade	Cadre	Qualificat ion	Accompl ishment	Interest ing	Motiv ated	Passion ate	Growt h
Gender	Pearson Correlation	1									
	Sig. (2-tailed)										
	N	300									
Age	Pearson Correlation	-.486**	1								
	Sig. (2-tailed)	.000									
	N	300	300								
Grade	Pearson Correlation	.336**	-.296**	1							
	Sig. (2-tailed)	.000	.000								
	N	300	300	300							
Cadre	Pearson Correlation	.226**	-.235**	.413**	1						
	Sig. (2-tailed)	.000	.000	.000							
	N	300	300	300	300						
Qualificat ion	Pearson Correlation	-.408**	.707**	-.209**	-.004	1					
	Sig. (2-tailed)	.000	.000	.000	.939						
	N	300	300	300	300	300					
Accompli shment	Pearson Correlation	-.119*	.034	.136*	.099	.059	1				
	Sig. (2-tailed)	.040	.557	.019	.087	.309					
	N	300	300	300	300	300	300				
Interestin g	Pearson Correlation	-.071	-.013	.031	.021	-.092	.337**	1			
	Sig. (2-tailed)	.220	.816	.598	.723	.111	.000				
	N	300	300	300	300	300	300	300			
Motivated	Pearson Correlation	-.096	-.199**	-.007	.088	-.163**	.527**	.332**	1		
	Sig. (2-tailed)	.097	.001	.904	.130	.005	.000	.000			
	N	300	300	300	300	300	300	300	300		
Passionat e	Pearson Correlation	-.293**	.122*	-.090	.004	.064	.405**	.335**	.496**	1	
	Sig. (2-tailed)	.000	.035	.118	.943	.269	.000	.000	.000		
	N	300	300	300	300	300	300	300	300	300	
Growth	Pearson Correlation	-.150**	-.058	.033	-.138*	-.142*	.346**	.380**	.532**	.519**	1
	Sig. (2-tailed)	.009	.318	.569	.017	.014	.000	.000	.000	.000	
	N	300	300	300	300	300	300	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Source: Prepared by the author from SPSS, 2023

Correlations for Extrinsic Motivation											
		Gender	Age	Grade	Cadre	Qualification	Recognition	Bonuses	Incentives	Superiors	Goals
Gender	Pearson Correlation	1									
	Sig. (2-tailed)										
	N	300									
Age	Pearson Correlation	-.486**	1								
	Sig. (2-tailed)	.000									
	N	300	300								
Grade	Pearson Correlation	.336**	-.296**	1							
	Sig. (2-tailed)	.000	.000								
	N	300	300	300							
Cadre	Pearson Correlation	.226**	-.235**	.413**	1						
	Sig. (2-tailed)	.000	.000	.000							
	N	300	300	300	300						
Qualification	Pearson Correlation	-.408**	.707**	-.209**	-.004	1					
	Sig. (2-tailed)	.000	.000	.000	.939						
	N	300	300	300	300	300					
Recognition	Pearson Correlation	.089	-.116*	-.005	.058	-.048	1				
	Sig. (2-tailed)	.125	.045	.927	.320	.411					
	N	300	300	300	300	300	300				
Bonuses	Pearson Correlation	.157**	-.233**	.060	.130*	-.025	.554**	1			
	Sig. (2-tailed)	.007	.000	.302	.024	.670	.000				
	N	300	300	300	300	300	300	300			
Incentives	Pearson Correlation	.088	-.152**	.007	.011	-.048	.506**	.730**	1		
	Sig. (2-tailed)	.126	.008	.906	.850	.405	.000	.000			
	N	300	300	300	300	300	300	300	300		
Superiors	Pearson Correlation	-.069	-.105	.006	.002	-.089	.319**	.460**	.606**	1	
	Sig. (2-tailed)	.236	.069	.914	.973	.123	.000	.000	.000		
	N	300	300	300	300	300	300	300	300	300	
Goals	Pearson Correlation	-.004	-.156**	-.042	.063	-.071	.440**	.414**	.439**	.347**	1
	Sig. (2-tailed)	.948	.007	.468	.276	.218	.000	.000	.000	.000	
	N	300	300	300	300	300	300	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Source: Prepared by the author from SPSS, 2023

APPENDIX D

Correlations on Workplace and Leadership												
		Gender	Age	Grade	Cadre	Qualification	Supervisor	Feedback	Support	Leadership	Decisions	Environment
Gender	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	300										
Age	Pearson Correlation	-.486**	1									
	Sig. (2-tailed)	.000										
	N	300	300									
Grade	Pearson Correlation	.336**	-.296**	1								
	Sig. (2-tailed)	.000	.000									
	N	300	300	300								
Cadre	Pearson Correlation	.226**	-.235**	.413**	1							
	Sig. (2-tailed)	.000	.000	.000								
	N	300	300	300	300							
Qualification	Pearson Correlation	-.408**	.707**	-.209**	-.004	1						
	Sig. (2-tailed)	.000	.000	.000	.939							
	N	300	300	300	300	300						
Supervisor	Pearson Correlation	-.076	-.052	-.066	-.047	-.008	1					
	Sig. (2-tailed)	.187	.373	.257	.414	.890						
	N	300	300	300	300	300	300					
Feedback	Pearson Correlation	-.149**	-.018	-.081	-.124*	-.130*	.589**	1				
	Sig. (2-tailed)	.010	.759	.163	.031	.025	.000					
	N	300	300	300	300	300	300	300				
Support	Pearson Correlation	-.068	-.042	-.164**	-.122*	-.007	.554**	.550**	1			
	Sig. (2-tailed)	.238	.466	.004	.035	.899	.000	.000				
	N	300	300	300	300	300	300	300	300			
Leadership	Pearson Correlation	-.030	.007	-.274**	-.162**	.107	.531**	.439**	.587**	1		
	Sig. (2-tailed)	.603	.897	.000	.005	.064	.000	.000	.000			
	N	300	300	300	300	300	300	300	300	300		
Decisions	Pearson Correlation	-.125*	.094	-.166**	-.058	.166**	.509**	.475**	.480**	.554**	1	
	Sig. (2-tailed)	.030	.105	.004	.319	.004	.000	.000	.000	.000		
	N	300	300	300	300	300	300	300	300	300	300	
Environment	Pearson Correlation	-.020	-.059	.062	.148*	-.017	.438**	.537**	.485**	.273**	.473**	1
	Sig. (2-tailed)	.727	.305	.282	.010	.768	.000	.000	.000	.000	.000	
	N	300	300	300	300	300	300	300	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

Source: Prepared by the author from SPSS, 2023