THEORETICAL AND METHODOLOGICAL PRINCIPLES OF PERSONNEL MOTIVATION SYSTEM

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The world is growing increasingly in advancement of technology to make life better and easier, we as humans need to make our lives better and this comes as a result the things, we do that brings satisfaction to us hence the motivation of personnel in an enterprise [15]. Employee motivation is defined as the zeal, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. It is often believed that different mental states compete with each other and that only the strongest state determines behavior. This means that we can be motivated to do something without actually doing it. The paradigmatic mental state providing motivation is desire. But various other states, such as beliefs about what one ought to do or intentions, may also provide motivation.

Motivation may be either intrinsic, if the activity is desired because it is inherently interesting or enjoyable, or extrinsic. It has been argued that intrinsic motivation has more beneficial outcomes than extrinsic motivation. Motivational states can also be categorized according to whether the personnel is fully aware of why he/she acts the way he/she does or not, referred to as conscious and unconscious motivation. Motivation is closely related to practical rationality. A core idea in this field is that we should be motivated to perform an action if we believe that we should perform it. Failing to fulfill this desired results in cases of irrationality, known as akrasia or weakness of the will, in which there is a discrepancy between our beliefs about what we should do and our actions [11].

Research on motivation has been applied in various fields. In the field of business, a central question concerns work motivation, for example, what measures an employer can use to ensure that his employees are motivated. Motivation is also of particular interest to educational psychologists because of its crucial role in student learning. Specific interest has been given to the effects of intrinsic and extrinsic motivation in this field.

1. **Theoretical bases of formation of personnel motivation system of the enterprise.**

Motivation is derived from the Latin word, "movere" which literally means movement. All the definitions that you would read in books or in dictionary relate to the fact that motivation is behavior and one needs to point this behavior in order to achieve desired goals and results.

Motivation is a state-of-mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force which pushes a person to work with high level of commitment and focus even if things are against him. Motivation translates into a certain kind of human behaviour.

Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels. Motivation is of two types:

- Intrinsic motivation
- Extrinsic motivation

Intrinsic motivation

Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are in accordance with his/her belief system. An individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show common qualities like acceptance, curiosity, honor, desire to achieve success. Intrinsic motivation exists within the individual and is propelled by satisfying internal rewards rather than relying on external pressures or extrinsic rewards. It involves an interest in or enjoyment of the activity itself. Activities involving their own inherent reward provide motivation that is not dependent on external rewards. Pursuing challenges and goals comes easier and is more enjoyable when one is intrinsically motivated to complete a certain objective, for example, because the individual is more interested in learning, rather than achieving the goal [8]. It has been argued that intrinsic motivation is associated with increased subjective well-being and that it is important for cognitive, social, and physical development. It can also be observed in animal behaviour, for example, when organisms engage in playful and curiosity-driven behaviours in the absence of reward.

According to some theorists, the two necessary elements for intrinsic motivation are self-determination or autonomy and competence. On this view, the cause of the behaviour must be internal and the individual who engages in the behaviour must perceive that the task increases their competence. Social-contextual events like feedback and reinforcement can cause feelings of competence and therefore contribute to intrinsic motivation. However, feelings of competence will not increase intrinsic motivation if there is no sense of autonomy. In situations where choices, feelings, and opportunities are present, intrinsic motivation is increased because people feel a greater sense of autonomy. Some studies suggest that there is a negative correlation between external rewards and intrinsic motivation, i.e. which by providing high external rewards for an activity, the intrinsic motivation for engaging in it tends to be lower [10].

Various studies have focused on the intrinsic motivation of students. They suggest that intrinsically motivated students are more likely to engage in the task willingly as well as work to improve their skills, which tends to increase their capabilities.

Intrinsic motivation tends to be more long-lasting, self-sustaining, and satisfying than extrinsic motivation. But various studies suggest that intrinsic motivation is hard to modify or inspire. Attempts to recruit existing intrinsic motivators require an individualized approach: they involve identifying and making relevant the different motivators needed to motivate different students. This usually requires additional skills from the instructor.

Extrinsic motivation

Extrinsic motivation means an individual's motivation is stimulated by external factors- rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the tasks done. Extrinsic motivation occurs when an individual is driven by external influences. These can be either rewarding (money, paid holiday, fame, etc.) or punishing (threat of punishment, pain, etc.). The distinction between intrinsic and extrinsic motivation lies within the driving force behind the action. When someone is intrinsically motivated, they engage in an activity because it is inherently interesting, enjoyable, or satisfying. With extrinsic motivation, the personnel goal is a desired outcome distinct from the activity itself. The personnel can have both intrinsic and extrinsic motives for the same activity but usually one type of motivation outweighs the other.

Research says extrinsic rewards can sometimes promote the willingness in a person to learn a new skillset. Rewards like bonuses, perks, awards, etc. can motivate people or provide tangible feedback. But you need to be careful with extrinsic rewards. Too much of anything can be harmful and a manager or a supervisor, you need to be clear to what extent are you going to motivate your employees to complete organizational goals [1].

One advantage of extrinsic motivation is that it can be used relatively easily to motivate other people to work towards goal completion. One disadvantage is that the quality of work may need to be monitored since the personnel might not be motivated to do a good job. Extrinsic motivation fueling engagement in the activity soon ceases once the external rewards are removed. It has also been suggested that extrinsic motivators may diminish in value over time, making it more difficult to motivate the same person in the future. John Marshall Reeve distinguishes between four types of extrinsic motivation that involve different degrees of autonomy: external regulation, introjected regulation, identified regulation and integrated regulation. External regulation is the least autonomous form of extrinsic motivation

Important Phases of the Motivational Process

Need Identification:

First phase of motivation process is need identification where the employee feels his/her some unsatisfied need. The motivation process begins with an unsatisfied need, which creates tension and drives an individual to search for goals that, if attained, will satisfy the need and reduce the tension.

Searching Ways to satisfy needs:

Second phase is finding the different alternatives that can be used to satisfy the needs, which were felt in first stage. These needs lead to thought processes that guide an employee's decision to satisfy them and to follow a particular course of action

Selecting Goals:

Once if the need is assessed and employee is able to find out the way to satisfy the need than next phase is selection of goals to be performed.

Employee Performance:

These needs lead to thought processes that guide an employee's decision to satisfy them and to follow a particular course of action in form of performance.

Consequences of performance Reward/punishments:

If an employee's chosen course of action results in the anticipated out come and reward, that person is likely to be motivated by the prospect of a similar reward to act the same way in the future. However, if the employee's action does not result in the expected reward, he or she is unlikely to repeat the behavior

Reassessment of Need deficiencies:

Once felt need is satisfied through certain rewards in response to performance than employee reassesses any deficiencies and entire process is repeated again

In our opinion, motivation is largely dependent on an individual personality and the behaviors that form their character and in turn the motivational drive. So, motivation in all its advantage is hinged to the fact that people are different in handling work and them systems of been motivated, so for some people they are naturally motivated and they do not need some external means of motivation. Intrinsic motivated people do not struggle with been motivated because is part of their belief system, their drive is to satisfy their inner quest for work. Whereas extrinsic motivated people depend on external motivational factors which could be monetary and non-monetary.

2.   Analysis of motivational theories and modern scientific views on personnel motivation

Motivation theories

Motivation theory is the study of understanding what drives a person to work towards a particular goal or outcome. It's relevant to all of society but is especially important to business and management. That's because a motivated employee is more productive, and a more productive employee is more profitable. Indeed, research has shown that happy, motivated employees can increase productivity by around 12% [5].

Maslow's hierarchy of needs

Abraham Maslow is among the most prominent psychologists of the 20th century and the hierarchy of needs, accompanied by the pyramid representing how human needs are ranked, is an image familiar to most business students and managers. Maslow's theory is based on a simple premise: Human beings have needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. Once a lower-level need is satisfied, it no longer serves as a motivator. The most basic of Maslow's needs are physiological needs. Physiological needs refer to the need for air, food, and water. Imagine being very hungry. At that point, all your behavior may be directed at finding food. Once you eat, though, the search for food ceases and the promise of food no longer serves as a motivator. Loved, and to form lasting attachments. In fact, having no attachments can negatively affect health and well-being. The satisfaction of social needs makes esteem needs more salient. Esteem needs refer to the desire to be respected by one's peers, feeling important, and being appreciated.

Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs:

- Physiological: Physical survival necessities such as food, water, and shelter.
- Safety: Protection from threats, deprivation, and other dangers.
- Social (belongingness and love): The need for association, affiliation, friendship, and so on.
- Self-esteem: The need for respect and recognition.
- Self-actualization: The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being can aspire.
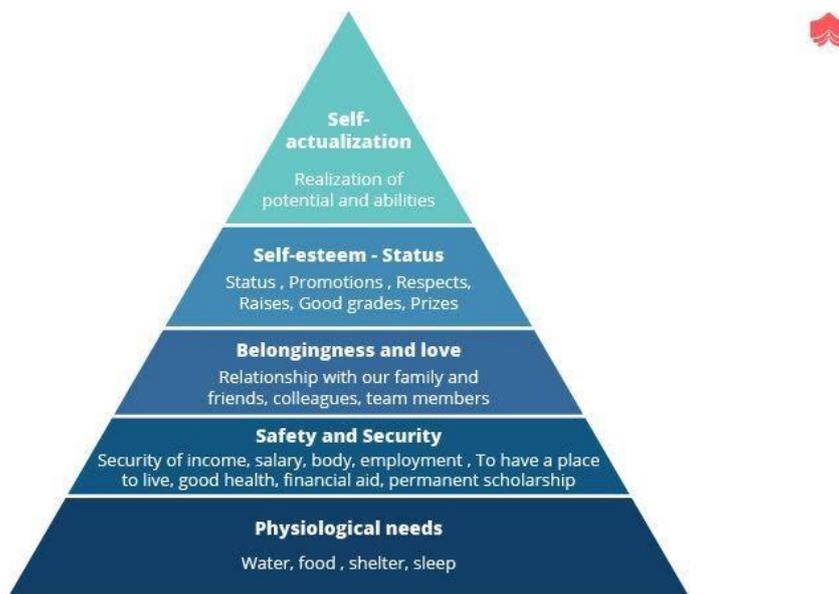

Figure 1. Maslow's hierarchy of needs

Maslow's hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. An employee who is trying to satisfy her esteem needs may feel gratified when her supervisor praises her. However, another employee who is trying to satisfy his social needs may resent being praised by upper management in front of peers if the praise sets him apart from the rest of the group [3].

Hertzberg's two factor theory

Herzberg's motivation theory or two-factor theory says there are two factors to which an organization can adjust to influence the levels of motivation at the workplace.

The two factors identified by Herzberg are:

Motivating factors: The presence of motivating factors encourages employees to work harder. They are the factors found in the workplace.

Hygiene factors: Hygiene factor if not present will discourage employees from doing their best at work. Hygiene factors are the surrounding factors that facilitate employees behavior.

Table 1. Motivating Factors and Hygiene Factors Table

Motivating factors	Hygiene Factors
Recognition	Security
Growth	Company policies
Achievement	Salary

The work itself	Work condition
Responsibility	Manager/supervisor

There are 4 statistics that are involved here:

High hygiene & high motivation

This is an ideal situation any manager or supervisor would want to achieve. Here all the employees are happily motivated and have very few grievances.

High hygiene & low motivation.

In this situation, employees have very few grievances but are also not highly motivated. A very good example of this situation is employees are paid well but the work is not very interesting. Employees simply collect their pay cheques and leave.

Low hygiene and high motivation.

This is a tricky one, here employees are highly motivated but also have numerous grievances. A typical example of a situation like this is when the work is extremely interesting but the employees are not paid as per the market standard [13].
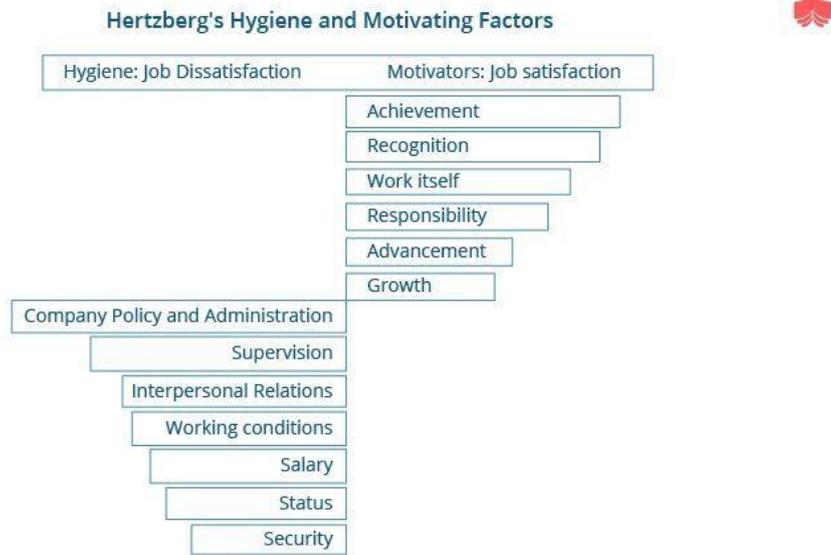

Figure 2. Hertzberg's Hygiene and Motivating Factors

Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee's motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

McClelland's theory of needs

McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The three motivators are:

• Achievement: a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.

• Affiliation: a need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.

• Power: a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance [9].

• Among the need-based approaches to motivation, Douglas McClelland's acquired needs theory is the one that has received the greatest amount of support. According to this theory, individuals acquire three types of needs as a result of their life experiences. These needs are need for achievement, need for affiliation, and need for power. All individuals possess a combination of these needs.

• Those who have high need for achievement have a strong need to be successful. A worker who derives great satisfaction from meeting deadlines, coming up with brilliant ideas, and planning his or her next career move may be high in need for achievement. Individuals high on need for

achievement are well suited to positions such as sales where there are explicit goals, feedback is immediately available, and their effort often leads to success. Because of their success in lower-level jobs, those in high need for achievement are often promoted to higher-level positions. However, a high need for achievement has important disadvantages in management. Management involves getting work done by motivating others. When a salesperson is promoted to be a sales manager, the job description changes from actively selling to recruiting, motivating, and training salespeople. Those who are high in need for achievement may view managerial activities such as coaching, communicating, and meeting with subordinates as a waste of time. Moreover, they enjoy doing things themselves and may find it difficult to delegate authority. They may become overbearing or micromanaging bosses, expecting everyone to be as dedicated to work as they are, and expecting subordinates to do things exactly the way they are used to doing.

- Individuals who have a high need for affiliation want to be liked and accepted by others. When given a choice, they prefer to interact with others and be with friends. Their emphasis on harmonious interpersonal relationships may be an advantage in jobs and occupations requiring frequent interpersonal interaction, such as social worker or teacher. In managerial positions, a high need for affiliation may again serve as a disadvantage because these individuals tend to be overly concerned about how they are perceived by others. Thus, they may find it difficult to perform some aspects of a manager's job such as giving employees critical feedback or disciplining poor performers.

- McClelland's theory of acquired needs has important implications for motivating employees. While someone who has high need for achievement may respond to goals, those with high need for affiliation may be motivated to gain the approval of their peers and supervisors, whereas those who have high need for power may value gaining influence over the supervisor or acquiring a position that has decision-making authority. And, when it comes to succeeding in managerial positions, individuals who are aware of the drawbacks of their need orientation can take steps to overcome these drawbacks [12].

Vroom's theory of expectancy

Victor Vroom stated that people will be highly productive and motivated if two conditions are met:

- people believe it is likely that their efforts will lead to successful results
- those people also believe they will be rewarded for their success.

People will be motivated to exert a high level of effort when they believe there are relationships between the efforts they put forth, the performance they achieve, and the outcomes/ rewards they receive.

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this [7].

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time).

2. Having the right skills to do the job.

3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job).

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:

a. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'

b. Trust in the people who will take the decisions on who gets what outcome

c. Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

Crucially, Vroom's expectancy theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization, it doesn't mean that someone won't perceive that it doesn't work for them.

At first glance expectancy theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, I recycle paper because I think it's important to conserve resources and take a stand on environmental issues (valence); I think that the more effort I put into recycling the more paper I will recycle (expectancy); and I think that the more paper I recycle then less resources will be used (instrumentality)

Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

McGregor's theory X and theory Y

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.

- Theory X: The traditional view of the work force holds that workers are inherently lazy, self-centered, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.

- Theory Y: This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

Incentive theory

The incentive motivational theory suggests people feel motivated by reinforcement, recognition, incentives and rewards. The incentive theory also proposes that people may display certain behaviors in order to achieve a specific result, incite a particular action or receive a reward. Here are a few examples of incentives in the workplace:

- Bonus: A bonus is a reward you may give to an employee based on their performance levels over a span of time.

- Praise: Praise can be useful for one-on-one situations, such as quarterly employee reviews. You can praise an employee by giving positive feedback about their performance, which may build your relationship with them and promote trust.

- Opportunity: Providing opportunities such as paid training or continuing education may give your team an incentive to increase their knowledge in a specific field and develop their skill sets.

- Promotion: Providing an opportunity for career advancement is often one of the most influential incentives a manager can offer because it can give an employee a feeling of importance and growth. A promotion may include an advanced job role, a new job title and a salary increase.

- Salary or wage: Offering a pay raise or salary increase is an incentive management teams often find effective. For optimal results, consider using salary or wage incentives for individual employees rather than all employees and departments within a business.

- Paid vacation or time off: Consider offering employees compensation for taking days off or giving them additional vacation days. An employee may value this incentive if they're planning for a family vacation or desire some extra time to rest at home [8].

All of these theories are very important to the systems of motivation in regards to the distinctive theories postulation, of all of them, the one that stood out for me is certainly the Abraham Maslow's theory which is based on a simple premise of Human beings having needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence, nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher-order needs. Once a lower-level need is satisfied, it no longer serves as a motivator. The most basic of Maslow's needs are physiological needs. This theory perfectly describes the hierarchical needs of human being, starting with the basic till the top which is self-actualization which is the zenith in the Abraham Maslow theory.

3. Methodological aspects of enterprise personnel evaluation and its relationship with the motivation system

Personnel evaluation, also known as a performance review, is a periodic appraisal of an employee's performance by their manager. It is an opportunity to assess the employee's progress, praise their accomplishments, and collaborate on goals to improve performance and help achieve company objectives [6].

In the workplace, an evaluation is a tool employers use to review the performance of an employee.

Self-evaluation

Self-evaluation is a vital activity to help make your appraisal process more efficient. When done properly, it can provide several key inputs to the organization. This method offers a chance for employees to play an active role in their evaluation process. Thus, rather than simply being the receiver of the management's feedback, the employees are given a voice.

Quantitative evaluation

Quantitative evaluation is based upon statistics and uses various standards to track productivity. The process begins with the formulation of company standards against which employee's data can be measured. It is critical to layout standards in clear and precise terms without ambiguity, leaving no chance for misinterpretation.

Qualitative evaluation

Qualitative evaluation goes hand-in-hand with quantitative evaluation. While the quantitative evaluation model is statistical, or figures-based, it does not provide a full picture of the employee's performance.

Enter the qualitative evaluation.

A qualitative evaluation focuses on the performance areas that can be visually observed, but not measured in numbers like teamwork, communication skills, and absenteeism. The qualitative evaluation is prepared by observing the employee during the workday and gathering descriptive, long-form information comments on their work behavior. It must include comments on their daily obstacles and challenges, their daily work habits, and job successes.

360-degree feedback appraisal

360-degree feedback appraisal method provides a chance for all employees to submit their views and contribute towards the business goal. Under this system, an employee is rated by his/her subordinates, superiors, peers, and even clients and customers. As an employee is evaluated from all the sides it is called '360-degree feedback ' [11].

Under this method, a questionnaire is prepared which contains aspects such as teamwork, leadership qualities, goal orientation, motivation level, adaptability, etc. and the relevant person is asked to fill this questionnaire – albeit anonymously. The feedback helps employees to gain insight on how other employees perceive their work and motivates them to work hard to realize the company's objectives.

This method involves giving out a questionnaire with questions regarding a colleague's performance they need to fill it up. The manager can consider this feedback by evaluating the performance at the end of the quarter/year.

Competency on a scale

This is one of the most commonly used employee performance evaluation techniques. Under this method, the individual's performance in various areas of job duties is graded on a scale. A wide range of criteria, including productivity, customer service, teamwork, quality of work, concern for safety, etc. are evaluated. This method can be accomplished with letters or numbers and it usually consists of a range, moving from unsatisfactory to outstanding. This method also allows employers to simultaneously evaluate several employees [2].

Considering the importance of Employee performance evaluation, it has become necessary to have efficient employee evaluation software in place to provide a competitive edge in the ever-changing business environment.

Continuous feedback,

Continuous feedback, in essence, is a method of ongoing feedback. It is designed to take the place of the annual performance review. It is also essential to note that continuous feedback is not only ongoing feedback. It is an evaluation methodology that is practical and drives the process towards actionable steps and development objectives. It is not a form-filling exercise that focuses on retrospective ratings, it is the day-to-day engagement between managers and subordinates.

There are many advantages to continuous feedback; however, the most important benefit is that it allows team leaders or managers to intervene timeously when an employee is underperforming. This prevents a negative situation from spiraling out of control. And, it will pivot a negative into a positive; thereby, driving profitable growth and development.

Critical incident method of performance evaluation

The critical incident feedback is a methodology that is designed as an identification and intervention method ONLY where the employee completed a task or project really well, or the employee failed miserably. It is important to note that it is a technique based on the event's description. And, it relies on tools like continuous feedback, qualitative evaluation, and real-time feedback. These incidents must be recorded as they occur and are not left to be dealt with retrospectively.

It is worth repeating that this methodology is designed to intervene in a critical scenario where immediate intervention is required to solve a situation that could potentially be disastrous for the company. The converse is also true for a high-performing employee

Profitability evaluation

One of the most challenging aspects for any sized business is evaluating its profitability. The success of the business is defined by its ability to continually earn a profit. Therefore, at-risk projects must be highlighted to prevent the company's profitable activities from turning into a loss-making exercise. The profitability rating is determined by calculating the total time spent multiplied by the employee's hourly payment rate versus the allocated budget for the project. If the cost of the time spent on the project is higher than the budget, then the project is making a loss, and interventions must be put into place to turn the situation around.

Supervisor evaluation

The supervisor evaluation survey is deployed to collect feedback and information from employees related to their supervisor. Supervisor evaluation helps an organization and its leadership understand the accuracy of the work done by the supervisor and also help them evaluate the overall value the supervisor adds to his/her team and to the organization as a whole.

Manager evaluation

A manager evaluation survey offers a set of questions that are answered by the employees to evaluate their direct or indirect manager's effectiveness at work. This survey is extremely useful for the management to understand the manager's performance, the attitude at work, willingness to help his/her subordinate, and more.

Senior management evaluation

Senior management evaluation survey questions are used to understand the employee's perspective of the senior management and evaluate their abilities to be able to run the organization smoothly. This questionnaire should have questions that help an organization gather insights on effectiveness, direction, policy-making abilities, and other useful traits.

Employee satisfaction surveys and employee engagement surveys are also one of the best ways to conduct the performance evaluation. A satisfied and engaged employee is most likely to perform 14 % better than his/her counterparts.

Employee satisfaction

An employee satisfaction survey is deployed to understand how satisfied or dissatisfied is your workforce. It is essential you measure employee satisfaction as dissatisfied employees not only not perform well but also can be a major reason for high levels of employee attrition in an organization. This survey can power your workforce and HR strategies to cultivate a work culture that enables your organization to win from within. Many times, if an employee doesn't feel challenged enough, then he/she remains unsatisfied with the work.

Employee engagement

Employee engagement survey enables you as an organization to test the levels of engagement of your employees and to understand how motivated they are to perform well in the workplace. Employee engagement is a matter of concern for most organizations, and disengaged employees set a negative example for other employees. Disengaged employees perform poorly as compared to their colleagues. Thus, this survey can be used to analyze and review the level of performance of an employee and take corrective measures immediately [6].

In our view, the aspect of evaluation of employee performance is paramount as it relates to motivation. the method of evaluation varies from enterprise to enterprise and depends on the level of the employee. The ways to evaluate shows different categories and performance assessment of employees and the measurement of their motivation. All round appraisal necessary to check the motivation level and output of employee. All enterprises need to develop a holistic approach to evaluate the performance and ways to keep them motivated and productive.

Personnel motivation systems are very essential for a successful organization, organizations should focus on it in order to remain relevant in the market and avoid some problems such as personnel lacking motivation that will affect their output leading to poor performance of the day-to-day activity of the organization. A motivated personnel is a valuable asset, who can deliver tremendous impact to the organization in maintaining and strengthening the business and revenue growth. Motivating the personnel, satisfying personnel's needs and assigning and assessing the personnel with the correct set of effective goals are the tactics an organization can adhere to achieve the desired organizational goal.

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