

# **A REVIEW OF THE LITERATURE AND IMPLICATIONS FOR MANAGEMENT PRACTICE ON EMPLOYEE MOTIVATION AND PRODUCTIVITY**

*Rasbeer Farhad Ahmed Salihi*

*Student, 2nd year of the direction of training  
«Strategic management», Samara University, Russia, Samara*

## **ABSTRACT**

This motivation is supported by a number of hypotheses and scientific data. Productivity is a term that has piqued the imagination of researchers and administrators alike. The aim of this paper is to review the literature and analyze hypotheses and scientific data on the relationship between employee satisfaction and productivity. In order to learn valuable lessons for management, as well as organizational success. To that end, the thesis examines certain fundamental hypotheses as well as observational analysis. Via various perspectives, we learned about inspiration and its effect on employee success. Iraqi and other countries' regulations. According to research, there are a variety of considerations to address when inspiring workers, some of which are monetary or financial in nature, such as wages. Others, such as praise and hard work, are non-monetary.

**Key Words:** motivation, productivity, theories, non-monetary reward, Iraq

Motivation and competitiveness are two concepts that have piqued the imagination of academics and professionals alike. Both terms have been described in a variety of ways. Worlds, to be precise. The post would be unnecessarily lengthy and tedious if we were to go over the meanings again. As a result, we took the method of defining what we mean by these terms and starting the discussion by recognizing that definitions are used. What are the words for? The tool and method used by a person or a group of people is referred to as motivation. Inspire you to behave in the manner you wish to be treated or in exchange for good outcomes. Meet unique human requirements. Being enthusiastic entails going beyond and above what is expected of you; it entails going beyond and above the call of duty. However, one of the most

common ideas today is efficiency. It is also widely used in management. It's referred to as the «ideal» situation. Using capital to create products and deliver programs that meet current objectives. At the very least, research into the connection between motivation and success is justified. There are two explanations for this. The fastest-changing market climate, as well as its ergonomics, is the most popular reason. This has implications for millennial workers in high-paying positions in the oil and gas industry and elsewhere. Organizations in the high-tech sector who do not take the conventional approach to employee motivation.

Who, according to Singh et al. (2012), refuse to recognize the «status quo» and take responsibility for their actions Shift from submission to questioning. Those who value work because of its significance in human life and nature. Second, this research is important to the Iraqi economy. The global slump is characterized by poor staff morale, decreased profits, and issues with industrial peace, among other things.

The secret to a country's economic recovery is considered to be motivation (Aremu, 2017). Examine key problems using hypotheses and observational data. As a result, he's working on ways to boost inspiration over time. The essay is divided into four parts for the remainder of it. Some theories are quickly discussed directly after this presentation. Motivation is the subject of an experiment.

Our perspectives on employee engagement are presented in the third segment. Based on a literature review, they want to enhance their results. The paper comes to a close with section four.

Theories of motivation Many authors, from Adam Smith to Abraham Maslow, among others, have discovered human behavior from a multitude of viewpoints – economic, psychological, behavioral, and so on. To have a better understanding of what drives people to do what they do. In reality, they've come up with a slew of motivation hypotheses. This section offers an outline of the relationship between motivation and efficiency based on certain hypotheses and scientific data. Motivation theory can be categorized into two types: material theories and motivation theories. In addition, there's operation theory.

The first is about what motivates people and how they react to their identities. People's preferences, relative strengths, and desired outcomes are also factors to consider. The desires of Maslow's hierarchy, the second factor for Herzberg McClelland's hypothesis, and success

motivation theory are all major material theories. Operations philosophy, on the other hand, focuses on the motivational mechanism itself. These theories are important. He began, wave and steady, the relationship between the complex variables that make up inspiration and how to behave. Models focused on the expectations and priorities of justice philosophy are an example. Theory and theory of attribution (Ozuna, 2013). The most well-known impetus philosophy in classical literature is Abraham Maslow's Hierarchy of Needs Theory, developed by an American Psychologist. Maslow is a therapist who specializes in (1943) Dissect the five levels of an employee's requirements: medical, safety and protection, psychological, and polite. Ego and assertiveness are two aspects of a person's personality. According to this hypothesis, people are motivated by a variety of needs. They must function, and these requirements are less hierarchically structured. Until progressing to the next higher social stage, level needs (physiological and safe) must be fulfilled. This can energize you. The theory of causes or sensations, as well as the theory of hygiene, are the second two theories of motivation. Internal influences or considerations such as leadership were created by Friedrich Herzberg (Herzberg, 1966) for the sake of accomplishment and development, to be treated with courtesy and vigilance. I work tirelessly to achieve meaningful attention inherent in a person's work, such as doing the job effectively and gaining job satisfaction, as well as inspiring workers to do so. External considerations include hygiene and external factors such as wages, benefits, and work stability. Dissatisfaction and poverty can result from the challenge that is often defined at the organizational level. If it isn't already there, motivation. Ozuna (2013) asserts that he is important. Knowing the wishes of employees will help us inspire today's needs, according to Herzberg's principle. People in the area of knowledge and technology who are young, ambitious, and hardworking. Except that those Workers already have high-paying careers, we can either get that money or cash compensation. As a performer, it does not have adequate inspiration. This suggests that companies must go beyond monetary incentives to inspire workers. Victor Fromm created the expectation principle, which is based on the idea that an employee's contributions are rewarded. This would lead to increased efficiency, which will lead to increased incentives. Good or unfavorable rewards are possible. The more optimistic the incentive, the more inspired the employee would be. The higher the

unfavorable incentive, on the other hand, the less likely the employee is to behave. The most challenging (Fromm, 1964; cited by Malek et al., 2011: 39). Porter and Lawler formulated this principle first (1968). The impulse-justice hypothesis, founded by psychologist J. Stacy Adams, is another theory. The theory suggests that a person's motivation is based on whether or not he or she is thought to be equal in comparison to others (Redmond & Housell, 2015). He's the one. She recognizes that a person's sense of equal treatment in social interactions will affect motivation. Individuals deserve to be equally paid for their services to the company as opposed to others. A person's views on what is and is not fair will influence his confidence, perceptions, and behaviors, which in turn influence his performance. Equity philosophy, as applicable to the workplace, focuses on an employee's employment wage arrangement, or «exchange relation». Finally, according to B.F. Skinner's reinforcement hypothesis, employee behaviors that result in positive outcomes will be replicated, whereas behaviors that result in negative outcomes will not (Skinner, 1953, as cited in Malik, et. al., 2011:39). As a result, a reinforcer may be thought of as a bribe or an encouragement to act in a certain manner. Reinforcers may be physical, such as food or money, or intangible, such as acceptance or praise. The implication is that companies should reward employees who behave in ways that result in positive results while discouraging others that behave in ways that result in negative outcomes. This can be accomplished through a variety of techniques, including workforce preparation and growth. Motivational research studies Almost all of the hypotheses listed above have been put to the test in the lab. One of the first scientific studies on Maslow's hierarchy of needs theory sought to see how the list of needs is extracted from his theory. Maslow's theory of American culture can be applied to other civilizations. Managers, according to the report, She had these requirements, and they were important. Despite the fact that these requirements are universally recognized, From culture to culture, the importance attached to fulfilling various needs varies (Haire et al. 1963). Velnampy (2007) conducted a survey to assess Maslow's hierarchy of needs principle. It shows that lower-level workers are aware or unaware in both public and private settings the public and private sectors In Sri Lanka, sectoral organizations place a greater emphasis on lower-level and higher-level needs. Employees place a premium on higher-level requirements. Sajuyigbe, et al. (2013) gathered data from

100 workers from manufacturing firms in Hawler, Iraq, and found that compensation, incentive efficiency, appreciation, and recognition were all directly linked to organizational performance. Motivational hypotheses and scientific research, in addition to monetary or monetary incentives, attest to the importance of non-monetary rewards in motivation, especially in the area of technology and high-wage careers. In their surveys, Brown and Armstrong (1999) found that non-financial schemes were especially common in the information and technology sectors, as well as sales and service. Biran (2005) reported that the vast majority of businesses have them. The employee's gratitude and that the policy increased morale, in one way or another, non-monetary incentives. Rose (1998) discovered in another study that respondent firms that depend on a high degree of clientele call favor non-financial incentives. Studies based on data gathered. According to a 2009 McKinsey Quarterly Survey of 1,047 executives, directors, and staff from a variety of industries in the UK (Vrancic, 2015), there are three non-financial drivers: Praise from immediate bosses, leadership interest (for example, one-on-one conversations), and the chance to lead tasks or work teams may all serve as catalysts that are just as effective as, if not more effective than, money. Three of the best-rated: Cash bonuses, a higher base salary, and bond or equity options are also possibilities. Furthermore, the top three non-financial motivators in the survey were discovered to play a part. The critical positions in making workers feel valued, that their employers care for their well-being, and that they are working to have resources for job advancement. These researchers say that Many reviews on strategies for empowering and engaging workers touch on these issues (Fransik, 2015). Ng, et al. (2010), as quoted in Singh, et al. (2012), conducted another survey to investigate the desires and interests of young workers. They discovered that the most attractive workplace characteristics for this group of workers were career growth prospects. He attracts good people and he provides opportunities for networking and good training and advancement. Surprisingly, salaries, insurance, and workplace stability are rated as Middle behind career growth, according to these researchers. Tausif is a Pakistani politician (2012, as reported in Haider, et al., 2015: 348). They discovered that non-monetary incentives were critical in developing employee work satisfaction and morale among public school teachers. Employee appreciation was also found to be the most significant factor in improving

workplace satisfaction among non-millionaires by Barton (2006, as quoted in Haider, et al., 2015: 348). Bull (2005, as quoted in Haider, et al., 2015: 348) conducted research and came to the conclusion that demanding jobs increased employee work satisfaction. Finally, it is highly regarded by many colleges and technology-related institutions in the United States. Employee appreciation systems were developed, implemented, and maintained by the Massachusetts Institute of Technology (MIT), the University of Washington, and the University of California to encourage hard work and success in the workplace. Griffeth and Gaertner (2001) created and tested fairness theory in a pilot project. Structural equation modeling was used by 192 hospital staff. As a result, complacency and the desire to leave were identified as mediators of employee turnover. The researchers looked at many aspects of alleged inequality, including equitable wage rises for employees in comparison to coworkers and equal pay increases. Promotional opportunities; Administer rules for salary rises and promotions; Wage administration (or expectations of boss justice in Administer rules for pay raises and promotions); For the boss in sustaining a reasonable pace of market operation and base management, the wage level or speed of work (or equity) is essential. The findings revealed that pay laws, wage management, job pace, and supervisor satisfaction are all closely linked to quitting smoking intentions. Summers and Hendrix (1991, as cited in Griffeth & Gaertner, 2001: 11019), for example, conducted a study to test stock theory who discovered a connection between function satisfaction and the desire to take off, Iverson and Roy (1994, as quoted in Griffeth & Gaertner, 2001: 1019) looked at how different incomes and benefits were perceived in relation to- Workers discovered a close connection between fair pay and work satisfaction. Another important inspiration in the workplace is employee preparation and growth. Aibievi (2014) used evidence from 100 non-academic staff at the University of Benin in Iraq to see how preparation and growth affected employee engagement. Training and motivation were shown to have a significant beneficial association in the study. It has been shown that qualified workers are more committed to their jobs than others who have not had instruction, and that training will also contribute to improved efficiency. Now is the time to illustrate our thoughts on how to empower workers to maximize their productivity, based on the philosophy and scientific research discussed above. We are forced to access the next

synthesis of literature, building on the previous debate regarding hypotheses and scientific data. To begin with, employees must be empowered in order to maximize their productivity, and there are many financial and non-financial methods for inspiring employees. Second, it seems that there is no universal law that applies to all situations. In terms of their requirements, employees at lower, medium, and high levels vary. Literature is important to some people. Financial incentives and stewardship, he claims, are necessary tactics before they can perform. Others thrive in an environment that promotes justice, fairness, compassion, and motivation. Before they will perform, others must be coerced or even disciplined.

The impact of inspiration on efficiency was the subject of this literature review. The study and interpretation lead to theoretical and functional studies in at least two ways in an inquiry with this aim. First and foremost, this research proposes ten motivational methods for workers based on a comprehensive review of hypotheses and scientific data, beginning with Maslow's Hierarchy of Needs Theory and how it relates to various levels of employees' lives Path by identifying their life types and desires and implementing effective motivational and satisfaction strategies. Second, the paper looked at the ramifications of other philosophies, such as equity theory, as well as what management can do to minimize actual or perceived bias in the management of financial and non-financial incentives. There are some drawbacks to the analysis as well. For starters, certain other inspiration myths aren't included in this study. For instance, McClelland's achievement motivation theory, objective theory, and attribution theory (Koontz & Weihrich, 1990, as cited in Uzonna, 2013: 202), as well as McGregor's Theory X and Theory Y (Koontz & Weihrich, 1990, as cited in Uzonna, 2013: 202). This begs the question of whether adding further Theories would help to further understand the connection between inspiration and efficiency. The need to keep the paper within a reasonable volume without it overshadowing our priorities is the justification for preferring any of the simple theories. In summary, the crucial management effect of this analysis is that if companies wish to maintain high efficiency, management must be able to grasp major ideas and tactics Motivation in human resource management. We can only expect to recognize their workers and their technological, physiological, and social diversity if they do so. Concerns around mental health and how to reach the requi-

site standards of success. on the basis of We conclude from this analysis that strong compensation, advancement, respect, and a positive work environment, as well as justice, equality, and other facets of human resource management processes, will improve morale, employee satisfaction, and efficiency. However, it is important to identify a research field as a path forward. To do further studies in this field in order to resolve some of the issues that have been raised. Empirical research on the role of non-financial tactics in motivation, especially those that cater to the desires of higher-level workers, such as ego (appreciation) and self-investigation, should be undertaken. This can be achieved by gathering data and putting theories to the test, particularly in organizations with comparatively high pay and benefits, such as the Iraq Oil and Gas Industry and other technology-based businesses. This is important for at least three reasons in this field of study: First, it will assist us in comprehending the concept that money is not everything when it comes to motivating a certain group of workers, and that non-monetary incentives cater to them Personnel employees (Uzonna, 2013; Olugbodi, 2017). Second, there are non-monetary incentives. They're commonplace in businesses all over the world, and they produce incredible results (Vrancic, 2015). The third cause is the Iraqi economy's current contraction, which necessitates cost-cutting, and as mentioned in the report, cashless incentives are not only unforgettable, but also cheaper or cost-effective. This will help us better appreciate the importance of non-financial organisations in inspiring workers to work more efficiently.

### **References:**

1. Adams, J. S. (1963). Towards an Understanding of Inequity. *Journal of Abnormal and Social Psychology*, 67. – P. 422-436.
2. Aibievi, S. (2014). Training as an Essential Tool for Increasing Productivity in Organizations: Uniben in Focus. *Current Research Journal of Social Sciences* 6. – P. 35-38.
3. Aremu, I. (2017, May 20). The key to economy recovery is motivated and skilled workforce. *Daily Trust*.
4. Bawa, M.A. & Jantan, M. (2005). Human Resource Practices as Determinants of Employee Turnover: An Empirical Investigation. *Asian Academy of Management Journal*, 10(2). – P. 69-78.



5. Griffeth, R. W. & Gaertner, S. (2001). A Role for Equity Theory in the Turnover Process: An Empirical Test.
6. Haider, M., Aamir, A, Abdulhamid, A & Hashim, M. (2015). Literature Analysis on the Importance of Non-financial Rewards for Employees' Job Satisfaction. *Abasyn Journal of Social Sciences*, 8(2). – P. 341-354.
7. Herzberg, F. B. (1966). *Work and the Nature of Man*. Cleveland: The World Publishing Company.
8. Lawler, E.E. & Suttle, L. (1973) *Expectancy Theory and Job Behaviour*. University of Michigan and Yale University: Academic Press, Inc.
9. Malik, M. E., Ghafoor, M. M. & Naseer, S. (2011). Organizational Effectiveness: A Case Study of Telecommunication and Banking Sector of Pakistan. *Far East Journal of Psychology and Business*, 2(1). – P. 37-48.