
THE CONCEPT of FAR DISTANT MOTIVATION IN PERSONNEL MANAGEMENT

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ABSTRACT

This research introduces and explores the phenomenon of Far Distant Motivation (FDM) for the first time. The aim of the study is to substantiate the role and necessity of developing motivation on the basis of future prospects with the development of the conceptual foundations of the motivation model. The paper shows that the available theories of motivation and experimental research in the operations management did not cover the time perspective of employee motivation. Both motivation theories and the managerial paradigms of operational management develop primarily short motivation. To eliminate this gap, it was proposed to introduce the concept of “Length of Motivation”. The concepts of Short Motivation and long-range Far Distant Motivation (FDM) are highlighted. Based on years of research, curves of types of motivation have been proposed. On their basis, the design of motivation systems in operations management is carried out. It is shown that in certain periods of the worker’s working life, FDM should be activated. The study confirmed the effectiveness of FDM. It is revealed that the group of workers with long-range motivation is distinguished by higher productivity and integration into the company's goals. However, the companies themselves do not single out the motivational structure of such a group of workers and do not fully use the potential for increasing productivity.

1. Introduction

Motivation is recognized today as the most important management problem. (Bernays and Vickers, 2018), (Gardner and Shah, 2007). Despite a significant amount of theoretical research on this subject, theory and practice are in constant searching for relevant and perspective models and mechanisms of motivation.

A lot of motivational models and concepts have been proposed since the beginning of the 20th century. Each of them claimed to have a comprehensive explanation of the problem of how to motivate an employee. Nevertheless, the models following them found new and new gaps. Today it is also impossible to talk about the completion of search studies to improve the efficiency of motivation. There is a process of searching for new facets of motivation that have remained unexplored, but which are important and without them, motivation does not reach its peak.

One of the most significant disadvantages in the theory and practice of motivation in operational management is the static nature of all models known to date. Not all of them take into account the time factor. All of them are focused on the fixation of motives and the development of motivation now.

After all, work of individual flows through a lifetime and has a past, present, and future dimension. From this point of view, motivation cannot be limited only to the present, cutting off both the past and especially the future tense. Motivation is a conscious process in which the future dimension necessarily takes place and it is necessary to study it necessarily by connecting it with more distant perspectives for the employee (long-term motivation).

This article attempts to justify a new approach to motivational theory and personnel motivating. This will make it possible to form a new managerial paradigm based on motivation in time and taking into account time (distance of motivation). Moreover, among the time perspectives, long-term perspectives and, accordingly, long-term motivation or Far Distance Motivation (FDM) play a special role. A new look at motivation through the prism of time will make it possible to activate FDM, as more sustainable and more effective type of motivation than today's widespread motivation for short time distances (Short Motivation).

2. Motivational Theories and Approaches: Review and Classification

Different theories of motivation are divided into two categories: The Content Theories of motivation and The Cognitive Theories of Motivational.

Table 1 below lists the widely known concepts within two theoretical approaches.

Table 1 Classification of conceptual models and approaches to motivation

The Content Theories of Motivation	The Cognitive Theories of Motivation
Maslow's hierarchy of needs	Leon Festinger's Theory of Cognitive Dissonance
McClelland's Acquired Needs Theory	Deci and Ryan's Cognitive Evaluation Theory
Alderfer's ERG(Existence, Relatedness and Growth) Theory	Fritz Heider's Balance Theory
Herzberg's Two-Factor Theory of Motivation	Osgood and Tannenbaum's Congruity Theory
Hackman and Oldham job characteristics model.	Atkinson's theory of achievement motivation
McGregor Theory X and Theory Y	Vroom's expectancy theory
	Adams' Equity Theory
	Porter and Lawler 's expectancy (attitude-performance) model;
	Skinner's Reinforcement Theory
	Ouchi's theory Z
	Participative management concept
	Kelley's theory of causal attribution
	Locke's goal setting theory
	Rotter's locus of control scale

2.1. The Content Theories of Motivation

Known conceptual models of this approach are based on the identification of internal drivers.

In the first theories of motivation, needs were considered as motivators of activity. The most famous of these is the Maslow's hierarchy of needs (Alejeal, 2018). There was a lot of modification subsequently by Gardener&Lambert, Alderfer, Herzberg. McClelland. (Yukl, 2018).

At the next stage of development, the Content Theory of motivation was enriched with behavioral concepts. Such behavioral development began from researches of Hull and Spence. (Kanfer et.al., 2012)

The main idea of behaviorism is to study not consciousness, but behavior. At the same time, behaviorism studies only the empirical connections between stimuli and the person's reaction to them. Based on the study of relationships, the most effective motivational stimulus are distinguished. This allows you to develop an effective motivation system with practical suggestions and recommendations to support the found incentives. The task of the researcher is to find this need, formulate and develop incentives (Pinder, 2015). Hull himself (Hull) created the concept of drives. According to her, a person tries to avoid change and drives are aimed at neutralizing change.

The main disadvantage of a meaningful approach to motivation is a purely mechanistic approach to human behavior as subject to the influence of the hierarchical composition of needs. Obviously, a hierarchy of needs can determine overall behavior, but is not an absolute determinant. In real life and in real situations, many situational factors often come into force.

In general, it should be recognized that this approach dominates among the majority of researchers, although there is still no unified and generally accepted classification of needs.

2.2. The Cognitive Theories of Motivation

The Cognitive Theories of Motivational analyze how a person distributes efforts to achieve different goals and how he chooses a particular type of behavior. The researchers within the framework of these concepts, in principle, does not deny the existence of needs and their influence on the command. However, they believe that behavior is determined by the perception and expectations of the person in a particular situation, as well as the consequences of the chosen type of behavior.

The basis of this approach was laid by a number of studies and, first of all, Festinger's theory of cognitive dissonance, Heider's Balance model, Osgood and Tannenbaum's Congruity Theory (Latham, 2012).

Deci and Ryan's Cognitive Evaluation Theory focuses on the composition of factors influencing the change in intrinsic motivation. (Vaisse and d'Argent, 2017). Atkinson believed that each person strives for success, avoids failures and has two corresponding motives: the motive of success and the motive of avoiding failure. (Mackay, 2007)

In their extended theory of expectations, Lyman, Porter and Lawler tried to combine many theories of motivation. Their model is based on such factors as effort; results; reward; abilities; knowledge; satisfaction (Allen and McCarthy, 2017).

Locke's goal setting concept is based on the statement that motivation directly depends on the achievement of a specific goal. According to Adams'Equity Theory, employee motivation is determined by the organization's attitude to the employee and by how fairly the employee's labor activity is paid. (Nevid, 2013).

Skinner's Reinforcement Theory claims that each employee acts as his own experience suggests. D.Rotter's locus of control concept is based on the statement that a person's motivation depends on the location of a person's control locus. (Elliot, and Covington, 2001).

Kelley's theory of causal attribution develops the ideas of F. Heider and D. Rotter. The Hackman & Oldham's job characteristics model is based on the correlation of some of the factors of work and attitudes of employees towards it. According to the Participative management concept, an employee who participates in the management of an enterprise will work more efficiently. (Vaisse and d'Argent, 2017).

2.3. Other theories of motivation

Among the many other theories that are not included in the listed groups, the following can be mentioned.

- Young's Hedonic Motivational Theory;
- Psychoanalytic motivational theory of Z. Freud;
- Incentive approach.

3. Tools and motivational mechanisms for operations management

Along with motivational theories, methods and tools of motivation began to actively develop. In principle, theories and conceptual models only investigated the theoretical part without developing practice. Therefore, after them, the management investigated the applied aspects of the realization of theories. In operational management, they sought to test the most important conceptual provisions and develop tools suitable for practical use.

A significant part of the research is devoted to the study of the role and influence on the behavior of an employee of financial incentives and, above all, wages. Studies have unequivocally

confirmed the role of wages as the most important motivator of labor that affects labor productivity (Bucklin et al., 2003), (Jonathan et al., 2002), Komaki et al., 1996.)

As shown above, recognition of an individual is mentioned in many models as a motivator. Not surprisingly, many studies have also been devoted to confirming this phenomenon (Drake et al., 2007), (Hsiu-Fen, 2007), (Pinar, 2011), (Meyer et al., 2004). All of them confirmed the different effects that the recognition of the worker causes. Some scientists have separately studied different types of assessments of the merits (Baker et al., 1988), (Ludivine, 2002).

Among the many important external factors that motivate or demotivate an employee, include management style. Many researchers have studied the relationship between motivation and management style (Ann, 1999), (Northouse, 2015), (Pritchard & Ashwood, 2008), (Papazisi et al., 1995).

Interesting are the studies of the relationship between management style and the degree of incorporation of an employee in a company's goal (Duff, 2000), (Nguyen, 2017), (ID, 1983).

However, it should be noted that, in general, the degree of exploration of motivational mechanisms in production management is significantly lower than the theoretical background in psychology. The interdisciplinary approach in the form of the implementation of a significant part of psychological research in the operations management lags far behind the accumulated amount of knowledge in psychology.

The managerial paradigms known in practice today are in practice largely oriented only to the most well-known models of motivation. Even a significant part of the above models of motivation is not always widely implemented in operational management. On the other hand, it should be recognized that the theoretical models of motivation themselves do not always appeal to the needs

of operations management. A significant part of these models is based on research in the non-manufacturing sector.

4. Far-Distance Motivation and Short Motivation: conceptual aspects and frame

Even a simple overview of theoretical models of motivation shows how complex the intrinsic motivation of an individual or employee, who is the object of operations management study. Motivation is extremely flexible process, which is determined by personal circumstances, prevailing value orientations of the individual, external conditions, experience, etc. All this makes the concept of motivation rather unstable and variable due to its strong personalization.

However, it should be emphasized that there are some patterns inherent in the average individual, associated with its nature and social laws. It is on them that any model of motivation should be built.

From this point of view, the time scale of motivation should be considered without a doubt as being inherent in the majority of individuals. There is a constant and basic part of the motivational factors are inherent in any person at any age. In the same time, it should be noted that for employees all or most of the motivational factors have a time dimension. Qualification can be considered as a qualification that one wants to achieve in many years. Wages are always accompanied by their desired level after many years. Satisfaction with the evaluation of the results of labor today is always accompanied by concern for a fair assessment after many years of productive working.

Prospects, therefore, play a large role in human life. However, situational factors play an equally important role. To study their dynamics and relationships for 25 years, this role was periodically studied in various companies in Kazakhstan. In this case, situational factors of motivation that are associated with the present situation were called Short (short-term) motivation, and the factors, which are affiliated with prospects, and future was called as Far Distant (long-term) Motivation.

According to the results of this study, the curves of changes in the Short and Far Distant (long-term) motivation of the employee during his life (figure 1) were constructed.

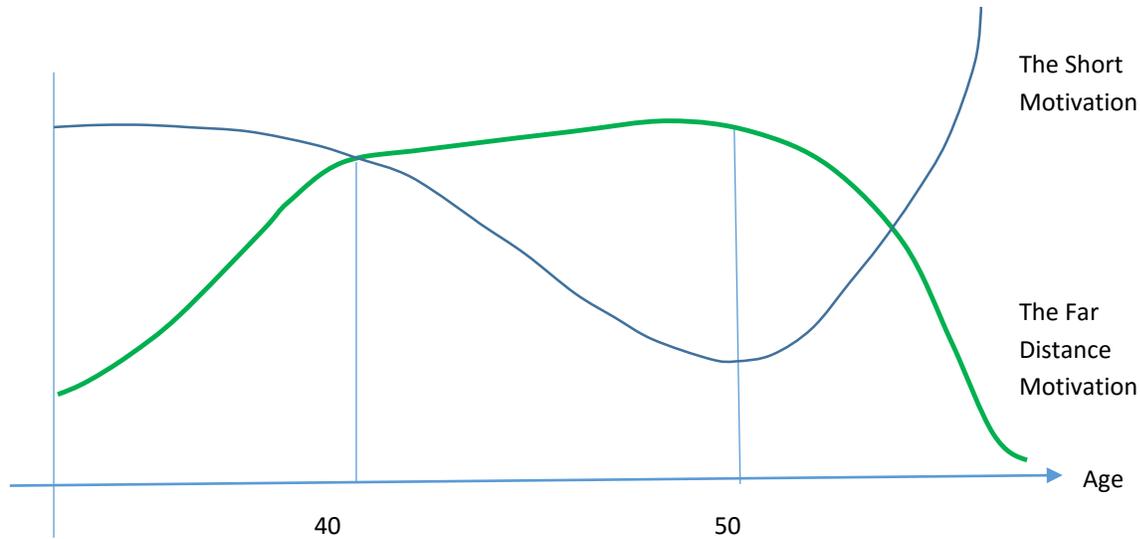


Fig.1. The dynamics of Far Distant Motivation and Short Motivation during an employee's life journey

It was found that in the cohort of young workers (under the age of 40 years), the Short Motivation prevailing at the beginning of work begins to decline closer to 40. In contrast, the FDM by the age of 40 is increasing and stabilizing at a fairly high level. Up to 50 years, FDM grows more slowly and, having reached its peak by the age of 50, begins a gradual and accelerating decline. This is due to changes in career priorities and the transfer of priorities into personal life and family.

The ongoing process of replacing motivation leads to the fact that short motivation has a completely opposite trend. At the intersection of the curves at points A and B, there is a change in the types of motivation.

5. The managerial paradigm of FDM

As well as in theoretical models, the study of managerial paradigms in operational management also shows the lack of staff motivation prolonged over time. Modern models of motivation are not based on the flexible use of long-term types of motivation, but only on one type of motivation — the short one. Moreover, the Short motivation has always prevailed quantitatively in industry. However, in recent years, it has also received an ideological basis through the proliferation of flexible forms of work organization and staff outsourcing. This has led to a significant reduction in the average length of employment in companies. However, another compelling reason for the predominance of The Short motivation lies, nevertheless, in the absence of conceptual knowledge that is primary in relation to managerial paradigms.

From this point of view, the value of Fig. 1 is that it shows how external motivation systems should be built in operations management taking into account the time factor. Without applying the concept of FDM, you can get a situation where instead of long-range (into far off distance) motivation managers use short and vice versa. In addition, the task of the management system is to ensure that external stimulus (external motivation) are designed in unison with internal motivation, which will ensure the highest productivity.

The concept of Length (the distance) of Motivation for the practical use of the FDM conceptual model is advisable to introduce. The Length of Motivation and accordingly Length of Incentives has every each stimulus.

Incentives are short if they have a motivation length up to year. Monthly salary, annual bonuses, benefits and compensation provided on an annual basis can included in composition of its.

The Long-Length incentives are incentives that have a distance of motivation for more than a year. In principle, this group of long-term incentives can be of different lengths from 2–3 years to

tens of years and to the point of retirement. Companies can determine the points of assessment themselves. In the longest version, it is life-time employment, where the motivation covers the entire period of the employee's activity up to his retirement.

Short motivation does not require special design as it is actually always present - all modern payment and labor motivation systems are built on the principle of short motivation. A company that uses both short and FDM should take into account that at the beginning of a working career, an employee is usually focused on short incentives and current needs. However, as the age increases and career goals stabilize, short motivation is replaced by long-range motivation, employee settings own targets, opportunities are soberly evaluated, and changes in the profession are not considered. All this leaves an imprint on the desire for greater stability and planning in life. It is at this moment that the employee often lacks external incentives and attention from the Company, which could offer a mutually beneficial agreement on the future prospects of the employee in the company. This could be a mutually beneficial exchange of high employee productivity and guarantee the assessment of merit by company .

Such a contract between the company and the staff focused on long-term cooperation of the parties contributes to the achievement of many goals. The payment of merit, a fair assessment of merit, the stability of the employee's high performance during a long length (into far distance) of motivation (but not a short one), quality, self-study and skill development of the employee, and other aspects should be included in the FDM system. Such a contract between the company and the staff focused on long-term cooperation of the parties contributes to the achievement of many goals. The payment of merit, a fair assessment of merit, the stability of the employee's high performance during a long length of motivation (but not a short one), quality, self-study and skill development of the employee, and other aspects should be included in the FDM system.

Obviously, if the employer does not change the motivation system and the system of external stimuli at the point A, at the intersection of life orientations, the employee will have a feeling of dissatisfaction and tension. It is equally true that after point B, the company should not have paid so much attention to the length of incentives.

The most complete picture of the FDM model embodies the Japanese system of life-long employment. True, in recent years, its role has dropped significantly, even in Japan itself. According to Japanese studies (Junya et al., 2011) the share of companies using long-range motivation in Japan today is about 30%. The researchers explain this by the same factors of globalization of the labor market, the development of flexible forms of labor, outsourcing, etc. However, regardless of these external factors, the internal motivation of a person always obeys his own laws and therefore FDM always takes place in the consciousness of the employee. In addition, these factors are more relevant to the cohort of young people, who, as follows from Fig. 1, prefer short motivation.

However, it is impossible to automatically associate FDM with the entire composition of workers. Obviously, 30% of workers who prefer life-long employment are mostly in the category of workers aged 40 to 55. This cohort seeks stability and predictability. They prefer stable and perspective work, clarity of the future. It is already more difficult for them to compete with the young and their career has already reached a maximum. However, at the same time, the employees themselves are at the peak of their form and are able to benefit the company for a long time. During this period, it is necessary to strengthen their long-term motivation.

6. Elements of FDM in personnell management

6.1. Research Methodology

We tried to study to identify the Future (Perspective) Orientation of workers and then compare their productivity and the assessment of the managers of these workers. *The aim* of the study was to identify two groups of workers - a group with a Short motivation and a group with FDM.

Hypothesis 1 consisted in the following - workers with FDM have a higher performance than those with Short Motivation.

Hypothesis 2 - productivity increases if the motivation system (external incentives) is provided with incentives aimed at Far distance.

6.2. The participants.

The sample of this study consisted of 48 employees of the production department (36 men and 12 women). Their age ranged from 27 to 56 years ($M = 34.7$, $SD = 0.912$), and their nationality was mainly Kazakh.

Out of the total sample, 18 had a secondary education, 6 had a higher education, or an incomplete higher education, the other 12 studied had a vocational education. The duration of institutionalization ranged from 1 to 12 years ($M = 6$, $SD = 3.51$).

Employees were interviewed according to a semi-structured guide specifically designed for the interview. In the second part of the guide, questions were focused on studying the future time perspectives of employees. These questions were developed based on an analysis of the literature on the Future Time Perspective (FTP) and are aimed at assessing various aspects of this design, such as content, degree, degree of realism, and density. The questionnaire was also aimed at identifying the presence of FDM elements in the company's system of motivation, that is, stimulating life prospects.

Orientation timeline (Kalim et al., 2010) consists of 28 subjects, organized into 3 sub-scales, representing orientation to the past, to the present and the future, which must be classified according to 5 point Likert scale, ranging from "not quite right" to "very true."

In order to assess the temporary orientation of workers, the original version of the questionnaire was adapted for operations work. The factorial structure of the original scale was empirically confirmed. It was used for 210 workers, which is more than 4 times the number of variables analyzed. 20.6% of them were women aged from 22 to 58 years. The average age was 38.7 years (SD = 1.96).

Factor analysis is effective if there is a noticeable correlation between the source variables. To make sure that this is the case, a test is carried out on the Kaiser-Meyer-Olkin (KMO) selective adequacy criterion Test for Sampling Adequasy to the Bartlett's criteria for sphericity. This sample revealed a Kaiser – Meyer – Olkin selective adequacy criterion equal to 0.71, which significantly exceeds the critical value 0.5. A statistically significant Bartlett test for sphericity was also found. The χ^2 statistics for testing, calculated on the basis of the correlation matrix determinant, showed that the probability of such values below the 0.05 threshold is 0.005. The null hypothesis may be rejected and the performance of factor analysis is appropriate.

As for the internal consistency of each of these factors, Cronbach's alpha coefficient is more commonly used in motivational research. In this case, they were 0.69, 0.68, and 0.71, respectively, for the factors of present, past, and future

After drawing the sample, data was collected from each employee at the workplace in the evening after work. An interview was conducted, which began with the filling of the time orientation scale.

6.3. Results

To study the FDM orientation number of employees in the sample, it was established as a hypothesis that workers can more focused on the future than the present or the past.

For the entire sample, an analysis of statistical averages, obtained by a group of workers on three factors

- Oriented to the present ($M = 9.51$, $SD = 0.73$),
- oriented to the past ($M = 5.76$, $SD = 0.68$) and
- focused on the future ($M = 8, 20$; $SD = 0, 76$),

which is generally consistent with the established hypothesis. A qualitative analysis of these statistical tools shows a great orientation of employees towards the present, but also to a large extent towards the future.

A statistical comparison of these statistical means shows that the difference between the present and the past is statistically significant ($Z = 1.984$, $p = 0.023$), the same thing happens between the present and the future ($Z = 2.234$, $p = 0.036$), and the past and the future ($Z = 2.136$, $p = 0.032$).

Despite some differences that may be found in the time orientation of workers, which imply a more obvious orientation to one of the time zones, a statistical analysis of the results representing the entire sample confirmed the qualitative analysis performed, showing that employees generally appreciate the present and the future.

The qualitative and quantitative analysis of the interview showed a significant difference in the value orientations of the group of workers with short motivation at the present time and the group of workers with far-reaching motivation for the future.

1. Qualification of workers. In groups of workers with short and long-range motivation, there is a significant difference in qualifications. 78% of the group of workers with short motivation

were workers with low and lower average qualifications, while the group of workers with long-term motivation accounted for 86% of workers with high and above average qualifications. This demonstrates the relationship between the growth of skills and increasing distance in motivation. Highly qualified employees become more interested in long-term cooperation with the company and vice versa future-oriented employees become interested in improving their skills and correspondingly higher returns for the company with which they associate their future.

2. Motivation to change jobs. 63% of employees from the group of workers with short motivation had work experience in the company up to 3 years, 24% had herds of work up to 5 years and only 13% had work experience from 5 to 10 years. This underlines the high correlation between employee turnover and the type of employee motivation. Workers with short motivation have significant motives for changing jobs. On the contrary, the employees of the far-motivated group were distinguished by a focus on the constancy of work in the company, and they had a low level of staff turnover. 49% of the group's employees had 10 years of experience in the company, 23% from 5 to 10 years and only 18% had less than 5 years of experience. Thus, it is clear that long-term motivation leads to an increase in the length of service in the company and better integration into the company. At the same time, in the process of interviewing, 36% of workers from the short motivation group were ready to change jobs in the near future and were looking for more profitable work. On the contrary, in the group of workers with long-range motivation, only 12% of workers were aimed at changing jobs.

3. The involvement and integration of employees in the company. In order to ascertain the impact of the far distance oriented workers on the company's commitment they was asked about the knowledge of the strategy and the mission of the company. A significant part of the group of workers with short motivation (89%) failed to formulate the mission and strategy of the company.

The employees responded that they were indifferent to the strategic problems of the company, they were not interested in the strategic position of the company in the market and its mission. Employees could not answer such questions as “Does the company have a product quality management system”; “What is the marketing strategy of the company?” “What investments have been made for the development of the company in recent years.” On the contrary, employees with FDM actively showed interest in the company's competitiveness strategy. Despite the fact that this group also had a high percentage of ignorance of the company's mission (78%), employees of this group as a whole showed great interest in the company's strategy, its competitiveness compared to other companies, saw its prospects and believed that the company leadership position in the market.

4. The main motives of the work. Answering the questions about the main motives contributing to the effective work of the workers from the group with a short motivation, they answered that they were primarily interested in wages and other moral payments of benefits and compensation. Workers noted that their primary tasks are the material well-being of their own and their families, and for the sake of high wages they are ready to change jobs if such work is offered. Such high interest in the present was fueled by sufficiently high inflation in the country and consumer expectations of price increases, which was directly noted in the interviewing process. Workers from the FDM group as a whole also maintained a high interest in wages (87%). However, unlike the first group, significant interest was expressed by the employees of this group to moral incentives and noted that moral incentives contribute to satisfaction.

5. Job satisfaction. In general, 52% of workers with short motivation expressed high job satisfaction, 32% responded that they were more satisfied than dissatisfied. At the same time, the level of wages and working conditions were noted as factors of satisfaction with them. It is

noteworthy that employees with FDM, the percentage of satisfaction was slightly lower than in the group with a short motivation. Only 46% of the group's employees expressed high job satisfaction. 43% of workers expressed doubt, responding evasively, which is more likely than dissatisfied. In the process of interviewing, employees expressed their reasons for their insufficiently high satisfaction. The main motive was reduced to the fact that employees would like to see a system that more clearly noted their high performance over a long period of work in the company. In particular, employees noted as incentives one-time annual payments, bonuses, or other social benefits and compensation. In other words, it was about the reward of merit to the company depending on the length of service and labor productivity, that is, elements that were widely used and still have a place in the Japanese system of life-long employment.

6.4. Future research

The present study only initiated the elimination of a huge gap in operational management and the development of the Far Distance Motivation of employees. The study showed that this direction requires a more in-depth study regarding the effect of long-term motivation of workers on labor productivity. For this purpose it is necessary to conduct industry experimental studies with the possibility of collecting and comparing pre-experimental and post-experimental data. The author also hopes that many comparative studies of Short and Far Distance Motivation will be investigated, including from the point of view of the influence of seniority, corporate pay systems and operations on the dynamics of employee motivation. Of particular interest and open direction in the development of the theory and practice of FDM are the study of the problems of designing corporate motivation systems aimed at supporting and developing FDM of employees.

Work should be done on research methods to reduce the role of the future time perspective (FTP) in operations, for which need to identify more number of potential variables and mechanisms by which FTP can affect employee productivity and satisfaction.

The empirical data obtained as a result of such studies will allow a better understanding of the factors associated with the FDM of the employee and, therefore, develop effective mechanisms of motivation, increase productivity and improve the social orientation of the business.

7. Conclusion

Personnel motivation is one of the most relevant problem management operations. Over the course of a century, theoretical and operational models of motivation have been developed. However, as the analysis of these models shows, they all have one serious gap. It is connected with the fact that researchers consider models of motivation in statics, that is, in the short term. The study of motivation in the far distance perspective is remained a gap, its potential remains unfulfilled until today.

The study showed that in certain periods of employee career, far distance motivation begins to play a significant role. At the same time, the role of FDM increases for the most valuable group of highly professional workers. This is also confirmed by research. Failure to use this reserve incurs a certain loss in productivity for the business.

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