

M.N. Abdykalikova

Academy of Public Administration under
the President of the Republic of Kazakhstan, Kazakhstan, Astana
e-mail: Marta.Abdykalikova@apa.kz

EVALUATION AND WAYS TO MOTIVATE EMPLOYEES

Employee motivation is a modern best practice applied in almost all industries, organizations and sectors of the economy. The main purpose of this study is to study how employee motivation affects the organization by studying these most important organizational concepts. The article analyzes the effectiveness of employees' work and its evaluation indicators, provides a review of the literature, and then describes in detail motivational strategies and methodology for their evaluation. The novelty of the scientific work lies in the fact that a systematic analysis of the modern approach to human resource management was carried out. The relevance and significance of the problems of staff motivation also lies in the fact that, having learned the mechanism of formation of the motivational sphere of a person, managers can most effectively influence employees, thereby improving labor productivity and competitiveness of the organization. The study used various theoretical models to ensure the reliability and consistency of the results with the conclusions of other researchers.

Results and conclusions: In order to develop and implement effective approaches to ensuring the motivation of its employees, it is necessary to take into account three factors. Firstly, discussing the support of basic psychological needs naturally makes managers think about whether they have such an opportunity and to what extent they are competent in this. Secondly, in addition to the skills associated with the management style, additional human or material resources may be required. The manager will not be able to meet the need of his employees for competence if the organization does not organize working hours and does not allocate a budget for such trainings. Thirdly, however, feedback is only one of the elements of performance management, and organizations will undoubtedly benefit from a more global alignment of the theory of self-determination with all performance management processes and the reward system, such as measurement, evaluation and feedback. Thus, the resulting measurements and judgments will undoubtedly satisfy the needs of managers during feedback.

Key words: employee performance, productivity, motivation, motivation Strategies.

М.Н. Абдыкаликова

Қазақстан Республикасы Президентінің жанындағы
Мемлекеттік басқару академиясы, Қазақстан, Астана қ.
e-mail: Marta.Abdykalikova@apa.kz

Қызметкерлерді бағалау және ынталандыру әдістері

Қызметкерлерді ынталандыру – бұл экономиканың барлық салаларында, ұйымдарында және секторларында қолданылатын заманауи озық тәжірибе. Бұл зерттеудің негізгі мақсаты – осы маңызды ұйымдастырушылық тұжырымдамаларды зерттеу арқылы қызметкерлердің мотивациясының ұйымға қалай әсер ететінін зерттеу. Мақалада қызметкерлердің жұмысының тиімділігі және оны бағалау көрсеткіштері талданады, әдебиеттерге шолу жасалады, содан кейін оларды бағалаудың мотивациялық стратегиялары мен әдістемесі егжей-тегжейлі сипатталады. Ғылыми жұмыстың жаңалығы – адам ресурстарын басқарудың заманауи тәсіліне жүйелі талдау жүргізілді. Персоналды ынталандыру проблемаларының өзектілігі мен маңыздылығы адамның мотивациялық саласын қалыптастыру механизмін біле отырып, менеджерлер қызметкерлерге тиімді әсер ете алады, осылайша ұйымның Еңбек өнімділігі мен бәсекеге қабілеттілігін жақсартады. Зерттеу нәтижелердің сенімділігі мен басқа зерттеушілердің тұжырымдарымен сәйкестігін қамтамасыз ету үшін әртүрлі теориялық модельдерді қолданды.

Нәтижелер мен қорытындылар: қызметкерлерді ынталандырудың тиімді тәсілдерін әзірлеу және жүзеге асыру үшін үш факторды ескеру қажет. Біріншіден, негізгі психологиялық қажеттіліктерді қолдауды талқылау, әрине, менеджерлерді олардың мұндай мүмкіндігі бар ма және бұл туралы қаншалықты Құзыретті екендігі туралы ойландырады. Екіншіден, басқару стиліне қатысты дағдылардан басқа, қосымша адам немесе материалдық ресурстар қажет болуы мүмкін. Егер ұйым жұмыс уақытын ұйымдастырмаса және мұндай тренингтерге бюджет бөлмесе, басшы өз қызметкерлерінің құзыреттілік қажеттілігін қанағаттандыра алмайды. Үшіншіден, кері байла-

ныс тиімділікті басқарудың бір ғана элементі болып табылады және ұйымдар өзін-өзі анықтау теориясын өлшеу, бағалау және кері байланыс сияқты барлық тиімділікті басқару процестерімен және сыйақы жүйесімен жаһандық сәйкестендіруден пайда көретіні сөзсіз. Осылайша, алынған өлшемдер мен пайымдаулар кері байланыс кезінде менеджерлердің қажеттіліктерін қанағаттандыратыны сөзсіз.

Түйін сөздер: қызметкерлердің жұмыс тиімділігі, өнімділік, мотивация, мотивация стратегиялары.

М.Н. Абдыкаликова

Академия государственного управления
при Президенте Республики Казахстан, Казахстан, г. Астана
e-mail: Marta.Abdykalikova@apa.kz

Оценка и способы мотивации сотрудников

Мотивация сотрудников – это современная передовая практика, применяемая практически во всех отраслях, организациях и секторах экономики. Основная цель данного исследования – изучение влияния мотивации на сотрудников организации. В статье представлен анализ теоретических концепций, в центре внимания которых находятся проблемы изучения эффективности работы сотрудников, показатели ее оценки, подробно описываются мотивационные стратегии и методология их оценки. Новизна научного исследования определяется проведенным и дополненным системным анализом современного подхода к управлению человеческими ресурсами. Проведенный анализ и обзор литературы показал, что знание особенностей мотивации персонала, понимание механизмов формирования мотивационной сферы человека, может наиболее эффективно воздействовать на сотрудников, улучшая тем самым производительность труда и конкурентоспособность организации.

Результаты и выводы. Для разработки и реализации эффективных подходов к обеспечению мотивации своих сотрудников необходимо учесть три фактора. Во-первых, обсуждение поддержки базовых психологических потребностей, естественно, заставляет менеджеров задуматься, есть ли у них такая возможность и в какой степени они компетентны в этом. Во-вторых, в дополнение к навыкам, связанным со стилем управления, могут потребоваться дополнительные людские или материальные ресурсы. Руководитель не сможет удовлетворить потребность своих сотрудников в реализации своей компетентности, если организация не организует рабочее время и не выделяет бюджет на такие тренинги. В-третьих, обратная связь является лишь одним из элементов управления эффективностью, и организации, несомненно, выиграют от более глобального согласования теории самоопределения со всеми процессами управления эффективностью и системой вознаграждения, такими как измерение, оценка и обратная связь.

Данное исследование может быть использовано экспертами, учеными, а также руководителями в качестве методических рекомендаций по совершенствованию организации труда.

Ключевые слова: эффективность работы сотрудников, продуктивность, мотивация, стратегии мотивации.

Introduction

More than ever, a certain need to boost productivity and performance arises in the contemporary world, given the highly competitive world dynamics. To be at par with fellow organizations, it is therefore of utmost importance that employees are highly motivated to deliver their best and even harbor more imagination resulting in innovation and creativity. Páscoa, Tribolet, Telha, & Rodrigues (2016) argue that employee performance is the most important element of an organization's success. They sensitize the urgency of installing and updating strategies and human resources practices to build a high-performance organizational culture. Motivation encourages and empowers people and

is part of the human resource best practices for building high-performance work environments.

Employee performance is defined as how efficiently and well employees undertake their specific role in any organization. Organizations are keen on assessing employee performance and gathering reliable insights on factors that affect performance. Good performance positively impacts the organization, while bad performance has negative and detrimental effects. According to (Diamantidis & Chatzoglou, 2019), the heightened competition between firms and the fast-changing organization operation models have necessitated certain responsiveness and adaptiveness from firms, which is essential to address the factors that may implicate employee performance.

Employee performance analysis is important to an organization since it reveals areas that need improvement, tracks employee progress, ensures the firm's goals and objectives are achieved, and, most importantly, advances employee engagement and motivation. Firms need to maintain high employee and operational performance; hence it is critical to understand employee motivation. Employees need to stay motivated to oversee overall success in the organization. However, organizations must first understand employee performance to manage it, achieved through performance evaluations.

Due to the fact that changes in the market, technologies and organizations require both dynamic human resource management (which constantly adapts to a changing environment) and consistent (which promotes interaction between its various processes: training, remuneration, mobility, hiring). This search for a virtuous circle between strategy, organization and employee is based on one cornerstone: evaluation. Evaluation is most often considered by HR departments and steering committees as a management tool that allows the dissemination of information about the work, results and competencies of employees in HR processes and in a broader sense in the organization. It is also designed to facilitate the monitoring of management practices and the achievement of organizational and human goals. His practice has significantly expanded both in enterprises and in public institutions.

In turn, employee motivation is important for several reasons. This allows the organization to achieve strategic goals. Motivated employees can increase the company's productivity by achieving a higher level of production. An employee who has no motivation is likely to be distracted while doing his job. This in itself is a waste of time and resources. To maintain loyalty and attract their employees, employers must do more than just pay them well. In an increasingly competitive labor market, management must also take into account the social and psychological needs of its employees. This means proper leadership and motivation of employees.

Thus, the purpose of the scientific work is a comprehensive study of the existing system of evaluation and motivation of employees. The object of the study is the evaluation and methods of employee motivation. The subject of the study is assessment methods, as well as technology and procedures for staff motivation.

In connection with the presented purpose of the course work, the following number of tasks were set:

- to consider the theoretical aspects of staff motivation and stimulation;
- to analyze classical theories of motivation;
- to examine the methods of evaluation of the motivation management system and staff stimulation;
- to survey and evaluate the personnel motivation management system, as well as the main material and non-material incentive methods.

The following research questions will be considered in this study:

1. How does employee motivation impact their organization's performance?
2. Does an organization's culture impact employees' motivation?
3. Do monetary rewards motivate employees?
4. Are non-monetary rewards effective in motivating employees?

Research hypothesis:

H⁰-Null Hypothesis; employee motivation does not affect an organization's performance.

H¹ - Alternative hypothesis: Employee motivation affects an organization's performance.

H⁰ - The organization's culture does not impact employee motivation.

H¹ - Organization culture has a significant impact on employee motivation.

Material and Methods

Managing employee performance is not easy, but with a detailed employee performance evaluation, an organization may be very capable of effectively managing and maintaining exemplary performance. Various methods used to conduct employee performance evaluation include 360-degree feedback, performance appraisals, and the key performance indicators method (Tutik, Nathasia, & Fauziah, 2020).

a) 360-Degree Feedback: This entails conducting a comprehensive performance analysis by gathering information from multiple sources, for instance, supervisors, colleagues, customers, and subordinates. 360-degree feedback is great in that it provides diverse perspectives, enhances teamwork, may handle any biases appropriately, and promotes personal growth. It is, however, complex and time-consuming.

b) Performance Appraisals: In performance appraisals, certain criteria are used as an assessment tool to gauge employee performance (Cappelli & Conyon, 2018). This assessment is usually formal and recurrent year in and year out. Performance appraisals have multiple benefits, including

facilitating open communication between supervisors and employees, giving structured responses that will guide improvements, and revealing training gaps. However, they may be ineffective in building up biases, eroding trust, and demoralizing employees should they become unethical and unfair.

c) Key Performance Indicators: This will involve measuring specific employee aspects directly correlating and connected to the organization's goals. Key performance indicators benefit performance evaluation effectiveness by providing measurable individual insights about the organization's objective (Domínguez, Pérez, Rubio, & Zapata, 2019). Also, ongoing management is revitalized, and a clear view regarding expectations is drawn. Similarly, the method has some challenges, including one-sidedness, where vital aspects of performance may be neglected, and the issue of creating a balance between individual and overall organizational goals. If efficiently implemented, Employee performance evaluation will oversee better workplace management, a continuous workflow, employee motivation, and overall business success.

Research methodology is essential because it offers guidelines and strategies for undertaking the research. The primary objective of this study is to examine approaches an organization can adopt to enhance their employee's motivation. The methodology of this study will be classified under three categories: research stages, methods, and results.

In undertaking this study, the stages encompassed identifying the topic that could be covered, and preliminary research was conducted to identify the suitability and availability of information. The materials and resources to be used for this research were located, collected, and evaluated. The researcher made important notes through this process, forming the basis for writing the research paper. Data was collected, analyzed, and discussed, forming the basis of providing conclusions and recommendations based on the study's findings.

This research adopted a quantitative approach to research, and the research strategy adopted for this study was descriptive statistics, which analyses data by giving data visualization. The study considered ten employees from an organization, and virtual questionnaires were administered.

Literature Review

Employee motivation is the force of action pushing employees toward a certain direction, goal, and objective attainment. Pirzada, Nasreen,

Khanam, Shahzadi, & Javed (2014) advance that this is a common phenomenon given the ongoing revitalized business dynamics, and every organization is out to deploy its financial and human resources effectively. A study by Gyimah (2014) highlights employee motivation as entailing satisfying employee work and workplace needs and expectations, which are sometimes diverse. Grant (2008) describes employee motivation as foisting employee outcomes, including persistence, performance, and productivity. Organizations must therefore understand that people generally enjoy hard work if properly motivated and perceive a logical reason why it is necessary. When well-motivated, employees will demonstrate high engagement and involvement in the workplace and readily take on different responsibilities (Kuvaas & Dysvik, 2009). Notably, Bushi (2021) argued that motivation energizes, directs, and sustains employees' efforts while greatly impacting performance.

Workplace environment and culture have far-reaching implications on employee performance and productivity. Research by Zhenjing, Chupradit, Ku, Nassani, & Haffar (2022) emphasizes that a positive work environment is connected to improved employee performance. Organizations must maintain a positive workplace culture, a core ingredient in employee motivation. Critical aspects concerning the work environment and employee motivation include communication, leadership, and collaboration. Rajhans (2009) noted that employees have more job satisfaction, commitment, and trust if effective communication is established due to the newly forged positive work environment. The other aspect of the work environment critical to employee motivation is leadership, where supportive leadership creates a positive work environment. Similarly, supportive leadership will oversee employee efforts are rewarded, give feedback and solve workplace challenges keeping employees motivated. Collaboration fosters better relations, promotes peace, ensures steady workflow, and impacts organizations profoundly. Employees work better in collaborative environments, and as Abbas & Nawaz (2019) argued, motivated employees cherish teamwork and appreciate collaborative environments. Therefore, workplace environment and culture have huge implications on employee motivation, and organizations should create positive work environments.

Theoretical framework when undertaking research is critical because it aids the researcher in connecting with the existing knowledge on

the issues being investigated. In this case, the study examines an organization's approaches to enhancing its employees' motivation. As Mulyani, Sari, & Sari (2020) asserted, employee motivation may be defined as the willingness of employees to contribute a lot of effort toward achieving the set organization's goals. There are various theories of motivation that concern employee motivation. The major theories are Maslow's hierarchy of needs theory, Herzberg's two-factor theory, and the Expectancy theory, which develop a lot of insight regarding employee motivation (Badubi, 2017).

Maslow's Hierarchy of Needs

Advanced by Abraham Maslow, this theory seeks to define motivation as arising from a pattern

of hierarchical needs that every person, in general, has a push to acquire, starting from the common bottom needs up the ladder to the complex needs (Neuberg, Mark, Kenrick, & Giskevicius, 2010). Maslow redistributes these needs in a series, with one initially seeking physiological needs, then moving to safety needs, later to love and belonging, next to esteem, cognitive and aesthetic needs, with the climax being self-actualization (Fig.1–Maslow's Hierarchy of Needs). In an organizational context, it is deductible that foremost employees must fulfill their psychological needs before moving to high-level needs. Organizations have a role in creating a safe, positive, and stable workplace culture vital to employee motivation.

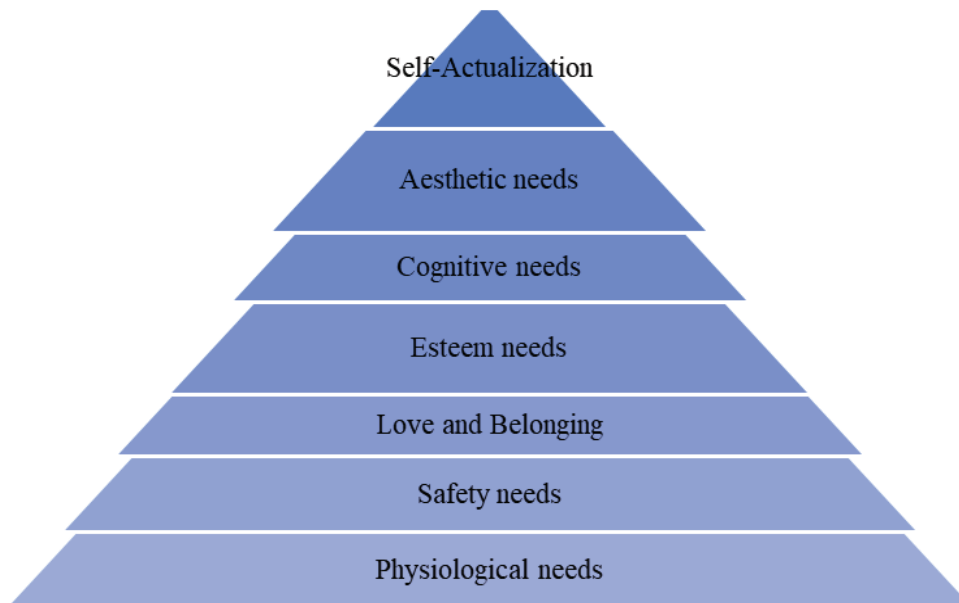


Figure 1 – Maslow's Hierarchy of Needs

Expectancy Theory

This theory advances that motivation comes from expected desirable outcomes by individuals. People tend to act a certain way if they believe their behavior will result in desirable outcomes. Expectancy theory has three critical components: valence, instrumentality, and expectancy. According to Nsofor (2009), expectancy connects to the belief that improved effort results in increased performance, which aligns with instrumentality and will lead to desired outcomes or rewards, and finally, valence describes the value attributed to desired rewards. Therefore, organizations have a role in ensuring efficient communication of objectives to employees, explicitly defining performance expectations and

rewarding employees. Similarly, organizations can effectively motivate employees by making them recognize that their efforts promote overall success.

Herzberg's Two-Factor Theory

This theory proposes that motivation is influenced by a pair of factors which are hygiene factors and motivators (Khan, Jinpeng, & Zhang, 2020). Hygiene factors, including salary, physical conditions, company policies, and job security, concern the workplace environment. Conversely, motivators relate to the job and result in job satisfaction, including achievement, recognition, and personal growth. Employers should implement strategies that address the pair factor in an organization, including creating a positive

organizational culture and stimulating employee growth and job enrichment.

Extrinsic and Intrinsic Motivation

Morris, Grehl, Rutter, Mehta, & Westwater (2022) describe behaviors enriching human experience as motivational processes that may be categorized as either intrinsic or extrinsic motivators. Intrinsic motivators may be clustered as the internal contributors that fuel behaviors like purpose, the pursuit of autonomy, and mastery. Autonomy provides employees with freedom and control hence making employees take ownership and generally feel motivated. Mastery is the urgency employees attach to improvement and are motivated to pursue personal growth and development. Purpose entails contributing to something meaningful, a powerful motivator that motivates employees to be passionate about their roles. A study by Fischer, Malycha, & Schafmann (2019) concluded that intrinsic motivation has a far-reaching impact and enhances creativity and innovation.

On the other hand, extrinsic motivators concern external factors that drive action, including rewards, compensation, and recognition (Tinsley & Tinsley, 2004). Rewards are tangible stimuli offered to employees, including bonuses, raises, and workplace promotions. Rewarding creates a positive culture of appreciation, improving workplace morale and job satisfaction. Rewards reinforce desired behavior where employees strive

to be exemplary and perform excellently. Badubi (2017) argued that compensation involves financial or non-financial benefits to reward effort. These include salary, benefits, and perks, which are great motivators in attracting and maintaining talent through sustained job satisfaction. Recognition is employee acknowledgment and appreciation for increased effort and productivity. Forms of recognition are praises, certificates, and awards. They impact employees' self-esteem, morale, and job satisfaction, hence a very effective motivation approach.

Results and discussion

As part of the work on the article, the authors used the materials of research centers, namely the statistics of their sociological surveys and studies. One of these resources is Teamstar (2023), thanks to which we were able to get fresh data on employee motivation statistics for 2023. The identified sample was inquired whether employee motivation impacts organizational performance. As demonstrated in this pie chart, 30 percent strongly agreed, 40 percent agreed, 10 percent were neutral, only 20 percent disagreed, and no respondents strongly disagreed (Fig. 2 –Organizational Culture and Employee Motivation). For this reason, the study's outcome demonstrates a strong connection between employee motivation and organizational performance.

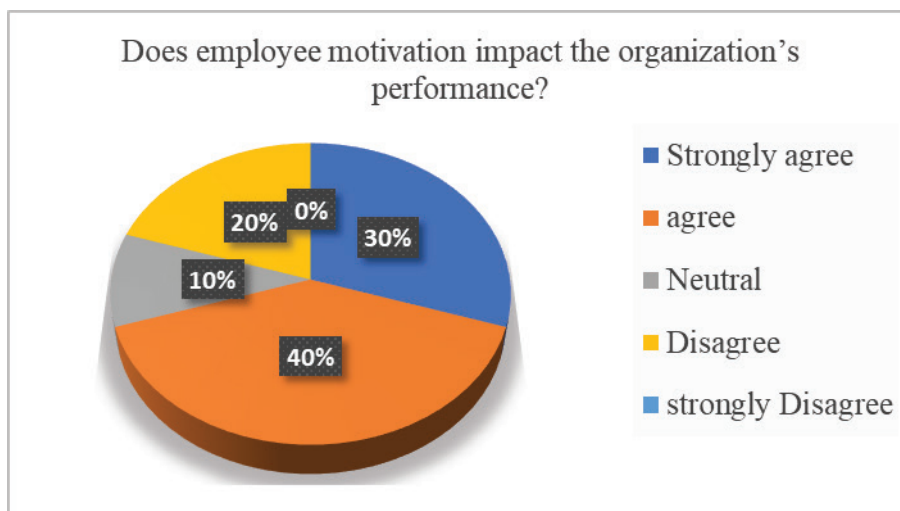


Figure 2 –Organizational Culture and Employee Motivation (Teamstar, 2023)

Organizational culture encompasses numerous aspects that guide the operations of an organization. Such aspects include goal setting, the efficacy of communication systems, rewards and incentives, work-life balance, and employee motivation strategies. Based on the respondents, there is a convergence of feedback that organizational culture

plays an important role in employee motivation. For instance, as demonstrated in the chart below, one respondent strongly agreed, six agreed, only one was neutral, and one disagreed (Fig. 3 –Organization’s Culture and Employee Motivation Strategies). For this reason, this must be a critical factor in determining employee motivation.

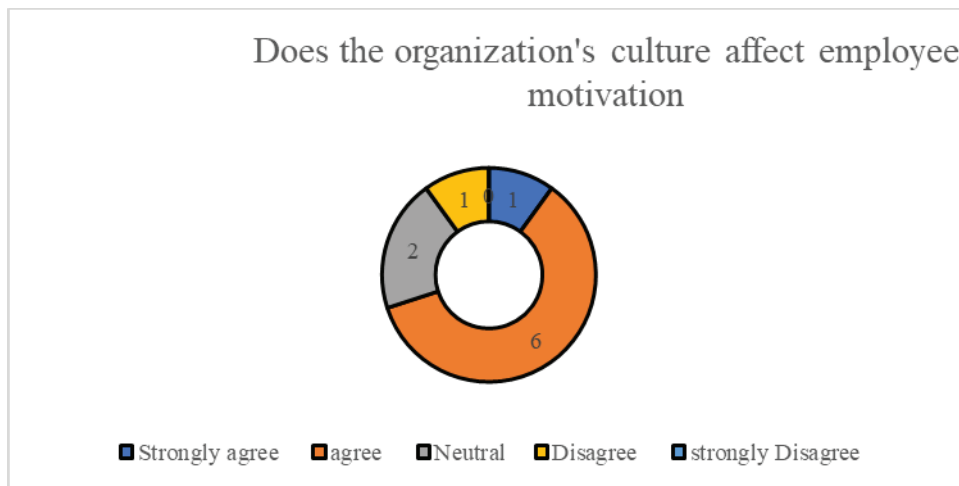


Figure 3 –Organization’s Culture and Employee Motivation Strategies (Teamstar, 2023)

Organizations have varying cultures that affect employees, and they determine the employee motivation strategies adopted.

Goal Setting

One of the very efficient ways organizations can motivate employees is by setting clear goals. The goals must be relevant, specific, measurable, achievable, and time-bound. Grant (2008) asserted that employees will put more effort into their roles if they are clearly defined and understand their expectations. Goal setting connects employees and informs how their contributions impact overall success. However, the organization must configure strategies concerning goal setting to oversee effectiveness. The organization should ensure that the goals connect to its objectives, collaborate with employees to set goals and make them manageable by breaking down larger goals into smaller tasks, for instance.

Giving Meaningful Feedback

Feedback to employees is crucial and enhances employees’ growth and development. Organizations that provide timely, regular feedback to their employees have outstanding performance. According to Skilbeck (2019), feedback identifies employees’ strengths and weaknesses while creating

competency and accountability as employees strive to maintain their strengths and improve on their weaknesses. Feedback must be constructive, specific, and positive to avoid overwhelming and demoralizing employees.

Celebrating Milestones

Whether small or big wins, all milestones should be acknowledged and celebrated. This builds confidence and instills a burning desire in the workplace to achieve excellence (Kuvaas & Dysvik, 2009). Celebrating milestones is a powerful motivator and recommended action in every organization, irrespective of industry or sector.

Rewards and Incentives

Rewarding effort and achievements sustain high workplace productivity as employees realize their hard work will not go unnoticed. Rajhans (2009) stated common reward and incentive strategies include financial rewards, recognition programs, and non-monetary incentives. Financial rewards include commissions, raises, and bonuses. Non-monetary incentives may be in the form of gift cards, time off, and travel. Finally, recognition programs will involve public recognition of remarkable work, awards, and certificates. These strategies are very common and have been attributed

to effective employee motivation. Notably, the most effective incentive programs connect to the company's objectives, such as a profit-sharing plan program where employees are rewarded for their financial performance (Domínguez, Pérez, Rubio, & Zapata, 2019). Another example is an organization with a wellness program where employees receive incentives as they participate in health activities.

Adequate compensation

Employees seek fair and adequate compensation related to their roles in the organization. Where organizations have implemented efficient compensation strategies that cater to all issues about compensation, the performance is impeccable. Various issues, such as unfairness, bias, inequality, and lack of consideration, may arise regarding compensation (Bush, 2021). Compensation is critical as it implicates job satisfaction and workplace performance, which may demoralize employees.

Work-life Balance Support

Employees are more motivated when they feel they have a good work-life balance. Organizations should promote maintaining a good work-life balance by avoiding overburdening employees with too many tasks.

Evaluation of Motivation Strategies

As an organization implements different motivational strategies, it must evaluate their effectiveness because some motivation strategies have a far-reaching impact than others depending on the given context in the organization. Gyimah (2014) noted that this way, managers clearly understand what strategies work, their efficiency rate, and what does not. Also, evaluating motivation strategies fosters trust and good relations with employees. It also permits accountability and efficient resource allocation as the organization understands which motivation strategies are working and resources can be continually provided. Evaluation will also oversee improved performances since it ensures effective employee motivation. Upadhyaya, Alazzawi, El-Shishini, & Chavan (2017) cite that motivation strategies boost productivity; hence, their evaluation is imperative and necessary.

Motivation Strategies Evaluation Methods

There are three main ways an organization may evaluate and assess motivation strategies.

Performance Metrics. This will involve the assessment of employee performance over time and hence arriving at conclusions regarding implemented motivation strategies.

Employee Surveys. This methodology collects employee feedback concerning their satisfaction, engagement, and motivation, which is later used in

analyzing the adopted motivation strategies.

Feedback Loops. Feedback is collected recursively at set intervals hence a continuous form of evaluation. Necessary adjustments to the motivation strategies are therefore implemented with more adaptiveness.

According to the theory of self-determination, satisfaction of three basic psychological needs is necessary to ensure optimal functioning of employees at work (Tinsley H. & Tinsley D., 2004). Recent studies, in particular, have shown the relationship between the satisfaction of these needs and positive consequences, such as independence in performing tasks, perceived social support, job satisfaction, cheerfulness and productivity. In a context where both the effectiveness of the organization and the well-being of employees are important organizational problems, it is believed that managers are able to meet the needs for autonomy, competence and professionalism, and social belonging to the work of employees through a feedback process.

What are the practical benefits of this reflection? According to our estimates, there are three of them. First, discussing support for basic psychological needs naturally makes managers wonder if they have or to what extent they are competent to do so. As a first step, we invite both managers and practitioners and researchers to assess the level of skill of managers in relation to behavior that supports psychological needs. At the second stage, it is important to pay attention to the best practices (for example, training, coaching) for the development of managers' skills so that they support the psychological needs of their employees.

Secondly, in addition to the skills associated with the management style, and although the support of basic psychological needs depends on fairly simple attitudes and gestures, such as those associated with constant feedback, additional human or material resources may nevertheless be required. Thus, the adoption by managers of a management style that supports the needs of employees should in itself be an initiative related to organizational strategy and, therefore, supported in practice. Consider, for example, cases where meeting the need for competence requires formal training specific to a specific area of knowledge of prospective employees. The manager will not be able to satisfy the need of his employees for competence if the organization does not organize working hours and does not allocate a budget for such trainings.

Thirdly, precisely because the feedback provided by the manager is under his control, we

consider this an important consideration. However, feedback is only one of the elements of performance management, and organizations will undoubtedly benefit from a more global alignment of the theory of self-determination with all performance management processes and the reward system, such as measurement, evaluation and feedback. Thus, the resulting measurements and judgments will undoubtedly meet the needs of managers during feedback.

Conclusion

Employee motivation is critical since it improves employee performance and productivity and

enhances organizational success. Employee motivation imposes employee productivity and performance. The article intrigues various aspects of employee motivation, such as performance, performance evaluation, motivation theories, motivation strategies, and their corresponding evaluation. All organizations must understand employee motivation and implement viable motivation strategies to enhance performance and productivity. Based on the analysis and the discussion, it is evident that employee motivation is a critical aspect in enhancing the performance of an organization. Notably, there is a need for organizations to ensure that they develop effective approaches to ensuring that their employees are motivated.

References

- Abbas G., & Nawaz A. (2019) Linking Employee Motivation With Teamwork-Spirit: The Influence Of Social Skills And Self-Confidence. *Research Gate* https://www.researchgate.net/publication/338165111_linking_employee_motivation_with_teamwork-spirit_the_influence_of_social_skills_and_self-confidence
- Badubi R. (2017) Theories of Motivation and Their Application in Organizations: A Risk Analysis. *International Journal of Innovation and Economic Development*, vol. 3, Issue 3. DOI: 10.18775/ijied.1849-7551-7020.2015.33.2004, 44-51.
- Bushi F. (2021) An Overview of Motivation Theories: The Impact of Employee Motivation on Achieving Organizational Goals. *Calitatea*, 22(183), 8- 12.
- Cappelli P., & Conyon, M. (2018) What Do Performance Appraisals Do? *ILR Review*, 71(1), 88–116. DOI. org/10.1177/0019793917698649.
- Diamantidis A. D., & Chatzoglou P. (2019) Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, vol. 68, no 1, pp. 171-193. DOI.org/10.1108/IJPPM-01-2018-0012.
- Domínguez E., Pérez B., Rubio Á., & Zapata M. (2019) A taxonomy for key performance indicators management. *Computer Standards & Interfaces*, vol. 64, 24 – 40. DOI.org/10.1016/j.csi.2018.12.001
- Fischer C., Malycha C. P., & Schafmann E. (2019) The Influence of Intrinsic Motivation and Synergistic Extrinsic Motivators on Creativity and Innovation. *Front. Psychol., Sec. Organizational Psychology*, vol. 10, DOI.org/10.3389/fpsyg.2019.00137
- Grant A. (2008) Employees without a Cause: The Motivational Effects of Prosocial Impact in Public Service. *International Public Management Journal*, 11(1), 48-66. DOI.org/10.1080/10967490801887905
- Gyimah C. (2014) The effect of motivation on employee performance. *Acaademia.edu* https://www.academia.edu/13419911/The_effect_of_motivation_on_employee_performance
- Khan F., Jinpeng X., & Zhang X. (2020) The Influence of Social Media on Employee's Knowledge Sharing Motivation: A Two-Factor Theory Perspective. *Perspective. SAGE Open*, 10(3). DOI.org/10.1177/2158244020942495
- Kuvaas B., & Dysvik A. (2009) Perceived investment in employee development, intrinsic motivation, and work performance. *Human Resource Management Journal*, 19(3), 217 – 236. DOI:10.1111/j.1748-8583.2009.00103.x.
- Morris L., Grehl M., Rutter S., Mehta M., & Westwater M. (2022) On what motivates us: a detailed review of intrinsic v. extrinsic motivation. *Psychol Med.*, 1801-1816. DOI: 10.1017/S0033291722001611, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9340849/>,
- Mulyani S. R., Sari M. W., & Sari V. N. (2020) Model of Employee Motivation and Cooperative Performance. *Utopía y Praxis Latinoamericana*. DOI.org/10.5281/zenodo.3774631. <https://www.redalyc.org/articulo.oa?>
- Neuberg S. L., Mark S., Kenrick D. T., & Giskevicius V. (2010) Renovating the Pyramid of Needs: Contemporary Extensions Built Upon Ancient Foundations. *Perspect Psychol Sci.*, 5(3), 292–314. DOI: 10.1177/1745691610369469,
- Nsofor A. A. (2009) Influence of Expectancy Theory on Employees' Performance in Lagos State. *SSRN Electronic Journal*, DOI:10.2139/ssrn.1529246, https://www.researchgate.net/publication/228257320_Influence_of_Expectancy_Theory_on_Employees_Performance_in_Lagos_State.
- Páscoa C., Tribolet J., Telha A., & Rodrigues A. (2016) The Competency Architecture as Error Limiting Element and Efficiency Enhancer in Business Processes. *Procedia Computer Science*, vol. 100, 665-670. DOI.org/10.1016/j.procs.2016.09.209
- Pirzada S. S., Nasreen S., Khanam F., Shahzadi I., & Javed A. (2014) Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, vol.6, no 23. (Online) <https://core.ac.uk/reader/234625730>.
- Rajhans K. (2009) Effective Organizational Communication: a Key to Employee Motivation and Performance. *Research Gate*. DOI:10.47893/IMR.2009.1040.

Skilbeck R. (2019) Six Strategies To Maintain Employee Motivation. *Forbes*, <https://www.forbes.com/sites/rebeccaskilbeck/2019/02/12/six-strategies-to-maintain-employee-motivation/?sh=6d603d8c1d35>

Teamstar (2023) Motivation Statistics: Numbers in 2023 <https://teamstage.io/motivation-statistics/#:~:text=Companies%20that%20motivate%20their%20employees,their%20jobs%20for%20better%20offers>

Tinsley H., & Tinsley D. (2004) *Leisure and Work, Relationship between*. Mukilteo, Washington, USA: Encyclopedia of Applied Psychology.

Tutik S. D., Nathasia N. D., & Fauziah. (2020) Employee Performance Appraisal by Determining Key Performance Indicators Using the Balanced Scorecard Method and Web-Based 360 Degree Feedback. *Jurnal Mantik*, 4(3), pp. 2245-2250. DOI: 10.35335/mantik., vol. 4.2020.1105

Upadhyaya M., Alazzawi A., El-Shishini H., & Chavan D. V. (2017) The effectiveness of motivational strategies on productivity in selected financial institutions in India. *International Journal of Civil Engineering and Technology*, 8(9), 1128-1137. https://www.researchgate.net/publication/320431410_The_effectiveness_of_motivational_strategies_on_productivity_in_selected_financial_institutions_in_India

Zhenjing G., Chupradit S., Ku K. Y., Nassani A., & Haffar M. (2022) Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Front Public Health*. 2022 May 13, 10:890400. DOI.org/10.3389/fpubh.2022.890400