THE MOTIVATION OF EMPLOYEES AND ITS IMPACT ON PROJECTS SUCCESS

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ABSTRACT:
Employees are the foundation for any project, and for the success of the project, we must focus on them and pay attention to them first, this is done by motivating the employee with the factor that he deems is important to his life. The aim of this study was to evaluate the effect of motivation on employee performance and to determine the best approach for motivating employees, 20 employees were chosen from different sectors in Iraq to study their performance dependency on five important determines. Under different cases of motivation, there was a direct impact and strong correlation between motivation and project success. It was found that the best way to motivate employees is by using variable motivation depending on employee's desire and then changing with the happening changing in the psychological, social, and economical status of the employees.

Keywords: motivation, employees, intrinsic, extrinsic

I. INTRODUCTION
The manager of any project must strive and provide the effort, money, and time necessary for the success of the project in the best possible way, and to achieve this goal there must be additional time for work and extra effort. the question that comes to mind is how I can get the employees to do additional work with the extra effort to implement the task?

In this paper; try to get the best answer to this question. Vroom (1964) revealed that can reach our demand through motivation and choose the appropriate way to motivate the employee. motivations differ from one person to another according to their economic conditions, scientific level, and administrative position [1]so the psychological, social, and economical status of employees must be studied during their employment. Also, the main determinant of the employee's ability to work and increase his productivity which is linked with the increase in the productivity and success of the project, which must be linked with what the employee needs financially and morally to know how to deal with them to reach the maximum effort they can make for the success of the project [2]. The employee will give up his rest time and will be absent from his family and friends for long periods while doing additional work, so there must be a basic and important motivation for his life that deserves this sacrifice [3]. According to Rai (2004); Since motivation is the most important factor in achieving perfect efficiency, it is critical to research what motivates workers to achieve their best results. As a result, the author of this journal recommends that further research be done to identify the factors that have a major impact on employee performance[4].

Employee: Is someone who gets paid to work performed for a person or company, and it can be either physical or mental, the employees are the basic unit of any project, no matter how small or massive. It is difficult to create a project without employees, and for the project to succeed, the project manager should pay attention to the employees as the key to the success of any project. The motivation for satisfaction, security, social security, psychological updating and self-realization are always directly influenced employees.

According to Herzberg (1965) defined job satisfaction as a factors of recognition, responsibility and opportunity to advance. He identified dissatisfaction as hygienic factors that affect health, comfort and social well-being by separating satisfaction and dissatisfaction. Withdrawal of these factors will lead to employee discontent. Factors
of hygiene include business policy, relationships between individuals, working conditions, salary, or safety at work [5]. Motivation: Is the word derived from the word “motif” which refers to individuals' needs, desires, wants or drives. It is the process by which people are encouraged to do what they want to achieve. Psychological factors can stimulate people's behavior money desire, success, appreciation and job satisfaction, etc. in the context of the working goal [6]. Motivating people and project teams can inspire, encourage and stimulate great results. In order to achieve common objectives, motivation can also create an environment that fosters teamwork and collective initiatives. The individual or team level of motivation can have an impact on all aspects of project outcomes, including the direct effect of the three-fold constraints on project success (i.e., on time, on budget, high quality, meeting scope/customer expectations). The best interest of a project manager is to understand why the project succeeds by creating and maintaining an environment of motivation to achieve project success [7].

II. MOTIVATIONAL THEORIES

McGregor’s Theory X and Theory Y: The motivational approach identifies polar subordinate differences. Theory X is classified as individuals who need external control, constant care, do not want to work, need punishment in order to achieve necessary effort and avoid additional responsibility. In contrast, Theory Y employees classify themselves as employees who want to work, are willing to work, don't need external monitoring and look for continuous improvement or chance [8]. When using this approach, the employees must be constantly monitored, because the nature of the employees can change from day to day, and their love for work and motivation changes, so they may shift from the X team to y team or vice versa.

The motivating approach identifies polar subordinate differences. Theory X is classified as individuals who need external control, constant attention, do not want to work, need punishment to achieve the necessary effort and avoid additional liabilities. Theory Y persons in contrast, which want to work, are willing to take part, do not need external control and are looking for constant improvement or change[9], and may need some punishment if he does not do his task in the right method. In this way, the new employee will try to follow the instructions and do his job. An experienced worker, on the other hand, can of course fit into the Y theory team and can understand both expectations and consequences, learn and grow, and generally find work fascinating and enjoyable. The project manager will ensure that the project team member remains motivated and reaches the project objective, creating an environment in which to challenge, expand, participate and take responsibility for the project responsibilities.

Using this approach, it is becoming more difficult for the project team to employ both Theory X and Theory Y. For example, the Theory X team members require the supervisor of the project to demotivate the Theory Y team, as such a degree of control is minimally needed. A participatory environment for the Theory Y team is more motivating, so a project manager must implement a balanced leadership style to suit all his employees [8].

Herzberg’s KITA Motivation “kick-in-the-pants” approach: The idea of positive and negative external incentives in every employee is the basis of this approach. KITA was created from the idea of using carrots (positive kita) or sticks if the manager wanted to push work to complete the task (negative KITA). Positive KITA often create a competitive working environment for winners as well as losers [10]. An alternative suggestion for implementing KITA could be to create a collective competition, in which teamwork can help achieve the project goal and achieve success. The motivational approach of KITA allows project managers to establish how the project controls commitment to project needs and match project methodology and effort (negative KITA). On the other hand, managers should offer employees a way to achieve a special recognition of personal objectives and success in the project (positive KITA). This is directed at the implementation or completion of the project objectives [10]. This theory weakens the atmosphere created by this approach. Conduct to Low confidence quickly follows. The staff believe the manager is not an individual who is concerned with the team members. The lack of reassurance on the collective importance of each individual within the team based on the negative KITA demotivates the team members to concentrate more on themselves than to support each other. This competition can provide a team or group approach to achieve project goals through a positive KITA [10].

McClelland Achievement, Affiliation, and Power Motivation: McClelland's motivation for achievement: A must succeed is fundamental to this theory [11]. Performance, personal aim and a need to do what they do are other attributes common to performance-oriented people. Persons driven by achievement are more likely to define clear objectives as well as a path to achieving objectives. People who are motivated by success and achievement can challenge themselves and have autonomy[12]. For a person who has self-motivation, a personal
challenge for him and the achievement of objectives that are satisfying and unrelated to others [11]. The disadvantages are that those who tend to achieve don't know when to stop or quit, and the battle and psychological challenge doesn't stop and costs can be the loss of health and personal relations and signs of physical and mental fatigue [11].

**Affiliation Motivation:** This theory is based on McClelland's motivation to affiliate relations and a need to work well with others. Individuals who are motivated by their membership are drawn to a friendly atmosphere of work and strive to bring together teams, team success and team norms common. Motivation through membership helps others while promoting a collective team effort [11]. At a glance, an affiliated person tends to be, rather than alone, with others. Individuals motivated by membership will create a working environment with a sense of harmony, teams will pursue shared goals and a genuine desire to help one another to achieve the project [11]. The project manager is less in conflict with resolving directly the motivation for affiliation. As people with an affiliation motivation like to work together well, the storming stage of Team development can evolve faster [13].

**Power Motivation:** The power motivation of McClelland: the ability to control and manipulate goals, guidance or decisions is fundamental to that theory. Persons driven by power are drawn to be able to provide information and access in a variety of situations, from risk assessment to competitive competition, to an overall need for appreciation or personal recognition. Motivation by power naturally leads a person into opportunities for leadership [10]. Most power driven individuals gravitate to positions with a control level. Management, the group leader (technical, company, etc.) or even the process proprietor, may be common “power roles.” A project manager can rely on the natural tendencies of power-motivated individuals to lead. The project manager can foster confidence in power driving individuals and seek assistance by assigning tasks to examine alternatives, overcome risks and pursue consistent project goals with other team members. The further strengths of power-driving people are training of others, compliance with project aims and culture agreements [10].

**The Myers-Briggs Type Indicator (MBTI):** Enables the identification of a personal style based on responses to a number of questions which collectively define individual preferences and motivational tactics (Nurun Nabi & Dip TM, 2017). Four common characteristics are reviewed by MBTI: A: personal contact need with others, B: realistic application, C: logic application capacity and D: judgment influences [6]. A combination of these four characteristics helps to define the type of person. The project manager is informed of this information and offers the most motivating approach to communication, task management and level of detailed project information to stimulate each individual and create a working relationship or environment [14].

The main advantage of the approach is to employee motivation with individual features. The employee's personal nature can be easily communicated by studying [15].

**III. OBJECTIVES**

The main objective of this research is to know the importance of motivation for employees and institutions and its relationship to the success of projects, and thus elevating our institutions to the best level, so the main objectives of the study are:

- Analyzing motivation impact on employees’ performances.
- Exploring the relationship between motivation and productivity.
- Identifying the correlation between motivation and project success.

**IV. METHODOLOGY**

The goal of the present research is to determine the best way to motivate the employees to drive the projects to success. 20 employees from Iraqi institutions from public and private sectors were selected to study their performance for one month under different motivational conditions. All these 20 employees did not want to work, i.e. they did not have intrinsic motivation to work. In agreement with the direct manager of the selected employees, a set of tasks were determined to be carried out by the 20 employees who were selected for the study. The employees will carry out the tasks under different conditions of motivation for one month, and the month breakdown was as follows:
W1: In the first week the selected employees will carry out the tasks without any motivation.

W2: In the second week, employees carry out the tasks assigned to them under the influence of a motivation determined by the manager only.

W3: In the third week, the employees will carry out the tasks under the influence of a motivation that is determined depending on the employee’s desire, for example (the employee who accomplishes the first task will receive a specific financial reward, and when complete the second task, will also receive a financial reward of the same amount).

W4: In the fourth week, the employees will carry out the tasks under the influence of a motivation that is determined depending on the employee’s desire, and this motivation will change according to the employee’s social, economic, and psychological conditions. A study about the employees was conducted included all aspects of their lives and through these study determined employees' needs and, depending on their needs the motives are identified. for example (the employee completing the first task will get the first motivation, and when completing the second task will get the second motivation...etc). The performance of the selected employees was studied by direct monitoring, recording observations, and direct interviews with their colleagues and managers to measuring their performance based on a set of determinants, these determinants were set from the previous studies, determinants were:

A: Absenteeism from work and not coming early.
B: Desire to perform additional work and stay overtime in the workplace.
C: The love of the institution to which belongs and manager at work.
D: Love for the workplace, colleagues, and help others in their work.
E: Complete the tasks assigned to them on time and their productivity.

V. METHOD OF DATA ANALYSIS

To facilitate the presentation of facts the charts and tables were constructed. The processing and analysis of data were facilitated by the Statistical Package for Social Science (SPSS) version 20.

VI. RESULTS AND DISCUSSION

A checklist was distributed to the direct managers of the research sample. This list contains a set of determinants through which we can measure the difference between the performance of the various employees. Use five determinants (A: Absenteeism from work and not coming early, B: Desire to perform additional work and stay overtime in the workplace, C: The love of the institution to which belongs and manager at work D: Love for the workplace, colleagues and help others in their work, E: Complete the tasks assigned to them on time and their productivity)

These participants were 15 male and 5 female this means the study made up of more male than female; women have a love for work more than men [16], so their intrinsic motivation is great, so do not need external interventions to push them to work. ten of whom were from the private sector and ten from the public sector, all of whom have experience in the workplace for more than five years, and their salaries range from 600,000 to 800,000 Iraqi dinars. In term of absenteeism from work and not coming early and evading during work time, it was in W1, which is the case of not using any motivate 80%, and remaining almost stable in the W2, which is the use of a constant motivate determined by the work manager, while it decreased significantly in the W3(with constant motivation depended on employee's desired) and more in the W4 (with variable motivation depending on employee's desired, changes with a change in the psychological, social and economic status of the employee) to reach to 10%, while on the contrary, the employee's desire to work and perform additional work increased significantly, as it was in the W1 5% to reach 80% and 90% in the W3 and W4 respectively fig.2.
Fig. 2 explains the increase in determinants A: absenteeism from work and not coming early and B: desire to perform additional work and stay overtime in the workplace.

Fig. 2 explains the productivity of the employee, which increased from 20% in the W1 to reach 89% in the W4, increasing the productivity of the employee or worker in the project led directly to the project success, increasing the productivity improves the performance of the project and leads it to achieve a goal[12].

Fig. 4 Significant increase in determinant E: productivity, when use variable motivation.

The employees' love and loyalty to the organization to which they belong increased significantly in addition to the increase in their love for the workplace, colleagues, and helping others in their work. Determinants C: It increased from 45% in the W1 to 85% in the W4 as well as the determinant D increased from 50% in the W1 to 90%. In the W4 fig.3.

Fig. 3 explains the increased in determinants D: the love of the institution to which belongs and manager at work & E: love for the workplace, colleagues and help others in their work.

From fig.3, can say that the employee's love for the organization, as well as his love for colleagues at work, are not affected much when the employee is motivated by a constant motivation determined by the manager, for example, do this thing to get that thing without looking at the employee's estrangement, but when using a motivate that depends on the desires of the employees we notice that there is a big difference in employee loyalty to work, but the effect of this motivate soon decreases due to the change in the employees' psychological and social conditions and perhaps the absence of the need for this motivating. So we notice from table 1 that the use of the fourth case, which is motivating the worker with the stimulus that he deems appropriate for a specific stage.
of his life and from then this motivates changed depending on the change in the employee's life, the reasons following the fourth method gives the employee a feeling of interest from his bosses at work who feel that they love him and who want him to rise to the best condition by helping him and trying to find out his needs, personality and problem and try to solve it.

Employees and workers who not have intrinsic motivation and love for work need external motivation because they are put under the control of the (extrinsic) motivation, also they not care about the motivate as much as they care about the quality of the motivate and the extent of their need for it and they will return to their nature if the need for that motivation is removed, so productivity in W2, it was close to the productivity of W1, while in the third-week figure 5 the productivity jumped from 35% to 60% in the middle of the week, and after that, the increase was slight, while the fourth week the increase was stable fig.5.

![Graph showing productivity W3 & W4](image)

The correlation factor between productivity (project success) and motivation was 0.953 this means the motivation is significantly linked with the employee's productivity, which increases it will lead to project success, so whenever the motivation is important for the employee, will lead to an increase in his productivity.

VII. CONCLUSION

Based on the previous studies and the results obtained from the case studies of the employees, we conclude that the employee is the hidden force that manages the project, and by directing this energy in the right direction and knowing the appropriate way to employ this energy, we can achieve success for the project.

Employees motivation plays an instrumental role in any project and the knowledge of the project manager with dynamics, techniques of motivation and to influence employees motivation can lead a project on a successful path. From the data analysis presented above, we can clearly say employee motivation is not just a constant motivation for every person. As it is known that human nature differs from one person to another and at the same time varies in the same person from time to time depending on the circumstances surrounding the person himself. So to reach the best results, the choice of motivation must be based on employee desire and this motivation will change from time to time depending on the study of employee’s psychological and social conditions constantly, so the manager should be in constant contact with his employees. All this for the employee who does not have an intrinsic motive. As for the employee who has an intrinsic motive, we must reinforce this motivation for him with a reward or promotion thanks and appreciation, It is also necessary to study their case from time to time to find out their job performance and compare it with previous in case there is any difference for the appropriate intervention by the manager to find out the reasons and use the appropriate methods to solve it.

REFERENCES


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Table 1: Explain the determinants' change under different cases of motivation

<table>
<thead>
<tr>
<th>Cases</th>
<th>Weekday Determinates</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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<tbody>
<tr>
<td>Case 1</td>
<td>A: absenteeism from work and not coming early</td>
<td>80%</td>
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<td>78%</td>
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<td>8%</td>
<td>8%</td>
<td>5%</td>
<td>3%</td>
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<tr>
<td></td>
<td>C: productivity</td>
<td>20%</td>
<td>15%</td>
<td>25%</td>
<td>25%</td>
<td>20%</td>
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<tr>
<td></td>
<td>D: Love managers</td>
<td>45%</td>
<td>44%</td>
<td>46%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>E: help others in their work</td>
<td>50%</td>
<td>45%</td>
<td>55%</td>
<td>50%</td>
<td>45%</td>
</tr>
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<td>Case 2</td>
<td>A: absenteeism from work and not coming early</td>
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<td>73%</td>
<td>75%</td>
<td>73%</td>
<td>69%</td>
</tr>
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<td>12%</td>
<td>8%</td>
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<tr>
<td>Case 4</td>
<td>A: absenteeism from work and not coming early</td>
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