

THE PSYCHOLOGY OF MOTIVATING EMPLOYEES TO INCREASE PRODUCTIVITY AT WORK

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Annotation: Some employees require motivation at work to perform well and feel good about the job while some employees' money motivated. Some other employees inspired by rewards, personally motivating and recognition Motivation levels within the workplace have a direct influence on employee productivity. Organizations attempt to keep employees motivated, but often lack a comprehensive understanding of what drives them. Scholars believe that money (including pay) has a substantial impact on employee performance and productivity, although it is not always a strong motivator. This study aimed to identify characteristics that motivate employees to improve their performance and productivity at work.

Key words: Productivity, satisfaction, reward, organizational culture.

Introduction

Employee motivation is the foundation of every successful organization. When employees are motivated, they are more productive, engaged, and dedicated to their jobs. However, motivation is more than just financial incentives or monetary rewards; psychological elements have a significant impact on how people feel about their jobs. Understanding these psychological concepts can aid businesses in creating an environment that promotes long-term drive, satisfaction, and success. Motivation is the internal drive that motivates people to achieve their goal. In the workplace, motivation impacts how much effort a person puts into their work, how engaged they are, and how likely they are to stay with the organization. Several psychological factors influence motivation, including personal objectives, workplace relationships, job satisfaction, and organizational culture. Understanding these characteristics enables firms to establish a work atmosphere that encourages and sustains motivation.

According to Padmala and Pessoa (2010) and Finn (2020), motivation is influenced by cognitive elements as willpower, goal incentive value, and expectations from others. Philosophers have long examined motivation, and recent research indicates that theories should be based on psychological principles (Trout, 2017). Nohria et al. (2008) suggest that motivational theories should be based on both human operational aspects and brain functioning principles, incorporating parts of neuroscience.

Employee motivation improves job satisfaction and performance, leading to increased organizational engagement (Salleh et al., 2011; Jalagat, 2016; Burton, 2012; Polatcan and Titrek, 2014; Bojnec and Tomšič, 2020). According to Patterson et al. (2004), employees can be motivated by several means, such as cash incentives or recognition and appraisal. Research suggests that employees who are motivated and excited about their work perform better and are more productive (Manzoor, 2012; Ekhsan et al., 2019; Rizky & Ardian, 2019). Bojnec and Tomšič (2020) suggest that combining labor productivity and economic performance can contribute to corporate sustainability in a competitive business environment. Employers frequently utilize incentives to motivate employees. Compensation might include paid time off, bonuses, and cash. Employers should provide incentives and prizes for employees to increase productivity (Ali & Anwar, 2021; Ciobanu et al., 2019). Implementing a reward system and recognizing employees can help organizations discover hardworking and successful staff. Research (Rahmana, Haryoko, & Kurniawan, 2020; Kim & Patel, 2021) suggests that employees are motivated to provide high-quality work.

This study aims to better understand the factors that drive employee motivation and its impact on performance and productivity. It highlights the importance of motivating and keeping employees committed to their jobs.

Litreture review

Herzberg's (1966) motivator-hygiene hypothesis has had a significant impact on job motivation in recent decades. The idea categorizes motivating elements into two categories: motivator factors (work-related) and hygiene factors (context-related). Maslow argues that psychotherapists, rather than psychologists, have contributed the majority of our understanding of human drive. He emphasizes that these patients are both a source of inaccuracy and useful data, as they are not a representative sample of the population. Neurotic individuals' motivations should not be used as a model for healthy motivation. Any theory of motivation must deal with the highest capacities of the healthy and strong man.

Hackman and Oldham's (1976) model of job enrichment propose that jobs can be made more motivating by increasing the following: skill variety (the number of different skills required by the job), task identity (the degree to which the job produces something meaningful), task significance (the importance of the work), autonomy (the degree to which the individual has freedom in deciding how to perform the job), and feedback (the degree to which the individual obtains ongoing. One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level, that people experience some kind of psychological "flow," a sense of merging with the activity they are doing (Csikszentmihalyi 1975).The major psychological view suggests that extrinsic motivation works in opposition to intrinsic

motivation (Deci 1975; Deci & Ryan 1985). Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives. In general, these theorists suggest that, when strong extrinsic motivators are put to work, intrinsic motivation will decline.

Analysis

Motivating employees is essential for building a productive and enjoyable work atmosphere. When employees believe their job has a clear purpose, they are more likely to remain motivated and devoted. According to study, approximately 70% of employees prefer to work for firms that have a clear mission, and 90% feel more motivated in such workplaces. This relationship between meaningful work and motivation improves overall performance and employee retention.

Various motivating elements influence the employee experience, ranging from acknowledgment to career advancement. This blog discusses successful ways for increasing morale and keeping employees engaged. Employee motivation refers to the desire, enthusiasm, and devotion that employees bring to their jobs each day. It can be divided into two categories: intrinsic motivation and extrinsic motivation.

- **Intrinsic Motivation:** This stems from within the individual. Employees that are intrinsically driven derive personal happiness from their job, whether via personal development, creativity, or the enjoyment of problem solving.

- **Extrinsic motivation** is fueled by external incentives such as pay, bonuses, promotions, and recognition. While these incentives are vital, they are typically insufficient to sustain motivation in the long term. The best approach is a balance of both, ensuring employees find meaning in their work while also being rewarded for their efforts.

Employee motivation has a beneficial influence on many areas of a business

Increased Productivity: When employees are motivated, they work harder, focusing on their jobs and boosting overall performance. Workers that are engaged and motivated are more likely to proactively recognize and overcome challenges, resulting in increased production.

Improved Employee Retention: Motivated workers are more likely to stay. They are more likely to be content with their jobs, which improves employee motivation and lowers turnover. Research indicates that employee engagement and purpose play a key role in employment retention.

Absenteeism is reduced when employees are encouraged to come to work on a consistent basis. When employees have a strong work-life balance and a feeling of purpose, they are less inclined to use needless sick days, resulting in a 41% drop in absenteeism.

Stronger Company Culture: Motivated people bring energy and excitement to the workplace, which fosters cooperation and trust. This culture fosters mutual happiness and support among employees, strengthening team bonds.

Greater Profitability: Research indicates that highly engaged employees lead to a 21% rise in profitability. Motivated personnel are more enthusiastic about their work, contributing to corporate success.

Enhanced Creativity and Innovation: A motivated team does not allow barriers get in their way. Instead, they think outside the box and devise innovative solutions. Encouraging innovation keeps people motivated and adds to ongoing progress.

Several psychological theories provide insights into how motivation works and how employers can harness these principles to improve workplace motivation.

1. Herzberg's two factor theory

Frederick Herzberg was an American psychologist who made significant contributions to industrial psychology. In the 1950s, Herzberg performed research on the variables influencing job satisfaction and produced his two-factor theory, often known as Herzberg's theory of motivation and hygiene.

Herzberg's theory identifies two categories of elements that impact job satisfaction and motivation:

Hygiene factors

Hygiene factors are linked to feelings of unhappiness at work. Herzberg referred to them as "hygiene factors" in reference to medical hygiene principles, implying that they can eliminate or avoid health dangers. In the workplace, they thereby eliminate or reduce the likelihood of unhappiness.

These considerations include the work environment and the circumstances surrounding the job. They include topics including compensation, working conditions, corporate policies, and interpersonal connections. Thus, Herzberg's theory emphasizes that while these elements are important to prevent work unhappiness, they are insufficient to drive people.

Motivational theory

These variables are linked to positive experiences, such as job content and a sense of personal accomplishment. They include things like recognition, accountability, personal growth, and development opportunities. According to Herzberg's theory, these characteristics are the primary drivers of job satisfaction and motivation since they are inextricably tied to the work itself and the activities performed. In this regard, Herzberg's theory encourages businesses to reassess their rules and develop measures to reduce unhappiness and increase employee motivation.

Strategy	Description	Suggested Actions
Focus on Motivational Factors	Emphasize factors like growth, recognition, and personal development over just improving conditions.	– Implement programs focused on personal development. – Promote mental health initiatives.
Encourage Autonomy and Responsibility	Provide employees with more control over their work and meaningful responsibilities.	– Encourage work-life balance. – Assign projects that promote ownership and responsibility.
Offer Professional Development Programs	Provide training and opportunities for professional growth to help employees achieve their goals.	– Create a structured career development program. – Offer skill-building workshops and training.
Create a Culture of Recognition	Recognize and reward good performance to enhance motivation and strengthen commitment to the company.	– Implement an employee recognition program. – Offer rewards for achievements and consistent effort.

2. Hawthorne Effect

The Hawthorne Effect explains people's inclination to change their behavior when they are aware that they are being observed or researched. This was initially detected in the 1920s following a series of trials at Chicago's Hawthorne Works facility. The researchers intended to investigate how varied lighting conditions influenced worker productivity.

What began as a basic illumination research ended up producing unanticipated effects. Regardless of the illumination modifications, worker productivity improved. Researchers were perplexed. Eventually, they recognized that the researchers' enhanced attention, rather than the illumination modifications, had a good influence on the workers' conduct.

The Hawthorne Effect identifies numerous possible factors: Being seen may make people feel respected and appreciated, which motivates them to work more.

Knowing they were being observed may have added social pressure to do well, resulting in increased effort and compliance.

The novelty of participating in the experiment itself may have inspired interest and involvement, resulting in greater productivity.

3. Maslow's theory of

Abraham Maslow, a psychologist, first proposed the Hierarchy of Needs hypothesis in his 1943 publication *A hypothesis of Human Motivation*. The theory's central premise is that individuals' most fundamental wants must be addressed before they may be motivated to meet higher-level goals.

The hierarchy consists of five levels:

Physiological - These requirements must be satisfied for a person to survive, such as food, water, and shelter.

Safety entails both personal and financial security, as well as health and well-being.

Love/belonging - the desire for connection, relationships, and family.

Esteem is the desire to feel confident and respected by others.

Self-actualization is the desire to attain all of your goals and become the best version of yourself.

According to the hierarchy of needs, you must be in excellent health, feel safe and secure, and have meaningful connections and confidence before you can be your best self.

Chip Conley, the creator of the Joie de Vivre hotel chain and Airbnb's Head of Hospitality, utilized the Hierarchy of Needs pyramid to change his business. According to Chip, many managers struggle with the abstract idea of self-actualization and hence focus on lower levels of the pyramid instead. Conley discovered that at a team retreat, he could assist his colleagues comprehend the significance of their positions, which helped with engagement levels.

- Promote a culture of recognition and inclusion to satisfy social belonging needs.

- Consider implementing flexible working hours to accommodate employees' physiological needs.

- Offer development and leadership programs to fulfill esteem and self-actualization needs.

- Seek work that aligns with your core values and offers a sense of purpose.

- Advocate for a supportive work environment that acknowledges your contributions.

- Pursue continuous learning and self-improvement to advance towards self-actualization.

4. Expectancy theory

Expectancy Theory, created by psychologist Victor Vroom, provides a framework for understanding what motivates people to take certain behaviors and put forth effort.

According to Expectancy Theory, three fundamental questions determine your motivation.

Effort-to-Performance Expectancy (Belief in Ability): "Can I actually do this?" This relates to your belief in your capacity to execute the work effectively given the effort you put in.

"Will my effort actually matter?" is an example of instrumentality (performance-to-reward). This focuses on your assumption that performing well will result in desirable consequences such as recognition, promotion, or a sense of accomplishment.

Valence: "Is the reward actually worth it?" This takes into account the personal worth you attach to the prospective benefits. If the incentive doesn't bear much weight for you, your motivation will probably be poor.

5. Three- dimensional theory of attribution

Psychologist Bernard Weiner presented a Three-Dimensional Theory of Attribution, which provides a framework for understanding how people explain their successes and failures. This theory, based on social psychology, helps us understand the fundamental causes of our variable levels of motivation in the face of diverse outcomes and is divided into three aspects.

Stability

This dimension assesses whether the perceived cause of an occurrence is permanent or transient. For example, attributing a successful presentation to years of knowledge in the area implies a consistent reason (permanent). This notion implies that future presentations will most likely be effective due to this persistent competence.

Locus of control

Is the apparent cause of an occurrence internal (within our control) or external? When a promotion is viewed as the product of one's own hard work (an internal cause), it increases self-efficacy and motivation, promoting more effort and participation in the workplace.

However, attributing a promotion to external variables such as office politics or chance may reduce motivation because achievement appears beyond one's control, resulting in lesser engagement and effort in future activities. This distinction emphasizes how much our beliefs of control and causation influence our motivation and conduct at work.

Controllability

How manageable was the situation? This dimension looks at whether the apparent cause of an occurrence is changeable or immutable. Recognizing that variables such as effort and strategy (changeable) contribute to success fosters a proactive and adaptable mentality.

In contrast, perceiving outcomes as totally contingent on uncontrolled forces such as market volatility can lead to sentiments of impotence and inactivity. Understanding these three qualities allows you to approach obstacles with a development mentality and consistent motivation. Remember that framing losses favorably by concentrating on your strengths and controllable factors enables you to recover stronger and achieve your objectives.

Conclusion

Motivating employees for higher productivity entails combining intrinsic (purpose, growth) and extrinsic (rewards, recognition) factors, drawing on theories such as Self-Determination and Herzberg's, and emphasizing positive psychology, autonomy, clear goals, strong leadership (transformational/servant), and a supportive culture to foster engagement, purpose, and well-being, making employees feel valued and capable. Organizations can create an environment in which employees are not only present, but also motivated, engaged, and productive, by understanding these psychological drivers and implementing these strategies.

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