



## Research of Category “Motivation” as a Basic Tool of Personnel Management

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### ABSTRACT

According to authors such as Zhuravlev, Odegov, Shekshnia, Solomandina, complex model of Porter - Lawler is the best among the procedural theory, which argues that the motivation is not a simple element in the chain of causality. It is within a single system integrates a large number of concepts (effort, ability, results, compensation, satisfaction and perception). However, it appears that the limitation in this theory is still present. The theory is based on the principle of complexity that is not fully realized because the model does not reflect factors such as the needs, interests, and others. From domestic developments in the field of motivation is best known typological concept of Gerchikova. It focuses on issues of stimulating effective work performance. The concept is based on the idea of the author of motivation, as the prevailing (and therefore not situational, stable) and perceived human motivations that determine the behavior of his labor.

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### 1. INTRODUCTION

Consideration of the application threads must begin with the interpretation of the economic categories of “motivation.” Thus, the “motivation” (from the latin “movere”) - is to urge edition; a dynamic process of psychophysiological plan to control the behavior of man-eating, by its direction, organization, activity and stability; person’s ability to actively meet their own needs (Motivation, 2015). “The potential productivity” - calculated value that shows how much product can be released in the theoretically achievable in these natural conditions at this level of civilization (e.g. best of the having on the market of materials using advanced technologies and installation of the most modern of the existing market equipment), if all the delays and the delay will be reduced to zero (Workforce productivity, 2015).

It should be noted that the change (up or down) Flow rate of labor forces to man, the effectiveness of the work of which is

determined, it is heavily concentrated his motivation, in particular labor motif, under certain conditions of work and the use of advanced technologies.

According to experts, the range of human aspirations and desires of such a huge motivation to work in the preceding that measure it just is not worth the money (Maksimtsov et al., 2015). It is no accident today, many business leaders in the process of hiring a potential employee trying to figure out his inner motivation. Leaders are not against high wages, but it must be sure that the co-staff member, first of all, is not motivated by love for the big money, and the interest in the new case. If we compare the practices of Japanese and American management, it may seem that their “creators” adhered to the principle of “do the opposite” because Liu-fighting element of management practices demonstrates the opposite approach (The great thinkers of the West, 1999, p. 88).

Getting to the consideration of aspects that characterize the labor motivation, we must first determine the meaning of the term "motivation" imposed by Schopenhauer. He first used this term in his article (Schopenhauer, 1900). "The four principles of sufficient reason" (1900-1910). Then the term "motivation" was widely used in everyday life scientists to full and complete explanation of human behavior. Beginning in 1920. There are first motivation theories describing the behavior of human labor. Work motivation is widely used in control theory.

In addition to the basic functions of management (planning, management, accounting, control, analysis), the motivation of employees included in the block of the urgent tasks to solve the problems associated with the need to improve productivity and quality control.

In our opinion, the motivation - the concept is interdisciplinary, since it is widely used in various scientific fields (labor economics, sociology, law, etc.). This leads to a great diversity of its definitions. Obviously, the complexity of interpretation in this case is predetermined by the complexity of the motivation as a process and phenomenon. Therefore, we consider it necessary to consider the content of the term "motivation" in the framework of basic concepts: Motivation, incentive, motivational structure of personality, its needs and interests, goals and related expectations, values motivational sphere workers.

## 2. RESEARCH METHODOLOGY

The study used the methods of analysis and synthesis, groupings and classifications, system analysis and scientific observation.

Working hypothesis was the assumption that efficiency gains generated in the enterprise organizational and economic system of motivation is the direction of productive activity of employees of enterprises in the conditions of post-crisis recovery of economic activity.

The practical significance of the work lies in the fact that its position on the concept and the formation and development of system of motivation of employees form the basis for the effective functioning of the enterprise in modern economic conditions.

## 3. MAIN PART

The essence of the motivation lies in the fact that the individual is the subject of motivational relations, which has a set of needs and motivational systems. They determine the type of behavior that is created under the influence of a set of external and internal factors, and management actions. Thus, the motivation appears to us as an objective process where interaction of the subjects of labor and the environment. Since the labor motivation is aimed at reducing production costs, the impact on the motivation of the labor process, from an economic point of view, helps to reduce the difference between a productive time worked and the amount of paid time.

Motivation is inextricably linked with the needs of the person (employee). The needs in the "Dictionary of Russian language" Ozhegov understood "the need, the need for anything requiring satisfaction" (Ozhegov, 1972).

In the first section, particular significance to study basic interpretations investigated category of "need." Table 1 shows several interpretations of the concept of "need," clearly showing the closeness of views of foreign and domestic researchers.

After analyzing the content of the term "need," it should be noted that the points of view of scientists do not always coincide. Nevertheless, they contribute significantly to the definition of the essence of human needs and a comprehensive examination. Thus, we can formulate its own definition. Demand - a phenomenon of a permanent nature, reflecting the internal state of the individual, his conscious or unconscious feeling of need for certain comfortable and safe conditions of life and work, and sufficient funds in his opinion, for their own development.

After studying the needs, it may be noted that every person at some point in their lives tend to the large number of requirements. These needs may belong to completely different categories, but somehow they are always in a certain ratio to each other. The presence of these needs determine the motives, which determine human behavior. Motive (lat. "motive" - motion) - this is something that belongs to the stakeholders, what is it sustainable personal property, prompting the subject inside the commission of specific actions (Heckhausen and Heckhausen, 2010). That is, the motives are the very factors that make people able to perform a job. Thus, there is need for detailed consideration of the concept of "motive," defining it helps to understand more deeply the motivational structure of personality. Currently in the scientific literature there are a large number of points of view relating to the definition of the motif. Table 2 shows those that, in our view, most fully reveal this concept (Subbotin, 1999).

So, motives can be described qualitatively and quantitatively. Qualitatively motives are divided into internal and external (with respect to the content of the activities). Quantitative characteristic of act degree of its manifestation. Each of the separate motives shall contribute to the overall motivation of activity, both positive and negative. There is reason to believe that the number of motifs is activated and guides the activities, determines the overall level of motivation. However, in the overall level of motivation and it makes a great contribution to each individual motive.

In classical and foreign literature on the motivation of the economy it has different meanings. Consider how interpret this concept encyclopedias and dictionaries of economics and management (Table 3).

Thus, we can identify a number of key points found in the above interpretation of the concept of motivation (motivation to work):

- Incentive to active employment;
- Needs through work;
- The process of creating incentives;

**Table 1: The approaches to the definition of “need”**

Author (source)	Definition	Comments
Ilyin (Ilyin, 2003)	Need - reflected in the establishment of needs, often experienced as internal stress and encourages mental activity associated with goal setting	The need is impelling the beginning. However, it is doubtful that the author interprets as a reflection of a need need in mind. It appears that in addition to the needs of conscious nature, and may be unconscious
Brentano, 1921	Need - every negative feeling, coupled with the desire to eliminate it, by removing the dissatisfaction caused by its	The demand is considered as a negative feeling. However, in certain specified active character needs: A clear link the needs and aspirations of its suit
Romashov, 2015	Need - individual care of providing for themselves the necessary means and conditions of a decent existence and survival, the desire to maintain balance with life and social environment	This definition provides the broadest interpretation of the needs from the perspective of the theory of systems: Any system (including man as a biological system and the social element) has a mechanism of homeostasis - the evolutionarily developed the ability to maintain stability under the influence of destabilizing factors external and internal environment
Ozernikova, 2001	Need - the internal characteristics of the subject, reflecting a sense of need (conscious or unconscious) in the objective conditions, objects, circumstances, etc., Required the subject to maintain its existence, operation and development	This definition is based on a systems approach, but unlike the previous one, is more complete and specific

**Table 2: The approaches to the definition of “motive”**

Author (source)	Definition	Comments
Psychological dictionary (1990)	Motives - a set of external and internal conditions that cause the activity of the subject and determining its orientation.	The correlation of motives with external and internal conditions. Controversial is the fact that motives determine the course of action, since the activity defined objectives
Burns (1999), Ushakov (1999), dictionary of foreign words (Ozhegov and Shvedova, 1999; Krysin, 1998; Vasjukova, 1999; Modern dictionary of foreign words, 1992)	The motive - a motive reason, a reason for any action	Motive is considered as an incentive, a reason for the implementation of the action, but there is a clear relationship with the action. Therefore, it will best be assumed that even in the presence of the motif, the action cannot be realized and
Yadov (1982)	Motive - a concrete incentive to action, inner impulse activity, the essence of which is the desire to meet the needs and requirements of the specification, all available for individual forms and conditions	This definition is more specific, designated by the link between motivation and the desire to act. The motive is understood as an inner impulse, the impulse to activity
Adair (2009)	Motive - inner desire of the individual, is not always fully informed, often half, having a clear effect on the will and causing action	The motive is described as an inner need, desire, having an unambiguous impact on the will of the individual. In this definition, the author of the motive designated causation: Motif-will-action. This addition explains the possible cause of the “gap” between the impulse to real activity and human actions
Leontiev (1983)	“... Only as a result of the meeting needs to tell her subject, she first becomes able to guide and regulate. Meeting the needs of the subject of ... an act of objectifying needs - filling its content is drawn from the environment. This translates to the need for proper psychological level, i.e., in tune”	The author presented and described the tune as an ideal way of existing in the human mind. This energy-rich image of what a man is so necessary for his perfection

- The dynamic process of the formation of a motive;
- Purposeful actions of the individual;
- Certain set of factors (the causes, processes, internal and external driving forces, mechanisms, incentives, etc.)
- Human behavior is directly related to the root causes of his behavior;
- Creation of conditions and the choice of certain methods to achieve goals employee.

Despite the fact that the interpretation of the concept of motivation are quite different, it is possible to note the common features of the

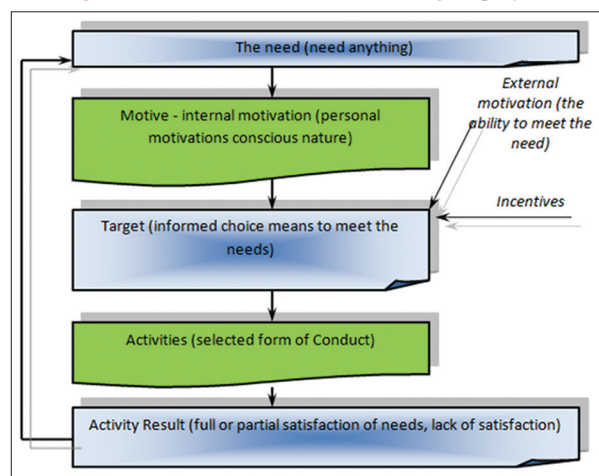
concept. The motivation of all actions aimed at achieving certain goals (individual or corporate) for greater efficiency of employees. So, every motivation to have specific goals.

Consider the example of a schematic display of the mechanism of motivation (Figure 1).

Analyzing Figure 1 it can be noted that the choice of forms and methods of motivation is important to consider the motives of the person (employee), namely, his motivations, guides to specific actions. The main tasks of motivation include:

**Table 3: The definition of “motivation” in encyclopedias and dictionaries of economics and management**

Author of definition	Definition of motivation
Ambartsumov and Sterlikov (1993)	Motivation - the process of encouraging, promoting someone (an individual or group of people) in the activities aimed at achieving individual and common goals of the organization. Motivation is essential for a productive implementation of decisions taken and planned works
Vechkanov and Vechkanova (2002)	Motivation - motivation person to active entity (individual, social group, community of people) associated with the desire to satisfy certain requirements. On object saturation needs motivation may be material and spiritual, more detailed classification - economic, social, and ideological. By main activities are divided into the motivation of the cognitive-intellectual, practical and transformative, communicative, etc.
Borisov (2003)	Motivation - (1) an explanation, bringing the arguments in favor of any decision, action; (2) Encouraging the subject of the activities and how to initiate
Koch (1999)	Motivation - the reason to force people to work or to stimulate their energy
Zhuk (2008)	Motivation - the relationship between human behavior and the reasons that cause this behavior; a set of psychological phenomena, which reflects the presence in the human psyche certain preparedness guide to the goal. Unconscious or perceivable image of the target, which stimulates behavior orients it to meet specific needs, called motive. At the same purpose and motive are not the same
Manilovsky (1997)	Motivation - conscious motivation, commitment to perform certain actions to address the material, spiritual and social needs
Pass et al. (1998)	Motivation - the power or process that cause people to behave in this way, how they behave. The definition of work motivation can be considered as a factor in determining whether an employee is taking all the necessary efforts in order to achieve its performance goals
Baburina (2005)	Motivation - a set of factors that determine the willingness to achieve goals; what causes a person to act and behave in a certain way
Raizberg et al. (2006)	Motivation - external or internal motivation to the activities of the economic entity in order to achieve any purpose, there is an interest in such activities and ways of motivation, initiation
Kolesnikov and Dashkov (1994)	Motivation - the basic element of human interest - a conscious desire to certain actions to address the needs; a system of interrelated and interdependent reasons
Rumyantseva (2008)	Motivation - in economic science is one of the functions of management; selection of appropriate management practices and creating an environment in which the motives of artists contribute to the overall goals of the organization. Motivation is determined by two major factors - the system of remuneration and working conditions prevailing in the organization and the individual characteristics of the head (leadership styles).

**Figure 1: The mechanism of motivating employees**

- Each worker must be clearly formed understanding of the meaning and essence of motivation;
- Each head should be formed democratic approach to management;
- For workers and managers it is important to learn the basics of psychological organizational communication.

It is obvious that to successfully address the challenges outlined above requires a detailed analysis of the entire process of motivation in the company. If there is a relationship between the individual and group work motivation, it is necessary to explore

and strengthen this relationship. Motivational activities of the employee must be changed every time a change occurs in the workplace and the environment surrounding it.

Before we consider in detail the theory of motivation, should analyze classical scientific approaches to the study of motivation. The first attempt, in the study of aspects of human activity and to determine its causes were the works of ancient philosophers - Platon, Aristotle, Democritus (The great thinkers of the West, 1999). Platon identifies the causes of human behavior and divides them into two categories: Lower (start longing) and the highest (of passions of the soul). Aristotle attempts to classify the motives of human activity. He first proves the connection between human behavior and its objectives. Democritus lays the groundwork for materialist determinism and enters into scientific concept of cause (Bogomolov, 1985).

After a fairly dynamic development of the doctrine about the causes of human activity comes a long period of feudalism and the Renaissance, when all knowledge is based on knowledge and an excellent understanding of the Bible, it is strictly prosecuted. Only in the XII-XIII centuries. the ideas of Platon (1971), Aristotle and Democritus are developed in the writings of scholars like Descartes, Condillac, Holbach, Spinoza and other philosophers. During this period, as the root causes of human activity are beginning to address the needs. In his famous “treatise on sensations” Condillac describes in detail the mechanism by which the needs of human activity (Condillac, 1982).



In the XIX century, questions of motivation are the new subject of study, only the emerging science - psychology. During this period, a great influence on the development of ideas about motivation have evolutionary theory of Charles Darwin and the theory of instincts McDaugoll and Freud. Widespread recognition of these theories is obtained in the XX century. In their behavior is considered a purely biological position. These theories explain those manifestations of human behavior, which are caused by the influence of innate unconscious instincts. However, the theory was not able to describe those aspects of human behavior that are acquired through training and experience.

In XX century, understanding of the problems of motivation gets practical importance in economic science. The study of human needs leads to two global theories of motivation. They are divided into: Substantive and procedural. Substantial theories of motivation are based on the identification of those inner impulses, called the needs that make people act the way they do. Devoted to this work: Maslow, McClelland and Herzberg, Alderfer, Yadov, Lewin (Maksimov et al., 2001).

The division of labor motivation in the determination of the types and in this regard, methods of stimulation, give our opinion, the concept of typological Gerchikova applied focus. The underlying theory of motives and ways of influencing them are of considerable practical importance for today's leaders. A wide range of instruments of motivation involves internal and external factors of motivation that will ensure more efficient use of labor resources at the optimum combination of motives and incentives of employees of the enterprise.

Thus, the above procedural theories of motivation can determine a list of basic motivational components that are most often used by authors to describe motivation as a process. These components are: The ability of the worker and his expectations, both internal and external rewards, goals, and satisfaction from their achievements, employee awareness of its own role in the labor process, the perception of fairness (or vice versa, injustice) in relation to itself. Remedial theories of motivation are more versatile compared to meaningful as they explore motivation as the process of changing the state, form a labor behavior, which provides greater efficiency of the employee.

It is said that the content of the theory of motivation (Herzberg, McClelland, Maslow) focus on finding the optimal structure of the list of the needs of workers. An important beginning, a call to action is the worker's needs, which are presented as a conscious lack of something, which in turn causes a call to action. Need - is a conscious lack of something that causes the urge to rational action. The theory shows that genetically laid primary needs secondary - formed during cognitive activity and practical experience.

Within the theoretical study found that procedural theory identifies needs motivating role of the employee (person), yet his motivation objective content viewed from the perspective that sends an employee to intensify efforts to achieve multiple objectives.

We emphasize that the theoretical model Lawler - Porter based on the understanding that motivation serves the needs, makes the company's employees expect fair remuneration of their labor. According to the model designation is the effectiveness of labor satisfaction, and not vice versa, as the advocates of the theory of human relations. The main meaning of the theory: The central element - the remuneration and the degree of certainty - a level of effort, the appropriate level of remuneration.

The foregoing analysis, the main areas of American and Japanese companies in the motivation shows components of a modern, universal approach to motivation:

1. Long-term ties with the company's employees. With increasing duration of these bonds are increasing opportunities to optimize the motivation system. In Japan, it is implemented within the lifetime employment, and in the leading US corporations are motivated by long-term relations relevant material and moral means to improve productivity.
2. Constant and general education and training of personnel. High rates of technological progress cause an increasing rate of "amortiza-of" knowledge. Therefore, a process of continuous in-house training, training and retraining, as well as regular training is not a pre-continuously. This increases staff motivation, because worker with a high-Coy qualification is the most valuable frame for the enterprise and, respectively, brings greater productivity.
3. Broad participation of employees at all levels in the administration. This part has a different configuration from the delegation of employees to higher management bodies to the government workplace. Self-management is manifested in the fact that the executive-Tieliu (within its competence) in the workplace have the right to self-parking-enforcement to carry out the planning, organization, control and management productivity, labor productivity. He is right to make and implement solutions to optimize their productivity.

The main approaches to the motivation and productivity in the United States, Japan, you can clearly see the causes of this rapid and that much important, stable economic development (including the manufacturer of the labor). Each of these countries has found for itself a reasonable proportion of mothers and intangible approaches to motivation. This balance is built on the principle that the two approaches complement each other. Counting on Persian-cash, spatially localized economies of these countries and still achieve good results.

The question of why, in practice, the global model of motivation and did not take root in Russia, modern scientists have not agreed to a common opinion. Scientifically all believe that the fault of the mentality, traditions that have historically folding the centuries, other researchers, who believe that Russian leaders still simply "not mature enough" to the proper professional level that would be able to not only adequately assess and correct apply the techniques of Western Motivation work. One of the main reasons is the poor supply of provisory reforms necessary personnel capable of non-traditional, high-pro-level professional to solve complex problems of transition to a market economy. Every solution of the problem should contribute to an elaborate

system of work motivation of labor, which is generally reflected in the productivity of labor.

The current system is inefficient increasingly obvious, any radical changes are undergoing. Russian leaders believe that only money can fully regulate labor productivity. While the West has long taken into account the social aspect of the question. Foreign practice motivation originated much earlier than Russia, and through trial and error got to that level, which is now trying to master and implement many spatially localized economies. Meanwhile, over the last 20 years in the world of work motivation management underwent major measurable ion. And these changes have helped many foreign countries to raise their economy on a high level. However, an increasing number of domestic enterprises, enterprise takes attempts to introduce the concept of foreign labor motivation. These efforts are not always, or rather, almost never ends well. Often, these failures do not depend on the socio-economic conditions, which remains the enterprise, and directly from the warehouse of the mind and character of a leader.

In Russia, most business leaders do not consider it necessary to invest in their employee's money and knowledge, because return process takes a long time and it is not always come quickly. Plus, the highly qualified staff may require increased labor costs, and this is not one most coveted item of expenditure. At the same time, the management as it does not want to understand that the more invested in personnel, the better it works, more profitable and, consequently, the company takes on a more competitive level. Understanding this proportion becomes almost the main issue for local leaders. It should be noted that in recent years become a popular training areas for senior and middle managers, in the course of which explains the benefits of foreign practice of motivation, a method of implementing complex systems of motivation or individual elements on Russian companies.

Despite numerous attempts to wrap foreign experience in motivation from the theoretical to the practical, it becomes obvious that in Russia such a motivation system to settle down very hard, but this does not exclude the fact that you can borrow and implement the most suitable to our approach in the management of labor motivation, the individual elements of the American or Japanese model of motivation.

#### 4. CONCLUSIONS

Thus, we select some of the best practices of international practices to increase motivation:

1. Introduction of the shifted schedule. The company's employees have the opportunity during the week (month) to freely dispose of their working time, which is useful in everyday life, eliminates the tension on production due to the impossible-opportunity at the right time to solve their everyday problems
2. Bonuses time. Employees are given the opportunity to perform the application of the rules at the time at which they are able to do so. Surplus-time worker can be used for its intended purpose
3. The introduction of fees for rationalization proposal for which you once, pays the fee
4. Introduction of the annual staff appraisal. By special program and methodology to assess the number and quality of work for the year. From the results of independent certification and assignment of a Christmas bonus of the next class, discharge, etc.
5. The annual competition of professional skills. The contest is held by individual mass professions
6. Informal communication in the team. The practice of regular informal meetings, to help rally the team, allow to allocate the informal leader, through which further questions can be solved by workers.

Thus, it is not surprising that the lack of motivation to work is ranked third in the list of reasons for preventing the growth of regional business spatially localized economies. The manager must be aware of the importance of motivation, that it affects the productivity of the enterprise as a whole. In addition, the experience of Western leaders show that success is achieved by those who not only puts the task subordinates or by any means to pursue them, and has the ability to be interested, light, inspire staff to perform the tasks of the company, to form a team of like-minded. This means that the motivation of employees in production today is the economic basis of high productivity.

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