

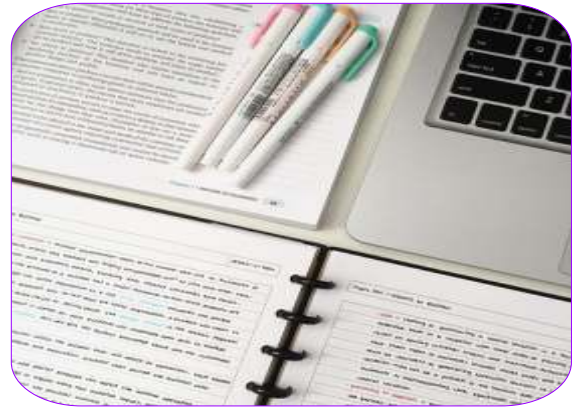


A DETAILED STUDY OF HISTORY AND TYPES OF MOTIVATION

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ABSTRACT

This paper tries to investigate the origin and history of motivation and the different types of motivation used over the last 200 years. Generally people assumed that use of motivation started after Maslow's need hierarchy however the history of motivation is older than we generally think. Even in older times, people were using carrot and stick approach. Also the type of motivation used in various situations have changed with change in time. The paper also tries to understand new concepts of motivation like Hypothetical motivation, Rational motivation and Imaginary motivation and managerial motivation etc. At last this paper critically reviews intrinsic and extrinsic motivation and tries to find out which one is better in a particular situation.

KEYWORDS: Extrinsic Motivation, Hypothetical motivation, Intrinsic Motivation, Need, Managerial motivation.

INTRODUCTION

Motivation word is derived from the Latin word "movere" which mean "to move". It drives individual towards an act. It is one of the most important concepts in human development and is frequently used in Psychology, sociology, commerce and management.

Motivation can be classified into two parts: Intrinsic motivation and extrinsic motivation. Intrinsic motivation is something which is derived from within while extrinsic motivation is derived from some external object.

The present study tries to review the history of motivation starting from carrot and stick approach. The paper also tries to classify motivation into intrinsic and extrinsic motivation and find out the relationship between these two variables i.e. there is any impact of extrinsic motivation on intrinsic motivation and vice-versa.

This paper is divided into 8 sections as follows. After a brief introduction about the topic and related variables in section 1, the objectives of the study are listed down in section 2. Section 3 describes the relevance of the study of motivation and its impact on performance of employees. In section 4, the theoretical framework of the topic in which types of motivation with special focus on extrinsic and intrinsic motivation and their expected relationship with the performance of employees is described. Section 5 provides literature review of motivation and employee performance which has been further divided into theoretical review and empirical review. Section 6 describes the scope of further research on the above mentioned topic. Summary and conclusion of this paper is elucidated in section 7. Finally references of work done under this paper are mentioned in Section 8.

2.OBJECTIVES

The present study aims to accomplish following objectives:

- 1.To provide the conceptual framework of Motivation.

- 2.To review previous literature to find out the types of motivation.
- 3.To ascertain the impact of intrinsic motivation on employee's performance.
- 4.To ascertain the impact of extrinsic motivation on employee's performance.
- 5.To study the relationship between intrinsic and extrinsic motivation.
- 6.To investigate and find out previous empirical studies on motivation.

3. RATIONALE OF THE STUDY

"Our assets walk out of the door each evening. We have to make sure that they come back the next morning" -Narayana Murthy, Co-founder of Infosys

Why we should study the relationship between motivation and employee performance?

It is well known to everyone that one of the most important assets to any organization is their human resources. The people of an organization are the most critical factor for success of any organization.

However I would like to differ from the above statement. It is only the motivated and determined employees who become most important assets for their organization. An employee who is not motivated to perform his job will ultimately become a liability on the organization. Therefore motivation of employees is very important for the achievement of organizational goals.

Talking about organizational goals, it is important that the individuals perform their tasks efficiently and effectively in order to play their part in the achievement of organizational goals. The goals of organization are just like a jigsaw puzzle until and unless every employee performs their job it is impossible to achieve organization goals. Thus, performance of each employee is very important. This study will help top level management in preparing the optimum level of motivational package by including the right mix of intrinsic and extrinsic motivation.

4. CONCEPTUAL FRAMEWORK

4.1 Motivation

Motivation is one of the most extensively researched topics in the field of Human resource management and Organizational behavior and development.

In Simple term, Oxford dictionary defines Motivation as "A reason or reasons for acting or behaving in a particular way". Webster's New Collegiate Dictionary defines it as "something a need or desire that causes a person to act". So in a way it is something which ignites interest in the mind and heart of the person and makes him move toward a particular activity. Thus motivation is one of the most important driving forces in our lives. Different researchers have defined motivation in many different ways and in relation to different variables.

Benjamin Ball in his eBook says that "Motivation, in its broadest sense, can be defined as forces acting either on or within a person to initiate behavior".

Higgins (1994) defines motivation as the internal drive to satisfy an unsatisfied need.

Rabby (2001)says that the core of motivation lies in internalized drive towards persuasive thought for some action. Therefore motivation should result in a drive towards some action. For having such internalized drive, we must have some need or desire which can be fulfilled by some activity. Motivation will be derived from such need or desire.

Gregory Currie (2002)says that apart from our beliefs and desires sometimes, imagination can also constitute motivation. Imagination can provoke emotions and their behavioral symptoms which can lead to motivation.

Aronovitch(1979) believes that a person first does reasoning in his mind about the consequence of his belief or action and acceptance of his reasons causes such action. Therefore human beings are rationally motivated.

On the other side Hubin (1996) says that the assumption that one will do some reasoning in his mind before being moved to do something is not a good assumption. Sometimes it might be possible that agent doesn't have full information for reasoning and such cases "Hypothetical Motivation" comes into play.

4.2 History of Motivation

Some of the names which come to our mind after hearing the term "motivation" are Maslow, Herzberg and Vroom etc. However the concept of motivation has been used long before these theories came into existence.

The History of motivation can be traced back to Jeremy Bentham who in his Stick and carrot theory showed that people are self-centered and self-interested in organization. So any worker will work only when

- i) Pleasure from work is great enough or
- ii) Punishment for not working is bad enough.

"Carrot" here symbolizes pleasure for workers like bonus, allowances, perquisites etc. while "Stick" symbolizes punishment for workers like loss of pay. Every worker would like to maximize his pleasure and minimize his punishment. Thus the tools used for pleasure and punishment will keep workers motivated for performing their job.

The Scientific management theory by Frederick Taylor states that money is the main source of motivation for workers. Workers can be motivated by paying additional amount for producing more than standard quantity and by punishing them by deducting amount from their salary if they fail to produce a standard quantity. For achieving this Taylor had developed differential piece rate plan in which standard time taken for producing one unit was fixed by with the help of time and motion study and then those who took time less than or equal to standard time were paid at higher rate and those who were not able to produce within standard time were paid wages at a lower rate.

Even Henry Fayol in his principle of Equality states that all employees must be considered equal i.e. all employees should be governed by same rules and regulations in the organization irrespective of their gender, nationality, caste, race, religion or position. This will prevent any form of discrimination in the organization and employees will be motivated to give their 100% effort in performance of job. However this equality doesn't mean everybody should be paid equally. Doing this will demotivate the efficient workers so equality doesn't mean absence of any negative motivation for inefficient workers.

Theory X by Sigmund Freud takes a negative/pessimistic approach. It states that generally people are lazy and therefore they will try anything to avoid the work so the only way to get them do the work is by punishing them if they are not able to perform their job. This will work as a negative motivation for the inefficient workers.

One of the famous experiments of 20th century in the field of Human resource management was Hawthorne experiment by Elton Mayo. Mayo conducted these experiments from 1927 to 1932 at Western Electric Hawthorne Works in U.S.A. Mayo took some people from a factory and segregated from the rest of workers. He introduced some changes in the ordinary course of work and facilities like a friendly supervisor, free lunch by company, Better Working conditions and then compared the impact of these changes for rest of factory workers. After analyzing the result of the experiment Mayo reached at the conclusion that Money is not the only motivator for workers. They are also concerned for their social needs and productivity is likely to increase in presence of an informal social work group.

A.H. Maslow (1943) in his paper "A Theory of Human Motivation" attempted to formulate a positive motivation theory which is human-centered rather than animal-centered and based on goals rather than drives or motivated behaviors.

He classified basic needs of humans into 5 parts which formed a need hierarchy model.

The physiological needs (basic needs for survival of human like air water and food etc.), safety needs (need for economic/ financial and Physical security) and love needs were first 3 lower needs in hierarchy. While esteem needs (needs for luxury) and self-actualization need formed the higher needs.

Herzberg (1959) in his book "The motivation to work" studied the factors which causes satisfaction or dissatisfaction to employees. He conducted interviews in which respondents were asked about what factors pleased them and what displeased them. Based on the results he concluded that presence of some factors will motivate employees (motivating factors) while absence of some of them will dissatisfy employees (hygiene factors).

The first 3 needs of Maslow's hierarchy come under hygiene factors while top 2 needs constitute Motivating factors. This theory provided the base of classification of extrinsic and intrinsic motivation.

McClelland (1961) in his book "The achieving society" proposed that the human need is not only inherent

but are also acquired over a period of time and experience. He talks about 3 needs

1. Achievement motivation – These type of person seek some kind of sense of achievement through performing challenging tasks. These people have a high need for achievement motivation and seek achievement to excel
2. Authority motivation - These type of person want to make an impact. They want to become influential. Power and Authority are the drivers for such persons.
3. Affiliation motivation – These types of people love to interact. They have high social needs. Actually they drive their motivation from feeling of being accepted by everybody.

4.3 Types of Motivation

Motivation can be classified into different types on the basis of different criteria.

Motivation can be positive or negative. Positive motivation will induce one to do some his best in any activity while Negative motivation will create a fear in mind of person which he will suffer if he doesn't perform that particular activity.

Motivation can also be classified in Basic and learned motivation. Basic motivation is unlearned and inherent to human as well as animals like hunger, thirst, sex etc. On the other hand learned motivation develops after a period of time by learning and experience we get from this world.

In general terms motivation is classified into two parts: extrinsic motivation and intrinsic motivation.

Koch (1956) defined 2 states of work motivation A and B. For A their task behavior is important for attainment of some end and so they are externally motivated. In their case behavior is regulated by some external source. While B have freely invested themselves into their work. They are committed to work for their own sake thus they are intrinsically motivated.

Bill in his eBook defines intrinsic motivation as internal state that impels one to act towards achieving a certain goal. It is also referred as "Push". External motivation happens when an external factor influences someone's behavior towards them. The basic difference between extrinsic motivation and intrinsic motivation is that first one arises from outside of the individual while intrinsic motivation arises from within.

However many researchers believe that it is not that easy to segregate motivation into intrinsic and extrinsic motivation. Guzzo (1979) says that there is no definitional separation of intrinsic and extrinsic rewards.

Brief and Adlag (1977) argues that there is a need of conceptual clarity of intrinsic and extrinsic dichotomy. Unless and until this issue is not clarified, very little of real value will be gained from such research.

Kreps (1997) argues that providing extrinsic incentives for workers can be counterproductive, because it may destroy the workers' intrinsic motivation. Individual workers often try to influence their superiors, spending valuable time in politicking or worse. When job tasks are ambiguous, forced evaluation/incentive formulas may invite efforts to corrupt the objective measures. When tasks are ambiguous and creativity is valuable, it is hard to say ex ante what should be done

Stannack (1996) states that it is very difficult to define performance as a concept. According to him "It is a social construct which has been used many times to describe issues of efficiency, effectiveness and Improvement". He believes that motivation is an essential component for performance and there are 3 core issues in defining performance.

1. Motivation – low level of motivation will adversely affect performance.
2. Capacity – lack of knowledge or Skill will also adversely affect performance of employee.
3. Context – Unless and until goals are clear; it is very difficult to perform as well as to measure performance of a particular individual.

5. LITERATURE REVIEW

The literature review on the topic "Motivation and employee performance" has been divided into two categories.

5.1 Theoretical review: Under theoretical review, Research paper where motivation and impact of different types of motivation on different variables and their relationship has been discussed is critically reviewed.

5.2 Empirical review: In Empirical review, papers where impact of motivation on employee performance was empirically studied, has been studied in detail with special focus on methodology.

5.1 Theoretical review

West and Uhlenberg (1970) stated some of the methods which can be used in measuring motivation. First method which is used predominantly in education sector is Production measures like GPA. These methods have face validity and also no technical analysis is needed. According to them Observer ratings method suffers from halo effect so Projective tests like Rorschach tests and TAT can be used in measuring motivation. Projective tests believe that men project some part of their selves in everything they do. It is a kind of disguised testing procedure where subject is hardly aware of what he is being tested for.

Hickman (1952) describes the factors responsible for managerial motivation. Taxes certainly has a negative impact on motivation of managers. Money is important because without satisfactory compensation nobody is going to perform but only money is not sufficient. H.F.WILLIKIE, president of Kingan and co. talks about plus values of Job like perquisites, prestige and position etc. According to a survey top management choose financial and organizational security as their first priority. One important point is that security of corporation is a better motivating factor than profit of corporations. Job security was not given that much preference compared to factory workers or salaried employees. They are also willing to take risk hence they may choose an insecure job also for more money. However they do not want to work overtime. When option of getting double payment for working 2 to 3 hours overtime was given only 29 % executives accepted such proposal. So at last we can conclude that for executives, profits are not the end but the means to achieve plus values of jobs.

Brief and Adlag (1977) feel that intrinsic motivation would lead to relatively high level of task satisfaction and task performance rather than extrinsic motivation.

Kreps (1997) states that extrinsic motivation can have adverse effect on intrinsic motivation of a worker. However it does not mean that intrinsic motivation is always superior to extrinsic motivation. The impact of motivation depends on the level of the employee and the functions performed by the employee.

Prendergast (2008) says that in many cases, use of monetary incentives will eventually become counterproductive. His paper suggests that it is better to sort incentives according to the preference of employees rather than using money in aligning incentives. Again we should consider the requirements of the employee which will be determined by the level at which he is working and the tasks which he is performing.

Benabou and Tirole (2003) differentiate between the concept of incentives in economics and sociology. In economics, it is a central tenet that incentives will make humans respond on the other hand in Sociology, incentives whether in terms of rewards or punishments often turn out to be counterproductive. Incentives are weak reinforces in the short run and negative reinforces in the long run. Their model used the concept of an "agent" who doesn't have perfect knowledge of his abilities and an informed "principal" who uses incentive for motivating the agent to perform at his full potential. In such cases when extrinsic motivation will conflict with intrinsic motivation and agent is not fully aware about his abilities, the intrinsic motivation is going to decrease with introduction of extrinsic motivation like bonus. Extrinsic motivation can be a positive enforcer for a short term but they will always decrease the future motivation for same work.

This happens because extrinsic motivation has a limited impact on current performance but they reduce the agent's motivation to undertake similar tasks in the future. Also when there are monetary incentives on performance of one task, agent sometime sees such rewards as a signal of boring or unattractive task.

Knippenberg (2000) describes the impact of work motivation on performance with focus on social identification. Social identification can be defined as perception of oneness with or belongingness to a group. In such cases social identity is preferred to individual identity. In his paper he found out that work group identification was positively related to work motivation and also increased job involvement. For example- Individual performance was better when they were wearing university uniforms. Identification also has a positive relation with contextual performance. Individualists (people who prefer their interest as utmost priority) also starts looking at collective goals as their self-interest goals.

Bishop (1997) studied the impact of employee performance on relative wages of employees. He found out that workers related was important in small and medium non-union establishments but there is almost no effect of such productivity in unionized medium enterprises and large enterprises. After studying the monitoring cost and level of skill difference between employees, it was found out that monitoring costs are low in small enterprises skill

differential more general as compared to medium and large enterprises. As a result, employees get higher wage rates for their effort and productivity while in large establishments wages don't reward efforts and productivity quickly.

5.2 Empirical review

Kassa (2015) investigated the impact of motivation on employee retention in a mineral water factory in Ethiopia with a sample size of 237. He studied the relationship of 8 specific motivating factors (reward, recognition, salary, security, interesting work, training, working environment and promotion). After collecting data through questionnaire which used Likert scale method and analyzing it with the help of Pearson correlation and Multiple regression analysis, it was found out that reward was highly motivating factor for employee retention with mean of 4.36 and standard deviation of 0.714. Interesting work, Working environment and training were relatively low motivating factors. Pearson's coefficient of correlation was negative only for interesting work and employee retention. ($r = -0.586$)

Safiullah (2014) studied the impact of extrinsic and intrinsic rewards on employees' performance in telecommunication industry of Bangladesh with a sample size of 81 employees from 4 companies. Questionnaire with Likert scale method was used for data collection and were analyzed with the help of percentage table, frequency distribution, mean and standard deviation in MS-excel. 4 variables for intrinsic and extrinsic motivation each was selected and it was found that "opportunities for career growth and development" emerged as the most motivating factor (Mean = 4.6419, Standard deviation = .76) while "pay" was the least motivating factor (mean = 4.4198, standard deviation = .9201). Study also revealed that after an increase in experience, age and income level "pay" and other extrinsic motivators become less important. Also except for initial stages, intrinsic motivation is always more effective than extrinsic motivation.

Argyle (1989) studied the effect of happiness (Job satisfaction) on work performance of employees. Job description index (containing 5 scales) was used for measuring job satisfaction. The study found that the correlation between job satisfaction and work performance was just +0.15. Surprisingly job satisfaction also has a positive correlation with voluntary absenteeism for some certain group.

Richa and Singh (2015) investigated the relationship of motivation and recognition and employee's performance in Banks (public and private sector) of Haryana and Punjab with a sample size of 100 respondents consisting of top level and middle level employees. Self-structured questionnaire was used for data collection with simple random sampling. Descriptive analysis, regression analysis and t-test were used for data analysis and they found that pay still is an important factor for bank employees while recognition is the most important non-monetary incentive for bank employees. They also feel that participation and opportunities for growth should be increased in banks.

Asim (2013) studied the impact of reward and promotion on motivation and its impact on employee performance in Pakistan's education sector with a sample size of 118 respondents. Data was collected through questionnaire using Likert's scale. After analysis through regression analysis, Pearson coefficient and ANOVA it was found that performance of employees had a strong relationship with reward and promotion.

Uzonna (2013) investigated the impact of motivation on the employees of Credit West bank, Cyprus. Data was collected through open ended questionnaire from 134 respondents selected through quota and Simple random sampling. Cronbach's Alpha was used for reliability analysis while frequency analysis, T-test and principal component factor analysis was used for data analysis. Almost half of the people wanted company to recognize them for their good performance through higher position. Recognition ranked 1st in non-monetary incentives followed by authority, advancement and opportunity and job security. In monetary incentives, fringe benefits was ranked 1st while salary, performance pay and bonus came 2nd, 3rd and 4th respectively.

Akanbi also studied the impact of extrinsic and intrinsic motivation on employee performance on 100 workers of flour mills in Nigeria. Data was collected with the help of self-designed closed ended questionnaire. For checking reliability and validity, a pilot study was carried out on a sample of 20 staffs using a test-retest method in which result was 0.52. Hypothesis testing was done with the help of Pearson product moment correlation coefficient at 95% confidence interval. In results, it was observed that there was a positive and significant relationship between extrinsic motivation and workers performance. ($r = 0.42 > 0.197$, table value). However there

was no significant relationship between intrinsic motivation and employee performance. ($r = .152 < 0.197$, table value)

Muogbo (2013) investigated the impact of motivation on organizational performance in Anambra state, Nigeria with a sample size of 103 respondents. Cluster sampling was used. Data was collected through structured questionnaire. Data analysis was done through frequencies, graphs and Spearman rank correlation coefficient. Respondents strongly agree that motivation such as pay, good working conditions and fringe benefits have an impact on organizational performance. Extrinsic motivation has a significant influence on workers' performance.

Owusu (2012) studied the effects of motivation on employee performance of Ghana commercial Bank. 153 employees were given questionnaires and 95 responded representing about 62% of sample size. Data was collected through close-ended and open ended questions both. Data was analyzed through tables, percentage charts and graphs. It is found that enhanced salary (34.7%) was ranked 1st among motivating factors followed by fringe benefits (15.8%), and promotion (14.7%). It was also observed that employees started coming early for work and stayed longer in bank and also served customers with great joy due to implementation of motivational package.

6. SCOPE FOR FURTHER STUDIES

The theoretical and empirical review both suggests very strongly that there is a positive relationship between motivation and employee performance. However in case of some empirical reviews, it was found out that intrinsic motivation is better than extrinsic motivation while some of the research works concluded that the impact of intrinsic motivation is not that much significant on employee performance. So further research is required in order to find out the optimum combination of intrinsic and extrinsic motivation.

- ✦ The following points highlight the scope of further studies in the field of motivation and employee performance.
- ✦ Focus on Indian Scenario - Not much research has been done in India about the impact of motivation on employee performance. It will be interesting to see the impact of motivation on employees of Indian firms who have different culture, values and traditions.
- ✦ Separate analysis of top level management and Low level workers - Managerial motivation is very different from normal employee motivation. Their way of thinking about organization and priorities of different motivating factors demands a separate analysis for top level managers.
- ✦ Study at sectorial level – In empirical review we have seen that the sector chosen for analysis is one of the factors which ultimately impact the results of the research work. Therefore there is a need to study the impact of motivation at sectorial level. A comparison between different sectors will also give us more insight about the present level of motivation in such sectors and its impact on employee performance and satisfaction.
- ✦ Using advance research methodology tools – It is evident that the most of the research works have used very simple techniques of data collection and analysis. There is a need to use advanced data analysis tools which are technically sounder and relax a lot of assumptions of traditional techniques.
- ✦ Larger sample size – Sample size of most of the empirical review is surprisingly very low. The same study with a larger sample size could have produced different results.
- ✦ New methods of measuring employee performance and employee motivation – As discussed earlier one can measure motivation through many new techniques like Thematic Apperception Test (TAT) and Rorschach tests. Similarly the traditional methods of measuring employee performance should be replaced by new methods like 360 degree appraisal and balance score card etc.

7. SUMMARY AND CONCLUSION

In this term paper, an attempt was made to explain the theory behind the relationship of motivation and employee performance. A critical review of the past research on the topic was also incorporated in this term paper. The impact of motivation on employee performance is very important for businessmen, top level management, economist and physiologists. The right mix of intrinsic and extrinsic motivation is necessary to keep employees

motivated. A highly motivated employee will always help organization in achieving its goals. Conceptual framework and theoretical review suggests that intrinsic motivation is very essential for motivation of employees, especially top level employees. However the preference for a particular motivating factor may change depending on age, experience and income level. Talking about Extrinsic motivation, it is an important factor in motivating employee but not sufficient enough. Sometimes it may backfire and result in decrease in productivity and overall motivation. However this doesn't mean that intrinsic motivation is always superior to extrinsic motivation. Some empirical studies shows that in case of low level employees even today extrinsic motivation is more powerful than intrinsic motivation. Almost all empirical review supports the statement that motivation has a positive relationship with employee performance. Empirical reviews suffer from some limitations which have been discussed in scope of further studies. With a larger sample size and better data analysis techniques we may get results which are opposite of our present results.

It can be concluded that motivation will help employee in performing his job efficiently and with the right mixture of intrinsic and extrinsic motivation, the organizational performance of the organization will be better than previous cases. There is a need for research in this topic in Indian context with sector wise analysis.

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