

The Impact of Intrinsic and Extrinsic Motivation on Job Satisfaction among Employees: A Theoretical Approach

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Abstract: Nowadays, many organizations among the world are facing a high level of employee turnover rate, and the main reason behind this turnover is the absence of motivational strategies in the workplace. However, motivation had become a critical element to achieve success among the organization.

Motivation is something that moves the person to action and continues him the cause of action already initiated. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Managers nowadays aim to implement motivational strategies in the workplace to drive out the best of the employees and enhance performance. This can be done through implementing performance appraisals and assessing the employees' needs and rewarding them since what motivates person X does not motivate person Y.

Key Words: Motivation, Intrinsic motivation, Extrinsic motivation, Performance Appraisal, Employees Performance

INTRODUCTION

Managers among companies are responsible to ensure that tasks are done by the employees in the right way. To ensure this, managers should ensure a team of qualified employees which are capable to handle the required tasks. For the company to maximize the performance of its employees there is a high need for motivation. Thus, the theory and practice becomes a difficult subject touching on several disciplines.

Notwithstanding the fact that motivation is of high importance to identify the employees skills and resources that are required to perform the job. Therefore, this paper will focus on the relationship between motivation and performance in addition to identifying the types of motivation and the ways to motivate employees.

WHAT IS MOTIVATION?

It is difficult to define motivation since the factor which motivates an employee might not motivate other. Bagshawe (2011) conducted a study to understand why some employees are ready to exert extra effort to work harder, while others are not willing to do so. Motivation had been defined as the efforts level exerted by employees in the workplace to achieve a desired goal or objective. By that motivation is not considered as a personality trait. (Robbins,2008).

When employees are motivated, they are willing to work harder to achieve the desired goal. It is known that if an employee is exceeding high levels of effort but is not sharing the same organizational objective, the outcome of the performance is most likely unfavorable. Quality and intensity of the effort exerted will affect the end results. However, if employees share the same goals of the

organization then the effort will be consistent and the outcomes will be higher.

Robbins (2008) revealed that motivated employees are in the tension mode. Employees try to release the tension by exerting more effort. The higher the tension is, the higher the employees will be motivated to exert more effort in the workplace. This will lead to satisfaction, and by that the tension is minimized.

For example, there are many employees which spend their time in the workplace by browsing social media websites such as Facebook and chat with their co-workers about their personal life to fulfill their social needs. Such employees exceed high levels of effort. In other terms, they are doing multiple tasks at the same time. From an organizational perspective, they are not doing their job right to reach the organizational goals.

INTRINSIC AND EXTRINSIC MOTIVATION

Intrinsic and extrinsic motivations are two different types of motivation. Intrinsic is also known as internal motivation, as for extrinsic is known as external motivation. The two types differ in the source of pressure or pleasure that boosts each of them.

Intrinsic motivation

Intrinsic motivation is defined as the motivation which comes from the person himself and not from external factors. This type of motivation comes out from an individual pleasure or an interest in the task. It can be seen as a force that motivates employees to do activities without any external incentive. Referring to Amabile (2003), individuals are internally motivated when they seek enjoyment, interest, self-expression and personal challenge

in the workplace. With reference to a research done by Okilo (2003), he revealed that intrinsic motivation motivates some types of employees and not whole of them and that depends on the employees' needs. Manufacturing Company in Germany, and the research results had revealed that intrinsic motivation has a direct effect on the employee turnover rate in the company. The higher the intrinsic motivation is the higher the employee performance will be reflecting a low employee turnover rate.

Extrinsic motivation

It is the opposite of intrinsic motivation; it is the type of motivation which comes from an external environment such as getting a promotion or a reward in the workplace. The main source of extrinsic motivation is from the individual physical environment. More job benefits, higher salaries, incentives and job promotions are some rewards that can lead to extrinsic motivation. External motivation is also as money and verbal reward, meaning that it is mediated outside of a person, as for the intrinsic motivation it is mediated inside the person.

It is obvious that intrinsic and extrinsic motivation applies to different types of persons. Reference to Vroom (1964), he revealed that some employees concentrate on intrinsic outcomes while others concentrates on extrinsic outcomes.

A research done by Story (2009), individuals who have intrinsic motivation tends to work in challenging environments and handle complex tasks and can also regulate themselves with behaviors. As for employees which have high internal motivation, they could work on setting self goals and deadlines and they tend to challenge themselves to achieve the desired objective.

On the other hand, employees who are externally motivated tend to be affected by external factors including rewards, recognitions and promotions.

THE RELATIONSHIP BETWEEN INTRINSIC AND EXTRINSIC MOTIVATION

The difference among intrinsic and extrinsic motivation is obvious, yet researchers and scholars argued that intrinsic and extrinsic motivation have a direct effect on each to others. With reference to a research done by Deci (2008), he revealed that in most cases extrinsic motivation can minify intrinsic motivation. He revealed that if money is administered contingently, it minifies intrinsic motivation. But such will not take place if money is not managed contingently, this will minimize the intrinsic motivation.

Another research done by Amabile (2003) revealed that although intrinsic and extrinsic motivations are opposite, but they still have a reinforcing effect since if employees are externally motivated and rewarded for their performance, the employees needs will be satisfied accordingly leading to high levels of satisfaction and performance in the workplace.

As a conclusion, it can be revealed that employees can be motivated both on the intrinsic and extrinsic levels to handle

out a specified task, and that extrinsic and intrinsic factors can motivate each other but in some cases extrinsic motivators can also minimize intrinsic motivation.

Furthermore, to be able to motivate employees, a performance appraisal should be conducted to identify the employees needs whether they are financial needs or non-financial and work on satisfying those needs. Some employees might need financial rewards, while others might need non-financial rewards. For that reason, it is the human resources responsibility to assess the employees needs and work on satisfying them in the workplace to guarantee employee retention and minimize turnover.

Reference to a research done by Poley (2005), on retail organization in France to study the impact of motivation on employees performance in the workplace. The study had found that the higher the employees are motivated, the higher the performance will be in the workplace meaning that there is a significant positive relationship among the mentioned variables. The research also revealed that the human resources department aimed to assess the employees performance and worked on identified the required needs, and after that started compensating them based on their needs. What motivates person X does not motivate person Y, meaning that some employees might be motivated financially, while others might need non-financial rewards.

MOTIVATION AND JOB SATISFACTION

Performance management action is an essential tool required for motivating employees to achieve an optimal performance. Empirical studies had been implemented in many European countries to study the impact of motivation on satisfying employees and enhancing performance in the workplace.

The research results proved that the higher the motivation is in the workplace, the higher the employee performance will be. The results was based on the quantitative method throughout distributing survey among three hundred respondents for data collection, and the results were viewed in the form of both descriptive and inferential statistics. The researcher was able to validate his hypotheses taking motivation as a dependent variable, and performance as an independent variable.

Another research done by Abigail (2005), aimed to study the relationship between employee satisfaction and the performance in the workplace. The study was based on both the quantitative methodology through distributing a survey among a specified number of respondents for data collection, and on the qualitative methodology through conducting in-depth interview questions with managers to study their point of view regarding the relationship between employee satisfaction and performance in the workplace.

The study found a significant positive and strong relationship between the job satisfaction and employee performance, in which the higher the satisfaction is in the workplace, the higher the performance will be reflecting a higher productivity.

CONCLUSION

Motivating employees play an important role in enhancing employees' productivity and by that enhancing organizational performance as a whole. By appreciating employees for their productivity, and by engaging them in decision making, it internally satisfies them with their job, organization and organizational environment. Thus, their motivation toward handling more tasks increases.

Previous researches proved that there is a positive relationship between motivating employees and job satisfaction in which the findings proved that the higher the motivation is, the better the performance will be.

In addition to that, previous researches also proved that there is a positive correlation among conducting performance appraisals in the workplace, and satisfy the employees based on their needs, this proved to increase the employees motivation in the workplace.

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