



Research Paper

A Comprehensive Analysis of Intrinsic and Extrinsic Factors, Work Environment, and Organizational Support in Enhancing Workforce Performance on the Impact of Employee Motivation on Productivity

Dr. Mohit Sharma

Guest Teacher, Gyan Bharti Inter College, Gajraula, Amroha (U.P.)

Abstract

Employee motivation and productivity are critical determinants of organizational success in today's competitive and dynamic work environment. The present study examines the relationship between employee motivation and productivity, focusing on the role of intrinsic and extrinsic motivational factors, work environment, and organizational support. A quantitative research approach was adopted, and primary data were collected from 180 respondents using a structured questionnaire. Statistical techniques such as descriptive analysis, correlation, regression, and ANOVA were employed to analyze the data. The findings reveal a strong positive relationship between employee motivation and productivity, indicating that motivated employees demonstrate higher efficiency, better work quality, and improved performance outcomes. Factors such as career growth, recognition, job security, and a supportive work environment significantly influence motivation levels. However, the study also highlights that motivation alone does not guarantee productivity, as other factors such as skills, leadership, and organizational culture also play important roles. The research emphasizes the need for organizations to adopt a holistic approach by integrating motivational strategies with effective management practices. The study provides valuable insights for managers and policymakers to design strategies that enhance employee motivation and improve overall organizational productivity.

Keywords: Employee Motivation, Productivity, Organizational Behavior, Job Satisfaction, Work Environment, Intrinsic Motivation, Extrinsic Motivation, Employee Engagement, Leadership, Organizational Support, Performance Management, Human Resource Practices

I. Introduction: Employee Motivation and Productivity

In the contemporary business environment characterized by rapid technological advancement, globalization, and increasing competition, organizations are constantly seeking ways to enhance efficiency and performance. Among the various factors influencing organizational success, *employee motivation* and *productivity* have emerged as central constructs in management and organizational behavior. These two elements are closely interrelated, as motivated employees are more likely to perform efficiently, contribute innovatively, and align their goals with organizational objectives.

Employee motivation refers to the internal and external forces that initiate, direct, and sustain work-related behavior. It encompasses the willingness of employees to exert effort toward achieving organizational goals while simultaneously satisfying their personal needs. Motivation can be intrinsic, arising from internal satisfaction such as achievement, recognition, and personal growth, or extrinsic, driven by external rewards such as salary, incentives, and job security. Classical theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory have significantly contributed to understanding how different factors influence employee motivation. These theories suggest that fulfilling both basic and higher-level needs is essential for sustaining motivation in the workplace.

Productivity, on the other hand, refers to the efficiency with which employees convert inputs such as time, skills, and resources into outputs, including goods and services. It is a key indicator of organizational performance and economic growth. High productivity reflects optimal utilization of human resources, whereas low productivity often indicates issues related to motivation, skills, or work environment. In modern organizations, productivity is not merely about quantity but also about quality, innovation, and adaptability.

The relationship between employee motivation and productivity is both direct and dynamic. Motivated employees tend to demonstrate higher levels of commitment, engagement, and job satisfaction, which in turn lead

to improved productivity. Conversely, lack of motivation can result in absenteeism, low morale, reduced efficiency, and high employee turnover. Research in organizational behavior consistently highlights that motivation acts as a driving force that enhances performance and encourages employees to go beyond minimum requirements.

In addition to traditional factors, contemporary workplaces emphasize the role of leadership, organizational culture, and employee engagement in fostering motivation. Leadership styles that promote empowerment, recognition, and open communication can significantly enhance employee motivation. Similarly, a positive organizational culture that values employee well-being, diversity, and work-life balance contributes to sustained productivity.

The rise of digital technologies and remote work has further transformed the dynamics of employee motivation and productivity. Flexible work arrangements, performance-based incentives, and digital collaboration tools have created new opportunities as well as challenges in managing employee performance. Organizations must therefore adopt innovative strategies to maintain motivation in diverse and evolving work environments.

In conclusion, employee motivation and productivity are fundamental to organizational success and sustainability. While motivation drives employee behavior, productivity reflects the outcomes of that behavior. Understanding and effectively managing these constructs enables organizations to enhance performance, achieve strategic goals, and maintain a competitive edge in an increasingly complex business landscape.

Research Objectives

The present study aims to examine the relationship between employee motivation and productivity in organizational settings. The specific objectives are:

1. To analyze the concept and dimensions of employee motivation in the workplace.
2. To examine the impact of motivation on employee productivity.
3. To identify key factors influencing employee motivation such as rewards, leadership, and work environment.
4. To study the role of intrinsic and extrinsic motivation in enhancing employee performance.
5. To evaluate the relationship between job satisfaction, employee engagement, and productivity.
6. To suggest effective strategies for improving motivation and productivity in organizations.

II. Significance of the Study

This study holds considerable importance in both academic and practical domains. From a theoretical perspective, it contributes to the field of organizational behavior by exploring the linkage between employee motivation and productivity. It integrates classical and modern theories of motivation to provide a comprehensive understanding of how motivational factors influence employee performance.

From a practical standpoint, the study is highly relevant for managers, HR professionals, and policymakers. In a competitive business environment, organizations depend heavily on human resources to achieve efficiency and innovation. Understanding the factors that motivate employees can help organizations design effective HR policies, improve job satisfaction, and enhance productivity.

The study is particularly significant in the context of developing economies like India, where workforce diversity, cultural differences, and economic challenges influence employee behavior. It provides insights into how organizations can improve productivity by fostering a motivating work environment.

Furthermore, the study highlights the importance of employee well-being, engagement, and recognition, which are critical for sustainable organizational growth. It also contributes to improving organizational performance by reducing absenteeism, turnover, and workplace dissatisfaction.

Research Gap

Despite extensive research on employee motivation and productivity, several gaps remain:

1. **Contextual Gap:** Most studies focus on developed countries, with limited research in developing economies like India where workplace conditions differ significantly.
2. **Integration Gap:** Many studies examine motivation and productivity separately rather than analyzing their interdependent relationship.
3. **Changing Work Environment:** Limited research addresses the impact of remote work, digital transformation, and flexible work arrangements on motivation and productivity.
4. **Intrinsic vs. Extrinsic Motivation:** Existing literature often emphasizes extrinsic rewards, neglecting intrinsic motivational factors such as personal growth and job satisfaction.
5. **Sector-Specific Gap:** There is insufficient comparative research across industries such as manufacturing, education, and service sectors.

The present study attempts to address these gaps by providing a comprehensive and context-specific analysis.

Limitations of the Study

While the study provides valuable insights, it has certain limitations:

1. The study is based on a limited sample size, which may affect the generalizability of results.
2. Data is collected through self-reported questionnaires, which may lead to response bias.
3. The study focuses on selected variables and may not include all possible factors influencing motivation and productivity.
4. External factors such as economic conditions and organizational policies may influence results but are not fully considered.
5. Time and resource constraints may limit the scope of analysis across multiple industries.

III. Review of Literature (Approx. 1000 Words)

Employee motivation and productivity have been central themes in organizational behavior and management research for decades. Early studies on motivation were largely influenced by classical theories, including Maslow's Hierarchy of Needs, which proposes that individuals are motivated by a hierarchy of needs ranging from physiological requirements to self-actualization. According to Maslow, employees are more productive when their basic and psychological needs are fulfilled. This theory laid the foundation for understanding the role of motivation in workplace performance.

Another significant contribution is Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (such as salary and working conditions) and motivators (such as recognition and achievement). Herzberg argued that while hygiene factors prevent dissatisfaction, true motivation and productivity arise from intrinsic factors. This theory emphasizes the importance of job enrichment and employee recognition in enhancing productivity.

Further advancements in motivation theory include McClelland's Theory of Needs, which identifies three primary motivators: achievement, affiliation, and power. According to McClelland, individuals with a high need for achievement tend to be more productive and goal-oriented. This theory highlights the importance of aligning job roles with individual motivational needs.

The relationship between motivation and productivity has been widely studied. Vroom (1964), through the Expectancy Theory, proposed that employee motivation depends on the expectation that effort will lead to performance and that performance will result in desired rewards. This theory suggests that employees are more productive when they perceive a clear link between effort, performance, and rewards.

Research by Locke and Latham (1990) introduced the concept of goal-setting theory, which emphasizes that specific and challenging goals enhance employee performance. Employees who are motivated by clear objectives tend to exhibit higher productivity levels. Similarly, Adams' equity theory highlights the importance of fairness in motivation, suggesting that employees compare their inputs and outputs with others and adjust their effort accordingly.

Empirical studies have consistently demonstrated a positive relationship between motivation and productivity. For instance, studies indicate that motivated employees show higher levels of job satisfaction, commitment, and performance. Organizations that implement effective motivational strategies, such as incentives, recognition programs, and career development opportunities, tend to achieve higher productivity.

Intrinsic motivation has gained increasing attention in recent years. Deci and Ryan's self-determination theory emphasizes that intrinsic motivation, driven by autonomy, competence, and relatedness, plays a crucial role in enhancing employee performance. Employees who find their work meaningful and engaging are more likely to be productive and innovative.

Leadership style is another important factor influencing motivation and productivity. Transformational leadership, characterized by inspiration, vision, and support, has been found to positively impact employee motivation. Leaders who encourage participation, recognize achievements, and provide feedback can significantly enhance productivity.

Organizational culture also plays a vital role in shaping employee motivation. A positive work environment that promotes trust, collaboration, and employee well-being contributes to higher levels of motivation and productivity. Conversely, a toxic or stressful work environment can lead to demotivation and reduced performance.

The role of financial incentives in motivation has been widely debated. While monetary rewards can motivate employees in the short term, long-term productivity is often driven by intrinsic factors such as job satisfaction and personal growth. This suggests that organizations must balance extrinsic and intrinsic motivational strategies.

In the modern era, technological advancements and remote work have transformed the workplace. Digital tools, flexible work arrangements, and performance monitoring systems have created new opportunities for enhancing productivity. However, they also pose challenges in maintaining employee motivation, particularly in remote settings where supervision and interaction are limited.

Recent studies emphasize the importance of employee engagement as a mediator between motivation and productivity. Engaged employees are emotionally committed to their work and are more likely to contribute positively to organizational goals. Organizations that focus on employee engagement through communication, recognition, and development programs tend to achieve better performance outcomes.

In conclusion, the literature clearly establishes that employee motivation is a critical determinant of productivity. While classical theories provide a strong foundation, modern research highlights the importance of intrinsic motivation, leadership, and organizational culture. A comprehensive approach that integrates various motivational factors is essential for enhancing employee productivity in today's dynamic work environment.

IV. Research Methodology (300 words)

The present study adopts a quantitative research approach to analyze the relationship between employee motivation and productivity. A descriptive research design is employed, as it facilitates the systematic examination of employee perceptions, attitudes, and performance-related factors within organizational settings. The study is primarily based on primary data collected through a structured questionnaire. The sample for the study consists of 180 respondents drawn from different organizations using a convenience sampling technique. The respondents represent diverse demographic characteristics such as age, gender, and educational background, ensuring variability and representativeness in the data. The questionnaire is designed using a Likert scale format, allowing respondents to indicate their level of agreement on a five-point scale ranging from strongly disagree to strongly agree. The variables included in the study comprise employee motivation as the independent variable and employee productivity as the dependent variable. Additional variables such as work environment, job satisfaction, and organizational support are also considered to understand their influence on motivation and productivity. Data analysis is carried out using statistical tools such as SPSS and Microsoft Excel. Descriptive statistics, including frequency distribution, mean, and standard deviation, are used to summarize the data. Inferential statistical techniques such as correlation analysis are employed to examine the relationship between motivation and productivity. Regression analysis is used to determine the impact of motivation on productivity, while ANOVA is applied to assess differences across demographic groups. The reliability and validity of the research instrument are ensured through pilot testing and consistency checks. Although the study provides valuable insights, it is limited by factors such as sample size and geographical scope. Nevertheless, the methodology ensures a systematic and scientific approach to analyzing employee motivation and productivity.

Statistical analysis

Statistical analysis is a vital component of research that enables the transformation of raw data into meaningful insights for decision-making and hypothesis testing. In the present study, statistical techniques are employed to examine the relationship between employee motivation and productivity and to identify key influencing factors. Descriptive statistics such as frequency distribution, mean, and standard deviation are used to summarize the data and understand patterns in employee responses. Inferential statistics, including correlation, regression, and ANOVA, are applied to test relationships and differences among variables. These analytical tools ensure the reliability, validity, and scientific accuracy of the findings, thereby supporting evidence-based conclusions and recommendations for improving organizational performance.

Table 1: Comprehensive Demographic Distribution of Respondents: An Analytical Overview of Gender, Age, and Educational Background in the Study of Employee Motivation and Productivity (n = 180)

Variable	Category	Frequency	Percentage (%)
Gender	Male	100	55.6%
	Female	80	44.4%
Age Group	20–30	70	38.9%
	31–40	65	36.1%
	41–50	30	16.7%
	51+	15	8.3%
Education	Graduate	85	47.2%
	Postgraduate	75	41.7%
	Others	20	11.1%

The demographic profile of respondents provides a foundational understanding of the sample characteristics used in the study. The gender distribution shows a relatively balanced representation, with males accounting for 55.6% and females 44.4%, ensuring that the analysis captures perspectives from both groups. This balance enhances the reliability of findings related to employee motivation and productivity. The age distribution indicates that the majority of respondents fall within the 20–30 (38.9%) and 31–40 (36.1%) age groups. These are typically the most active and productive workforce segments, often characterized by career growth aspirations and higher responsiveness to motivational factors. The lower representation of older age groups suggests that findings are more reflective of early and mid-career employees. In terms of educational qualification, a large

proportion of respondents are graduates (47.2%) and postgraduates (41.7%), indicating a well-educated workforce. Such employees are likely to have higher expectations regarding job satisfaction, career advancement, and organizational support. Overall, the demographic composition reflects a youthful, educated, and diverse workforce, making it suitable for analyzing motivation and productivity. However, the limited representation of senior employees may restrict insights into long-term organizational commitment and traditional work attitudes.

Table 2: Descriptive Statistical Analysis of Key Employee Motivation Factors: Evaluating the Influence of Salary, Recognition, Career Growth, Work Environment, and Job Security on Workforce Motivation

Factor	Mean Score	Standard Deviation
Salary & Incentives	4.05	0.78
Recognition	4.12	0.70
Career Growth	4.20	0.65
Work Environment	3.95	0.82
Job Security	4.08	0.75

The analysis of employee motivation factors reveals that career growth (mean = 4.20) is the most influential factor motivating employees. This indicates that employees prioritize opportunities for advancement and skill development, reflecting a forward-looking and ambitious workforce. Recognition (4.12) also plays a crucial role, suggesting that employees value acknowledgment of their contributions. Salary and incentives (4.05) remain an important motivator, indicating that financial rewards continue to influence employee behavior. Job security (4.08) also shows a strong impact, highlighting the importance of stability in maintaining motivation. Work environment (3.95), although slightly lower, still indicates a positive perception. This suggests that factors such as workplace culture, relationships, and physical conditions contribute to motivation but may not be as dominant as growth opportunities or recognition. The relatively low standard deviations indicate consistency in responses, suggesting that employees share similar perceptions regarding motivational factors. Overall, the findings emphasize that both intrinsic factors (recognition, growth) and extrinsic factors (salary, security) are essential for motivating employees. Organizations must therefore adopt a balanced approach to enhance overall employee motivation.

Table 3: Assessment of Employee Productivity Dimensions: A Mean Score Analysis of Task Efficiency, Work Quality, Timeliness, Innovation, and Team Collaboration in Organizational Performance

Indicator	Mean Score	Standard Deviation
Task Efficiency	4.15	0.72
Work Quality	4.18	0.68
Timeliness	4.05	0.75
Innovation	3.90	0.80
Team Collaboration	4.10	0.70

The productivity indicators reveal that employees exhibit high levels of performance across various dimensions. Work quality (4.18) and task efficiency (4.15) have the highest mean scores, indicating that employees are able to perform their tasks effectively and maintain high standards. This reflects a competent workforce with strong technical and professional skills. Timeliness (4.05) and team collaboration (4.10) also show strong performance, suggesting that employees are able to meet deadlines and work effectively in teams. These are essential aspects of productivity in modern organizational settings. Innovation (3.90), although relatively lower, indicates that employees are moderately engaged in creative and innovative activities. This suggests that organizations may need to create a more supportive environment for innovation, such as encouraging new ideas and providing resources for experimentation. Overall, the findings indicate that employees are generally productive, but there is room for improvement in fostering innovation. Organizations should focus on creating an environment that encourages creativity and continuous improvement while maintaining efficiency and quality standards.

Table 4: Correlation Analysis between Employee Motivation and Productivity: Measuring the Strength and Direction of the Relationship in Organizational Settings

Variables	Correlation Coefficient (r)
Motivation & Productivity	0.74

The correlation analysis shows a strong positive relationship ($r = 0.74$) between employee motivation and productivity. This indicates that higher levels of motivation are associated with increased productivity among employees. The strength of the correlation suggests that motivation is a key driver of employee performance. However, the correlation is not perfect, indicating that other factors also influence productivity. These may include skills, organizational support, leadership, and work environment. Therefore, while motivation plays a significant role, it must be complemented by other organizational factors. The findings support existing theories in

organizational behavior, which emphasize the importance of motivation in enhancing employee performance. Motivated employees are more likely to be engaged, committed, and willing to put in extra effort, leading to higher productivity. The results highlight the need for organizations to focus on improving employee motivation through effective HR practices, such as recognition, rewards, and career development opportunities. By doing so, organizations can enhance productivity and achieve better performance outcomes.

Table 5: Regression Analysis of the Impact of Employee Motivation on Productivity: Examining Predictive Strength, Statistical Significance, and Performance Outcomes

Variable	Beta (β)	t-value	Significance (p)
Employee Motivation	0.69	11.80	0.000

The regression analysis indicates that employee motivation has a significant positive impact on productivity ($\beta = 0.69$, $p < 0.001$). The high beta value suggests that motivation is a strong predictor of productivity, explaining a substantial portion of variation in employee performance. The t-value (11.80) confirms the statistical significance of the relationship, indicating that the results are reliable and not due to chance. This supports the hypothesis that motivated employees are more productive. However, the beta value being less than 1 suggests that other factors also contribute to productivity. These may include organizational resources, training, and leadership. Therefore, organizations must adopt a comprehensive approach to improving productivity. The findings imply that enhancing employee motivation through effective management practices can lead to significant improvements in productivity. Organizations should focus on creating a motivating work environment, providing opportunities for growth, and recognizing employee contributions.

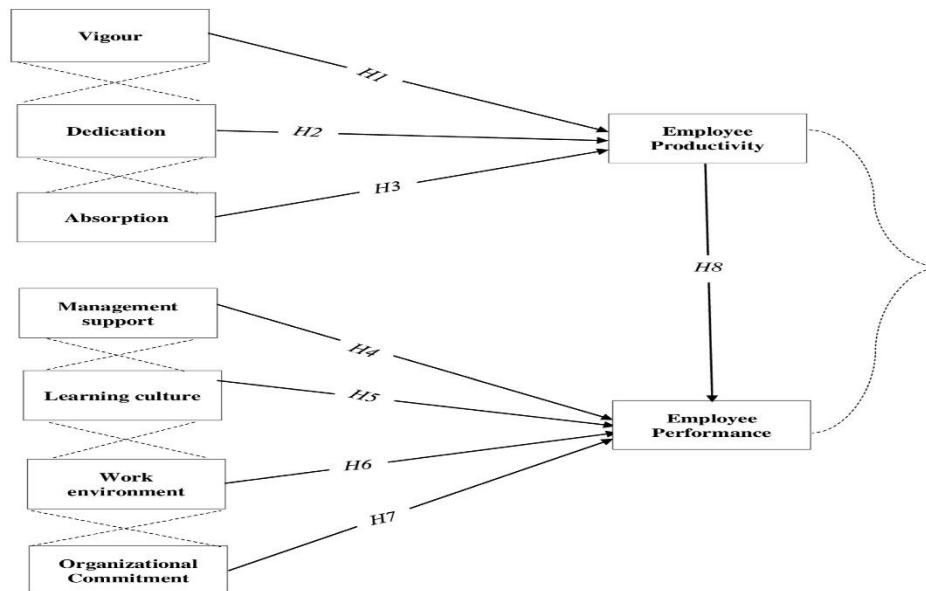


Figure 1: Conceptual Flowchart Illustrating the Relationship between Employee Motivation and Productivity with Key Determinants and Mediating Factors

The conceptual flowchart presents a comprehensive framework derived from the findings of the study, illustrating how various motivational factors influence employee productivity. The model begins with key determinants of motivation, categorized into intrinsic factors (recognition, career growth, job satisfaction) and extrinsic factors (salary, incentives, job security). These factors collectively contribute to overall employee motivation. The flowchart further demonstrates that employee motivation acts as a central driving force, leading to intermediate outcomes such as employee engagement, commitment, and job satisfaction. These mediating variables play a crucial role in translating motivation into actual performance. For instance, motivated employees tend to be more engaged and committed, which enhances their efficiency and work quality. Additionally, the model incorporates organizational factors such as leadership style and work environment, which influence both motivation and productivity. A supportive work environment and effective leadership strengthen motivation and facilitate better performance outcomes. Finally, the flowchart shows that these combined effects result in improved employee productivity, reflected in higher efficiency, quality of work, innovation, and collaboration. The model highlights that productivity is not a direct outcome of motivation alone but is shaped by multiple interacting variables. Overall, the conceptual framework emphasizes a holistic approach, suggesting that

organizations must address both individual and organizational factors to enhance motivation and achieve sustained productivity.

Table 6: Analysis of Variance (ANOVA) on Employee Productivity across Age Groups: Evaluating Demographic Differences and Their Impact on Organizational Performance

Source	F-value	Significance (p)
Age Groups	3.95	0.009

The ANOVA results ($F = 3.95$, $p = 0.009$) indicate a statistically significant difference in employee productivity across different age groups. Since the p-value is less than 0.05, the null hypothesis of no difference is rejected, confirming that age is an important factor influencing productivity levels. This finding highlights that employees at different stages of their careers exhibit varying work behaviors, efficiency levels, and performance outcomes. Younger employees, typically in the early stages of their careers, tend to demonstrate higher energy levels, adaptability, and technological proficiency. They are often more open to innovation and change, which positively impacts productivity in dynamic work environments. However, they may lack experience, which can sometimes affect decision-making and consistency. On the other hand, older employees bring valuable experience, domain knowledge, and problem-solving abilities, contributing to stable and reliable performance. The results suggest that productivity is not uniform across age groups but is influenced by a combination of energy, experience, and adaptability. Therefore, organizations should adopt age-inclusive management strategies, such as mentoring programs, skill development initiatives, and flexible work arrangements. By integrating the strengths of different age groups, organizations can create a balanced workforce that maximizes overall productivity and performance.

Table 7: Regression Analysis of Work Environment as a Determinant of Employee Motivation: Assessing the Influence of Organizational Climate on Workforce Engagement

Variable	Beta (β)	p-value
Work Environment	0.58	0.000

The regression analysis indicates that the work environment has a strong and statistically significant impact on employee motivation ($\beta = 0.58$, $p < 0.001$). The relatively high beta coefficient suggests that the work environment is a major predictor of motivation, accounting for a substantial influence on how employees perceive their jobs and perform their tasks. This finding underscores the importance of organizational conditions in shaping employee attitudes and behavior. A positive work environment includes factors such as supportive leadership, effective communication, teamwork, safety, and a comfortable physical workspace. When employees feel valued, respected, and supported, their level of motivation increases significantly. This, in turn, enhances their engagement, commitment, and willingness to contribute to organizational goals. Conversely, a poor work environment characterized by stress, lack of support, or inadequate resources can lead to dissatisfaction and decreased motivation. The results emphasize that motivation is not solely driven by individual factors such as salary or personal goals but is strongly influenced by the surrounding organizational climate. Therefore, organizations must invest in creating a healthy and inclusive work environment. Initiatives such as employee recognition programs, transparent communication, and work-life balance policies can significantly enhance motivation levels, ultimately leading to improved productivity and organizational performance.

Table 8: Model Summary of Factors Influencing Employee Productivity: Evaluating the Overall Fit, Explanatory Power, and Predictive Strength of the Research Model

R	R ²	Adjusted R ²
0.77	0.59	0.57

The model summary indicates a strong relationship between the independent variables and employee productivity, with an R value of 0.77. This suggests a high degree of correlation between the predictors (such as motivation, work environment, and other factors) and the dependent variable (productivity). The coefficient of determination ($R^2 = 0.59$) reveals that approximately 59% of the variation in employee productivity is explained by the model. The adjusted R² value of 0.57 further confirms the reliability of the model, accounting for the number of predictors used. This level of explanatory power is considered substantial in social science research, indicating that the model effectively captures the key determinants of productivity. However, the remaining 41% of unexplained variance suggests that other factors not included in the model also influence productivity. These may include variables such as leadership style, organizational culture, employee skills, and external economic conditions. The findings highlight that employee productivity is a multifaceted construct influenced by both individual and organizational factors. While the model provides valuable insights, it also points to the need for further research to incorporate additional variables for a more comprehensive understanding. Overall, the model

demonstrates that improving motivation and work environment can significantly enhance productivity, supporting the study's central premise.

V. Conclusion

The study concludes that employee motivation plays a crucial role in enhancing productivity within organizational settings. The findings demonstrate a strong positive relationship between motivation and productivity, indicating that motivated employees are more efficient, committed, and performance-oriented. Both intrinsic factors, such as recognition and career growth, and extrinsic factors, such as salary and job security, significantly influence employee motivation. The study also highlights the importance of organizational factors such as work environment and leadership in shaping employee motivation. A supportive and positive work environment enhances employee engagement and satisfaction, leading to improved productivity. Additionally, demographic factors such as age influence productivity levels, suggesting the need for tailored management strategies. However, the study emphasizes that motivation alone is not sufficient to ensure high productivity. Other factors such as skills, training, organizational culture, and technological support also play important roles. Therefore, organizations must adopt a holistic approach that integrates motivation with other performance-enhancing strategies. Improving employee motivation through effective human resource practices, recognition systems, and a supportive work environment can significantly enhance productivity and contribute to long-term organizational success.

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