

INTRINSIC AND EXTRENSIC MOTIVATION: FACTORS AND ENGAGEMENT

Practice shows that the leading cause of failure of most organization is as a results of lack of motivation or team work in the organization. In general, factors affecting the motivation of the employees in an organization are very diverse.

The analysis of recent publications of R. Ryan, E. Deci, H. Jodai, K. Ericsson and others shows the relevance of team motivation and different methods and approaches for it.

The goal of the article is to compare intrinsic and extrinsic motivation, and also define different motivational factors for engaging employees.

Motivation can be described in a simple term as anything or reason that drives an individual or a person to perform a task or act in a certain way. Motivation is obtained from the word motive which is defined as a need that requires satisfaction. The need could also be wants or desires that are obtained through influence of culture, society, lifestyle, etc. or generally innate. Motivation is an individual direction to behavior, or what causes a person to want to repeat a behavior, a set of force that acts behind the motives. A person's motivation may be inspired by others or events [1] or it may come from within the person [2]. Motivation has been considered as one of the most important reasons that inspires a person to move forward [3]. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement [8].

The phenomenon of motivation isn't limited to just humans, and occurs in every organism living. Almost every action is directed by certain motivation. The analysis of scientific studies [1], [4], [5], [6], [8] found that there were two main ways that individuals become motivated, extrinsic motivation and intrinsic motivation.

The intrinsic motivation is based on enjoyment or interest. When people are tasked, they become more successful. A type of motivation that depends on inner pressure, intrinsic motivation emerges from an individual's enjoyment or interest in the task at hand. Intrinsic motivation does not involve working on activities for the sake on an external reward; rather, it involves the feeling of inner pleasure in the activity itself. Malone and Lepper [8] view this type of motivation as a force that involves doing activities without external inducement. Without any reward, a person is willing to act as long as he is interested or personally enjoys the task.

There are many factors that promote intrinsic motivation [4]:

1. Challenge is a factor that means a person is more likely to be motivated if the task involves activities that

include continuously intermediate or escalating levels of difficulty towards personally meaningful goals.

2. Curiosity is a force in a person's environment that either gets his attention for new knowledge/skills or presents incongruity between his present knowledge/skills and the possible knowledge/skills that the activity may offer.

3. Control is a factor that means it is human nature for a person to want to have some degree of control over his situation. Intrinsic motivation may emerge from a person's autonomy in his actions.

4. Fantasy is a factor that is in the form of mental images that stimulate a person to behave to achieve the fantasy. For instance, a student sees himself as a successful engineer after college.

5. Competition is a factor that involves comparison of a person's performance with other's performance.

6. Cooperation is a factor that involves achieving a sense of satisfaction when a person helps other people towards the fulfilment of their goals.

7. Recognition is a factor that also includes the sense of satisfaction when others appreciate their achievements.

Extrinsic behavior was first defined by theorist DeCharms [7]. Extrinsic is defined as "not part of the essential nature of someone or something; coming or operating from outside" [4]. It refers to behavior that is driven by external rewards such as money, popularity, school grades or praise. This type of motivation arises from outside the individual, as opposed to intrinsic motivation, which originates inside the individual. Extrinsic motivation causes a person to do (or not do) something because it fulfills some externally-originating need or meets some other party's objective or requirement.

Simply put, the source of extrinsic motivation is from an individual's physical environment. For instance, bigger salary, more job benefits and high grades are rewards that lead to extrinsic motivation. Crowd cheering a person and competition are abstract sources of extrinsic motivation. This type of motivation also involves negative reinforcement, as in the threat of punishment, potential job loss or risk of failing grades.

There are various advantages and disadvantages of extrinsic and intrinsic motivation which generalized in the Tab. 1.

Both intrinsic and extrinsic motivation have their own sets of advantages and disadvantages. There is no saying which among them is more beneficial, as it largely depends on the situation and the individuals being motivated. The techniques applied are different, time

duration required for each type of motivation to kick in is different, and so are the results. The ultimate goal is to motivate an individual to get the job done.

Table 1

Intrinsic Vs. Extrinsic Motivation	
Intrinsic Motivation	Extrinsic Motivation
Advantages	
Long-lasting	Quickly changes behaviors
Self-sustaining	Requires little effort or preparation
Focuses on the subject rather than the reward or punishment	Requires little knowledge of the student
	Reward is giving
Disadvantages	
Slow to change the behavior	Provides distraction from learning
Requires lengthy preparation and special attention	Difficulty in determining appropriate rewards and punishment
A variety of approaches may be needed to motivate students	Ineffective after a long period of time
	Once the reward is removed, motivation is lost

Knowing the difference between the two styles of motivational science can impact the longevity of the team as well as the quality level of work produced, and it just might make the job a little easier [4].

In research conducted by E. Bergström and M. G. Martínez [6] there was identified factors and engagement of both type of motivation. The intrinsic and extrinsic factors influence the engagement of the employees (Tab. 2).

Table 2

Intrinsic Vs. Extrinsic Motivational Factors	
Intrinsic Factors	Extrinsic Factors
Relationships with Coworkers	Work Environment
Relationships with Managers	Training and Career Development
Employee Well-Being	Compensation
	Organizational Policies

Let's describe different motivational factors. Intrinsic factors are:

1. Relationships with Coworkers. When employees are more familiar with one another on a personal level, they are more comfortable at work. E. Bergström and M. G. Martínez [6] mentioned that managers try to encourage employees to work in informal groups, as when employees volunteer themselves it generally means that they are engaged. In order to have a process with a high level of performance companies need teamwork.

2. Relationships with Managers. It is about finding a balance between more formal communication and an informal communication in order to engage employees. Communication is key to engagement. The key point is to make sure the employees feel as though their suggestions and concerns have been heard and respected.

3. Employee Well-Being. Life outside of work is a large part of the work-life balance, and when things happen in an employee's personal life only the workload can be adjusted from a managerial point of view.

Extrinsic factors are:

1. Work Environment. It has to be the right amount of autonomy and decision making power, and that this appropriate amount depends on the individual employee. Employees must be provided with the right tools to make these decisions, because if they do not feel as though they have the tools to make the decisions they will feel more insecure and it will not influence engagement positively.

2. Training and Career Development. Training and career development will increase the tools and resources that employees feel like they have, and thereby increase their engagement.

3. Compensation. The financial compensation can act as a motivator in the short run but not in the long run. This is due to that employees will become adjusted to their new financial compensation after a certain amount of time.

4. Organizational Policies. Organizational structure can influence the engagement of the employees because the structure affects the flow of communication in an organization. If the structure is hierarchical the communication may be more formalized than it would be in an organization that is flatter, where employees may have direct contact with higher position managers.

So, motivating employees might seem difficult, but it doesn't have to be. Developing emotional intelligence will help companies connect with their employees and understand what really drives them. Getting team aligned around company's goals will increase everyone's motivation.

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