

A STUDY OF EMPLOYEE MOTIVATION IN AN ORGANISATION

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

AHASHIK.V

40410010



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2022



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)
Accredited with "A" grade by NAAC
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119
www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **AHASHIK.V** who carried out the project entitled "**A STUDY ON EMPLOYEE MOTIVATION IN AN ORGANISATION**" under my supervision from 1st January 2022 to 3rd March 2022.

Dr. Princy. A. S

Internal guide

External Guide

Dr. BHUVANESWARI.G

Dean – School of Management Studies

Submitted for Viva voce Examination held on_____

Internal Examiner

External Examiner

DECLARATION

I AHASHIK.V (40410010) hereby declare that the Project Report entitled "A STUDY ON EMPLOYEE MOTIVATION IN AN ORGANISATION" under the guidance of DR. PRINCY. A.S is submitted in partial fulfilment of the requirements done by me for the award of Master of Business Administration degree.

DATE:

PLACE:

Signature of the student

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. Princy. A.S** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

AHASHIK.V

TABLE OF CONTENTS

CHAPTER NO	TITLE	PAGE NO
	ABSTRACT	7
	LIST OF TABLES	8
	LIST OF CHARTS	10
1	INTRODUCTION	12
	1.1 Introduction	12
	1.2 Industry profile	14
	1.3 Company profile	17
	1.4 Problem of the Study	20
	1.5 Objectives of the study	20
	1.6 Need for the study	21
	1.7 vision and value	22
	1.8 Scope of the study	23
2	REVIEW OF LITERATURE	24
3	RESEARCH METHODOLOGY	30
	3.1 Methodology	30

	3.2 Primary objective	30
	3.3 Secondary objective	30
	3.4 Reason design	30
	3.5 Descriptive reason design	30
	3.6 Structure of questionnaire	31
	3.7 Sample technique	31
	3.8 Convenience sample method	31
	3.9 period of study	31
	DATA ANALYSIS AND INTERPREATION	
4	4.1 Percentage Analysis	32
	4.2.CHI SQUARE	53
	4.3 . ANOVA	55
5	FINDINGS, SUGGESTION&CONCLUSION	
	5.1 Findings	58
	5.2 Suggestion	59
	5.3 Limitations	60
	5.4 Conclusion	60
	REFERENCE	62
	ANNEXURE-1 (QUESTIONNAIRE)	64
	ANNEXURE - 2 (ARTICLE)	

LIST OF TABLES

TABLE NO	PARTICULAR	PAGE NO
4.1.1	Age wise classification of response	31
4.1.2	Gender wise responses	32
4.1.3	E-mail id	33
4.1.4	Name	34
4.1.5	Educational qualification	35
4.1.6	Number of years' service in the organisation	36
4.1.7	How much you feel valued in the organisation	37
4.1.8	The number of years served in this organisation	38
4.1.9	How satisfied you are with your job?	39
4.1.10	What is your satisfaction level at workplace?	40
4.1.11	Types of approaches motivates you more?	41

ABSTRACT

This study based on one of the important thing which is necessary for every person's life that is motivation. Every person's wants some output in return of their input. If we talk about organisation whether it is some company, factory, college or university the employees their also needs motivation to do work or to perform well in the organisation. The way of motivation is some kind of reward like promotion, increase in the salary, having good relationship with the co-workers, empowerment etc. Motivation is the driving force by which humans achieve their goals It is the inspiration we live and yes breathe for -- inspiring the spirit of innovation. The main objective of the study is to know the motivational factors that motivate the employees in the organization and to know the satisfaction level of employees with those motivational factors. To achieve the objective of the study 200 respondents has been taken to conduct the study. The questionnaire method is used to collect the data. The non-probability convenient sampling technique is used in the study. There are some findings and suggestion of the study which has been discussed.

CHAPTER 1

INTRODUCTION

Every organization and business wants to be successful. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. The focus of this study is to enlighten that how an organization through its employees can achieve success and effectiveness. Organization can achieve this only when the employees of the organization are satisfied with its job. Employee satisfaction is only possible when employees are getting proper output in return of their input. Output may be some kind of reward, appreciation, promotion,

increase in salary etc. this reward appreciation, promotion are all the sources of motivation. Motivated employee feel satisfied with the job and perform good in the organization. As a result organization achieves success and there is organizational effectiveness also. The main objective of the study is to know the motivational factors that motivate the employees in the organization and to know the satisfaction level of employees with those motivational factors.

CHAPTER 2

REVIEW OF LITERATURE

Vaitkuvienė (2010) conducted research in two Swedish manufacturing companies given by, the company Frilight AB and EnitorPlast AB and reported that the workers were found satisfied with the working conditions, training of staffs and career opportunities. The author argued that the Swedish employees were motivated and that the employees do not avoid responsibilities and follow directions. Vaitkuvienė (2010) also found that almost all employees are stimulated with the organizing of recreational tours, holidays and events. According to the author more than half of employees in the Sweden manufacturing companies are stimulated through gifts on various occasions (birthdays, holidays), free meals at work, health insurance coverage, work, clothes, equipment, travels for the company employees, days off, recognition and good working conditions and therefore the author pointed out that the employees of the manufacturing companies consider non-financial motivation tools to be more important. Steers et al. (2004), asserted that employee motivation plays a vital role in the management field; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation. Gareth Jones, Jennifer George and Charles Hill (2000) define motivation as “psychological forces that determine the direction of a person’s behaviour , a person’s level of effort, and a person’s level of persistence in the face of obstacles”.Bent et al. (1999) carried out research in small food manufacturing businesses whereby respondents were asked to complete, using a five-point Likert scale about how they felt motivated and then how satisfied they were with their jobs and the authors found that the degree of positive motivation was high. According to Bent et al. (1999) the employees were either very or moderately motivated with their jobs, however it was important to note that no respondents stated that they were either very motivated or very dissatisfied with their job. David Myers (1996) defines motivation as “a need or desire that serves to energize behaviour and to direct it towards a goal.” Frank Hawkins (1993) defines it as “what drives or induces a person to behave in a particular fashion the internal force which initiates,

directs, sustains and terminates all important activities. It influences the level of performance, the efficiency achieved and the time spent on an activity.” All of the definitions refer to stimuli that trigger the motivational process. Hawkins identifies also the properties of motivation such as it being an internal process with different roles in influencing behaviours (such as directing, initiating, sustaining or terminating it), and with different degrees of expression at the level of intensity, quality and speed in which the behaviour is carried out. Taylor (1911) with regards to employee motivation proposed a paternalistic approach to managing workers and argued that workers are “economic men” and in order to motivate them, workers should be paid higher wages. According to Elton Mayo (1953), if objectives of organization’s are to be met, it must attempt to understand, respect and consider the emotions, sense of recognition and satisfaction that is the non-monetary needs of workers. He believed that employees are not just concern with money but also they need to have their social needs to be met in order to be motivated to work. He is of view that workers enjoy interactions and managers should treat them as people who have worthwhile opinions. “Motivation means Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal”. “Motivation is the influence of general pattern of activities indicating and directing behavior of the organism”. “Motivation refers to the way in which urge, drives, desire, aspirations, or need direct control or explain the behavior of human being”. Rensis Likert has called motivated motivation as the “core of management”. Motivation is an important function which every manager performs for actuating the people to work for the accomplishment of the objectives of the organization. It is an effective instrument in the hands of

the manager for inspiring the work force and creating a confidence in it. By motivating the workforce, management creates will to work which is necessary for the achievement of the organizational goals.

OBJECTIVES OF THE STUDY

— To know the motivational factors that motivates the employees in the organization.

— To know the satisfaction level of employees with those motivational factors.

KEY FACTORS TO INCREASE MOTIVATION BETWEEN EMPLOYEES

The role of the successful manager is to learn how to identify what motivates each employee, and learn how to leverage those motives to simultaneously fulfill the goals of the organization as well as the goals of each employee. The employee motivation factors include:

Employee Motivation by Building Satisfaction

The only way to generate sustained profits is to build a work environment that attracts, focuses, and keeps talented employees. In other words, they have to be motivated to show up, get committed and perform at a level of excellence. Employee motivation as it relates to employees satisfaction is vitally important. And, it goes way beyond just a "happier workforce." Why? Because there is an undeniable link between satisfied, motivated employees, and satisfied customers. In other words, focus on creating satisfied employees, focus on employee motivation, and those motivated, satisfied employees will take care of your customers.

Employee Motivation through Genuine Appreciation

At times, managers unknowingly sabotage employee motivation by failing to recognize the positive behaviors and achievements of their employees. As a result, employees don't know whether or not they are doing a good job. I recently had an employee of an organization tell me, "The only time we ever hear anything from management is when we do something wrong!" Fortunately, savvy managers can improve employee motivation by rewarding employees with personal attention. This can include a pat on the back, a hand-written note, or a quick comment in the hall. When showing appreciation, be specific. Instead of just saying, "We really are grateful for the good job you do around here," the approach might be, "I really appreciate how you handled the Franklin Industries account last week when we had to get their rush order out late Friday afternoon. Your effort really made a difference." By being specific, the employer comes across as much more sincere, and the employee realizes their actions are truly being watched. And, a highly level of employee motivation is the natural result.

Employee Motivation through Recognition

Many people will do for recognition what they will not do for money. And, this is the manager's secret weapon for employee motivation. Some people are motivated by the opportunity to get their name on the wall, receive a trophy at an annual banquet, or see their name in the company newsletter. It gives them an "emotional payoff" for their actions. Look for ways to increase employee motivation by recognizing excellence in the workplace. Ring a bell every time an individual or team hits the production target. Put up posters with the photographs of team members who have had the most days without accidents. Give out awards for attendance records. Just do something. It is so inexpensive, yet highly effective in your efforts of employee motivation.

Employee Motivation through Inspiration

Inspiration comes from leadership. This form of employee motivation includes the company's mission, purpose and goals. People want to be part of an organization that is going somewhere, that stands for something, and that provides a meaningful service to the marketplace. If you want to lead an inspired, mission-guided organization, follow these steps and watch employee motivation improve dramatically.

- Have a clear mission - in other words, know where you are going.
- Be excited and passionate about your mission. After all, if you don't get excited, they won't either.
- Be able to communicate the mission, its value to the marketplace. In other words, why it's worthwhile.
- Make sure everyone in the organization understands and can communicate the mission.
- Be sure employees understand how they fit into the process of fulfilling the organization's mission.
- Make the connection between the mission and the individual values and goals of your employees.

Employee Motivation through Compensation

Some employees are motivated by money. In fact, most are motivated by money; at least for their basic needs. Employee motivation through compensation can come in the form of raises, performance bonuses, commissions, profit sharing, or any number of "extra benefits" like, automobiles, vacations, or other tangible items purchased and used as rewards. Some others Factors are:

- Through direct communication by involving them in important decisions and keeping them informed of new developments or changes within the company
- Get to know your employees as well as their goals and aspirations, so that together you can develop a clear path for advancement and opportunities for growth
- Develop a strong employee-manager relationship. It is often true that when employees leave an organization, they are in fact leaving their manager.
- Provide efficient and ongoing training for new and experienced employees as well as offering rewards and recognition for employees who excel and/or demonstrated a strong passion for their work and organization.
- Listen to employees and act on their suggestions. Just listening and not acknowledging, responding or acting on what is being heard can damage credibility and motivation.

FACTORS AFFECTING EMPLOYEE MOTIVATION

No one works for free, nor should they. Employees want to earn reasonable salary and Payment and employees desire their workers to feel that is what they are getting (Houran. J).

- **Money** is the fundamental inducement; no other incentive or motivational technique comes Even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to Magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor And his scientific management associate described money as the most fundamental factor in Motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007)

→ **Rewards** are management Tools that hopefully contribute to firm's effectiveness by influencing individual or group Behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate And encourage high level performances of employees (Reena et al, 2009).

To use salaries as a Motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007).

→ **Leadership** is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni.J, 2005).

Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010).

Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni.J, 2005).

→ **Empowerment** provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities.

Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani,B.O. et al, 2011)

→ **Trust** is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should

always be preserved to ensure an organizations existence and to enhance employees" motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

CHAPTER 3

RESEARCH METHODOLOGY

→ Data collection:

Data is collected with the help of both primary as well as secondary data sources. Under primary data source questionnaire method is used to achieve the objective and under secondary data source books, newspaper and different studies of different authors are referred.

→ Sample size:

During the study 200 respondents are taken as the size of sample. → Sample techniques: Non-Probability Convenient Sampling Technique is used to conduct the study and achieve the objectives of the study.

→ Tools used:

To know the response structured questionnaire method is used. In this method questionnaire were distributed to the respondents and they were asked to answer the questionnaire. The questionnaire were structured and organized and the questions were arranged in a specific order.

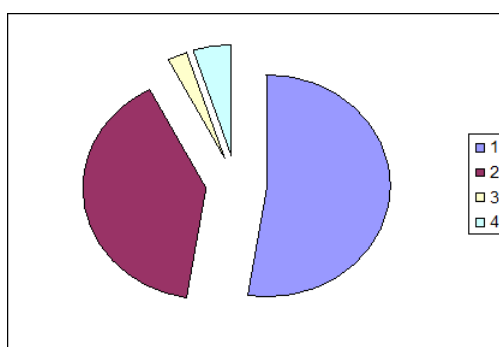
CHAPTER 4

ANALYSIS AND INTERPRETATION

Data is analysed with the help of Ms-Excel and SPSS.

Q1. How many years have you been working before joining this organisation?

Number	Options	Respondents	Percentage
1	0-3 years	98	49%
2	4-7 years	80	40%
3	8-11 years	13	6%
4	12-above years	9	5%
	Total	200	100%



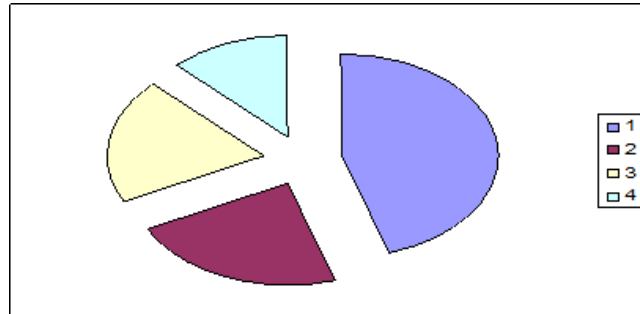
Interpretation

The above Figure 1 shows that out of 200 respondents 98 respondents have been working 0-3years before joining this organisation, 80 respondents have been working 4-7years, 13 respondents have been 8-11yrs and 9 respondents are those who have been working 12-above years.

Q.2 From how many years have you been working in current organisation?

No.	Options	Respondents	Percentage
1	0-3 years	89	45%

2	4-7 years	53	26%
3	8-11 years	40	20%
4	12-above years	18	9%
	Total	200	100%



Q.3 What kind of supervision style do you prefer?

NO	OPTIONS	RESPONDENTS	PERCENTAGE
1	AUTHORITATIVE	13	6%
2	PARTICIPATIVE	162	81%
3	DEMOCRATIC	25	13%
4	LAISSEZ-FAIRE	0	0%
		200	100

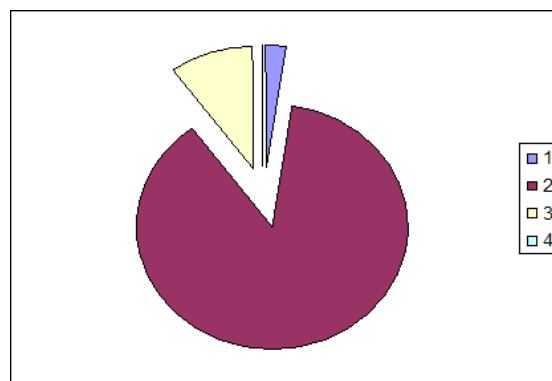


Fig. 3 Shows the Supervision Style of Respondents.

7.3 Interpretation

The above Fig. 3 shows that 13 respondents said that they prefer Authoritative style of supervision, 162 respondents said that they prefer Participative style, 25 respondents said that they prefer Democratic style and nobody is prefer Laissez Faire style.

Which reward system, do you feel that can better motivate you?

NO	OPTIONS	RESPONDENTS	PERCENTAGE
1	MONETARY	180	90%
2	NON-MONETARY	20	10%
	TOTAL	200	100%

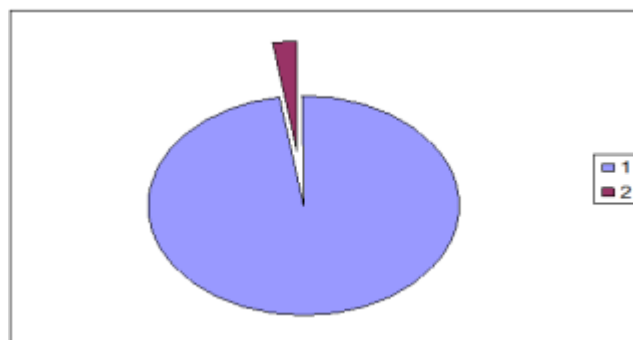


Fig. 4 represents respondents view point about the reward system

7.4 INTERPRETATION

The above Fig.4 shows the 180 respondents said that the monetary reward system is better for motivation and 20 respondents said that the non-Monetary reward system is better for motivation

Q.4 Do you think the job given to you is challenging enough to boost you up?

NO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly agree	79	40%
2	Agree to some extent	95	47%
3	Do you agree?	0	0%
4	Disagree strongly	26	30%
	TOTAL	200	100%

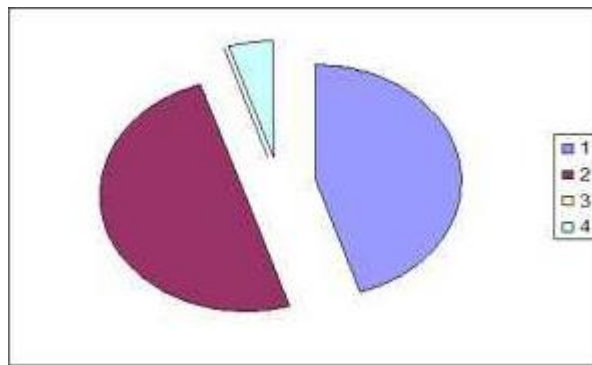


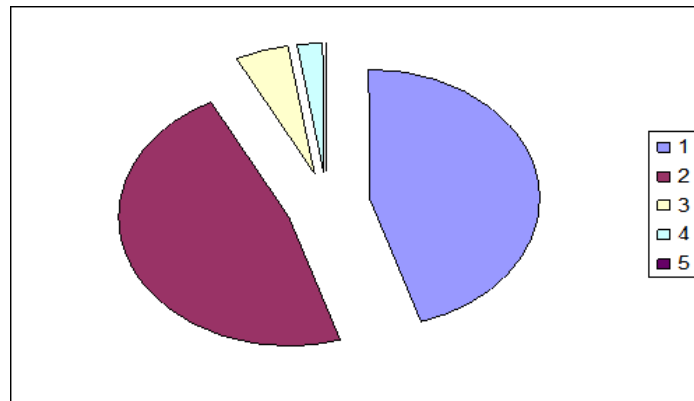
Fig. 5 shows respondent view point about the job

Interpretation

The above Fig. 5 shows the 79 respondents are strongly agree that job is challenging enough to boost up, 95 respondents are Agree to some extent, nobody agree with this and 26 respondents are Disagree strongly.

Q.6 Would you work harder if you know that your efforts would lead to higher pay?

NO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly agree	79	40%
2	Agree	92	46%
3	Neutral	16	8%
4	Disagree	13	6%
5	Strongly disagree	0	0%
	TOTAL	200	100%



Represent about The Respondents Viewpoint About The Efforts Related To Higher Pay.

7.6 Interpretation

The above Fig. 6 shows the 79 respondents are strongly agree with their efforts would lead to higher pay, 92 respondents are agree, 16 respondents are neutral, 13 respondents are disagree and nobody strongly disagree.

Options	Respondents	Percentage
Influence	98	49%
Does not influence	73	36%
No opinion	29	15%
Total	200	100%



Fig. 7 represents respondents view point about the incentives

7.7 Interpretation

The above fig. 7 shows that 98 respondents are influenced by the incentives and other benefits given to them, 73 respondents does not think that incentives and other benefits are influence their performance and rest of the respondents does not give their opinion.

Do you like to do things which give you a sense of personal achievement?

No.	Options	Respondents	Percentage
1	Strongly agree	55	28%
2	Agree	83	42%
3	Slightly agree	49	24%
4	Neutral	13	6%
5	Slightly disagree	0	0%
6	Disagree	0	0%
7	Strongly disagree	0	0%
	Total	200	100%

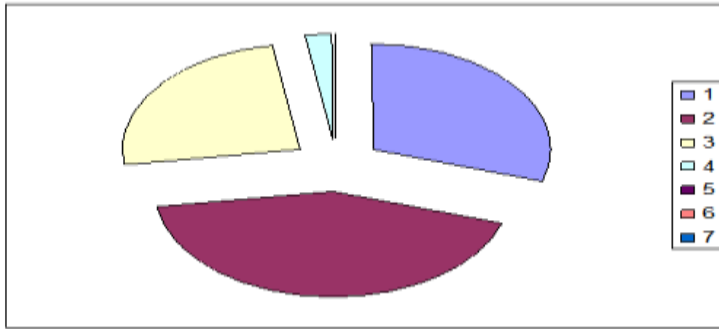


Fig. 8 represents respondents view point about personal achievement.

The above fig. 8 shows that 55 respondents are strongly agree with thing which give you a sense of personal achievement, 83 respondents are agree, 49 respondents are slightly agree, 13 respondents are neutral and nobody respondents are Slightly disagree and nobody respondents are disagree and nobody strongly disagree.

Do you provide regular positive feedback to the people who work with you?

No.	Options	Respondents	Percentage
1	Strongly agree	98	49%
2	Agree	58	29%
3	Neutral	25	12%
4	Disagree	19	10%
5	Strongly disagree	0	0%
	Total	200	100%

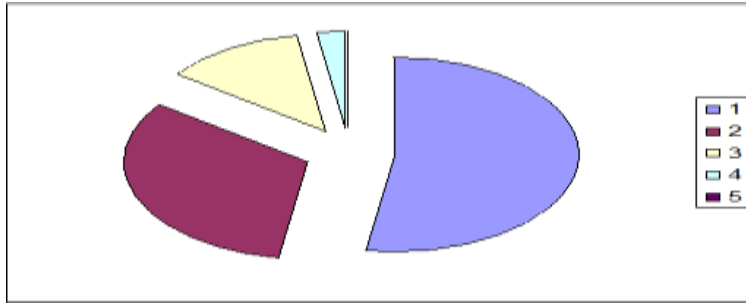
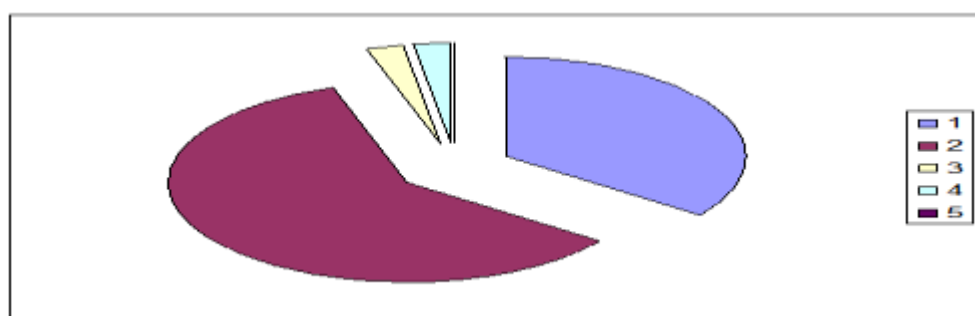


Fig. 9 Shows the Respondents View Pint about Positive Feedback

The above fig.9 shows that 98 respondents are strongly agree with provide regular positive feedback to the people who work with you, 58 respondents are agree, 25 respondents are neutral and 19 respondents are disagree and nobody strongly disagree.

Q.10 Do you make regular efforts to build trusting professional relationship?

No.	Options	Respondents	Percentage
1	Strongly agree	64	31%
2	Agree	110	55%
3	Can't say	13	7%
4	Disagree	13	7%
5	Strongly disagree	0	0%
	Total	200	100%



CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

8.1 FINDINGS

- The majorities of the respondents having work experience of about 0-3 years before joining this company.
- The majorities of the respondents are working in the current company for about 0-3 years.
- The majorities of the respondents are in favour with participative style of supervision.
- The majorities of the respondents are in favour of the monetary rewards.
- The majorities of the respondents are agreed to some extent by the job given to them to boost up their moral.
- The majorities of the respondents are agreed that they will work hard if they are being paid with higher pay.
- The majority of the respondents think that their performance is influenced by the incentives and other benefits given to them.
- The majorities of the respondents are agreed that they would like to do things that will provide them with sense of personal achievement.
- The majorities of the respondents are strongly agreed that they provide regular feedback to their colleagues and their superiors.
- The majorities of the respondents are agreed that they make regular efforts to build trusting relationship

SUGGESTIONS

- Participative style of supervision should be applied in the organization wherever possible because employees like to work in the participative supervision
- Instead of providing other type of rewards monetary rewards should be provided to employees because employees are more attracted by the monetary rewards.
- Higher payments should be made to workers for doing extra work because

The majorities of the respondents are agreed that they will work hard if they are being paid with higher pay

➤ Recognition should be given for extra achievements. The majorities of the respondents are agreed that they would like to do things that will provide them with sense of personal achievement.

I. CONCLUSION

The above given facts and figures shows that motivation does plays an important role in motivation of the employees and they are satisfied with the motivational programs that takes place in the organization and they want more such programs. Most of the employees are in favour of monetary rewards as they think they it will provide them with better motivation.

The companies should try their best to increase the productivity of employees by motivating the employees because motivation can do great wonders if used effectively.

REFERENCES

- [1] Human resource management (Shashi k. Gupta, Rosy Joshi), kalayani publishers.
- [2] Organisational behavoiur(ShashiK.Gupta, Rosy Joshi), kalayani Publishers
- [3] Ryan, Richard; Edward L. Deci (2000). "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions". [Contemporary Educational Psychology](#)25 (1): 54–67
- [4] Wigfield, A.; Guthrie, J. T.; Tonks, S.; Perencevich, K. C. (2004). "Children's motivation for reading: Domain specificity and instructional influences". *Journal of Educational Research*97: 299–309.
- [5] Ryan, R. M.; Deci, E. L. (2000). "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being". *American psychologist*55 (1): 68.
- [6] Mark R. Lepper, David Greene and Richard Nisbet, "Undermining Children"s Intrinsic Interest with Extrinsic Reward; A Test of „Overjustification" Hypothesis, "*Journal of Personality and Social Psychology* 28, 1973, 129-37.
- [7] Barbara A. Marinak and Linda B. Gambrell, "Intrinsic Motivation and Rewards: What Sustains Young Children"s Engagement with Text?, " *Literacy Research and Instruction* 47, 2008, 9-26
- [8] Wilson, T. D.; Lassiter, G. D. (1982). "Increasing intrinsic interest with superfluous extrinsic constraints".*Journal of personality and social psychology*42 (5): 811–819.
- [9] Ellliot, Andrew J; Covington, Martin. "Approach and Avoidance Motivation".*Educational Psychology Review*13 (2001): 2.
- [10] www.ipmaroney.com/Free-Articles/employee-motivation.html
- [11] www.incentivequotes.com/employee-motivation.html
- [12] www.citehr.com

- [13] www.pvc.maricopa.edu/~sheets/lmw/motiv.htm
- [14] R. Pritchard & E. Ashwood (2008). *Managing Motivation*. New York: Taylor & Francis Group. p. 6. [ISBN](#) 978-1-84169-789-5
- [15] Schneider, B., & Alderfer, C. P. (1973). Three studies of measures of need satisfaction in organizations. *Administrative Science Quarterly*, 489-505
- [16] Harter, S (1978). "Effectance motivation reconsidered: Toward a developmental model". *Human Development* 1: 661–669.
- [17] White, R. W. (1963). *Ego and reality in psychoanalytic theory*. New York: International Universities Press.
- [18] Baumeister, R.; Leary, M. R. (1995). "The need to belong: Desire for interpersonal attachments as a fundamental human motivation". *Psychological Bulletin* 117: 497–529.
- [19] Weiner, Bernard (2000). "Interpersonal and intrapersonal theories of motivation from an attributional perspective". *Educational Psychology Review* 12 (1): 1–14.
- [20] Elliot, Andrew J; Covington, Martin V (2001). "Approach and Avoidance Motivation". *Educational Psychology Review* 13: 2.