

# RELEVANCE OF TRADITIONAL MOTIVATION THEORIES IN CURRENT TIMES

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## ABSTRACT

Motivation drives the behavior of individuals in a variety of contexts, and traditional motivation theories continue to hold sway in current times. In today's fast-paced and ever-changing world, motivation remains a crucial factor in a person's success and well-being.

Despite the rise of new complexities, traditional motivation theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Expectancy Theory continue to hold relevance in understanding and managing motivation.

These theories emphasize the significance of fulfilling basic physiological and psychological needs, establishing meaningful work relationships, and creating an environment of trust, autonomy, and recognition. However, contemporary trends such as remote work arrangements, organizational diversity, and the growing importance of work-life balance call for adapting these scenarios.

Motivation has always been a key factor in achieving success, both personally and professionally. In the past, traditional forms of motivation such as monetary rewards and promotions were effective in driving employee performance. However, with changing times and increasing competition, organizations are now realizing the need for more holistic and employee-centric motivation strategies.

While traditional motivation methods may still have their place, there is a growing realization that intrinsic motivation, driven by purpose and meaning, is equally important. Organizations are therefore, investing in employee engagement initiatives, mentoring and coaching programs, and creating a more inclusive workplace culture that encourages collaboration and personal growth.

In addition, the pandemic has brought about a seismic shift in the way people work and has highlighted the importance of work-life balance and mental health. Organizations are now exploring ways to support their employees in maintaining a healthy work-life balance and addressing mental health concerns.

Overall, while traditional forms of motivation still have relevance, organizations must now adopt a more holistic approach that prioritizes employee well-being and growth. This will not only lead to better business outcomes but also create a more engaged and satisfied workforce.

The abstract highlights the continued relevance of traditional motivation theories and stresses the need to tailor them to meet the changing needs of today's workforce.

## ***CHAPTER I: INTRODUCTION***

This study seeks to evaluate the relevance of traditional motivation theories in today's fast-paced and ever-changing workplaces. It tries to analyze how these ideas correspond with the requirements and expectations of modern employees, considering aspects such as technological improvements, shifting societal norms, and work-life balance. The study will use a mixed-methods approach, including a literature review, surveys, and interviews, to collect data on employee opinions of the applicability of classic motivation theories and the elements that influence their motivation. The findings will help to better understand the balance required between conventional and current incentive approaches to increase employee engagement and productivity, emphasizing the significance of taking a more employee-centric approach in today's workplaces.

In today's workplace, intrinsic motivation, driven by purpose, meaning, and personal growth, is gaining traction, resulting in superior business outcomes since engaged individuals are more productive, creative, and innovative. The COVID-19 pandemic has highlighted the significance of employee well-being and work-life balance, and organizations are prioritizing these areas in order to recruit and retain top talent. While conventional motivation theories give a core understanding of human motivation, they are useful in leading organizations to create a balance between old and new methodologies, resulting in a more engaged, motivated, and productive workforce. Although Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory were developed decades ago, they provide timeless ideas that can be applied in modern organizational situations to help create environments conducive to employee well-being, contentment, and commitment.

This research paper aims to analyze the relevance of traditional motivation theories in the contemporary workplace, particularly focusing on the challenges faced by HR departments in attracting, retaining, and motivating employees. Traditional theories, developed in the early 20th century, continue to shape how organizations approach employee motivation. Motivation is crucial for effective management-employee relationships, as it fosters productivity and satisfaction. In today's dynamic economic landscape, employees are increasingly involved in organizational affairs, necessitating a deeper understanding of individual motivation. Managers strive to address declining productivity amidst external pressures by implementing strategies to stimulate and develop employee skills. Consequently, motivation becomes a central concern for both employers and employees, influencing managerial policies to optimize workforce performance.

This research paper aims to assess the relevance of traditional motivation theories in the current era, particularly within the context of HR challenges in attracting, retaining, and motivating employees. Traditional theories, originating in the early 20th century, continue to shape organizational approaches to employee motivation. Motivation, crucial for effective management-employee relationships, is viewed as essential for achieving optimal results amidst the complexities of organizational management. In today's dynamic economic landscape, employees are increasingly engaged in organizational affairs, emphasizing the need for a deeper understanding of individual motivation. Managers, faced with concerns over declining productivity amidst external pressures, strive to enhance organizational efficiency and effectiveness by motivating employees and developing their skills. Motivation thus

emerges as a pivotal factor, influencing managerial policies to maximize workforce performance and attain organizational goals.

This research project aims to address the critical role of motivation in organizational productivity and viability, emphasizing the need for a nuanced understanding beyond traditional models. Recognizing the limitations of existing theories, the study proposes a unified model grounded in self-concept theories from sociology and psychology. It will review traditional motivation theories, highlighting their shortcomings, and introduce a comprehensive model centered on the self-concept as the driving force behind behavior. The research will explore how the self-concept influences organizational behavior and present a typology of motivation sources based on this concept. Additionally, the study will observe and analyze how individuals and organizations are motivated amidst the changing landscape of the Fourth Industrial Revolution, focusing on intrinsic factors such as autonomy, mastery, and purpose. The findings aim to offer insights into contemporary motivation dynamics and their managerial implications.

In today's dynamic workplace, traditional motivation theories remain relevant and adaptable to modern contexts. Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, for instance, still hold significance, albeit with adjustments to accommodate evolving employee priorities such as autonomy and work-life balance. Basic human needs like safety, security, and social connection continue to underpin motivation, highlighting the enduring relevance of these theories. Organizations must recognize and fulfill these needs to prevent high turnover rates and dissatisfaction among employees. Additionally, embracing Theory Y assumptions, which view employees as having intrinsic needs and aspirations, is vital for fostering a positive work culture and achieving organizational success. While traditional theories provide a foundational understanding, modern organizations must also be flexible and tailor their approach to employee motivation based on individual needs and organizational dynamics. Thus, a balanced integration of traditional theories with contemporary strategies is essential for effective employee motivation and organizational performance in today's workplace.

Traditional motivation theories remain applicable in modern workplaces, demonstrating adaptability to evolving work contexts. Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory continue to hold relevance, acknowledging shifts in employee priorities such as autonomy and work-life balance while recognizing fundamental human needs for safety, security, and social connection. Neglecting these basic needs can lead to high turnover rates and job dissatisfaction, underscoring the importance of fulfilling employee requirements for conducive working conditions, job security, fair compensation, and team-building activities. Embracing Theory Y assumptions, which view employees as having intrinsic needs and aspirations, is crucial for modern management practices, emphasizing the significance of understanding and meeting employee needs to foster a positive work culture and achieve organizational success. While traditional theories provide a foundational understanding, flexibility in approach is necessary to tailor motivation strategies to individual and organizational dynamics, ensuring alignment with organizational goals and objectives in today's dynamic workplace.

The COVID-19 crisis has emphasized the crucial role of Organization Development (OD) practitioners in reshaping workplace dynamics and directly impacting employee motivation. Human resource professionals, psychologists,

and OD leaders worldwide are actively seeking solutions to enhance overall employee motivation, recognizing its significance as a talent retention strategy. Despite the vast literature on motivation theories, there's limited research on the influence of traditional motivation theories on employee retention. Hence, this study aims to explore the role of traditional motivation theories in fostering employee retention in contemporary contexts. Organizations strive to cultivate positive relationships with their employees, understanding that motivated employees drive high performance and long-term success. However, motivating employees is complex due to competing needs and motivators among individuals. Recognizing this, OD professionals need to grasp what motivates employees to optimize organizational performance, especially as only a minority of employees feel strongly motivated by their performance management systems.

This review paper addresses the varied definitions of motivation in the literature, highlighting the lack of consensus on its precise definition despite its acknowledged importance in organizations. It discusses employee motivation as a set of internal and external forces driving work-related behavior and its critical role in organizational performance through its relationship with employee engagement. The paper explores the theories of motivation in the workplace, their relevance in modern contexts, and interventions aimed at enhancing individual and organizational motivation. It also aims to articulate progress in understanding employee motivation from an Organizational Development (OD) perspective and evaluate the continued relevance of traditional motivation theories in the current workplace landscape. Specifically, the paper will analyze Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs, offering recommendations to adapt these theories to contemporary work environments.

## ***CHAPTER II:(A) LITERATURE REVIEW***

Traditional motivation theories are comprehensive explanations of how employee's behavior can be leveraged to attain an organization's objective. They include Maslow's hierarchy of needs, McGregor's theory X and the theory Y, Herzberg's two-factor theory and the equity theory, among others (Marchington & Wilkinson 2019). These theories have been used widely to explain employee motivation, engagement, and productivity for over five decades. The workplace has, however, undergone significant changes in recent years that raise concerns about how well traditional motivation theories still apply in contemporary times. These changes include globalization, diversity, technological advancements, among others.

The primary objective of this thesis is to investigate if traditional theories of motivation are still relevant in the 21st Century or are new theories of motivation that consider autonomy, mastery and purpose now prevailing. Traditional motivational models, developed using research and theories presented by Maslow, Herzberg and Vroom all touch on some aspect of intrinsic motivation. However, as needs and expectations are changing and evolving this thesis will attempt to determine the relevance of these theories in the world of today and tomorrow, and to assess to what extent the current research by Pink (2009) is being applied. The literature review will discuss what are the most

common of the traditional theories around motivation. Due to the importance of Maslow's (1943) hierarchy of needs, the author will begin to examine the relevance of this model in the working environment of the 21st Century. Herzberg (1966) when introducing his two-factor theory, played a pivotal role in the thought processes and development around a lot of what we see in organizations today by looking at job design and two component parts of motivation, namely extrinsic and intrinsic motivation. The literature review will then look at Victor Vrooms expectancy theory (1963) and determine the application and suitability of a new generation of employees. As this work is primarily focused on motivational factors and the narrative that exists around the Future of Work, the literature review will then look at how social and psychological science is influencing industry and leaders to determine a new concept on how employees are engaged and motivated. Looking at topics in motivation around Autonomy, Mastery and Purpose presented by Pink (2009), these factors will be discussed in detail. Building on the work from Pink, the literature review will investigate if traditional motivational theories may still prevail in organizations or if there is a movement towards other factors that influence individuals. Motivation as a theme remains an ever presence in the world, we live in. It remains an elusive, unquantifiable entity, which organizations invest heavily to capture, manage and maintain and to embed within the organizations culture. It is important to adopt and adapt with the times. To do so, we must critically evaluate the past, determine the appropriateness and effectiveness for today and to discount what may be detrimental for future success for both individuals and organizations.

The study collected data through an extensive search of peer-reviewed articles, books, scholarly papers, and other relevant materials from credible and reliable sources such as google, science direct. The data collection and analysis process followed a rigorous selection criterion that ensured that the sources used were recent, peer-reviewed, and relevant to the study's research questions of "traditional motivation theories", "employee motivation", contemporary workforce, and diverse workplace".

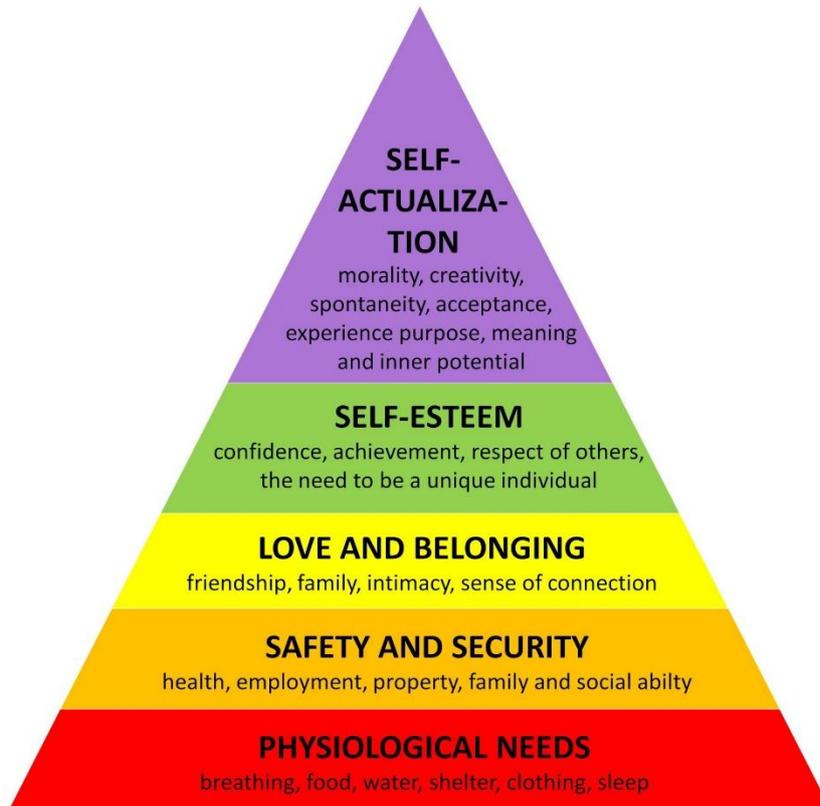
## **THEORIES OF TRADITIONAL MOTIVATION:**

### **Maslow's Hierarchy of needs:**

Maslow's hierarchy of needs is a five-tier framework where human needs are categorized into five levels – physiological, safety, love/belonging, esteem, and self-actualization. This theory suggests that employees can only satisfy their higher-order needs once their lower-order needs have been immediately met. However, research shows that the strict hierarchy attributed to this theory may not apply in the contemporary workplace, where individuals may have competing multiple needs at the same level, as well as personal growth needs that are not on the model. Nonetheless, the hierarchy of needs remains a useful guide to understand basic employee needs in the workplace.

The first phase of the hierarchy is basic needs which require a justifiable compensation of the employees of the organization. The second phase deals with safety needs, which include job safety, insurance policy, accommodation

etc. However, other phases are social needs, esteem needs, and self-actualization needs which come one after another according to Maslow's need hierarchy theory.



**Figure 1.1: Maslow's Hierarchy of Needs in Pyramid Form.**

The key concept of the theory is that, the HR should follow the chain of motivational support to the employee of the retail sector of Ireland to ensure optimum motivation among the employees. For instance, management can meet the physiological needs of the employees at the beginning by ensuring a justifiable reward package. The second response should be ensuring safety needs such as health insurance policy, job safety, job environment etc. However, there are some criticisms of the theory which includes individual differences, situational differences, unusual needs of individuals.

This Maslow's Hierarchy of Needs has enabled the retailers to apply both financial and non-financial motivation towards employee engagement. This motivation theory has been proved effective in the sense that employee confidence and trust can be ensured through this motivation model. However, the strategic challenge related to the application of the Maslow's Hierarchy of Needs is the determination of the stage of 'need' that the employees belong to. The need hierarchy does not follow a static mood where employees will follow the need in sequential order. In this context, the management of the retailers requires to determine the stage of need that the employees belong to. For this reason, the management faces complexities in terms of the application of both financial and non-

financial motivations simultaneously to employee engagement. this research paper will investigate the application of this Hierarchy of Need theory as a strategic motivation approach at the workplace. It has been identified that the application of Maslow’s Hierarchy of Need theory will facilitate retailers to apply both financial and non-financial motivation to ensure a greater level of employee engagement.

### McGregor’s Theory X and Theory Y:

McGregor’s theory X and theory Y are two contrasting assumptions regarding employee’s motivation, attitudes, and behavior. Theory X is based on the assumptions that employees are inherently lazy and require extrinsic motivation to optimize employee behavior. In contemporary times, the most effective management approach is neither theory X nor theory Y but rather one exhibits traits from both theories, recognize all employees’ unique characteristics and leverages their strengths.

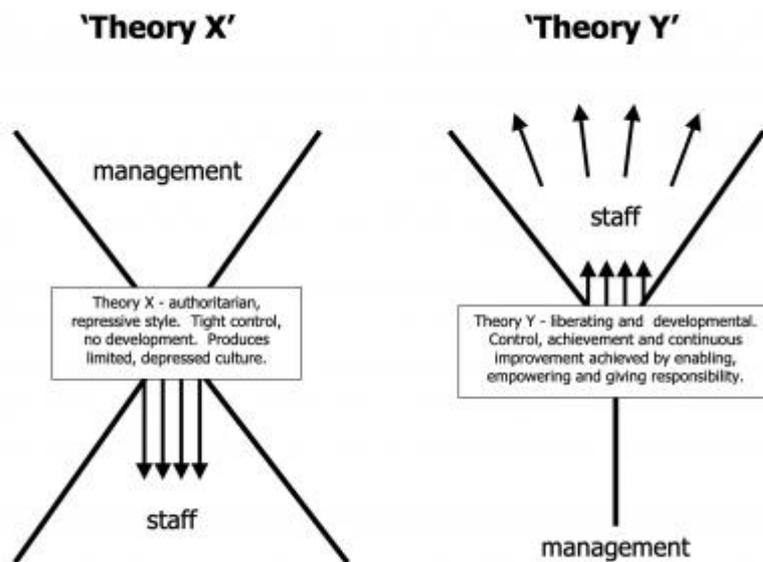
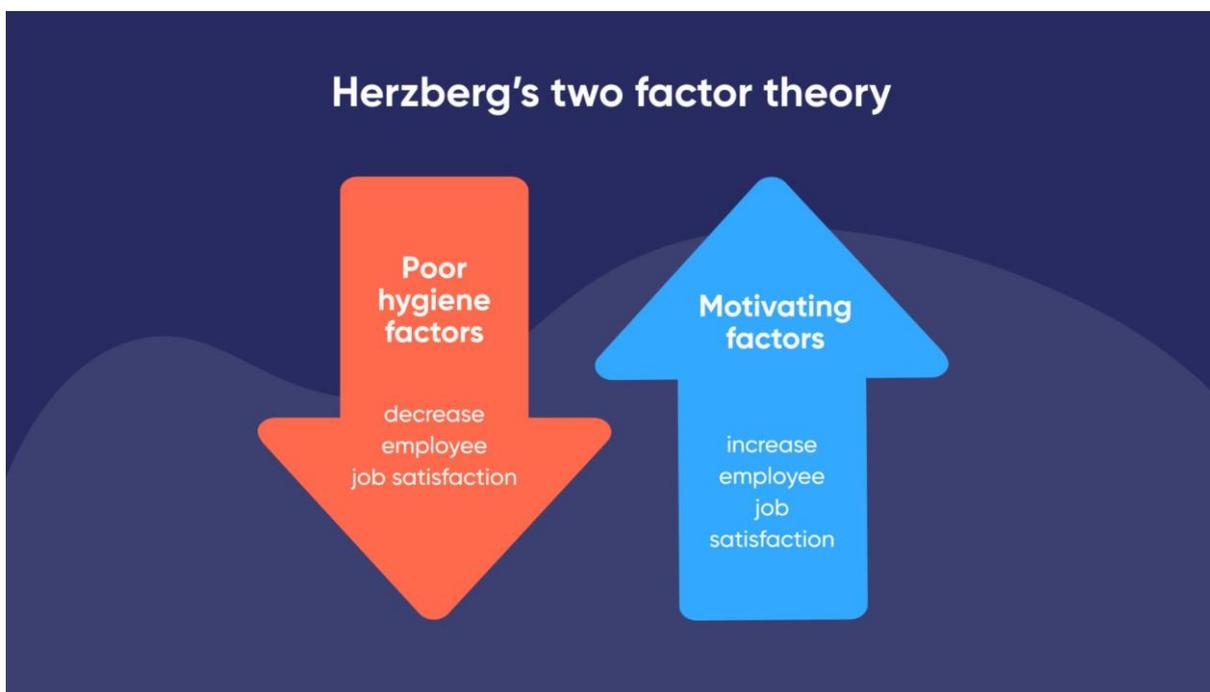


Figure 1.2: McGregor’s theory X and theory Y

### Herzberg's Two-Factor Theory:

Herzberg's Two-Factor theory asserts that employee satisfaction and dissatisfaction are separate constructs that are influenced by two distinct factors—hygiene factors such as salary, working conditions and motivational factors such as recognition, achievements and actual work. While the theory remains relevant in contemporary workplace, it needs to cater to the diverse workforce and recognize that the factors that lead to motivation in one employee may not necessarily do the same for another.



*Figure 1.3: Herzberg's two-factors theory*

The key concept of this theory is that the presence of hygiene factor may not create satisfaction among the employees, but the absence of hygiene factors can contribute to employees not being satisfied. On the other hand, motivational factors of the theory help to create satisfaction among the employees, which helps to ensure employee engagement in the organization. However, employee engagement due to the application of this theory can facilitate the retailers to enhance employee loyalty.

### EQUITY THEORY:

The equity theory is based on the notion that employees compare themselves with their peers to determine their sense of fairness in the workplace. This theory is still valid in contemporary times, however, the diverse workforce and the increasing use of technology in the workplace necessitate the need to consider variations in performance evaluations, recognition, and reward systems to ensure equity.

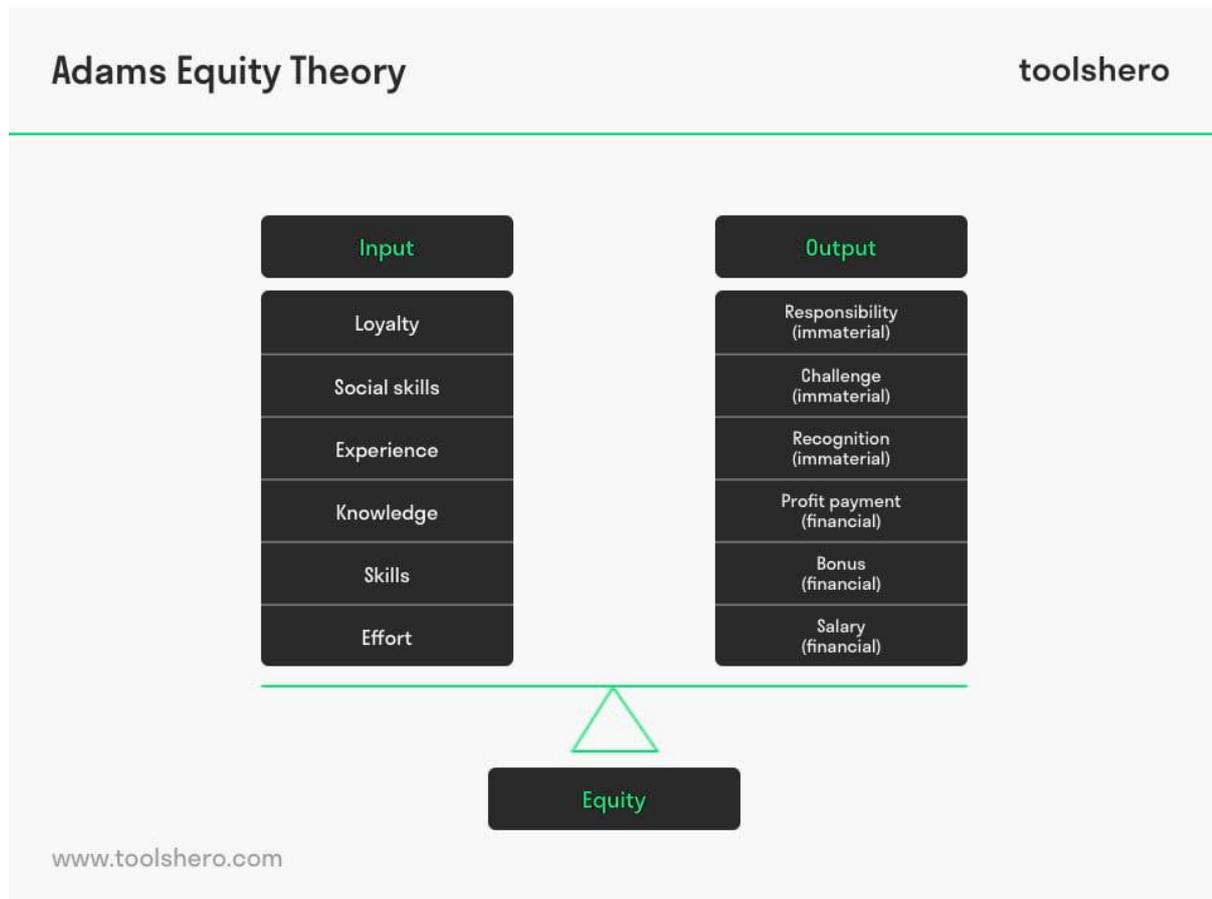


Figure 3: Equity Theory

The analysis of Equity Theory will enhance the research paper to develop the effectiveness of motivation theory at the workplace. Thus, theoretical knowledge on the second research objective (how does the application of different motivational theories positively and negatively affect employees at the workplace) can be ensured. At the same time, the fourth research objective (how does the application of motivation at the workplace affect employee retention and loyalty at the workplace) can be developed by studying this Equity Theory.

### **Motivation in the 21st Century:**

As the very nature of employment evolves, it is becoming vital for organizational success, that roles and employment that is meaningful in an open and engaging environment, are established to build and to fulfil motivation. Developing incentive frameworks around extrinsic motivational factors such as bonus and salary are based around the traditional motivational models presented by Maslow (et al), however, recent research has focused more around factors which are intrinsic in nature. Research that was conducted by Timothy Judge and his colleagues (2010) shows that the correlation between salary and job satisfaction is very weak. The research shows that there is only a 2% correlation with individuals who relate to satisfaction being associated with their salary. Nelson (1996) suggested that when financial rewards become part of an employee's expected remuneration, they form part of an individual's expectation or entitlement and offer nothing towards any sense of motivation. Eliot and Dweck (2007) determine that the ideal scenario, where motivation has been optimized is when intrinsic motivation has been satisfied as a result of appropriate action and individuals have been satisfied with requisite and satisfactory remuneration.

### **Intrinsic Motivation**

Motivation in the 21st Century The researcher will now examine the area and research around intrinsic motivation, with a focus on the work that has been promoted by Daniel Pink (2009), who examines the field of intrinsic motivation with an understanding around the areas of autonomy, mastery and purpose. Reward systems, traditionally, are solely based around the extrinsic factors, based on the beliefs that individuals will do better, if they are promised some sort of incentive. Standard economic assumptions suggest that higher incentives will bring higher effort and therefore higher performance. However, the links between performance and incentives is extremely complicated. Where the financial incentives may fail to promote higher effort if those extrinsic motivational factors actually crowd out the intrinsic factors, other scenarios such as the ceiling effect or not being able to cope with the added pressure may actually result in a decrease in performance. Pink positions motivation in terms of human existence., the hunter-gatherer where man-kind needed to hunt to survive. Followed in the 20th Century, it is showed where the prevalence of reward and punishment or carrot and stick was a dominant theme of motivation. The next evolution then, as we face a new industrial revolution in the 21st century is where individuals seek meaning in their roles, operate under greater autonomy and financial rewards are insufficient as a means of incentive (Pink, 2009).

### **Autonomy:**

Autonomy is defined as "independence or freedom, as of the will or one's actions". Life in the 21st Century has offered more freedom than before. This has translated into the professional life as much as the personal life. It is a natural behavioral trait of human beings to self-direct and be autonomous. Research has shown that individuals who are conscious that, after completing tasks, will be rewarded a prize are not as successful when measured against

those who are not informed that a reward exists, it has been indicated that rewards and incentives can have the opposite effect to those which were intended and can stifle both engagement and creativity. Motivation in organizations needs therefore to realistically reflect the needs of employees. Pink (2009) has suggested that in order for organizations to encourage engagement and creativity in the workplace, staff need to be able to choose the work that they do (Pink, 2009). Areas such as flexible working and the ability to work from virtual locations are part of the key changes described that organizations need to consider for the future generations of employees. Employees are now demanding choices, as to how they work, when they work and where they work. (Pink, 2009). Leaders within organizations are now charged with developing autonomy for employees as a form of intrinsic motivation by ensuring that staff have more responsibilities and the ability to make choices for themselves. Salary and remuneration are still important, however, in the 21st Century employees need to be autonomous and that the 28 work being done has meaning (Pink, 2009). When autonomy is high within organizations, and roles are meaningful, employees are happy and subsequently are more engaged in their work. Individuals do expect and search out for different forms of autonomy. The organization ultimately needs to decide what the components of autonomy are that are best suited for the benefit of the organization.

**Mastery:**

Pink (2009) describes mastery as the need for individuals to be better but better in areas that are important (Pink, 2009b). The 20th century was defined by a need for compliance in the workplace, however, as we move through the 21st century people are motivated by remaining engaged and involved in their work. Focusing on objectives, in the work environment that are ambitious tend to promote positive outcomes. Mastery requires individuals to have an understanding of the situation where employees are clear in terms of how much they need to do (Pink, 2009). Goals that are geared towards master will have positive effects, whereas those that are biased towards performance result in the opposite. Motivation through mastery will focus on the fulfilment of learning rather than the goal. There are 3 core elements that Pink associates with mastery: Mind-set, painfulness and asymptote (Pink, 2009). Gains and improvement are not things that are easily achieved. Being determined and resilient through one's efforts is typically a fundamental part of life – mastery is painful. Pink describes mastery as something that can never fully be achieved. The asymptomatic aspect where tasks can never be fully accomplished gives rise to the enjoyable and fascinating aspects that individuals (as human beings) enjoy (Pink, 2009).

**Purpose:**

For individuals, to believe they are working towards something larger and more important than themselves are often the most engaged and productive according to Daniel Pink (2009). An engaged workforce should not only be driven by the objective to maximize profit but engaged to maximize purpose. To be a part of something that is bigger where individuals are focused not only on the task, is grounded in a sense of purpose. When individuals are energized by the journey that is created with a clear plan on how to get there, this becomes the driving force behind both autonomy and mastery (Pink, 2009). There has been a trend, where individuals seek to take opportunities from

their roles in current employment to engage in endeavors which are meaningful and important to both themselves and others. Once a person's most basic needs have been met, they will seek to commit to something that has meaning and purpose. Organizations are now recognizing that when tasks have a true sense of purpose, the achieved outcomes are greater. By focusing on the actual purpose of work, greater competitive advantage and value can be achieved within organizations than those organizations who are only motivated via financial results. Not having a purpose that has meaning can yield unsatisfactory results (Pink, 2009). Suggesting that in his model, Pink overlooks the aspect where an individual's goals, in a work context, need to match the ultimate purpose of the organization, suggesting that Pink is at risk of "throwing the baby out with the bathwater", determines that, as conscious beings, humans set goals and these goals are the motives for actions.

## ***CHAPTER II (B) RESEARCH METHODOLOGY***

### **a. Need for the study**

The relevance of studying traditional motivation theories in contemporary times stems from significant shifts in work dynamics, environments, and employee expectations. Developed in eras characterized by manual labor and extrinsic rewards, these theories may not fully address the complexities of today's work landscape, which includes automation, remote work, and diverse employee needs. Modern workplaces require a more nuanced understanding of motivation, emphasizing intrinsic incentives and addressing the evolving skill sets demanded. By critically analyzing traditional theories, organizations can assess their applicability, identify limitations, and potentially develop new models to better suit the current workforce. This examination facilitates a deeper understanding of employee motivations, leading to enhanced organizational performance, productivity, and employee satisfaction.

### **b. Scope of the study**

The study on the relevance of traditional motivation theories in current times encompasses a broad and significant scope. With the evolving workforce, technological advancements, and complex job roles, it is crucial to assess the validity and applicability of past theories in today's context. This investigation involves analyzing traditional theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor theory, considering their effectiveness in motivating employees in the modern work environment. Additionally, the study explores the impact of changing workplace dynamics, including remote work and flexible arrangements, and evaluates the influence of contemporary incentives on employee motivation. Furthermore, it examines how new motivational strategies, such as gamification and peer recognition, align with or diverge from traditional theories. The findings hold relevance for organizations, HR departments, and management teams seeking to enhance employee motivation and retention in the face of evolving workplace trends. Overall, this study presents an extensive scope for further research, offering insights into potential redefinitions of traditional theories to meet the needs of today's workforce.

**c. Objectives of the study**

The goal of researching the relevance of conventional motivation theories in today's world is complex, with the goal of understanding their applicability in modern workplaces in the face of new problems and organisational changes. Key aims include investigating these theories' theoretical foundations, determining their ability to explain contemporary work attitudes and behaviours, investigating responses to growing issues such as remote work, and evaluating their strengths and limits. In addition, the study aims to provide a framework that combines classic and current techniques to improve employee engagement and performance, as well as practical advice for employers and managers. Finally, the purpose is to bridge the gap between classic ideas and the modern workplace, promoting additional research and discussion on how they might evolve to meet the demands of future workplaces.

**d. Hypothesis of the study**

The hypothesis for studying the relevance of traditional motivation theories in current times posits two contrasting perspectives. The first suggests that traditional theories may be less applicable due to the increasing emphasis on employee well-being and work-life balance, with factors like organizational culture and social connections playing a stronger role in motivation and job satisfaction. Conversely, the second hypothesis proposes that despite workplace changes, traditional theories like Maslow's hierarchy and Herzberg's two-factor theory remain important for enhancing employee performance and satisfaction, albeit requiring some adaptations. Empirical research and analysis in human resource management and organizational behavior are needed to validate these hypotheses, offering valuable insights for managers and organizations in designing effective motivation strategies for today's workforce.

**e. Methodology of the study**

The methodology employed in traditional motivation theory research typically utilizes quantitative research designs, often employing self-report questionnaires to collect data. These studies often incorporate demographic and psychometric measures to ensure data validity and reliability, with statistical techniques used to analyze the relationships between variables. However, this approach has limitations, including potential self-report bias and a limited ability to capture the complexity of human motivation. While traditional theories have provided valuable insights, they may not fully address contemporary challenges. The primary objective of this research paper is to investigate the relevance of traditional motivation theories in the context of the 21st century and the Fourth Industrial Revolution. While secondary data analysis has informed the research, gaps in understanding have led to the need for primary research, which will employ various methodologies, including interviews and sampling techniques, to address these gaps and explore the impact of new motivation models prevalent in modern workplaces. This comprehensive approach aims to provide a deeper understanding of motivation in contemporary settings.

**Data collection:**

For this research it was decided that the most appropriate approach would be structured interviews and applying a qualitative analysis approach. This approach lends itself to seeking nuance and subtleties that would not be garnered if a quantitative method of analysis was taken. This research will be conducted by gathering information based on individual's experiences and perspectives. Qualitative research is typically associated with a philosophy of interpretivism, here we will gather the narrative from interviews, which is valuable primary data, and will interpret the stories that have been represented.

Quantitative research typically deals with highly structured data collection techniques. Based on deductive methodologies, if we applied a quantitative approach to the research, it will use the data collected to test and existing theory. Data-collection, when research is conducted via a quantitative method can be varied, a typical example would be via a questionnaire distributed to a large sample size to ensure a suitable and appropriate response is received to test the presented theory. When determining the most appropriate methodology for this thesis the researcher determines that it is important for individuals to feel comfortable when being interviewed and to communicate in a natural manner. I felt the most appropriate method for conducting this research was by the application of a qualitative approach as it is more suited for the reasons outlined above.

**Interviews:**

As outlined, there are 2 primary methods in which interviews are conducted: structured or unstructured. Typically, a structured interview is formal, where the questions that are posed are close-ended and delivered in a standard order. Conversely, an unstructured interview is traditionally informal and questions can be open ended and take any form. Due to the topic of this thesis and the potential for going in tangential directions, we will conduct the interviews in a structured format. The questions have been designed in a manner which encourages individuals to be natural and open in their responses whilst maintaining relevance and perspective to the topic.

**Data Collection Methodology:**

The data collected for this research will be taken from primary resources. The source of primary data is from employees working within a small company. Prior to each interview beginning, each interviewee is provided with an information sheet, detailing the context for the research and a consent form. Each individual is informed that it was their right to withdraw from the process at any time. A total of five individuals are to be interviewed individually, using structured questions that related to the topic of the research. Interviews are audio recorded to facilitate the researcher to capture responses succinctly and to eliminate the potential for any human error or transcribing issues. Some notes will be taken during the interviews. Each interview is to last around 5 minutes. It

is important that during structured interviews, the interviewer is the person who is asking the questions. Each of the questions that were presented were concise and with replies that were predictable in length. The consent form sent out to every employee.

– Consent Form

**Consent to take part in research**

“Are traditional motivation theories still relevant as industry embraces a 4th industrial revolution or are employees seeking alternative incentives such as autonomy, mastery and purpose?”

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I..... voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves honestly answering a series of questions relating to motivation factors in my employment.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded and subsequently deleted once the interview has been transcribed.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that if I inform the researcher that I or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for 2 years.
- I understand that under freedom of information legalization I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information. Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

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Signature of participant

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Date

I believe the participant is giving informed consent to participate in this study----- Signature of researcher  
Date

**Selection Process:**

To gather relevant data from a reasonable population, size the researcher will apply a nonprobability sampling methodology. From a population of 10 people, I distributed an e-mail seeking for individuals to volunteer to participate in the research interviews. No discrimination to age, sex or gender was deemed appropriate to the nature of the research. Individuals were then assigned a unique number and then selected at random to participate. Participants, as per the population of recipients who received a request to volunteer, were all individuals working within the company.

**Sampling Size:**

Population Individual selected are in full time employment working more than 30 hours per week. A total of 10 people were emailed to volunteer to participate.

**Age:**

No discrimination criteria for age were applied for volunteers. Due to the mix of the population age, applying an age criterion may have had the potential to eliminate information that was relevant to the research.

**Demography:**

Both males and females were invited to participate. Of the 5 individuals who were selected randomly, 8 were male and 2 was female. Whilst this may suggest a bias towards male interviewees it is a representative split of the population: 79% Male / 21% Female.

**Interview Questions:**

For the purpose of the interview, all questions are prepared in advance, to allow for a structured, standardized approach. An ethics form is provided to all participants in advance of the interview commencing. Participants are briefed on the nature and context of the research as part of the ethical considerations. To ensure quality data is obtained during the interviews, the researcher a 4-step interview protocol refinement. This protocol is comprised in 4 distinct areas:

- Ensuring alignment between interview questions and research questions
- Constructing an inquiry-based conversation
- Receiving feedback on interview protocols
- Pilot testing of the interview questions

Having conducted some pilot interviews, it was determined that some of the questions needed refined as they may have had the potential to lead the interviewee or to allow for very short one-word answers i.e., yes / no.

To ensure that each individual fully understands and interprets the questions with accuracy, each question was carefully considered to prevent ambiguity or misinterpretation. It was suggested that for responses to be valid, it is imperative that each question is understood correctly.

#### **f. Statistical tools used for analysis**

There are many tools that can be used to analyze the relevance of traditional motivation theories in current times but we used the Bayesian analysis, because it is the statistical method that can be helpful in analyzing complex datasets and evaluating different hypotheses about the relevance of traditional motivation theories in current times. It can be providing insights into the probability that certain theories are relevant or effective for employee motivation based on the available data.

Overall, there are many different statistical tools that can be used to analyze the relevance of traditional motivation theories in current times. Employing a mix of methods and looking at different outcomes related to motivation can provide a more comprehensive picture of how these theories may still be applicable in modern work environments.

#### **g. Presentation/Chaptalization of the study**

Here is an overview on the relevance of traditional motivation theories in current times.

Traditional motivation theories still play a valuable role in understanding and improving employee motivation in current times. These theories provide a framework for understanding human behavior in the workplace and can help managers and leaders to identify the factors that motivate employees. Examples of such theories include Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Expectancy Theory. While there may be a need to adapt or approach these theories differently, their basic principles of understanding human motivations can still guide managers in optimizing the performance of their teams. By taking into account the changing dynamics of work and the values of current day workers, traditional motivation theories can be applied with greater effectiveness in the modern workplace. Despite the challenges the theories still have a chance for improvement, to improve traditional motivation theories in the current times, we should consider the following strategies:

1. Focus on intrinsic motivation: In the new work order, employees seek work that fulfills their intrinsic values such as a sense of purpose and fulfillment. As such, motivation theories should be more focused on intrinsic motivation factors, such as meaningful work, autonomy, and opportunities for personal growth and development.
2. Encourage autonomy: Autonomy is a key driver of employee motivation. Traditional motivation theories often emphasize control and management, but current times require a shift towards a more flexible and autonomous approach. Managers can encourage autonomy by offering opportunities for self-directed work, allowing employees to have more control over their schedules, and providing opportunities for decision-making.

3. Provide opportunities for personal growth: Today's employees are looking for opportunities for personal growth, so motivation theories should focus on providing opportunities for learning, development, and skill-building. Providing opportunities for cross-training, supporting skill-building initiatives, and offering feedback can motivate employees to reach their full potential.

4. Emphasize the value of meaning and purpose: Meaningful work is a key driver of motivation, and a focus on meaning and purpose can help improve traditional motivation theories in current times. Managers can help employees connect their work to a higher purpose or a greater good, and encourage them to find meaning in their work.

5. Recognize individual differences: Lastly, an individualized approach that recognizes the unique needs and preferences of employees is essential. Managers should tailor their motivation strategies according to the individual's strengths, interests, goals, and work styles to create a work environment that meets their unique needs.

#### **h. Limitations of the study**

##### **1. Limited research**

The research studies on relevance of traditional motivations in the current times are limited.

Most of the studies out here are based on secondary sources, making the results less reliable. Moreover, limited research has been done on specific sectors, such as information technology, healthcare, retail, and manufacturing.

##### **2. Lack of diversity in samples**

Many studies have limited diversity in the samples, which can affect the generalization of the findings. Most studies are based on samples from a developed economics, with limited representation of developing and emerging economics. The limited sample representation can undermine the applicability of the findings different.

##### **3. Narrow scope**

Most studies have a narrow scope, focusing on specifics aspects of motivation theories, such as extrinsic and intrinsic motivation, self-determination theory, and drive theory. This limited scope has undermined the comprehensive analysis of the relevance of traditional motivation theories in current times.

##### **4. Inadequate documentation**

The documentation of research studies on the relevance of traditional motivation theories in current times is inadequate. Some have limited description of the research methodology, data collection, analysis, and interpretation, this inadequate documentation undermines the transparency and validity of the research findings.

##### **5. Over-reliance on quantitative methods**

The research studies on the relevance of traditional motivation theories in current times tend to over-rely on quantitative methods. The over-reliance on quantitative methods can minimize the holistic understanding of motivation theories, assuming that human behaviors can be explained purely numbers.

### ***CHAPTER III: (A) INDUSTRIAL ANALYSIS***

Motivation is a complex field of study that has elicited a lot of interest among scholars over time. Traditional motivation theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, have played a pivotal role in shaping our understanding of human behavior and work motivation. The main objective of this paper is to examine the relevance of traditional motivation theories in the current times. Specifically, the paper will analyze the extent to which these theories can inform contemporary workplace practices and inform our understanding of employee motivation.

#### **Maslow's Hierarchy of Needs:**

Maslow's Hierarchy of Needs theory, a cornerstone of motivation theory in human resources management, categorizes human needs into five levels: physiological, safety, love/belonging, esteem, and self-actualization. While widely cited, critiques suggest its simplicity overlooks the complexities of modern workplaces, where employees are motivated by interconnected needs. However, proponents argue its enduring relevance, highlighting its emphasis on fulfilling basic needs as fundamental to employee motivation and well-being. Recognition of esteem and social belongingness needs is seen as crucial in promoting engagement and job satisfaction. Thus, while subject to criticism, Maslow's theory remains a valuable framework for understanding and addressing employee motivation in contemporary contexts.

#### **Herzberg's Two-Factor Theory:**

Herzberg's Two-Factor Theory delineates the influence of hygiene factors and motivators on employee motivation, where hygiene factors can cause dissatisfaction if lacking, and motivators can lead to satisfaction if present. Despite criticisms suggesting its limited scope and focus on individual factors, the theory continues to inform contemporary workplace strategies. While acknowledging the importance of organizational factors, Herzberg's theory underscores the significance of both hygiene factors and motivators in fostering employee engagement and productivity. Studies have demonstrated the correlation between satisfaction with hygiene factors and increased employee loyalty, while the emphasis on motivators like recognition and personal growth remains pertinent in enhancing job satisfaction and performance. Thus, Herzberg's Two-Factor Theory persists as a valuable framework for understanding and addressing employee motivation in modern organizational contexts.

#### **Factors Influencing Industrial Analysis on Relevance of Traditional Motivation Theories in Current Times:**

##### **1. Organizational Culture**

Organizational culture is a vital factor that influences the application of traditional motivation theories in contemporary industrial settings. Organizational culture refers to the shared values, beliefs, and practices that shape behavior within the organization. The culture of an organization could either enhance or diminish the applicability of traditional motivation theories.

For instance, if an organization has a culture that promotes autonomy and self-direction, then McGregor's theory X and Y may not be relevant. This is because the assumption that employees inherently dislike work, and need to be coerced into productivity may not hold.

## 2. Employee Diversity

Employee diversity is another essential factor that influences the relevance of traditional motivation theories. The modern workplace is characterized by individuals from different age groups, gender, race, and cultural backgrounds. Therefore, traditional motivation theories may not be applicable in organizations that aim to create a diverse and inclusive working environment.

For instance, Maslow's hierarchy of needs may not be relevant in organizations where employees have different cultural values and attitudes towards work. A diverse workforce would require a more personalized approach to motivation that takes into account the unique needs and expectations of each employee.

## 3. Technological Advancements

Advancements in technology have transformed the nature of work in contemporary industrial settings. With the advent of automation, artificial intelligence, and remote work, traditional motivation theories may not be entirely relevant. These technologies have redefined the way work is done, and individuals may have different motivational needs when working with new technologies.

Therefore, organizations need to adapt their human resource management strategies to align with the evolution of technology. For instance, remote work may require a different approach to motivation than traditional office-based work.

## 4. Employee Expectations

Employee expectations have evolved over the years, and this could influence the applicability of traditional motivation theories. Today's workforce has different expectations regarding job satisfaction, work-life balance, and career development. Therefore, organizations that continue to rely on traditional motivation theories may not be able to meet employee expectations fully.

For instance, Herzberg's two-factor theory may not be relevant in organizations where employees seek career advancement and growth opportunities. Employees' motivation to stay with their current employer may hinge on factors such as training and development programs rather than salary and benefits.

## 5. Globalization:

The impact of globalization on businesses has been significant, and companies today operate in a global environment. Traditional motivation theories may not be as relevant in a global context, where different cultures, beliefs, and practices impact the motivation of workers in different ways. Therefore, industrial analysts should explore how these theories might be adapted to different cultural contexts.

## 6. Economic Factors

Economic factors such as inflation, unemployment rates, and wage growth can also impact motivation levels. Traditional motivation theories may not take into consideration the unique economic factors of the current times, and industrial analysts should consider how these theories can be revised to address these issues.

## 7. Changing Workforce Demographics

The workforce today is more diverse, with workers from different generations, cultures, and backgrounds. Traditional motivation theories were developed with a specific type of worker in mind, and it may not apply to the modern workforce. Therefore, industrial analysts must assess whether traditional motivation theories apply to this more diverse workforce.

Industrial analysis can provide valuable insights into the relevance of traditional motivation theories in current times. Here are some potential advantages of conducting an industrial analysis in this context:

### 1. Industry-specific factors:

Different industries may have different factors that affect employee motivation. For example, a manufacturing company may need to focus on providing employees with adequate training and resources to do their jobs effectively, whereas a technology company may emphasize opportunities for creativity and innovation. An analysis of the industry in question can help identify these factors and determine which traditional motivation theories are most relevant.

### 2. Economic trends:

Economic trends can also affect employee motivation. In times of economic uncertainty, employees may be more motivated by job security and benefits, whereas in times of economic growth, they may be more interested in opportunities for career advancement. An industrial analysis can help identify these trends and align motivation strategies accordingly.

Economic conditions can have a significant impact on motivation in the workplace. During times of economic growth, there may be increased opportunities for advancement, higher salaries, and more job security, which can be motivating factors for some employees. On the other hand, during times of economic uncertainty or recession, employees may be motivated by different factors, such as job security and stability, rather than opportunities for advancement or higher salaries. Traditional motivation theories, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, have been influential in understanding employee motivation in the workplace. However, shifts in the economy and the nature of work itself, such as the rise of the gig economy and remote work, may require a rethinking of these traditional theories.

Newer approaches, such as self-determination theory, which emphasizes the importance of autonomy, competence, and relatedness in motivation, may be more relevant in today's economic landscape. Additionally, as the workplace

becomes more diverse and globalized, cross-cultural and social factors may play a greater role in understanding employee motivation.

### 3. Demographic shifts:

Changes in demographics can also affect employee motivation. For example, younger generations may be more motivated by work-life balance and opportunities for personal growth, while older workers may be more motivated by job security and retirement benefits. An industrial analysis can help identify these demographic shifts and determine how traditional motivation theories should be adapted. In recent years, there has been a growing recognition that these theories may not fully capture the complex and dynamic nature of motivation. Alternative approaches have emerged, such as self-determination theory and goal-setting theory, which emphasize the importance of intrinsic motivation, autonomy, and goal-directed behavior.

Additionally, there has been increasing interest in the role of emotions and affective states in motivation, as well as the impact of cultural and social factors on motivation.

Overall, while traditional motivation theories continue to be influential, there is ongoing debate and evolution in the field of motivation research.

### 4. Competitor analysis:

An analysis of competing companies in the same industry can provide valuable insights into what works and what doesn't when it comes to motivation strategies. By examining the motivation strategies of successful competitors, companies can adopt best practices and avoid common pitfalls. It would involve examining how your competitors are approaching employee motivation within their organizations, and whether or not they are relying on traditional motivation theory to guide their strategies.

To begin, we can start by identifying who your main competitors are within your industry or market. From there, we can look into their company culture and employee retention rates, as well as any public statements or reports they have released about their motivation and engagement strategies.

We can also conduct a survey or gather feedback from your employees to understand how your competitors' strategies compare to your own, and whether or not traditional motivation theory still plays a significant role in shaping the way employees are motivated.

there are several disadvantages of using these traditional motivation theories in current times, especially in the context of industrial analysis. These disadvantages include:

1. The changing nature of work: The nature of work has changed significantly over the years. Many jobs today are more complex and require more cognitive and interpersonal skills than they did in the past. This means that traditional motivation theories, which focus on basic needs like physical comfort and safety, may not be relevant

in motivating employees who are looking for more challenging work.

2. The rise of the gig economy:

Many workers today are working in the gig economy, which means that they are freelancers or independent contractors rather than full-time employees. Traditional motivation theories are designed for full-time employees who have job security and benefits. These theories may not be relevant for gig workers who are motivated by different factors, such as flexibility and autonomy.

3. Diversity in the workplace:

The workplace today is more diverse than ever before, with employees from different backgrounds, cultures, and generations. Traditional motivation theories may not take into account the different values and expectations of different groups of employees. This can lead to a lack of motivation among certain employees.

4. Technology and automation:

Technology and automation have changed the way we work, with many jobs being replaced by machines. This can lead to feelings of job insecurity and a lack of motivation among employees who feel that their job is at risk.

5. Limited focus on intrinsic motivation:

Traditional motivation theories have failed to acknowledge the importance of intrinsic motivation, which is driven by personal interest, enjoyment, and a sense of purpose. Intrinsic motivation has been found to be a stronger predictor of job performance and job satisfaction than extrinsic motivation, with the increasing importance of knowledge work and the rise of the gig economy, employees are more likely to seek work that aligns with their personally interests and values. Thus, intrinsically motivated employees might not be motivated by the external rewards offered by the organization. Intrinsic motivation is intangible and therefore you can't quantify the amount of motivation an employee will require.

Secondly, you can't make an employee learn something if they're not interested in learning it.

Sometimes an intrinsic reward isn't enough for employees. They must be rewarded in some way that makes them feel cared for as well.

6. Ignoring Individual Differences:

Traditional motivation theories tend to use a "one-size-fits-all" approach, assuming that all employees are motivated by the same factors. However, the reality is that employees have different needs, expectations, and values. For example, an employee might primarily be motivated by recognition and opportunities for advancement, while another employee might be motivated by a flexible work schedule and work-life balance. Failing to acknowledge these differences can lead to incorrect assumptions about employee motivation and ineffective motivation strategies.

#### 7. Increasing importance of purpose:

Employees today are looking for meaning and purpose in their work. Traditional motivation theories do not account for the importance of purpose in motivating employees. Companies that articulate a clear purpose and align their employees work wont progress.

#### 8. Skills gap and talent management:

Talent gap simply refers to a lack of skilled personnel in an organization. Every organization occasionally faces the tough issue of talent gap. The HR Department makes an all-out effort to fill this gap through various methods. The digital age has led to an increased demand for technical skills, and companies are struggling to find employees with the necessary skills. Traditional motivation theories do not address the need for skill development, and companies that invest in employee training and development programs will have a competitive advantage. Persistent talent gap is likely to hamper the growth and development of an organization. It also has a negative impact on the employees' motivation as they feel demotivated due to lack of talented people to look up to for necessary instructions and advice to work effectively.

### ***CHAPTER III:(B) COMPANY ANALYSIS***

In our recent times we still talk about how the theories have changed in the past decades and is still progressing, we might find it different in company's all over the globe because of the new developing of new theories. Traditional motivation theories, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McGregor's Theory X and Theory Y, have long been considered a guide for understanding employee motivation and job satisfaction. These theories emphasize the importance of identifying employee needs and aligning them with organizational goals to maximize performance and productivity.

While these theories have been influential in shaping traditional organizational practices, there has been a shift towards newer approaches, such as the concept of employee engagement, which focuses on building long-term relationships with employees based on their job satisfaction and commitment.

In terms of practical application, organizations are recognizing that motivation in the workplace is primarily driven by employee wellness, empowerment, and purpose, rather than simple external incentives such as performance-based bonuses. Therefore, companies need to invest in employee development and growth opportunities, such as training programs, job rotations, and mentorship programs, to keep employees motivated and engaged.

Additionally, the modern workforce is looking for work environments that support their mental and emotional well-being, including opportunities for work-life balance, flexible schedules, and mental health support resources.

In conclusion, while traditional motivation theories continue to be useful as a foundation, the changing nature of work and the workforce requires organizations to update their approaches to employee motivation in order to achieve optimal performance and engagement. Companies should strive to create positive work environments, build trust, foster teamwork, and provide opportunities for professional growth and development, in addition to remuneration and other tangible benefits.

Factors that affect the organization analysis of the relevance of traditional motivation theories in current times:

1. Diverse population:

The demographic shift in the workforce influences the relevance of traditional motivation theories. With the entry of more millennials and Gen Zers into the workforce, organizations need to consider their needs and preferences, such as a focus on purpose, personal growth, and social impact, in addition to factors such as rewards and recognition.

2. Technological improvement

Advancements in technology have opened up new opportunities for work, including remote work and flexible schedules. Organizations need to consider these changes and how they affect traditional motivational theories, such as Herzberg's Two-Factor Theory, which suggests that physical work conditions are essential for employee satisfaction.

3. Progression:

Organizations are no longer limited to one geographical region or market, and they need to consider and adapt to cultural differences in the workforce. For example, some cultures may value hierarchy and stability, while others may place more emphasis on autonomy and flexibility.

4. Economic Pressures:

The economic situation of the industry or country has a significant impact on how relevant traditional motivational theories are. Organizations under financial stress may need to reconsider the hierarchy of needs theory, which assumes that basic physiological and safety needs must be met before higher-level needs are considered.

5. Social and Environmental Responsibility:

Today, social and environmental responsibility is becoming increasingly important for employees and customers alike. Organizations must consider these factors in addition to traditional motivational theories to ensure their workers are fully engaged and motivated.

Overall, many factors affect the relevance of traditional motivational theories for organizations, and these factors need to be considered in the context of individual workplaces and the industry as a whole.

Here are some advantages on company analysis on relevance of traditional motivation theories in current times:

1. Provides a Strong Foundation:

Traditional motivation theories provide a strong foundation for understanding human behavior and motivation, which can help organizations create effective policies and practices for managing employees.

2. Offers a Framework for Understanding Employee Needs:

Theories such as Maslow's Hierarchy of Needs or Herzberg's Two-Factor Theory offer a framework for understanding what motivates employees and what they need from their jobs, including recognition, sense of accomplishment, security, etc. Consequently, this understanding helps organizations to develop programs and initiatives that meet these needs.

3. Lowers Employee Turnover:

By implementing traditional motivational theories, organizations can create a more positive working environment, which in turn can contribute to increased employee satisfaction, productivity, and retention. Motivated employees are more likely to remain with a company long-term, reducing employee turnover and associated costs.

4. Improves Organizational Culture:

Embedding traditional motivational theories into their workplace culture can help organizations to foster teamwork, improve communication, and build trust among employees. By creating a positive work environment, organizations can significantly increase job satisfaction, boost employee morale, and improve overall organizational culture.

5. Boosts Employee Performance:

By aligning organizational goals with employees' needs and motivations, organizations can motivate their employees to achieve higher levels of performance. Traditional motivational theories can help to identify what motivates workers and create incentives to encourage them to perform at their best.

The disadvantages of company analysis on the relevance of traditional motivation theories in current times:

1. Overgeneralization:

One of the criticisms of traditional motivation theories is that they may overgeneralize employee needs and motivations. Not all employees share the same behavior or desires, and therefore a one-size-fits-all approach based on these theories may not be effective for all individuals.

2. Lack of Emphasis on Intrinsic Motivation:

Traditional motivation theories primarily focus on extrinsic factors such as pay, recognition, and job security, while

not giving much emphasis on the intrinsic motivation of employees. However, today's workforce is motivated not only by external rewards but also by the desire to fulfill personal and professional goals, which need to be considered along with these traditional theories.

3. Ignoring the Social Context:

Traditional motivation theories may ignore the social context in which work occurs. Employee motivation is influenced by social relationships within the workplace, such as coworkers' relationships and their interactions with management. Therefore, while traditional theories may provide a foundation, the social context must also be considered.

4. Excessive focus on monetary rewards:

Another criticism of traditional motivation theories is that they place an excessive focus on monetary rewards, which is not the only way to motivate employees. While pay and other incentives are essential, they can only go so far in motivating employees.

5. Inability to Address Rapid Changes:

The workforce is constantly changing, and traditional motivation theories may not be effective in addressing current trends such as remote work, digitalization, or globalized workforces. Therefore, organizations should continuously adapt their approaches to employee motivation to reflect these changes.

Overall, traditional motivation theories have their limitations, which must be considered by organizations to ensure that they adapt to changing workforce expectations and requirements. A dynamic approach that factors in intrinsic motivation and social context, as well as financial incentives, is the most effective way to motivate a diverse and changing workforce.

## ***CHAPTER V: ANALYSIS OF THE STUDY***

The inquiry into the relevance of traditional motivation theories in contemporary times is crucial given the evolving nature of work environments and societal norms. While some argue that theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory still hold value due to the enduring nature of basic human needs, others contend that they oversimplify motivation and neglect important factors like company culture and social responsibility. The debate underscores the need for further research to understand how these theories align with modern workplace dynamics and whether adjustments are necessary to effectively motivate employees. Critics highlight the limitations of traditional theories in addressing intrinsic motivation factors like autonomy and purpose, suggesting the need for a more nuanced approach to employee motivation in today's context. However, proponents of traditional theories argue that while adjustments may be needed, the core principles remain relevant in fostering employee engagement and satisfaction amidst contemporary work challenges.

Overall, the relevance of traditional motivation theories in current times is an ongoing debate within the field of organizational psychology that seems to be tilting towards hybrid models that blend new factors with basic

principles.

The analysis will describe the factors that influence motivation for employees working in a small company. The findings will examine if intrinsic motivation factors such as autonomy, mastery and purpose are factors that are more important than extrinsic motivation factors such as salary or bonus. This chapter will conclude with a discussion that incorporates findings from the existing research that either supports or conflicts existing theories.

### – Results Analysis

In finding the relevancy of traditional motivation theories in current times, I had to dig deep and conduct an interview with a few members from a small company based in South Sudan I constructed a total of 12 questions that related to the central themes. We then conducted 1 to 1 interview with a randomly selected group of five people. During the interviews, the five participants gave their views on different aspects on motivation as part of their working life. The interviews were transcribed and the qualitative data that was gathered was used to formulate the findings. I have represented the transcribed data in appendix 3, where each individual can be differentiated by Interview 1 through to Interview 5. This allows anonymity to persist. Each question was differentiated by theme to assist in the analysis of the study and to remain consistent with the research objectives that were outlined in the previous chapters. This theme examined the extrinsic motivation factors for individuals to determine how important factors such as salary or rewards are. The replies are also used to analyze if there are intrinsic motivation that are actually more important.

1. Questions 1 – 5 – Extrinsic. This theme examined the extrinsic motivation factors for individuals to determine how important factors such as salary or rewards are. The replies are also used to analyze if there are intrinsic motivation that are actually more important.

2. Questions 6 – 7 – Autonomy. Questions that examine if autonomy is important for employees to maintain motivation in their working life.

3. Questions 8 – 9 – Mastery. Is Mastery important for individuals to be motivated as part of employment in the 21st Century?

4. Questions 10– 12 – Purpose. How important is purpose and meaning to individuals to be motivated in their work.

### – Findings – Research Objective One

In the previous chapters I outlined the first objective for this thesis:

- Are extrinsic motivation factors still relevant to motivate individuals?

Five questions were developed to examine this them and to see how important extrinsic motivation factors for individuals.

#### Question 1 - In your current role, are you satisfied with your current salary?

Four of the five respondents replied that they were happy with their salary, with one respondent replying negative:

Interview 4: “Not really - I see and hear what others earn and think that perhaps I am not paid enough”

Question 2 - In order to maintain interest in your work, are rewards an important factor?

For this question, four responses that said that rewards are not important and one response that rewards are important:

Interview 1: "For me rewards are nice to get but don't really keep me interested in my work"

Interview 2: "I wouldn't say important but they certainly can help"

Interview 5: "No. Rewards are something that are simply a recognition of an individual getting on with their work in a way that is recognized by peers or managers"

Interview 4: "I'd probably say yes. As an individual I always get a boost when I get an award"

Question 3 - Does the achievement of an annual bonus influence you in your engagement with your work?

Question three, all individuals interview said that the payment of an annual bonus did not impact their engagement with their work:

Interview 1: "Not really, the bonus is just something that has become part of the cycle"

Interview 3: "I think the bonus can be counterproductive. We all have objectives, if we hit them, we get a bonus"

Interview 5: "Maybe for a few weeks of the year it would. But that is a bit silly as the bonus should reflect your achievements over the course of a year"

Question 4 - Does the type of work you do maintain your engagement and interest?

Four of the five respondents for question five said that the type of work that they do does in fact maintain their engagement. One respondent replied that the type of work that they do does not maintain their engagement.

Interview 4: "No. My job is built on routines and strict scheduling and ensuring the Service Levels are consistently and constantly met."

Question 5 - Would you take on additional responsibilities / projects / challenges that offered no monetary incentives?

Only one of the respondents responded directly that they would not take on any additional responsibilities. All other four responses were a qualified yes, if the opportunity was beneficial to them and it was the right opportunity (personally).

Interview 2: "If it was the right challenge that really energized me then yes, absolutely."

Interview 5: "I like to step out of my comfort zone from time to time. I'd absolutely take on new challenges for no reward if it was personally beneficial for me in the long run"

Interview 4: "Probably not. I think people are entitled to be paid and rewarded for the work that they do."

**– Findings –**

From the interviews that focused on extrinsic motivation factors, the majority of replies suggest that factors such as salary or bonus are not important to maintain motivation. Individuals who were interviewed are mainly satisfied that their salary is adequate and that the incentive of an annual bonus does not motivate them any more in their lives. Rewards are seen something that can have a positive influence if appropriate. The interviewees expressed more of a preference relating the actual feedback rather than the value of a reward. When the interviewees were asked about taking on further responsibilities without reward, the replies were largely nuanced. Individuals expressed a desire to know what the challenge was and what the potential benefits were for them. The lack of monetary incentive was not a factor in whether or not individuals would take on increased challenges.

**– Findings**

Here we find out if the intrinsic factors are relevant:

- Are intrinsic factors important to employees in current times I used the same question set for analysis that was used to examine the extrinsic motivation of employees. By using this data, we are able to look at the answers 5 respondents give when questioned around extrinsic motivational factors to understand the intrinsic motivation factors.

**Question 1 - In your current role, are you satisfied with your current salary?**

Four of the five interviewees had explained that they were satisfied with their current salary. The one respondent who expressed dis-satisfaction with salary suggested that, as she was aware what other people earned, this was the root cause of her issue.

Interview 4: “Not really - I see and hear what others earn and think that perhaps I am not paid enough”

**Question 2 - In order to maintain interest in your work, are rewards an important factor?**

Four of the five people outlined that rewards are not important from them to maintain interest. When the individuals explained their rationale, a clear sense of something other than monetary awards was in fact what was important.

Interview 1: “It is always nice to get some sort of recognition like an excellence award or some sort of customer feedback but that typically will not make my work more interesting or maintain my interest in the actual work. It is the type of work that is really key here.”

Interview 2: “I work in a service team so positive feedback can really lift spirits”

Interview 5: “I think that if you like your job and enjoy what you do, this naturally benefits the output and quality and sometimes that gets rewarded”

**– Findings –**

Using the data that was captured as part of the exploration into extrinsic motivation, the researcher was able to interpret the factors around intrinsic motivation that influence people. Whilst salary is always a sensitive topic, there was a broad sense that individuals are being paid reasonably for the services they provide and not a motivating factor in the workplace that was used.

**– Findings –**

- Do employees consider autonomy, mastery and purpose important, non-financial factors, for motivation? We then built the second stage of the interview around themes of autonomy, mastery and purpose. The questions were structured in such a way as to understand if these three areas of motivation are important in relevance of traditional motivation theories in current times.

**Question 6 - Do you prefer to choose the work that you do or be assigned tasks?**

The responses from all replies had a level of realism that grounded the question. From an aspirational side, all individuals would like to choose the work that is assigned to them, but the realities of working in a commercial organization with deadlines and tasks that must be complete influenced the answers.

Interview 1: “I prefer to choose the tasks that I work on, but typically that is not an option”

Interview 2: “If we could choose what we do then absolutely, this would be the ideal scenario. That rarely happens in the work that I do” Interview 4: “I would love to be able to choose the work that I do but that is not realistic”

**Question 7 - As part of the working day, is a fixed schedule important or flexible hours to suit personal circumstances?**

All respondents to question 7 indicated that flexibility within work scheduling was an important factor. One respondent replied that although it was not possible to have flexible working hours, the wish to have some was clear.

Interview 1: “Having that flexibility these days is hugely beneficial, especially with a young family”. Interview 2: “In the modern world having flexibility is vital. Being able to adapt to personal life such as getting the car serviced or parcel deliveries is now the norm” Interview 4: “My work dictates rigid working hours. We need to be open from 0800 to 2000 so scheduling and being available during those times is absolutely vital and needs planning. Personally, though I would like to have some flexibility around my hours to be able to do some chores that can only be doing during office hours”.

**– Mastery****Question 8: Are the challenging aspects of your work more enjoyable in your work than those where you are not challenged?**

To determine if the interviewees preferred work when it is challenging, the author began by seeing where employees gain the most enjoyment. All respondents replied that they enjoy the challenging parts of work more

with some qualifications.

Interview 1: “100% yes. Being challenged is what excites me about the role”

Interview 2: “There is absolutely a balance here. I certainly enjoy days when I am challenged a bit more, but I think only if I know I can succeed. Tasks that are "impossible" or for which I don't have the skills for are not a challenge they in fact have a negative effect”.

Interview 4: “I like to remain challenged and actively seek out challenges where I can” Interview 5: “Sometimes, yes. It really is dependent on what else is going on. I do enjoy taking on challenges if times are slow, however, when it is busy or we have deadlines, it is difficult.”

#### Question 9: What motivates you to improve in your role?

Question 9 directly asks what it is that motivates you in your role. Seeking to determine if there are aspects around mastery that drive motivation with individuals to really improve their current performance and if getting better all the time is a real motivation. The respondent’s replies ranged from personal development, to family and to making a difference to others.

Interview 1: “My primary motivation is development. I'd like to think that there is a long future in what am I doing so I seek opportunities constantly to learn and to adopt to conditions.”

Interview 3: “My main motivation comes from outside my organization. My family are the primary reason why I work.”

Interview 4: “Making a difference to people who are in trouble is a great motivation. Just knowing that each day you are helping someone who has had a misfortune is a real motivator. It is those moments of truth where you can stop and reflect and understand that what you do is really helping others”.

#### **– Purpose**

#### Question 10: How do you grow and develop within your current role?

Individual growth and personal development are key components for individuals to maintain motivation in their jobs. When people have a sense of purpose, it is suggested that motivation will be heightened and people grown and develop as a result.

Interview 1: “I like to keep learning. I think if we stand still, we can become complacent. Learning about things that typically are outside of my comfort zone is how I keep myself occupied” 59 Interview 2: “I try to look for opportunities to make things better each day. Incremental improvements are something that I think a lot of people take for granted so introducing ways of measuring achievements is a really good idea and helps demonstrate how improvements can really add up over time, even if they are typically not noticed”

Interview 3: “When I am in a role, I give it 100%. I try to master the skills required and to do everything I can to succeed. I think though after 2 or 3 years you really need to be looking for the next step and to learn some new skills and gain more experiences”

### Question 11: How do you feel your work contributes or makes a difference to society?

Question 11 looks at society in general, to see if employees now feel that what they do makes a contribution. To understand if people are motivated with a deeper sense of purpose rather than just gainful employment, this question is designed to see if societal considerations are now a factor. Interview 1: “As a society then, these are areas where people can feel re-assured, they are in safe hands and should they get into difficulties that we will have their best interest.”

Interview 2: “I guess there are many areas where we all contribute to society in our professional lives. From my perspective I believe that the work I do makes a difference. Maybe I don’t see it first hand, but further down the line I know that insurance protects people and gives comfort in bad times, so that can be rewarding and I think a contribution to the society we all live in”

Interview 3: “Multi-national organizations can sometimes be seen as all about the profits and at all cost. I think or at least I hope that we are different. There is an expectation now within society that privacy is paramount, data is safe and secure and that individuals are treated with due respect. I think we have a culture in our company that promotes that, so that every action we take is grounded by this. I think this contributes to society and promotes a level of assurance”.

### **Findings**

The final objective of this research was to examine if factors such as autonomy, mastery and purpose are important for individuals as ways of motivation. The questions were focused on determining if these are factors that now proving important as part of daily work and employment. Autonomy, being the first topic that was discussed, was looking to see if the ability to choose work undertaken and to have flexibility was now a factor. The broad agreement when we looked at autonomy is that flexibility is a key requirement for many individuals. Having the ability to adapt to changing personal circumstances was something that individuals now expect. One respondent answered: “I don't think I could go back to having a very fixed schedule like a 9 to 5”. Whilst this is something that is desirable, there was also an input of realism. The requirements of each role may be different, and whilst it would be idealistic to suggest that every role has some level of flexibility, the realities of work cannot be overlooked “My work dictates rigid working hours. We need to be open from 0800 to 2000 so scheduling and being available during those times is absolutely vital” The focus of the interview then moved to mastery, to understand if individuals now determine that mastering a task or a role is key for motivation. When asked what it is that motivates you, the feedback was entirely focused on intrinsic factors. Positive feedback, personal development, family were all factors that were important for individuals. One respondent explicitly called out that salary was not a motivating factor, but qualifying that without it, the reply may be different: “I don't think salary is a motivation for me. I guess without it though there may be a different answer” It was clear, from the replies, that a big weight is put on personal development and growth. Individuals need to be empowered to seek these opportunities for development and to operate in a safe environment that nurtures and promotes self-development. Having the ability to make mistakes is

key to learning and development and it was clear that individuals recognize this an enabler to allow them to fulfil their roles whilst continuing to improve. The interviewer finally moved on to purpose. Purpose, as a motivation, suggests that individuals in the 21st century expect that what they are doing has a benefit to community and society and this in turns energizes individuals to perform. The results from this set of questions are varied. Whilst there is definitely a sense that multinationals need to respect the communities in which they are based and be cognoscente to the fact that it is those communities which sustain the employees. The interviewees understood that there is a valuable contribution that can be made by organizations, the reality of this does not yet fully resonate with individuals. “In reality though, I am not sure it is something that I have thought too much about” “In my professional life it is probably something I should pay more attention” Whilst this aspect of purpose is perhaps still quite new in terms of what it means for individuals, the sense of jobs that have meaning was overall positive. Each individual felt that it was very important for them that their roles had meaning. Some individuals suggesting that this was fundamental to the reasons for joining the organization. “For me this is massive. I joined this company because of the culture and ethical foundations. Every-thing we do is driven by a sense of purpose fundamentally”

#### Conclusion

The relevance of traditional motivation theories in contemporary organizations has been a subject of debate. this paper has conducted and examined the applicability of all the theories of motivation. This chapter presented the output from the primary research based on themes around motivation. The first phase of questions was to determine whether extrinsic factors are important for individuals in the 21st century and whether or not there were actually intrinsic motivating factors that were predominant. The chapter provided further analysis of intrinsic motivational factors when looking at autonomy, purpose and mastery. The purpose of this analysis was to tie in with the three stated research objectives. While criticism has been leveled at each of the theories, support exists for their continued relevance as the serve as a starting point to understand employee behavior in the workplace. However, to be practical, the theories should be updated and modified to consider changes in the modern work environment.

#### – Discussion

The objective of this research was to examine if traditional theories on motivation are still relevant in the 21st century or are factors such as autonomy, mastery and purpose, as outlined by Pink (2009) now factors which employees are searching for when concerned with motivation. This research looks at the items presented by Pink regarding intrinsic motivation to determine if these are factors which are beginning to influence people in the 21st Century. Herzberg (1968) writes that only when an employee is satisfied with extrinsic factors such as salary, can they begin to actually be motivated through intrinsic stimuli (Herzberg, 1968). Traditional motivation theories typically have an element of intrinsic motivation. Maslow (1948) highlighted the need for non-financial stimulus, however, suggesting that as part of a hierarchy, those needs need to be fulfilled before other criteria can be satisfied (Maslow, 1943). 65 Some researchers, contrary to the views of Herzberg (1968) and Maslow (1943) go as far to suggest that extrinsic motivators can be detrimental and ultimately end up in decreasing creativity (Deci & Ryan, 2012). Modern companies though maintain a regime of carrot and stick and build their structures of recognition

and rewards around extrinsic factors (Marciano, 2010). This research then attempted to investigate if extrinsic motivational factors are prevalent with individuals or are intrinsic motivation stimuli more important.

### – Limitations

Motivation and motivation theory is an extremely broad topic. To cover all aspects that concern both extrinsic and intrinsic motivation would be impossible and hence this paper was limited in scope to cover some of the more prevailing traditional theories on motivation and focusing on the themes presented by Pink (2010) around autonomy, mastery and purpose. When conducting interviews there was no explanation given to the interviewees on the traditional theories of motivation nor was there an explanation given to the work of Pink around autonomy, mastery and purpose. A small population size was used for this research as this was convenient to the researcher who had access to the population. The population however was representative of the nationality population of Ireland in that it had 19 nationalities represented. The research was limited to employees who are working for a multi-national insurance company, all of whom are office-based employees with flexible working arrangements. This may have had the opportunity to introduce some bias on some of the answers. The research did not discriminate on age, sex or religion – each of which may have influence on how individuals are motivated.

Building on the limitations discussed, it is recommended that further research is undertaken in this field. Traditional motivation models prevail within organizations, and the carrot and stick method of rewards is seen as dated and in the worst cases leading to demotivation. Further research could investigate the seasonal impact that the regime of bonus payment has on employees and the impact. It is recommended, to expand this research, a supplementary quantitative analysis be complete that complements and supports this qualitative research. A mixed methods approach may allow for some candid answers that individuals may perhaps feel they cannot express during an interview due to the sensitivities of the topic. A more detailed analysis should be undertaken to take into account age, gender and salary scale. As we embrace a fourth industrial revolution a new work-force is entering the market who do not have the legacy of traditional ways of working that perhaps some employees. This may reveal differing expectations in terms of motivation than someone who has been in fully employment for many years.

## ***CHAPTER V: SUMMARY AND SUGGESTION***

Traditional motivation theories still hold some relevance in current times as they provide a basic understanding of what motivates individuals. However, there are some doubts about the practicality of these theories in today's complex work environment, where employees are required to multitask and perform multiple jobs. Traditional theories may not be able to consider the changing nature of work, such as the growth of technology, remote working, and collaboration. As a result, modern motivational theories have emerged, which focus on autonomy, job satisfaction, and personal goal setting. These theories consider the new factors of work and offer a more comprehensive view of employee motivation. Therefore, it is essential to modify and adapt motivational strategies to meet the needs of modern employees while keeping in mind the relevance of traditional theories.

Traditional motivation theories still provide a basis for understanding human behavior and motivation. However, they have been challenged and updated in light of current times and research.

For example, in the past, motivation was primarily viewed as being driven by a combination of intrinsic and extrinsic factors. However, current research suggests that the nature of work has changed, and employees are now seeking more meaningful work, purpose, and autonomy.

Additionally, traditional motivation theories often focused on a one-size-fits-all approach, treating all employees as similar. Nowadays, the focus has shifted towards understanding the unique needs and preferences of individual employees and tailoring motivation strategies accordingly.

These traditional motivation theories still provide valuable insights, but they must be adapted and updated to reflect the changing nature of work and the needs of today's employees.

Traditional motivation theories have been developed based on studies of employee behavior and psychology in the early 20th century. These theories have played a significant role in understanding how people can be motivated to achieve their goals and improve their performance levels. However, with the changing times, there are some doubts about the relevance of such theories.

Some of the traditional motivation theories include Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Y, and Vroom's Expectancy Theory. While these theories have some relevancy, a lot of factors have changed since those theories were developed that affect motivation in current times. However, it is important to note that these theories may not be sufficient in explaining motivation in contemporary work settings. For instance, the current workforce is more diverse, and the criteria for job satisfaction differ across generations. Moreover, technological advancements, globalization, and changes in organizational culture have altered how work is done, and what motivates employees.

Therefore, it is essential to supplement traditional motivation theories with contemporary evidence-based research on human motivation. This involves considering variables such as autonomy, mastery, purpose, and social influence in the workplace. Additionally, organizations can conduct regular surveys and assessments to identify employees' motivation needs and preferences.

One of the essential aspects that traditional theories may not consider is the fluctuating nature of work and life tasks. Today's working environment is complex, and employees are required to multitask and perform multiple jobs. The traditional motivation theories, which emphasize on individual motivational factors may not be able to consider such needs in a group setting.

Additionally, technology has changed the way many organizations work, and many employees are no longer confined to a single workspace. Therefore, it has become essential for organizations to modify their motivational strategies according to the evolving nature of work they perform.

In light of these changes, modern motivational theories such as Self-Determination and Goal-Setting Theories have emerged, which place more emphasis on autonomy, job satisfaction, and personal goal setting. These theories consider the new factors of work, such as flexibility, collaboration, remote working, and offer a more comprehensive view of employee motivation.

Therefore, while traditional motivation theories have played a crucial role in shaping our understanding of motivation, they may not be entirely adequate in today's rapidly evolving work environment. It is essential to modify and adapt motivational strategies to meet the needs of modern employees, while keeping in mind the relevance of traditional theories as well.

To improve traditional motivation theories in the current times, we should consider the following strategies:

1. Focus on intrinsic motivation: In the new work order, employees seek work that fulfills their intrinsic values such as a sense of purpose and fulfillment. As such, motivation theories should be more focused on intrinsic motivation factors, such as meaningful work, autonomy, and opportunities for personal growth and development.
2. Encourage autonomy: Autonomy is a key driver of employee motivation. Traditional motivation theories often emphasize control and management, but current times require a shift towards a more flexible and autonomous approach. Managers can encourage autonomy by offering opportunities for self-directed work, allowing employees to have more control over their schedules, and providing opportunities for decision-making.
3. Provide opportunities for personal growth: Today's employees are looking for opportunities for personal growth, so motivation theories should focus on providing opportunities for learning, development, and skill-building. Providing opportunities for cross-training, supporting skill-building initiatives, and offering feedback can motivate employees to reach their full potential.
4. Emphasize the value of meaning and purpose: Meaningful work is a key driver of motivation, and a focus on meaning and purpose can help improve traditional motivation theories in current times. Managers can help employees connect their work to a higher purpose or a greater good, and encourage them to find meaning in their work.

5. Recognize individual differences: Lastly, an individualized approach that recognizes the unique needs and preferences of employees is essential. Managers should tailor their motivation strategies according to the individual's strengths, interests, goals, and work styles to create a work environment that meets their unique needs. In summary, traditional motivation theories still hold value in current times, but they must be adapted to fit a dynamic and diverse workforce, including supplementing them with current evidence-based knowledge on motivation.

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