The effects of rewards on employee motivation and performance.

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Chapter 1: Introduction

1.1 Introduction

Motivation has been a concern for researchers for years and years before and it is still relevant today. Daily applicable in various domains of our life, it constitutes one of the most popular researched topics and It appeared in the 1880s. Motivation can be broadly distinguished in two forms, namely, intrinsic and extrinsic motivation (Staw 1976).

According to Mc Shane & Von Glinow (2018), we talk about the intrinsic motivation when motivation is controlled by the individual and when it comes from the activity itself while extrinsic motivation occurs when a person is motivated by something out of his/her control for instrumental reasons such as the expected reward or simply because s/he expects something in return as recognition of his job. These two types are discussed in this paper along with the role they play in the performance of the employee.

The influence of motivation on employee performance has received much attention by scholars of motivation over time and, with some exceptions, an overall positive relationship between the two concepts has been supported. This study focuses on the analysis of this relationship along with the impact of extrinsic rewards on both employee motivation and their performance.

1.2 Problem statement

To what extent do extrinsic rewards influence employee motivation and performance within the workplace?

1.3 Research questions

How can managers motivate employees to perform better and to what extent do external rewards positively or/and negatively affect employee motivation?

1.4 Purpose of the dissertation

This dissertation aims to identify the effects that external rewards have on employee motivation and performance by conducting a critical review of the related academic literature

1.5 Significance of the dissertation

This report will provide a useful and critical review of our current state of knowledge on the effects of external rewards on employee motivation and performance. This will be useful at two levels:

- At the individual level: employees will be informed about how to take advantage of the external rewards.

- At the organizational level: managers will be given some ideas on how to efficiently use external rewards in order to motivate the employees they have and lead them to individual good performance and for the success of the whole workplace.

Chapter 2: Literature review

2.1 Introduction

Due to a strong competition within industries, companies and organizations are struggling to maximize their performance, but no organization can achieve high levels of performance without a strongly motivated workforce.
According to Pinder (1998), motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior and Mitchell (1982) adds that not only is motivation about internal willingness and individual desire, but it also concerns the external drives that can influence someone to choose a given behavior to adopt or an action to perform.

Performance is defined as the efficiency and effectiveness of employees in achieving organizational goals and objectives (Koontz et al., 1990). Many factors such as employee motivation appraisals, employee satisfaction, compensation, training and development, job security, organizational structure influence employee performance.

In this chapter, I conduct a review of the theories and types of motivation and with a focus on the effects of external rewards on motivation and performance.

2.2 Motivation theories

According to R.S. Peters (1956), understanding the beginning of motivation or motivational ''forces'' or prime movers of employee behavior is essential for a motivated workplace. The term motivation comes from the Latin word ''movere'' and means ''to move'' and in the past, before the term motivation appeared in 1880's, social theorists and philosophers were interchangeably using the term ''will'' (Forgas, 2005; Williams & Laham, 2005) instead.

Motivation characterizes the forces that are known as primary needs or motivation drives where needs mean the goal-directed forces that people experience while drives are hardwired characteristics of the brain that correct deficiencies or maintain an internal equilibrium by producing emotions to energize individuals (Mc Shane & Von Glinow, 2018). In other words, motivation is an inner force, stimulated by some external factors which together drive a person's behavior. Barry M Staw (1976) distinguished two types of motivation theories namely intrinsic motivation and extrinsic motivation.

2.3 Intrinsic Motivation and extrinsic motivation

Being intrinsically motivated means to be passionate about the job itself, being interested in the job we do, work for satisfaction, and enjoying the challenge of the work itself while being extrinsically motivated means to work in order to get some advantages other than the satisfaction from the job itself (Amabile, 1998).
Extrinsic motivation refers to the attitude that is caused by external factors such as cash bonuses, promotion, grades, praise, salary increase and all kind of rewards

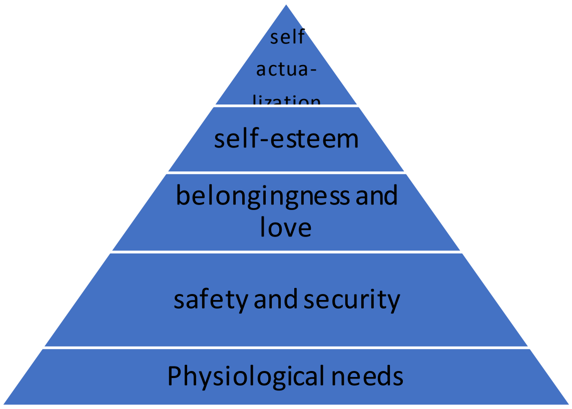
to attract employee attention and ‘push’ him/her to act toward a given objective. Some of those external factors are tangible while others are intangible (verbal).

Amabile (1998) argues that intrinsic motivation is an internal desire to do something, it is a passion and interest within a person while extrinsic motivation comes from outside a person. In case of extrinsic motivation, an employee performs his or her job because he or she expects something in return, something he or she desires or simply because he or she wants to avoid something painful. Either intrinsic or extrinsic motivation can be applied to increase employee performance however, Amabile was convinced that a person performs better when she is only intrinsically motivated whereas Deci (1972) affirms that if combined, the results can be good just as it can be bad. Deci (1972) added that, in some situations, extrinsic motivators can decrease intrinsic motivation or increase it when applied at the same time. Similarly, R. Neil & Heth, C. Donald (2007) argue that extrinsic motivation decreases intrinsic motivation while Hackman and Oldham (1975) assume that extrinsic motivation strengthens intrinsic one.

Some of the most known motivation theories analyze what motivates people, which drives and needs need to be fulfilled and focus on factors within the person that reinforce, guide, motivate and stop his behavior (McShane and Von Glinow 2018). The most influential theories of motivation include Maslow’s needs hierarchy, Alderfer’s ERG theory, McClelland’s achievement motivation theory and Herzberg’s two-factor theory.

As per Kreitner (1995), motivation is perceived as the psychological process that gives behavior purpose and direction while Buford, Bedeian, and Lindner (1995) stated that motivation is a predisposition to behave in a purposive manner to achieve specific, unmet needs. Therefore, there are some other motivation theories that focus on HOW human behavior is motivated. It is for instance, Skinner’s reinforcement theory of motivation, Victor Vroom's expectancy theory of motivation, Adam’s equity theory of motivation and Locke’s goal setting theory of motivation.

The motivation theory of the hierarchy of needs by Maslow (1943) comprises five levels of needs, as shown on the pyramid below, namely psychological needs, safety and security, belongingness and love, self-esteem, self-actualization (A. Blasi, 1999).



Maslow's Hierarchy of Needs (Source: Author's own figure).

Maslow assumes that needs are universal, and the lowest level unsatisfied need is the strongest source of motivation. Despite the exceptions that the employees who occupy a lower level in the organizational hierarchy are not motivated by the fulfillment of their lower level needs (Arnolds & Boshoff, 2000), we can suggest that if a manager wants the employees to improve their performance, it is wise and important to start by focusing on satisfying their employees' unsatisfied lowest-level basic needs since these are their point of interest as argued by Drake, Wong, & Salter (2007). They assume that motivated employees are likely to show a high performance. This will push them to work hard and perform better since needs are the most important connecter of all the events that lead to a specific behavior or performance.

The Clayton Alderfer's ERG theory of motivation (1972) combined Maslow's needs theory of motivation in three categories namely Existence needs (E), Relatedness needs (R), and Growth needs (G), also known as ERG theory of needs (Furnham, 2008). They vary from person to person and can constitute motivational factors at the same time which means that the order has no importance. However, when one tries unsuccessfully to satisfy a higher-level need, this can cause frustration. Consequently, this situation of frustration creates a regression towards the lower level need.

Level of Need	Definition	Characteristics
Growth	Impel a person to make creative or productive effects on himself and his environment	Satisfied through using capabilities in engaging problems; creates a great sense of wholeness and fullness as a human being

Relatedness	Involve relationships with significant others	Satisfied by mutually sharing thoughts and feelings; acceptance, confirmation, understanding, and influence are elements
Existence	Includes all the various forms of material and psychological desires	When divided among people one person' s gain is another' s loss if resources are limited

Source: http://ir.knust.edu.gh/bitstream/123456789/4898/1/Millicent%20Nduro.pdf retrieved on 29th August 2019.

Arnolds and Boshoff (2000) study's results have shown that motivating employees by fulfilling their relatedness need increases the job performance of the low-level employees but not the rest. Furthermore, the fulfilment of the growth need motivates top managers and highly increase their performance contrary to the low-level employees (Arnolds and Boshoff, 2000).

McClelland motivational theory is also known as 'Learned Needs Theory' and deals with motives that play a valuable role in boosting employee performance, productivity and efficiency at work. The most influencers of one's behavior are the need to achieve a high performance and to excel in handling complex tasks, the need for power and need for affiliation (Arnold et al., 2005). This theory contradicts Maslow's theory that supports the idea that needs are stable and don't evolve while the assumption in this theory is that needs, or motivators grow as time goes by and are acquired by individual during his life experience.

Herzberg's two-factor theory of motivation is also known as ''two-factor theory'' and it identifies what di-satisfies individuals or employees (Hygiene factors) and what avoids dissatisfaction (motivation factors). Motivation factors can be the job itself, assigned responsibility, autonomy whereas hygiene factors can be the poor relationship with colleagues and supervisors, bad organizational policies, poor job conditions, poor job security but they are not limited to only that.

In the study conducted by Hackman and Oldham in 1975 named ''development of the job diagnostic '', they proceeded with a test of these five job characteristics:

skill variety, task identity, task significance, autonomy and feedback, to establish the relationship between motivation and performance. It has been concluded that they are likely to cause result such as enhancing motivation and increasing performance among others. However, Taylor (1911) argues that only fulfilling growth and esteem need motivate employees and lead to a better performance while Herzberg et al. (1959) and Amabile (1998) attest that job itself motivates employees and consequently can result in better performance.

Adelanwa (2013) assumes that employee motivation drives employee and organizational performance. Most of these theories served to scholars who argued on the way employees should be motivated for a better performance. Their studies result in some disagreements and agreements on the ways of motivating employees and their outcomes in terms of increasing their performance or not and how do they work together. For instance, the study conducted by Arnolds and Boshoff (2000) found conflicting results with what we know about motivation theories of need by Maslow (1943) and Alderfer (1972) but incentives can not only influence the predictive validity of intrinsic motivation, but also and more importantly, intrinsic motivation remains a moderate to strong predictor of performance regardless of whether incentives are present. (Cerasoli, Nicklin, & Ford, 2013). Additionally, external rewards coexist with intrinsic motivation provided the type of performance and the contingency of the rewards.

Kreitner (1995) and Buford et al., (1995) conceive motivation as a process, a predisposition to act or behave in a way that lead us to, an achievement of a given goal or task, a fulfillment of needs. The reinforcement theory, the expectancy theory, the equity theory and the goal setting theory respectively by Skinner, Vroom, Adam and Locke discuss on how employee behavior can be motivated.

Skinner's reinforcement theory of motivation (1953): In his reinforcement theory or operant conditioning and Allport (1954) in what he called hedonism of the past, they all explained that past actions that had positive outcomes would be repeated, whereas past actions that led to negative outcomes would tend to decrease.

Four types of reinforcement have been identified (Allport 1954):
- Positive Reinforcement which consists of appreciating, encouraging or stimulating good behavior. Positive reinforcement is likely to increase employee performance since it clarifies desired action within the Organization and employee gets to know what is expected from him. This motivates him to perform even much better in the future (Eisenberger & Selbst, 1994).
- Negative Reinforcement which consists of withholding or suspending a punishment.
- Punishment which consists of discouraging an undesirable behavior by punishing it.

- Extinction consists of a lack of praise and/or admiration. For example, if an employee performs very well and it passes unseen as if nothing happened.

Victor Vroom's Expectancy Theory of motivation: In his theory developed in 1964 and called Expectancy theory, he assumes that the expected results motivate our choice regarding a behavior to adopt among other possible behaviors (Oliver, R. 1974). As a result, the motivation of the employee to do an assigned job and the effort that he will devote to it will depend on the persuasion that all of that will lead to the expected results. Based on Lewin (1938) and Tolman (1959)' s studies also, since many behaviors are voluntary controllable by an individual, they can be motivated. We distinguish three factors in this theory: Expectancy, Instrumentality and Valence.

As for Porter and Lawler (1968), performance and motivation relationship is created by what is expected in return for a good job performance. Financial incentives are the most used in recognition to an accomplished task. T.R. Mitchell and A.E. Mickel (1999) argued that the financial motivational incentives or simply money is viewed differently and from one person to another. For instance, S. Jia et al. (2012) believe that money has a positive impact and it is an interesting motivator that can push industrial workers to be efficient in terms of productivity while A. Furnham (2014) argues that financial motivational incentive as a tool to influence performance can have an unexpected negative effect.

For R.L. Capa and R. Custers, (2014), money can have both good and bad side. In other words, it can be a source of security and source of trouble. Stephen E. G. Lea and Paul Webley (2006) in their paper '' Money as tool, money as drug'', they developed the two connotations of money. First, it is a tool based on what it can help us to acquire or simply for the sake of what it can buy. Additionally, it is a tool since it is instrumentally used as a natural incentive. It incites us or simply motivates us so that we can gain it to fulfil our needs. Secondly, it is a drug in the sense that it can be a strong motivator because it reproduces the action of natural incentive but doesn't have the expected outcome for which it is instinctively sought.

Financial motivational incentives are part of extrinsic type of motivation and researchers who wrote about them as motivational strategy found that they have different forms and one of them is performance-based incentives. Performance-based incentives are not recent. They have existed since Babylonian days 4,000 years ago, but they became more popular over the past few decades (Mc shane and Von Glinow, 2018). Some of the well-known incentives are individual, team, and organizational performance-based ones.

According to S. Oxenbridge and M.L. Moensted (2011), Individual Rewards are bonuses received by an individual as recognition of having met the goals or having well accomplished a given task. Contrary to individual incentives that are given for a job well done, team incentives are calculated according to the team production and includes penalties for a job not well done. It is argued that the worst type of incentives is the corporate-related profits or stock price-based ones since they are determined by factors out of individual control. Since the employees believe that their individual effort is too small in relation to those determinants, it is the reason why this type of incentive doesn't boost nor performance neither motivation.

Adam's Equity theory of motivation assumes that employees are motivated if they are treated in the same way and fairly receive what matches with their effort and costs. Siegel, Schraeder, and Morrison (2008) said that employees measure equity by comparing their own outcome–input ratio to the outcome– input ratio of some other person. By inputs we mean things like skill, effort, how long he is working there, reputation, performance, working time while outcomes may be salary, promotions, recognition, trainings that employees get from the company they work for.

Hofmans (2012) and Tudor (2011) when explaining what happens when employees feel a lack of equity in their workplace, they revealed that it negatively affects their motivation and their performance. Employees are motivated if they are treated in the same way and fairly receive what matches with their inputs and outcomes. When inequality is increased, the employees are forced to reduce it in their own way because of the stress pressure this situation causes to them. If their benefits are less than colleagues who contribute at the same level or less than they do, they will be demotivated. Consequently, they will work less so that the few outputs they have match with their effort instead of performing as those who have better outputs (Wilkin and Connelly, 2015). Thus, inequality causes strong negative motivational effect in the workplace and performance will decrease. Employees will try to reduce that inequity by working less.

Goal-setting theory emerged in the late 1960s by Locke and it is a kind of process that consists of motivating employees by clarifying their tasks and establishing objectives to achieve. This allows an easy track of employee progress in terms of performance improvement and goals attainment either via evaluation or feedback. The goals must be SMART which means Specific, Measurable, Achievable, Relevant and Time-framed and including them when setting these goals will increase the chance to be efficient. Jorgen Laegaard (2006) also assumes that setting Specific, Measurable, Achievable, Relevant and Time-framed (SMART) goals have a positive influence on motivation and consequently this leads to an increase of task performance. This is well explained by Douglas McGregor (1960), the writer and professor at the Massachusetts Institute of Technology during the 1950s and 1960s in his book ‘’The Human Side of Enterprise’’ in what he called the motivation theory Y. The motivation theory Y is decentralized and flexible theory in terms of control and supervision. It allows employees to develop their creative capacity by including them in the process of setting goals, letting them decide on their own when needed and taking necessary responsibilities. When they are actively involved in the decision-making process, it makes them feel highly ambitious and dedicated to the organizational Goals' attainment. McGregor proposed ways to efficiently motivate and manage employees if you expect their commitment and better performance in return:

- Decentralization and delegation: Not only they reduce the hierarchy that can slow down some decision making but also it gives employees the freedom to plan, decide on their own and they are likely to increase their efficiency in terms of performance.
- Job enlargement: The more an employee is provided with responsibilities and duties within his level, the more he is willing to accomplish them.
- Participative management: Involving employees in the decision-making process motivate them to be more creative.
- Performance appraisals: When employees are consulted when setting the goals, they feel as if they are working for themselves and are motivated to perform at the max and they will be evaluating progressively how close they are to the organization's goals achievement.

The fact that motivated employees are consistently working to achieve a highest level of their performance beneficiate from the company they work for so that it can be successful enough (Ali & Ahmed.,2009). Contrary to this, Ryan et Deci (2000) in line with what old study by McGregor (1960) called theory X where centralization is too great and where command and control over subordinates are too high, they agreed that Employees will do the minimum work to get what they want in order to satisfy their needs, but they would not worry about pursuing the organizational goals. Both Ryan and Deci (2000) and McGregor (1960) believe that this motivational theory is unbearable for employees and far from beneficiating the organization they are working for. Thus, we assume that this X motivational theory leads to a low or lack of performance since there will be a kind of responsibility avoidance, absenteeism and work dislike by the employees.

Recent studies, for instance one by Byron & Khazanchi (2012) demonstrated that if rewards are linked to clear criterion such as creativity, they tend to increase employee motivation as well as their creative performance. Clarifying criterion on which employees are rewarded instead of offering rewards as routine task accomplishment help employees to be goal oriented and best performers. For example, if employees are rewarded for creative performance, it will have a different and positive impact on his intrinsic motivation since he will be aware of how that's valuable and desired and he will be more than willing to make effort in order to achieve it. In addition, rewards increase motivation if they are contingent and job-based where employees have some autonomy and choice of actions to take. (Byron & Khazanchi, 2012). Contrary, this study noticed that rewards related to performance or those offered under some conditions such as being on time, accomplishing a task within a provided deadline, tend to slightly reduce performance and motivation while Cameron et al (2005) proved that rewards given for having successfully achieved a task increase intrinsic motivation and this leads the rewarded individual to show a high task interest and is motivated to perform even better the same activity and similar ones in the future.

Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang (2013) assume that rewards tend to increase performance, and this can be explained by the fact that they increase total motivation what means that they increase extrinsic motivation and intrinsic motivation. According to the same study, since the effects of rewards depend on the social context in which it is provided, the decreasing effects of extrinsic rewards can be avoided by an appropriate use of rewards and that negative effects on motivation can be averted systematically by clearly understanding and avoiding the conditions that could create a negative effect. This can be done by implementing a right internal communication essentially dedicated to explaining the importance of the job itself and related tasks and the kind of the incentives that employees will get. If the reward system is appropriately implemented, it should increase the intrinsic motivation instead of crowding it out. (Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang, 2013). Incentives can not only influence the predictive validity of intrinsic motivation, but also and more importantly, intrinsic motivation remains a moderate to strong predictor of performance regardless of whether incentives are present. (Cerasoli, Nicklin, & Ford, 2013). Additionally, external rewards coexist with intrinsic motivation provided the type of performance and the contingency of the rewards.

2.4 Conclusion

Motivation is not a new notion as it has been demonstrated. It existed under other name and the term motivation itself appeared in 1880s. We can notice that it has been and remains relevant nowadays and is of high importance in daily human life in general and particularly in workplaces. We saw that what motivates people changes from person to another but fulfilling their different needs is a source of motivation to all.

The needs theories were identified from earlier psychological, sociological, and anthropological research and they reasonably impacted workplaces in terms of management practice and policy (McShane and Von Glinow, 2018). Our effort toward performance depends on our needs according to a lot of factors among others, our personality, our self-concept and social norms. In other words, the needs theories are the prime movers or sources of motivation for individual performance. Therefore, Managers should focus on their employees' needs to motivate them so that they can keep up their good job. We saw also that human behavior is intrinsically or extrinsically motivated. Additionally, it has been said that the combination of intrinsic motivational factors and extrinsic motivational factors can be good as well as it can generate unexpected results whereas recent studies assume that combining them in a good way can be helpful.

Implementing a right internal communication essentially dedicated to explaining the importance of the job itself and related tasks and the criterion and the kind of the incentives that employees will get can be an option. If the reward system is appropriately implemented, it should increase the intrinsic motivation instead of crowding it out and this will positively affect the employee performance. (Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang, 2013). Setting clear expectations, providing performance feedback and clarifying criterion on which employees are rewarded instead of offering rewards as routine for task accomplishment help employees to be goal oriented and best performers.

Since the effects of rewards depend on the social context in which it is provided, the decreasing effects of extrinsic rewards on intrinsic rewards can be avoided by an appropriate use of rewards and that negative effects on motivation can be averted systematically by clearly understanding and avoiding the conditions that could create a negative effect.

So far, no single motivation strategy is agreed to be enough alone and to consequently result in expected outcomes (behavior and performance) but their combination when gently done, the negative effects of external rewards that sometimes occur can be averted and result in a positive enhancer able to increase the overall motivation and employee performance. (Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang, 2013). Incentives can not only influence the predictive validity of intrinsic motivation, but also and more importantly, intrinsic motivation remains a moderate to strong predictor of performance regardless of whether incentives are present. (Cerasoli, Nicklin, & Ford, 2013). Additionally, external rewards coexist with intrinsic motivation provided the type of performance and the contingency of the rewards.

In the next chapter, we explore in deep the relationship among different types of motivation and their influence on employee performance.

Chapter 3: Influence of Motivation on employee performance

3.1 Introduction

In this chapter, we focus on the relationship between motivation and performance to understand how intrinsic motivation and extrinsic motivation interact with employee performance.

3.2 Motivation and performance

Researchers emphasized the idea that the more the employees are motivated, the better they perform. Van Yperen &Hagedoorn (2003) in their study on the role of job control and job social support, they provide evidence that managers, when they actively motivate employees, there are lot of chances that their performance will be better than when they are not motivated. However, there are many ways of motivating employees and no unique and universal formula of motivational factors that can predict a better performance has been found so far. Jurkiewicz and Brown (1998) explained that the more the employees are motivated, the more likely employee performance and organization performance will increase.

Focusing on employee lowest unsatisfied need constitutes an important source of motivation and the unsatisfied need is the most important connecter of all the events that lead to a specific behavior or performance. (Maslow, 1943). Consequently, we can deduct that doing so will probably lead to employee high performance if we consider the assumption of Drake, Wong, & Salter (2007) who believe that motivated employees are likely to achieve a high level of performance. It is therefore wise and important for the managers to consider this factor in order to keep their employees motivated what will push them to work hard and perform better. Alderfer (1972) extended Maslow's theory by adding that not only basic needs are the source of motivation but also the satisfaction of all needs is necessary for an employee to perform at a higher level. The needs such as achievement, power can impact someone' s performance since they push him to compete with others. Another study by Lazariou (2014) suggests that when the employee's needs are satisfied, s/he is motivated to continue improving his performance.

3.3. Motivating employee intrinsically to perform

Being intrinsically motivated means to be passionate about the job itself, being interested in the job we do, work for satisfaction, and enjoying the challenge of the work itself (Amabile, 1998). We previously talked about needs and we have identified several researchers who support that fulfilling employee needs reinforces his motivation (Arnolds & Boshoff, 2000; Maslow, 1954, Arnold et al., 2005; Alderfer, 1972; Furnham, 2008) and most of them assume that this results to better performance. Likewise, Deci and Richard M. Ryan who developed the SDT theory (Self -Determination Theory) which focuses on the level to which a behavior of a person is intrinsically-motivated and intrinsically-determined proposed that improving employee performance can be done by helping them to set and reach their intrinsic long-run goals (Deci & Ryan, 2008). Further, this sends us back to the importance of Locke's goal setting motivation theory, Herzberg's two-factor theory (1959) and it is consistent with Hackman and Oldham (1975). For instance, having a job well designed and goals to reach, not only it gives us a reason to act, but also, it clarifies a behavior to adopt, drives our desire and enhances our intrinsic motivation. This suggests that when an employee is already intrinsically motivated by the job itself, adding some external motivating factors doesn't harm. It contrary reinforces the intrinsic motivation to do the job that already exists within an employee. Additionally, it is attested that the presence of external factors (rewards) doesn't cause any nuisance to employee performance (Herzberg et al., 1959) but it contrary increases it as Deci, (1972) affirmed too. Furthermore, as already seen in Locke's goal setting motivation theory, when Specific, Measurable, Achievable, Relevant and Time-framed (SMART) goals are established, they allow both employee and his/her manager to track the progress in terms of performance improvement via evaluation and feedback. In addition, Hackman Oldham's (1975) job characteristics model suggests that job characteristics, namely skill variety, task identity, task significance, autonomy, and feedback are likely to cause results such as enhancing intrinsic motivation and performance among others. Giving an employee autonomy to work in his own way, if he is aligned with organizational goals, enhances his motivation. Although his work is full of freedom, it does not mean that he will not be evaluated, but he needs a continuous evaluation to help him see his progress, where to improve and so he can satisfy his need for achievement and professional growth (e.g. Amabile, 1993; Furnham, 2008). However, setting the goal is not enough if not accompanied by employees' participation in it, that's why their involvement is needed, and this will allow them to be interested in their work, make them feel the joy of the work they do and perform to the max. It has been confirmed (Locke & Latham, 2002) that employees with challenging but achievable goals tend to perform better than others with easy tasks. However, Deci (1972) and Amabile (1993) emphasize on the fact that if the difficulty of the goal does not match with the employee skill and ability, s/he won't be motivated to make effort to achieve it and consequently his performance will be negatively affected.

Therefore, in order to be able to deal with the challenging tasks, employees must be assigned tasks for which they are skilled enough and receive help to acquire new knowledge. This can be possible by allowing them to take part in the decision-making process that concerns them which means having a say and some autonomy to choose among tasks, their way to work on them (Winterton, 2008) provided that they align with the established organizational goals. Freedom makes processes flexible and employees will be able to apply their knowledge when working, learn by trial and error and this can be enhanced by providing them new opportunities to learn such as training (Dermol & Cater, 2013) to reinforce their knowledge and needed equipment to do their daily job. According to Hackman Oldham (1975), a job design with lack of any characteristics among the five ones will harm the performance of the employee and the organization instead of reinforcing it.

However, it is argued that not only the job performance depends on a good job design, but the employee personality has a preponderant role to play. This is supported by Thompson (2005), Parker and Collins (2010) by who suggest that employees with high proactive personality show a high commitment to their job, they are creative and took initiative, they anticipate actions and this may positively influence colleagues and consequently transform a whole team to become better.

Overall, it can be concluded that in order to positively influence employee's intrinsic motivation for high performance, a good job design that fulfills the five job characteristics is a must. In addition, it seems that employee personality plays a fundamental role and it therefore needs to be considered and nurtured to continue growing and influencing both the increase of motivation and performance.

3.4 Motivating employee extrinsically to perform

It has been argued by Carlson, Neil, Heth, and Donald (2007) that extrinsic motivation can weaken the employee intrinsic motivation on which his high performance was based by creating what he called an overjustification effect. Likewise, Deci et al. (1999) in their meta-analysis study confirmed that tangible incentives when they depend on the performance, they will decrease intrinsic motivation. However, the study conducted by Hackman and Oldham (1975) demonstrated that some extrinsic factors affect positively intrinsic motivation, and together lead to higher job performance.

Contrary to Mitchell (1982) who assumes that external factors drive intrinsic motivation, Ryan & Deci (2008) affirm that they control/regulate employee behavior something that negatively affects the intrinsic motivation and consequently results in a lower employee/ job performance. For instance, some external factors are praise, money, promotion, feedback. According to Hennessey & Amabile (1998), there in some specific situations external rewards have no impact on motivation while in others extrinsic rewards affect positively intrinsic motivation and employee creativity. They added that when a task is performed only for the sake of the extrinsic reward, it is likely to be harmful to both intrinsic motivation and employee performance in terms of creativity related to performance. This is the case of an employee who performs his tasks only because of the monthly wage or salary. Similarly, if we link this to the two-factor motivation theory by Herzberg (1966) where he classified salary among the external top five dissatisfiers within a given workplace, it seems to mean that it always has a negative effect on both motivation and performance. We assume that this is not to say that salary does not have any role in employee motivation, but it is to mean that plenty of other factors such as job characteristics come first and are the best enhancers of employee motivation. To manage salary well, managers should pay attention to the pay fairness since unfair pay can be a strong de-motivator and can harm both motivation and performance. Therefore, a day-to-day motivation is recommended since at a certain time, salary will be considered as granted and will be without any effect on employee motivation and performance. However, based on an endless and conflicting debate that has been observed regarding the effects of external rewards on intrinsic motivation and performance (e.g: Manz, 2015; Schroeder & Fishbach, 2015; Ryan & Deci, 2000), we noticed and support that no general formula in the use of external rewards has been established so far but delicacy and preparation to unexpected consequences that may arise is needed in their application. They act differently and depending on many factors. For example, if they are used to control the employee behavior, it is likely that the controlling strategy will crowd out the intrinsic motivation, but it is not easy to predict if the performance will obligatorily be decreased, increased or stay stable. Conversely, if an external reward is used as an informational tool to congratulate someone for having done well his job, this will reinforce his intrinsic motivation and consequently, he will keep up his good job and can even perform much better. Thus, the effect of an external reward on both employee performance and intrinsic motivation depends on various factors such as its reason to be and the way it is provided (contingent vs non-contingent), its perception by the receiver (controlling vs informational) and the situation in which is given (expected vs unexpected).

Apart from financial rewards, the best way proposed by Diamantidis & Chatzoglou (2019) in order to positively impact employee performance is via other external factors such as job environment and management support as it has been proved to be efficient in their empirical approach on factors affecting employee performance. By job environment and management support, is all about organizational climate where employees feel valued and respected by peers, supervisors and managers. In this case, they feel empowered instead of seeing obstacles to the achievement of their goals. In addition, this organizational climate increases trustful collaboration within the whole personal corps from a simple employee to supervisors and managers. Then, this external factor enhances employee motivation and their performance (Crant, 2000). Likewise, Kraimer et al. (2005) state that a high-quality work environment and supervisors' support where employees, managers and co-worker's relationship is transparent, trustful is likely to motivate employees to go extra mile in their job performance. This is also supported by Uddin et al. (2013) who claim that employee performance increase thanks to the behaviors of supervisors towards subordinates. Further, Kraimer et al. (2005) raised another point that organization support also includes high job security which is a best tool to motivate employee to increase their performance. Given that the recruitment and training processes are costly, ensuring high job security is not only important for employees in the sense that they won't be afraid of losing their job instead of focusing on the actual one, but also it allows the company to maximize profit in keeping operating costs low.

We have seen conflicting thoughts about external factors that were reported by researchers on motivation and performance, whether they have a reinforcing or harmful effect. Obviously, it looks like they have a considerable strengthening power on motivation and performance and a minimal side that can be harmful. It is likely that the higher the quality the job environment it is, the higher the employee motivation and performance will be. The same applies for higher quality management support or higher quality of job security. This requires appropriate communication about the importance of the task and the nature of the incentive, specific and significant performance objectives, appropriate feedback and supervisory support and an organizational culture in which motivation is supported by managers and employees. (Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang, 2013).

However, the harmful side of external factors comes from the magic tool called money, which, itself, was not bad but the way it is used, perceived and the situation in which it is given may come out with a harmful effect on motivation and performance. Hence, a careful application is recommended. For instance, when money is perceived as controlling such as a task-contingent reward, which is given for completing a task, this will negatively affect employee intrinsic motivation. Similarly, seniority-based rewards do not directly motivate performance. They only discourage employees from quitting the job, but they weaken the employee performance and motivation as they generate continuance rather than commitment. (McShane and Von Glinow 2018). Also, when financial rewards are outside the control of the employee, as in the case of profit sharing, they are likely to have no effect on performance or motivation. The receiver feels like it is a chance to get it or a lack of chance not to get it (S. Oxenbridge and M.L. Moensted, 2011). This to mean that when money is given in a way that does not convey any information to employees, it is meaningless and without any effect on motivation and performance. However, based on Deci and Ryan' s study (2000), employees receiving extrinsic rewards (e.g., money) for doing a task are either less or not interested in the task itself and money comes to stimulate them. This means they are less likely to do the task in the future than those who did it without receiving external rewards. In this case, rewards control employee behaviour and their autonomy is undermined.

3.5 Conclusion

Intrinsic motivation is the motivation that an employee experiences about the job itself. As already seen, intrinsic motivation comes from internal factors and when unfilled, they are more motivating. (Maslow, 1943). We believe that intrinsic motivation is driven by some needs such as growth needs and self-actualization need. Despite the facts that needs are not universal (Furnham, 2008), the more an employee is able to use his skills and his knowledge, the more he feels autonomous. Intrinsic motivation occurs when employees feel the joy by doing the activity itself without expecting any other outcome. They feel happy about practicing their talents in order to accomplish important tasks and they are motivated to experience progress or success in that task. Employees feel motivated when they are provided the possibilities to use their skills and knowledge. This will permit them to learn by doing and they will feel autonomous. The need for autonomy, need for competence symbolize intrinsic motivation since those needs are innate and are related to someone's personality. Employees are self-actualized and they feel personal growth when they are responsible for their achievement instead of being controlled. (Deci & Ryan, 2014).

When extrinsic rewards are not contingent, they do not crowd out the intrinsic motivation. They enhance it and employee may keep on performing well or even better. Similarly, when external rewards are provided as a unique surprise contrary to habit such as fixed salary, it is also increase employee intrinsic motivation. However, providing external rewards to an already intrinsically motivated employee may result in a negative surprise in terms of performance. Instead of keeping up the good job as s/he was doing when s/he was motivated by the job itself, s/he can start chasing the rewards and his attention to job may be decreased. (Schroeder & Fishbach, 2015).

The influence of motivation on employee performance has been discussed and revised by researchers as time goes by and an overall strong positive influence has been identified with some exceptions. Indeed, for an employee to perform better, it draws either from internal factors or from external factors respectively known as intrinsic motivation and extrinsic motivation which appear in the form of needs to satisfy as it can come from a combination of the two (e.g.: Hackman Oldham, 1975; Drake, Wong & Salter 2007; Deci & Ryan, 2008).

According to Amabile (1998), people will be well-performing when they feel motivated primarily by the interest, satisfaction, and challenge of the work itself and not by the external motivators. Van Yperen and Hagendoorn (2003) also support the idea that when people are intrinsically motivated, this results in job enjoyment, satisfaction and they therefore perform better. Furthermore, Staw (1976) added that intrinsic motivation leads to satisfaction and the motivated person is willing to perform to the max.

First, it is argued that an employee is intrinsically motivated and some enhancers, not external but related to the job itself, together with employee personality (proactivity) increase his motivation and push him to the higher performance. It is the case of the five job characteristics requirements (task significance, skill variety, task identity, autonomy and feedback) that are needed to further motivate employee to perform better.

Second, some external factors such as job environment, management support and job security serve as enhancer to the extrinsic motivation and increase employee motivation.

Last not least, money as external motivation factor can crowd out the intrinsic motivation if not managed correctly and consequently the performance will be negatively affected and will decrease.

Chapter 4: Conclusion

In this chapter, we will first start by giving a solution to the problem statement which is: ''to what extent do employee motivation types influence employee performance within the workplace?''. It is after having replied to that problem statement that we will provide a conclusion of the literature in line with our research questions. Finally, the two last parts of our dissertation concern respectively the discussion and the managerial implications.

4.1 Conclusion

It is argued that no single and universal motivation strategy is agreed to be enough alone. The reason is that what motivates people changes from person to another. Despite this, recent studies have shown that fulfilling employees' different needs motivate them (Drake, Wong, & Salter, 2007; Furnham, 2008).

Further, it is shown that there are different ways to motivate the employee in order to perform better. S/he can either be intrinsically motivated or extrinsically motived as well as s/he can be both intrinsically and extrinsically motivated in order to perform better. Researchers demonstrated that a good job design that fulfills these five job characteristics is the best source of intrinsic motivation: task significance, skill variety, task identity, autonomy and feedback (Hackman Oldham, 1975) and proactivity will be a plus (Thompson, 2005; Parker & Collins, 2010). Furthermore, some external factors such as job environment, management support, and job security enhance motivation and increase employee performance. It is therefore recommended that managers focus on those internal and external factors since they are likely to enhance motivation and increase employee performance. This requires appropriate communication about the importance of the task and the nature of the incentive, specific and significant performance objectives, appropriate feedback and supervisory support and an organizational culture in which motivations are supported by managers and employees. (Gerald E. Ledford Jr.; Barry Gerhart & Meiyu Fang, 2013).

Finally, money as an external motivation factor can crowd out the intrinsic motivation if used as a controlling tool that deprives employees from their freedom. It is recommended to use it as an informational tool to convey a message such as congratulate employees otherwise it will negatively affect employee performance and his motivation won't increase as well. That is why it is advised, in case one wants to use it, to consider if it is used as an informational tool or controlling tool. If it is an informational tool, for instance, used to congratulate someone for having done well his job, this will reinforce his intrinsic motivation and consequently, he will keep up his good job and can even perform much better. It is important to note that the effect of an external reward on both employee performance and intrinsic motivation depends on various factors such as its reason to be and the way it is provided (contingent vs non-contingent), its perception by the receiver (controlling vs informational) and the situation in which is given (expected vs unexpected). Thus, managers need to pay attention to this external factor or simply avoid it if possible and look for other safe factors likely to increase employee performance.

4.2 Discussion

Although not all researchers and all theories of motivation agree on the way employees can be extrinsically motivated by external financial rewards to perform better (e.g., S. Jia et al. (2012) and Frederick Taylor (1911) vs A. Furnham (2014)), we focus on these rewards so that users may be aware of their possible negative side and use it with precautions.

Another major limitation resides in the relation between the types of motivation where some argue that extrinsic motivation undermines the intrinsic one (R.Neil & Heth, C. Donald, 2007) while others support that extrinsic motivation enhances intrinsic motivation (Hackman and Oldham, 1975). An explanation could be that the presence of external factors does not cause any nuisance to employee performance (Herzberg et al., 1959), it increases it (Deci, 1972).

So, many more studies are needed to clarify what is the exact result of the combination of two types of motivation, its effect among them and on performance as well.

4.3 Managerial implications

There are many criteria that managers need to highly consider during the hiring process and/or when they give incentives.
For instance, Thompson, (2005); Parker & Collins, (2010) argued that personalities of employees play a role in the way the intrinsic factors and extrinsic factors affect them. Some persons are more intrinsically motivated while others are extrinsically motivated and this result in different performances among employees. So, Managers need to get to know well their employees so that they can motivate them by fulfilling their needs as we have seen that the needs are not universal and they vary from person to another (Furnham, 2008). By doing so, they will manage to improve their performance. Further, they need to implement a recruiting mechanism through which they can test their future employees' personalities in order to hire those who fit with the organization aspirations. Finally, as per Hennessey & Amabile (1998), there are some specific situations

under which, the impact of external reward doesn't exist or where extrinsic reward affects positively intrinsic motivation and employee creativity and managers need to be aware of this too. This will allow them to reduce operating costs instead of investing in an external motivation which won't produce a profitable outcome or invest more if it seems likely to be positive at the end.

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