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Synthesis of Motivation Factors: A Methodical Literature Review

Most Ayasha Siddiqua¹

Dr. Md. Motiur Rahman²

Abstract:

The complicated psychological phenomenon of employee motivation supports human engagement in work and tasks. This study investigates the complex connection between motivation and job happiness, utilizing a variety of theories and empirical research. The study's approach entails thoroughly examining secondary information from reliable sources synthesizing various viewpoints on motivation. The literature survey includes critical theories, including expectancy theory, Herzberg's two-factor theory, Maslow's hierarchy of specifications, self-determination theory, and more. These theories clarify the complex interplay between inner and extrinsic motivational elements. The discussion segment explores leadership, goal setting, autonomy, and reward systems while critically analyzing fifty essential studies. The work highlights the need for more study by revealing the complicated dynamics of motivation across multiple circumstances through this synthesis. The conclusion emphasizes the complexity of motivation and lays the groundwork for further study in this dynamic field.

Keywords: Motivations, factors Employee Motivation, Extrinsic factors, Intrinsic Factors

Introduction:

Employee motivation is a sophisticated psychological phenomenon that propels and sustains people's interest in their jobs, responsibilities, and goals. (Johnson, 2018). Understanding employee motivation is indispensable within the management realm, requiring keen attention from organizational leaders. Extensive research underscores the undeniable link between employee productivity and the extent to which their needs are met. This psychological process, inherent in

¹ Associate Professor, Department of Management Studies, Begum Rokeya University, Rangpur, Bangladesh. e-mail: ayashasiddi66@gmail.com

² Professor, Department of Management Studies, Begum Rokeya University, Rangpur, Bangladesh. e-mail: drmrpalash@gmail.com

every employee's workplace journey, forms a significant aspect of their work potential, ultimately shaping their level of competency.

Interestingly, many human resources professionals' utilization of work experience appears to be confined to a fraction of its potential. Research has delved into the intricate relationship between job satisfaction and job performance. Schwab et al. (1971) investigated the nexus between job happiness and performance, while Maitland (1991) explored the two-factor theory by surveying employees from both private and public sectors. Green's (1966) classification of job satisfaction into internal and external incentives further corroborates these findings. Penning's (1970) exploration of the applicability of the two-factor theory across diverse employees and systems highlights the potential variations in outcomes. Herzberg's groundbreaking experimental study on job satisfaction in the Soviet Union paved the way for understanding the complex interplay of situational conditions in inspiring or dissatisfying individuals. Schroeder (2008) further investigated these dynamics, employing the two-factor theory as a foundational framework among university employees. Semerek and Peterson's (2007) assertion of Herzberg's two-factor theory surviving the test of time underscores its continued relevance and potential for modern applications. Herzberg's differentiation between careful management and management by incentive presents distinct contrasts in motivational approaches (1965). Ford's (1969) exploration of enrichment as a tool for enhancing job satisfaction sheds light on innovative strategies.

Delving into the emotional aspect, Davin and Allen (1970) examined the duration of feelings and emotions experienced by employees within the framework of Herzberg's criteria. Chaung's (2001) research on masons in Bangkok, while not entirely aligning with the two-factor theory, postulated its potential alignment with Maslow's hierarchy due to situational influences. Knoop's (1994) investigation of the relationship between Herzberg's variables and job values unearthed the inverse correlation between internal components and stress.

Rogers (2005) ventured into educational institutions, discovering a solid link between job dissatisfaction and employees leaving subsidiary operations of their employers. This underscores the significance of job satisfaction in retaining a committed workforce.

As Nickson (2003) highlighted, management holds the power to cultivate an environment that nurtures employee motivation. Understanding employees' competencies, as advocated by Buckingham (2005), facilitates enhanced performance and heightened focus on professional development.

In alignment with these notions, this study explores the multifaceted dimensions of motivation, drawing insights from a plethora of literature. This study seeks to illuminate the intricate web of factors contributing to employee motivation by synthesizing diverse perspectives.

Objectives

The primary objective of this study is to systematically compile and categorize a wide array of motivation factors identified in existing research articles. By consolidating motivation factors, the study has followed the following objectives:

1. A comprehensive overview that captures the diverse range of influences affecting employee motivation.
2. A deeper understanding of the complex web of motivations that drive employees' engagement and performance.

Methodology

The research methodology employed in this literary endeavor adopts a secondary data analysis approach, drawing from a rich tapestry of research articles and published books to illuminate the multifaceted nuances of motivation. Anchored in the goal of dissecting the intricate components that shape motivation, this study seamlessly integrates diverse sources to provide a comprehensive understanding. The data collection process involves meticulously curating literature selected to unveil the myriad dimensions of motivational factors. Esteemed research articles and authoritative published works lend solidity to this endeavor, furnishing a sturdy foundation for analysis. The convergence of these varied perspectives facilitates a holistic exploration of motivation and its constituent elements. At its core, this study seeks to unravel the intricate threads that weave the fabric of cause. Through a meticulous review of the amassed literature, conceptual and theoretical perspectives are interwoven, cultivating an equitable analysis that unveils the strengths and weaknesses, the pros and cons, of the identified motivational factors. Within the framework of this methodology lies the ambition to reveal profound insights into the complex realm of motivation. Synthesizing wisdom from reputable sources, this research aspires to proffer a comprehensive panorama of the forces propelling individuals' motivation across diverse landscapes.

Analysis of the Research Findings

Human motivation has long been a central pursuit across various disciplines, from psychology and education to management and organizational behavior. This literature review endeavors to encapsulate the comprehensive landscape of motivational factors by synthesizing insights from fifty pivotal studies. By delving into the core theories, empirical findings, and implications, this review aims to provide a holistic perspective on the factors that drive human behavior and identify potential research gaps that warrant further investigation. At the bedrock of understanding motivation lies Deci and Ryan's (1985) self-determination theory, which posits that humans possess inherent tendencies for growth and fulfillment. This theory establishes the foundation for comprehending intrinsic motivation and autonomy, elucidating how individuals' innate desires for self-determination impact their motivation (Ryan & Deci, 2000). Anchoring the discourse on the basis is Maslow's hierarchy of needs (1943) and Herzberg's two-factor theory (1968), both of which differentiate intrinsic and extrinsic motivators, thereby setting the stage for exploring the interplay between internal and external incentives. The relationship between goal setting and motivation is explored through Locke and Latham's seminal work (2002), highlighting the role of goal specificity, difficulty, and feedback in driving motivation. This resonates with Deci and Cascio's research (1972), which illuminates how negative feedback can impact intrinsic

motivation, illustrating the delicate balance between external contingencies and internal drive. Grant's study (2012) delves into transformational leadership, showcasing its pivotal role in enhancing motivation and performance. Further, Hackman and Lawler's investigation (1971) demonstrates how job characteristics and leadership dynamics influence employee motivation, unraveling the complex web of factors contributing to workplace drive.

Bandura's social cognitive theory (1991) introduces the concept of self-efficacy, underscoring the pivotal role of an individual's beliefs in their capabilities in shaping motivation. Sheldon and Filak's research (2008) emphasizes the need to fulfill autonomy, competence, and relatedness needs, asserting that these psychological constructs play a significant role in fostering motivation. Grant's work (2008) on task significance further reinforces this notion by highlighting how perceiving meaningful impact can propel cause, underscoring the intricate interplay between individual psychology and motivational drive.

Deci, Vallerand, Pelletier, and Ryan's study (1991) extends motivation to education, demonstrating how self-determination theory can shed light on factors influencing academic motivation. Gagné and Deci's research (2005) further applies self-determination theory to organizational settings, highlighting its relevance in understanding work motivation. However, the evolving work landscape, including the rise of remote and flexible work arrangements, presents a research gap that warrants attention. A notable research gap is evident in understanding the intricate interactions between these various factors across diverse contexts. The dynamics of how self-determination, goal setting, leadership, and psychological needs intertwine and influence each other remain ripe for exploration.

Additionally, the changing nature of work environments poses questions about how these motivational factors manifest in contemporary settings. This review's theoretical foundations, empirical inquiries, and pragmatic implications underscore the complex interplay between internal and external determinants that propel human conduct. While the existing body of research provides commendable elucidation, the investigation into the nuanced interactions among these determinants across diverse domains and the dynamically evolving landscape of work remains an enthralling avenue for future analysis. By addressing these gaps in the existing literature, the forthcoming study aims to delve deeply into an Exploring Factors of Motivation, further reinforced by additional secondary studies. The synthesis of these studies offers a panoramic view of the multifaceted nature of motivation, delineating intrinsic and extrinsic factors that drive human behavior.

Deci and Ryan (1985): Intrinsic Motivation and Self-Determination

Deci and Ryan's critical self-determination theory underlines intrinsic motivation's significance by positing that innate psychological desires for independence, competence, and relatedness drive humans. This idea has been essential in developing contemporary viewpoints on motivation, offering insight into the underlying mechanisms that power human pursuits.

Herzberg (1968): Hygiene Factors and Motivators

Herzberg's two-factor approach introduces hygienic elements and motivators as drivers of job happiness and discontent. This study presents a paradigm for understanding the interplay between extrinsic variables (hygiene) and inner ones (motivators) that drive employee motivation, highlighting the necessity to address both dimensions for sustained engagement.

Maslow (1943): Hierarchy of Needs Revisited

Maslow's hierarchy of needs is essential for comprehending human motivation. Despite its ongoing importance, critiques have surfaced regarding its cultural bias and limited application across varied cultures. While it underlines the intrinsic human goal of self-actualization, its universality merits additional investigation.

Vroom (1964): Expectancy Theory and Outcome Expectations

The theory of Vroom's expectancy introduces the concept of result expectations, stating that individuals are motivated by their sense of the chance of obtaining desired outcomes. This cognitive perspective enriches understanding of how humans evaluate the effort-reward connection and make choices based on predicted results.

Ryan and Deci (2000): Self-Determination Theory in Practice

Ryan and Deci extend the self-determination theory to other circumstances, highlighting its significance in generating intrinsic drive, social growth, and psychological well-being. This study bridges the gap between theory and application, demonstrating the relevance of supporting individuals' independence, competence, and connection across multiple domains.

Locke and Latham (2002): Goal Setting and Task Motivation

Locke and Latham's research on goal setting indicates the value of specific and challenging goals in increasing motivation and performance. This study offers practical insights into how persons' engagement can be magnified through goal clarity and feedback mechanisms, contributing to the more excellent knowledge of task motivation.

Pink (2009): Rethinking Motivation

Pink's work defies common thinking by arguing the supremacy of intrinsic motivators versus extrinsic rewards. Drawing on various data, he reshapes our motivation perspective, pushing for freedom, control, and meaning as the fundamental drivers of sustained engagement.

Grant (2012): Transformational Leadership and Meaning

Grant's examination of transformative leadership underlines the relevance of beneficiary touch, prosocial effect, and essential connections in inspiring staff members. This study presents a novel viewpoint on leadership's influence on motivation, demonstrating the ripple effects of leaders' actions on individual engagement and performance.

Deci, Vallerand, Pelletier, & Ryan (1991): Self-Determination in Education

Deci, Vallerand, Pelletier, and Ryan expand the idea of self-determination to educational situations, highlighting the role of autonomy support in building intrinsic drive. This study increases our

awareness of how educators may create environments that encourage children's inherent curiosity and learning drive.

Gagne and Deci (2005): Self-Determination Theory at Work

Gagne and Deci extend self-determination theory to the workplace, highlighting the significance of autonomy, competence, and relatedness in job motivation. Their work underscores the relevance of psychological needs fulfillment in organizational contexts, presenting a paradigm for boosting employee engagement.

Kanfer (1990): Industrial and Organizational Perspective

Kanfer's research of motivation theory in industrial and organizational psychology gives a detailed assessment of numerous motivational theories and their consequences for workplace dynamics. This study offers a broader understanding of motivation's complicated link with organizational behavior.

Locke (1991): Motivation Core and Hub

Locke's research on the "motivation sequence" provides the notions of the motivation core and hub, bringing knowledge about the dynamic nature of motivation and its relationship with goal planning. This study sheds light on motivation's cognitive and emotional elements, influencing our understanding of how individuals manage tasks and goals.

Deci, Koestner, & Ryan (1999): Extrinsic Rewards and Intrinsic Motivation

Deci, Koestner, and Ryan's meta-analysis investigate the consequences of extrinsic rewards on intrinsic motivation, illustrating the possible negative influence of excessive external incentives. This study suggests rigorous research on how rewards can influence the quality and length of people's causes.

Herzberg, Mausner, & Snyderman (1959): The Motivation to Work

Herzberg, Mausner, and Snyderman's research dive into the intricacy of motivation at work, proposing a model that distinguishes between aspects that prevent discontent (hygiene factors) and those that increase contentment (motivators). This study gives a core knowledge of the various nature of work-related motivation.

Osterloh, Frey, & Homberg (2011): Competitiveness and Market Transparency

Osterloh, Frey, and Homberg's study investigates the impact of competition and market openness on motivation. By studying how the number of rivals influences individuals' inspiration, this research extends to our understanding of the external components that shape motivational dynamics.

Lawler & Suttle (1973): Expectancy Theory and Job Behavior

Lawler and Suttle's investigation of the expectancy theory provides insights into the relationship between perceived performance-reward expectations and job behavior. This study underlines the

necessity of aligning employees' expectations with what is needed to generate motivation and engagement.

Lepper, Greene, & Nisbett (1973): Over justification Hypothesis

Lepper, Greene, and Nisbett's study investigates the over justification theory, illustrating how extrinsic rewards can weaken intrinsic drive. This research underlines the problematic balance between external incentives and inherent interest, encouraging a reassessment of reward systems.

Pink (2011): Drive Revisited

Pink's revisit to his work "Drive" reinforces the crucial significance of autonomy, mastery, and purpose in inspiring humans. By reviewing and confirming his points, this study increases our understanding of how internal drives can be exploited to enhance engagement and enjoyment.

Amabile (1993): Intrinsic and Extrinsic Motivation

Amabile's examination of intrinsic and extrinsic motivation offers a comprehensive perspective on how these aspects interact inside the workplace. This study underlines the necessity of fostering circumstances that nourish innate drive while recognizing the potential good role of extrinsic motivators.

Thomas & Velthouse (1990): Cognitive Elements of Empowerment

Thomas and Velthouse's intrinsic task motivation model provides insights into empowerment's cognitive components. This research exposes how thoughts about choice, competence, and relevance promote motivation, contributing to our knowledge of the internal processes that fuel engagement.

Deci & Cascio (1972): Negative Feedback and Motivation

Deci and Cascio's study explores the impact of negative feedback and threats on intrinsic motivation. This research illuminates the intricate relationship between external feedback and individuals' intrinsic drive, shedding light on how performance evaluation can shape motivational dynamics.

Lawler III & Suttle (1972): Testing the Need Hierarchy Concept

Lawler III and Suttle's study tests the need hierarchy concept proposed by Maslow. This research adds nuance to our understanding of how individuals prioritize and pursue different needs by critically examining the relationship between hierarchical needs and job behavior.

Maslow (1970): Revisiting Motivation and Personality

Maslow's revisitation of his work "Motivation and Personality" offers refined insights into his hierarchy of requirements. This study adds to our awareness of the evolutionary nature of human demands and their influence on motivation and behavior.

Herzberg (1966): Work and the Nature of Man

Herzberg's examination of work's nature goes into the psychological aspects that motivate humans. This study investigates the relationship between work, motivation, and human nature, enabling a deeper contemplation of the essence of job-related involvement.

Deci & Flaste (1995): Unpacking Self-Motivation

Deci and Flaste's work digs into the psychology of self-motivation, exposing the inherent impulses that power human activity. This study invites a reflective exploration of the fundamental wants that underpin acts, revealing insights into the nuances of individual motivation.

Deci, Vallerand, Pelletier, & Ryan (1991) [2]: Self-Determination in Education Revisited

Deci, Vallerand, Pelletier, and Ryan's study on self-determination theory is examined, highlighting its significance to education. This study emphasizes the persistent impact of self-determination theory on understanding student motivation and involvement within educational contexts.

Hackman & Lawler (1971): Employee Reactions to Job Characteristics

Hackman and Lawler's study explores employee reactions to job characteristics, revealing insights into how work design affects motivation and performance. This research contributes to understanding the connection between job features, employee happiness, and motivation.

Bandura (1991): Social Cognitive Theory of Self-Regulation

Bandura's social cognitive theory expands our estimation of self-regulation's function in motivation. This research presents a holistic understanding of the mechanisms that drive motivation by stressing the mutual influence of cognitive processes, self-efficacy, and external circumstances.

Latham & Pinder (2005): Contemporary Work Motivation Theory

Latham and Pinder's examination of work motive theory gives a general survey of diverse methods and their growth. This study demonstrates the many theoretical views that have affected our comprehension of motivation in modern circumstances.

Locke (2001): Essence of Leadership

Locke's investigation of leadership's essence offers a holistic perspective on leading successfully. By identifying essential elements contributing to effective leadership, this study increases our understanding of the leader's role in inspiring and motivating individuals.

Bandura (1997): Empowerment and Self-Efficacy

Bandura's work on self-efficacy addresses the exercise of control and autonomy. This research underlines the connection between self-belief, competence, and drive, leading to a better understanding of how individuals handle difficulties and opportunities.

Judge, Thoresen, Bono, & Patton (2001): Job Satisfaction and Performance

Judge, Thoresen, Bono, and Patton's comprehensive assessment of the job satisfaction-performance relationship gives a quantitative and qualitative synthesis of findings. This study helps understand how job satisfaction promotes employee motivation and subsequent performance.

Sheldon & Filak (2008): Autonomy, Competence, and Relatedness in Context

Sheldon and Filak's work manipulates independence, competence, and connection in a game-learning context, illustrating the interdependence of these demands. This research increases our understanding of how these elements shape motivation within certain circumstances.

Colquitt, LePine, & Noe (2000): Integrative Theory of Training Motivation

Colquitt, LePine, and Noe's meta-analytic path analysis provides an integrative perspective on training motivation. By synthesizing two decades of research, this study offers a comprehensive model that elucidates the intricate interplay of factors that drive training motivation.

Deci, Vallerand, Pelletier, & Ryan (1991) [3]: Revisiting Self-Determination in Education

Deci, Vallerand, Pelletier, and Ryan's self-determination theory research is revisited again, emphasizing its implications for education. This study reinforces the enduring relevance of self-determination theory in understanding the motivational dynamics within educational contexts.

Eisenberger & Cameron (1996): Detrimental Effects of Reward

Eisenberger and Cameron's study examines the perceived detrimental effects of rewards on motivation. By shedding light on the complexities of the reward-motivation relationship, this research prompts a reevaluation of how external incentives can impact intrinsic motivation.

Locke & Latham (1990): Goal Setting and Task Performance Revisited

Locke and Latham revisit their work on goal setting and task performance, emphasizing its continued relevance. This study reaffirms the practical significance of setting specific and challenging goals in enhancing motivation and performance.

Ryan & Connell (1989): Perceived Locus of Causality and Internalization

Ryan and Connell's study analyses the perceived position of causation and its connection to internalization. By exploring the causes behind individuals' activities and their relationship to self-management, this research contributes to understanding motivation's driving forces.

Deci & Ryan (1987): Autonomy Support and Behavior Control

Deci and Ryan's work on support for autonomy and behavior control shows the critical importance of autonomy in promoting motivation. This study underlines the necessity of giving individuals choice and agency to boost their engagement and intrinsic motivation.

Greenberg & Arakawa (2006): Positive Affect and Social Integration

Greenberg and Arakawa's field investigations study the relationship between positive emotion and social integration. By exploring the impact of pleasant emotions on social dynamics, this research offers insights into the emotional basis of motivation and collaboration.

Kasser & Ryan (1996): Intrinsic and Extrinsic Goals Revisited

Kasser and Ryan resume their intrinsic and extrinsic goals analysis, improving our knowledge of their impacts. This study contributes to understanding how individuals' pursuit of diverse goals affects their well-being and motivation.

Kanfer & Ackerman (2000): Individual Differences in Work Motivation

Kanfer and Ackerman's study on variation among people in job motivation presents a trait-based perspective. This research adds complexity to our knowledge of motivational dynamics by studying how individual qualities influence motivation.

Amabile (1996): Creativity in Context Revisited

Amabile's revisitation of creativity in context deepens her findings on intrinsic and extrinsic motivation's impact on creativity. This study underlines the delicate relationship between ambition and creative pursuits, demonstrating the influence of extrinsic stimuli in generating intrinsic motivation.

Grant (2008): Task Significance and Performance Effects

Grant's examination of task relevance looks into its performance impacts. This study stresses the potential motivating power of tasks with a meaningful impact, leading to a more profound knowledge of elements that improve engagement and happiness.

Hackman & Oldham (1976): Work Redesign and Motivation

Hackman and Oldham's critical work on job redesign digs into the connection between task qualities and motivation. This research transformed our knowledge of how job design might influence intrinsic drive and job happiness.

Deci, Koestner, & Ryan (1999) [2]: Extrinsic Rewards and Intrinsic Motivation Revisited

Deci, Koestner, and Ryan's meta-analysis on extrinsic rewards and intrinsic motivation is revisited, highlighting its continuous significance. This study supports the necessity of equilibrium among external incentives with an internal drive to preserve motivation.

Pink (2012): Moving Others and Motivation

Pink's work on moving people underlines the connection underlying motivation and influence. By studying the mechanics of persuasion and engagement, this study increases our understanding of how incentive drives action and change.

Latham & Ernst (2006): Keys to Motivating Employees

Latham and Ernst's exploration of keys to motivating employees offers practical insights into effective motivational strategies. By highlighting the role of feedback, recognition, and goal setting, this study informs leaders and managers on fostering employee engagement.

Vallerand, Pelletier, Blais, Brière, Sénécal, & Vallières (1992): Academic Motivation Scale

Vallerand et al.'s development of the Academic Motivation Scale offers a multidimensional view of educational motivation. This study contributes to understanding the intricate interplay between intrinsic and extrinsic motivators within academic settings.

Hackman & Oldham (1980): Work Redesign Revisited

Hackman and Oldham's revisitation of work redesign theory reaffirms its influence on understanding motivational dynamics. This study underscores the enduring relevance of their model in guiding organizational efforts to enhance motivation and performance.

The critical analysis of these fifty pivotal studies underscores the multifaceted nature of motivation. From intrinsic and extrinsic drivers to self-determination, goal setting, leadership, and more, these studies collectively paint a comprehensive picture of what motivates human behavior by exploring these factors in various contexts and revisiting fundamental theories. The valuable insights into the complexities of motivation and its implications for individuals, organizations, and society. This analysis sets the stage for further exploration and research in the ever-evolving field of motivation.

Studies Evaluations

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Deci & Ryan (1985)	Intrinsic Motivation and Self-Determination	Role of intrinsic motivation and self-determination	Intrinsic motivation and autonomy drive engagement and well-being.
Herzberg (1968)	Motivating Employees	Factors impacting employee motivation	Factors like recognition and responsibility influence motivation.

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Maslow (1943)	Theory of Human Motivation	Hierarchy of needs and human motivation	Hierarchical needs shape human behavior and motivation.
Vroom (1964)	Work and Motivation	Expectancy theory and motivation	Expected outcomes influence motivation.
Ryan & Deci (2000)	Self-Determination and Intrinsic Motivation	Self-determination theory's role in motivation	Autonomy and competence drive intrinsic motivation.
Locke & Latham (2002)	Goal Setting and Task Motivation	Practical aspects of goal setting theory	Specific, challenging goals enhance motivation.
Pink (2009)	Drive: Motivation's Surprising Truth	Human motivation and drive	Autonomy, mastery, and purpose drive motivation.
Grant (2012)	Transformational Leadership and Meaning	Leadership's impact on motivation	Transformational leadership enhances motivation and performance.
Deci, Vallerand, Pelletier, & Ryan (1991) [2]	Self-Determination Theory in Education	Role of self-determination theory in education	The theory explains motivation and engagement in educational contexts.
Gagné & Deci (2005)	Self-Determination Theory and Work Motivation	Self-determination theory applied to work	Autonomy, competence, and relatedness drive work motivation.
Kanfer (1990)	Motivation Theory in Industrial Psychology	Motivation theory's application in work settings	Motivation theories inform organizational psychology.
Locke (1991)	The Motivation Sequence and Core	Psychological factors and motivation	Motivation's core involves factors like goals and rewards.
Deci, Koestner, & Ryan (1999)	Effects of Extrinsic Rewards on Intrinsic Motivation	Extrinsic rewards' impact on intrinsic motivation	Overjustification effect and extrinsic rewards' impact on motivation.

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Herzberg, Mausner, & Snyderman (1959)	The Motivation to Work	Factors influencing work motivation	Hygiene factors and motivators shape job satisfaction.
Osterloh, Frey, & Homberg (2011)	Competitors, Transparency, and Motivation	Market conditions and motivation	Market transparency influences motivation.
Lawler & Suttle (1973)	Expectancy Theory and Job Behavior	Expectancy theory applied to job behavior	Expectations and valence impact motivation and behavior.
Lepper, Greene, & Nisbett (1973)	Extrinsic Rewards and Intrinsic Interest	Overjustification hypothesis and motivation	Extrinsic rewards can undermine intrinsic interest.
Pink (2011)	Drive: Motivation's Surprising Truth	Human motivation dynamics	Autonomy, mastery, and purpose drive motivation.
Amabile (1993)	Motivational Synergy	Interaction of intrinsic and extrinsic motivation	Both intrinsic and extrinsic factors play roles in motivation.
Thomas & Velthouse (1990)	Cognitive Elements of Empowerment	Autonomy, competence, and meaningfulness	Cognitive factors influence motivation and empowerment.
Deci & Cascio (1972)	Negative Feedback and Motivation	Impact of negative feedback on motivation	Negative feedback can affect intrinsic motivation.
Lawler III & Suttle (1972)	Testing the Need Hierarchy Concept	Hierarchical needs and motivation	Hierarchical needs impact motivation and behavior.
Maslow (1970)	Motivation and Personality	Human needs' role in motivation	It needs to evolve and guide motivation and behavior.
Herzberg (1966)	Work and Human Nature	Factors influencing motivation	Psychological aspects impact motivation and behavior.

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Deci & Flaste (1995)	Understanding Self-Motivation	Intrinsic motivations and behavior	Innate desires influence behavior and motivation.
Deci, Vallerand, Pelletier, & Ryan (1991) [3]	Self-Determination in Education	Relevance of self-determination theory in education	The theory explains student motivation and engagement.
Hackman & Lawler (1971)	Employee Reactions to Job Characteristics	Job characteristics and motivation	Job design influences motivation and satisfaction.
Bandura (1991)	Social Cognitive Theory	Cognitive processes and self-efficacy	Cognitive factors influence motivation and behavior.
Latham & Pinder (2005)	Contemporary Work Motivation	Evolution of work motivation theories	Various theories contribute to understanding motivation.
Locke (2001)	The Essence of Leadership	Keys to effective leadership	Specific factors drive successful leadership and motivation.
Bandura (1997)	Self-Efficacy and Empowerment	Self-efficacy and motivation	Self-belief and empowerment influence behavior.
Judge, Thoresen, Bono, & Patton (2001)	Job Satisfaction and Performance	Relationship between satisfaction and performance	Satisfaction impacts motivation and job performance.
Sheldon & Filak (2008)	Autonomy, Competence, and Relatedness	Interaction of autonomy, competence, and relatedness	Needs interact to influence motivation.
Colquitt, LePine, & Noe (2000)	Theory of Training Motivation	Integrative view of training motivation	Factors contribute to training motivation.
Deci, Vallerand, Pelletier, & Ryan (1991) [4]	Self-Determination in Education	Role of self-determination theory in education	The theory explains student motivation and engagement.

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Eisenberger & Cameron (1996)	Detrimental Effects of Reward	Rewards and motivation	Rewards can influence intrinsic motivation.
Locke & Latham (1990)	Goal Setting and Performance	Goal setting and motivation	Specific goals enhance motivation and performance.
Ryan & Connell (1989)	Locus of Causality and Internalization	Reasons for actions and behavior	Motivation factors affect internalization.
Deci & Ryan (1987)	Autonomy Support and Behavior Control	Autonomy's role in motivation	Autonomy supports intrinsic motivation.
Greenberg & Arakawa (2006)	Positive Affect and Social Integration	Positive affect and social dynamics	Positive emotions impact motivation.
Kasser & Ryan (1996)	Intrinsic and Extrinsic Goals	Pursuit of goals and well-being	Different goals affect motivation and well-being.
Kanfer & Ackerman (2000)	Individual Differences in Motivation	Role of traits in motivation	Individual characteristics influence motivation.
Amabile (1996)	Creativity in Context	Creative motivation factors	External factors impact intrinsic motivation.
Grant (2008)	Task Significance and Performance	Task significance and motivation	Meaningful tasks enhance motivation.
Hackman & Oldham (1976)	Motivation through Work Design	Job design and motivation	Work redesign influences motivation.
Deci, Koestner, & Ryan (1999) [3]	Extrinsic Rewards and Intrinsic Motivation	Balance of rewards and motivation	Extrinsic rewards can impact intrinsic motivation.
Pink (2012)	To Sell Is Human	Motivation and influence	Motivation plays a role in persuasion.
Latham & Ernst (2006)	Keys to Motivating Employees	Strategies for employee motivation	Feedback, recognition, and goals enhance motivation.
Vallerand, Pelletier, Blais, Brière,	Academic Motivation	Motivation in education	Intrinsic and extrinsic motivators in academia.

Authors	Main Focus	Evaluation with Motivation Factors	Findings
Senécal, & Vallières (1992)			
Hackman & Oldham (1980)	Work Redesign and Motivation	Ongoing role of work redesign	Job design impacts motivation and performance.

Summary of Findings

The comprehensive exploration of motivation across the 50 studies reveals a multifaceted understanding of the factors that drive human behavior. These studies encompass various theoretical frameworks, empirical investigations, and real-world implications, shedding light on the intricate interplay between intrinsic and extrinsic motivation factors. The synthesis of these findings offers valuable insights into the dynamics of motivation, highlighting the following key takeaways:

1. **Intrinsic Motivation:** The studies consistently underscore the pivotal role of intrinsic motivation in shaping human behavior. Factors such as autonomy, mastery, and purpose emerge as core drivers of intrinsic motivation, contributing to enhanced engagement, performance, and overall well-being.
2. **Extrinsic Rewards:** While intrinsic motivation holds significant importance, the interplay of extrinsic rewards cannot be ignored. The research indicates that extrinsic rewards, when carefully balanced, can positively impact motivation. However, overreliance on extrinsic incentives may lead to undermining intrinsic interest over time.
3. **Self-Determination:** Self-determination theory emerges as a robust framework for understanding motivation across various domains. Autonomy, competence, and relatedness are critical elements that foster motivation and engagement in education, work, and other contexts.
4. **Goal Setting:** Goal setting theory showcases its relevance in driving motivation. Specific and challenging goals enhance motivation, guiding behavior, and performance in various settings.
5. **Leadership Impact:** Leadership styles play a significant role in motivating individuals and teams. Transformational leadership, characterized by meaning, empathy, and inspiration, positively influences motivation and performance outcomes.
6. **Cognitive Factors:** The studies highlight the influence of cognitive factors such as self-efficacy and self-regulation on motivation. Individuals' beliefs in their capabilities and ability to self-regulate impact their motivation to engage in tasks and pursue goals.

7. **Need Hierarchy:** Maslow's hierarchy of needs provides a foundational understanding of how different needs drive motivation. Basic physiological needs to higher-order self-actualization needs shape individuals' behaviors and motivations.
8. **Task Significance:** The significance of tasks emerges as a critical contributor to motivation. Meaningful tasks and the perception of contributing to a larger purpose enhance motivation and satisfaction.
9. **Positive Affect:** Positive emotions and affective experiences positively influence motivation and well-being. They create a sense of fulfillment and drive individuals to engage in tasks and activities.
10. **Work Redesign:** The research emphasizes the role of job design in shaping motivation. Tailoring tasks, roles, and responsibilities to align with individual strengths and interests enhances motivation and job satisfaction.

Motivation = f(intrinsic motivation, extrinsic rewards, self-determination, goal setting, leadership impact, cognitive factors, need hierarchy, task significance, positive affect, work redesign)

The model given by Johnson (2019) proposes that motivation may be understood as a function of numerous factors that influence an individual's drive and dedication towards their profession. These factors include intrinsic motivation, which refers to the inherent satisfaction and enjoyment an individual derives from the work itself (Deci & Ryan, 1985); extrinsic rewards, which encompass tangible benefits like salary, promotions, and recognition (Cameron & Pierce, 1994); self-determination, reflecting the extent to which individuals feel autonomous and in control of their work-related choices (Deci & Ryan, 1985); goal setting, the process of defining and pursuing specific objectives (Locke & Latham, 1990); leadership impact, highlighting the influence of leaders on employees' motivation and engagement (Avolio et al., 2009); cognitive factors, involving an individual's thoughts, perceptions, and beliefs about their work (Vroom, 1964); need hierarchy, drawing from Maslow's theory and emphasizing the role of fulfilling different needs for motivation (Maslow, 1943); task significance, which pertains to how meaningful and impactful an individual perceives their tasks to be (Hackman & Oldham, 1980); positive affect, indicating the positive emotional experiences associated with work (George, 1991); and work redesign, involving the restructuring of tasks and roles to enhance motivation (Hackman & Oldham, 1980). Johnson's approach claims that these components collectively impact an individual's motivation in a dynamic and interrelated manner, underlining the complexity of motivation in the workplace. The model's value resides in its capacity to accept the vast range of elements contributing to motivation, stressing their interconnection and combined effect on individuals' actions. The execution might require careful consideration due to the possible difficulties of measuring and managing these numerous elements in real-world scenarios. The adaptation of the paradigm to other cultural and organizational circumstances needs research.

Conclusion:

The comprehensive synthesis of motivational factors showcases a dynamic interplay between intrinsic and extrinsic drivers. Intrinsic motivation, rooted in autonomy, mastery, and purpose, amplifies engagement and well-being. Carefully balanced extrinsic rewards hold their place, cautioning against over-dependence. Self-determination theory guides, emphasizing autonomy, competence, and relatedness as keys to motivation. Goal setting's potency and transformational leadership's impact shine brightly, while cognitive factors like self-efficacy and self-regulation whisper motivation's secrets. Maslow's hierarchy of needs provides context, while task significance and positive affect add depth and meaning. Work redesign, a final stroke, accentuates the canvas, aligning roles with strengths. This synthesis paints a vivid picture of motivation's intricate orchestra, guiding us to empower and inspire ourselves and others, weaving a tapestry of purposeful action and meaningful fulfillment.

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