RETROSPECTIVE ANALYSIS OF INTRINSIC MOTIVATION IN THE CONTEXT OF THE MODERN ENTERPRISE

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Abstract

Ever since philosophers argued what drives people in a certain direction in their behavior and motivation. From the start of the motivation theory as a part of phycology and later as part of labor management, scholars tried to explain the reason of a certain behavior and consequently the possible interactions on the work-place in order to direct and maintain a behavior, beneficial for the organization. In the beginning, scholars adopted the view, that people are ever needing individuals, who are motivated only within the aspect of fulfilling their needs. Later, the focus of scholars tilted to a fundamentally different direction. Our goal in this paper is to examine the motivational theory in the aspect of the retrospective analysis and its application in the modern enterprise.

1. Introduction

Since motivation started to interest scholars, there has been a certain division in the views about motivation and what the process behind the directed behavior of individuals is. The first attempt to explain human behavior came from Myrray who based on a research upon students in the Oxford university, tried to list all human needs in existence. He listed twenty, without trying to link them hierarchy, but only in an alphabetical order (Murray, 1938, p. 144-145). Even though the work of Murray may not be described as a completed theory of human motivation, it provided the foundation of future interest in the motivation in both social and working life. At the beginning of the twentieth century, interest in motivation became much larger, which came to the logical formulation of the motivational theory as an individually based

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science with its divisional application in social, work and school life. The huge interest in human motivation is mostly explained by the complexity of the topic and its value upon the practical application in work, social and other aspects of life. The vast interest in motivation led to the formulation of many theories and views for the process of directing the human behavior. There are numerous completed theories of motivation, trying to explain the complex process of motivation. Some are trying to link motivation to the constantly increasing necessity; others link motivation mostly within its interaction with the environment. In this paper we will examine the motivation as a part of the social and working life of individuals, examine some of the theories of motivation in a retrospective way, provide examples of application of intrinsic motivation in the workplace, whom this motivation can help or devour the potential opportunities for organizational success.

2. Aspects of motivation

Motivation is a very complex process within human's psychology. It is the basis of employee behavior and performance (Filipova, 2016, p. 80). Motivation is a process of taking a voluntary decision to undertake a particular purposeful action or inaction under given circumstances. It is of a subjective nature, runs within an individual's mind, and is reduced to the personal appraisal of all the impacts on him/her, of the signals sent by the economic, organizational and social environment of the enterprise (Dimitrova, Sotirova, p. 168). Understanding what drives people to act in a given way is one the hardest aspects of managing them. Managers need to understand this process, mostly because this would be the only way to direct their behavior in the reburied direction and to maintain its persistency. Therefore, motivation is at first place a process. Or as Deckers (2010) describes it, a process initiating, directing and maintaining goal-directed behavior (p. 6). Consequently, motivation is a process, which can describe the reasons of the chosen direction of the goal-directed behavior. The basis for the motives of employee behavior is the need for both psychological and physiological sense of lack of something in the individual. (Filipova, 2015, p. 73). Some authors describe motivation in the aspect of three fundamental views – as an inner state or condition, which generates a certain behavior; a desire, which can direct behavior to certain goals; influence of needs and desires on the intensity and direction of the behavior (Stamatov, 2003, p. 265). The goal of the manager is to motivate the employees so that they perform the work in the best way in order to achieve the goals of the company. (Filipova 2011, p. 137) Therefore, motivation cannot be only a consequence of an unfulfilled need in work or in social life. Alternatively, as Sandy and Rowen (2011) state, motivation refers to psychological processes, which direct the individual to a certain goal and drives him to pursue it (p. 45). This goal can be both material and non-material. Often, non-material goals have much more powerful influence on the behavior of the individual.

Material goals can be linked to the homeostasis of the individual, it can be vital for his wellbeing, but not in every case it can be valued in the same degree as a non-material goal. When a certain material necessity is a fulfilled in a certain degree, people tend to be motivated by non-material necessities, the influence of which can be described as much more sustainable. When a material goal is realized, its satisfaction can be achieved somewhat easily. However, when it comes to a non-material goal, often the satisfaction can be very complex. At the same time, the employee motivation is essential for the strengthening of the corporate culture and the creation of an overall positive image of the organization (Yaneva, 2021, p. 107) which in turn is of an exceptional importance for its strategic development (Yaneva, Serafimova, 2019, p. 111). It is essential to keep in mind that the formation of the image is mainly related to the values (Kyurova, 2013, p. 72).

From the perspective of the theoretical development of the theory of motivation, one of the first views of motivation to work comes from the father of the classical approach in management and the founder of the theoretically organized science of management. According to Taylor's (1911) views, the tendency in the average worker is to work at calm and slow pace. Only after a good deal he is wheeling to increase the pace in work (p. 17). Although, the author acknowledges some exceptions, his main view about motivating people to work more is to give them stimulation with more material gains for the workers.

With the evolution of management theory, the views on motivation changed their focus. In the so-called "Behavioral approach" of management, authors tend to describe the labor management not only in the focus of organization goals, but also in the aspect of human affection. One of the most popular research within this approach is the conducted in the city of Hotorn experiment by Elton Mayo. The research proved certain non-material influences on the motivation to work, which consequently led to better results in the workplace. Mayo and his team, proved the influence of human affection, attention from superiors or researches and other aspects of the environment.

Consequently, the views for motivating people are strongly linked to the views of management. Moreover, the focus of these views started in the aspects of treating the employees as ever-needing creatures, which directed behavior is only stimulated from the aspect of getting more gains that are material from their work. Within the evolution of management concepts, the focus of the views for motivation changes to a place where motivating is not only a consequence of desire for fulfilment of a need. Ever since the work of Mayo, scholars have understood that there must be something more within the complex process of human motivation.

Maybe the first attempt for divining and explaining the different behavior in individuals, comes from the work of Douglas MacGregor and his "X" and "Y" theory. As the author describes the model, people within the "X" model tend to be motivated by more material aspects, low levels of autonomy and high levels of control. This is necessary, because the people of this model are defined as someone who finds work

as something bad and tend to avoid it. With people from the model "Y", the motivation should be based in more non-material aspects, higher levels of autonomy and low levels of control.

The work of MacGregor, within the organizational behavior, perfected the views from the behavioral approach of management, and no longer are people treated as ever-needing individuals, who must be motivated only from the aspect of the fulfillment of their needs. In this chapter, we tried to define motivation in the aspect of the complex process as it is, and to give a brief introduction of the different views about motivation upon the evolution of the approaches in management theory. In the later part of the article, we will examine the formulated theories of motivation, not in the aspect of the year of appearance in the theoretical domain, but more as evolution of the views in motivation.

3. Evolution in the theory of motivation

As we have already mentioned, scholars have a huge interest in motivational process. Ever since the work of Murray, authors have tried to perfect and contribute to his work. Mostly based on his ideas, Maslow formulated his theory of basic human needs. This theory is one of the most widely spread in the aspect of management of labor. Mostly because it provides an easy way to implement it within the enterprise. **Maslow** (1954) describes the individual as an integrated and organized whole. Therefore, motivation acts on the whole individual, not only a given part of him (p. 19-20). Consequently, motivation can only be defined as such of the whole individual, we cannot talk of motivation of a given part of the human. Based on this view, Maslow formulates five groups of needs. Unlike Murray, he tried to arrange them in a hierarchical order – Physiological; Safety; Social; Respect and self-respect; Self-actualization (Maslow, 1954, p. 77-97). The most important within his theory is the frustrational-progresional process, which means, that the only way for going to the next level of needs is to fulfil in a subjectively enough amount the previous set of needs. Moreover, a given need is motivating the individual, only when is not fulfilled. Consequently, Maslow defines motivation as a part of the constant actualization needs. According to his work, people are only fully happy once they are on the top of his hierarchy. Nonetheless, he states, that some people are feeling very well in a certain lower level of the hierarchy and never have the need for the higher set of needs. Therefore, the author talks for a certain stagnation of needs and the eventual disappearing from the conscious minds of the individuals. Although, the work of Maslow is fundamental and groundbreaking in the theory of human motivation, it is not generally applicable. For example, the author does not describe a process, which allows people to go from a higher to a lower set of needs. This brings us to the second theory, which we will examine.

Based on the work of Maslow, **Alderfer** (1969) defines three groups of needs – Existence; Relatedness; Growth (p. 142-175). Again, the foundation of human motivation is based on the fulfillment of the needs. Unlike Maslow Alderfer, defines the needs as more concrete and less concrete. Consequently, people tend to give more attention the more concrete needs at the expense of less concrete needs. The most valuable contribution of the author is for implementing the so-called frustrational-regressional process. Unlike Maslow, in this theory, people can emerge from less concrete needs to more concrete. In the aspect of the more concrete needs, often people have their physiological needs as more concrete in a certain time. Therefore, such needs can be more motivating in a given time, even if the person have fulfilled them in a subjectively enough state. The work of Alderfer is again from the standpoint of the ever-needing individual. Based on these views, people can never be satisfied at a full state.

One of the first authors who had the goal to examine human motivation in the workplace is **Frederic Hercberg**. He based his theory of motivation on a conducted study among engineers and accountants, and concluded that there are two group of factors influencing the human motivation - hygiene and motivational. Moreover, the author stated that the lack of satisfaction is not a proof for a presence of dissatisfaction. On the contrary, lack of dissatisfaction is not enough proof for a presence of satisfaction in the work place (Herzberg, 1968, p. 56). Therefore, if a person is not dissatisfied with his job, this does not mean that he will be satisfied with it. In the work of Herzberg, we find the first nucleuses of intrinsic motivation. According to the author, salary and all material incentives only contribute to the lack of dissatisfaction and not contributing to the presence of satisfaction at work. As motivational factors (Herzberg, 1968) – achievement; recognition; the work itself; responsibility; the opportunity for personal development (p. 57) are described. Consequently, this is the first work which describes intrinsic factors as a part of the motivating process. Herzberg was the foundation for the rapid development of the theory for intrinsic motivation in a later state of the theory of human motivation.

Another motivation theory, which is examines more the non-material aspects of motivation, is the work of **MacClelland** and his theory of motivation for achievement. The basic statement in his theory is that the levels of motivation is highly dependent on the urge to achieve. Alternatively, as the author states – people with high necessity for achievement get faster to promotions, because of the active seeking of ways for working better. Companies, in which there are many such individuals, grow faster. Countries, in which there are many such fast growing companies, usually, achieve above the average economic growth (MacClelland, 1986, p. 273-281). Therefore, the most contributing to the presence of motivated people in the workplace is namely the urge for achievement. Consequently, the focus in this theory is not for achieving fulfilment of certain needs, but moreover to accomplish something, which is subjectively valuable for the person.

The above theories represented the so called "need theories" of motivation. As we have examined, most of them are lying on the foundation of desire within the person's behavior. The "process theories" have a completely different view on the whole process of motivation describing the motivation as a constant interaction between the individual and the environment. We will examine the "process" theories, mostly in the aspect of the presence of views on intrinsic motivation within them.

The first theory we will examine is the firstly formulated by **Vroom** and further developed by **Porter and Lower.** Within its foundation lies the understanding that people are influenced by their expected results from their actions. Essential for the theory is the hope that the chosen behavior will lead to satisfaction or acquisition of the desired (Paleshutski, 2011, p. 202). The desired thing can be both material and non-material aspect of work. This theory is valuable for management, mostly because it shows practitioners how the expectance of a certain outcome can influence the direction and persistency of the behavior. In unison with the need theories, the theory of expectations assumes that people will take a certain behavior only if they are expecting to acquire something which they value. The contribution of Porter and Lower comes mostly from their formulation of motivation model based on the expectations (Fig. 1). The authors acknowledge in their model and stress mostly the subjective value of the remuneration of the individual; the probability for the remuneration to be dependent on the efforts of the individual (Paunov, 2009, p. 76). The expectancy theory is deeply related to the neurological state of people, which contributes for repeatability of behavior, from which the person finds pleasing. In the case with the examined model, the person expects to receive internal or externa reward for the chosen behavior. Moreover, the more he values the reward, the more likely is for him to repeat the behavior in the future.

Figure 1. Figure Porter-Lower model of motivation
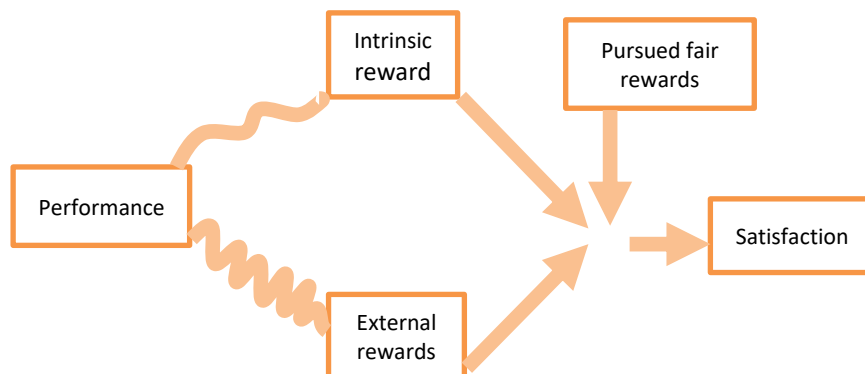
Source: Lower E., L. Porter, The Effect of performance on job satisfaction, Industrial Relations Vol. 7 issue 1, October 1967, pp. 20-28, p. 23

The model shown in Figure 1 describes the process of motivation according to the theory of expectations. As we can see, performance leads to rewards, which can be intrinsic or external. External rewards are in often cases not directly linked to performance. Therefore, good performance, not in every case means more rewards that are external. Controversially, the internal rewards are more strongly and directly linked to performance. Consequently, the good performance will lead in a higher state to more intrinsic rewards for the individual. The authors of the model conclude that satisfaction is a function of the quantity of the rewards, as well as of the expectations on the fair amount of the rewards, which the individual believes that is fair to acquire (Lower, Porter, 1967, p. 23-24). Therefore, a person can be motivated with less rewards, as long as he believes that the amount is fair, based on their performance.

Another theory of human motivation, relying on intrinsic motivation for its elements is **Goal setting theory,** formulated by Locke and Latham. Scheider (1985), states that even though this theory does not offer a specific point of view for management of the human resources, it suggests good practices, which have positive influence on work motivation (p. 577). According to the Goal setting theory, tasks are the main influencer upon motivation. The main idea regarding goals is that they shouldn't be insignificant or too easy to accomplish. Only a difficult task of big importance for the individual can motivate for a better execution. Beside the complexity and the high significance of the task, Latham and Pinder (2005) suggest, that the eventual feedback about the performance is crucial for the high self-regulation in the form of intrinsic motivation to perform a task (p. 501). Therefore, moderately difficult task of a high importance and the subsequent feedback can play a vital role in the further motivation for the current and future task. The permanent lack of feedback could result in task incompletion, strengthening motivation and eventually leaving the organization (Angelova, 2014, p. 63).

The performance of the task mostly depends on the devotion for the task. Locke, Latham and Erez (1988) describe three kinds of possible influences on devotion for the task fulfilment – external influences (authority, seniority influence and external rewards); interactive influences (participation and competition); internal influences (expectation and internal rewards) (p. 27). Each of the possible influences can play a vital role upon the devotion, consequently on the quality of the performance of a certain task. In addition to the above statements regarding the examined theory, we can state that the motivation for executing a given task is often not innervated by any possible reward either external or internal. The motivation in many cases can come within the personal views of the action related to the task. If the person finds the task interesting, it is most probable to feel more ready to execute it.

In conjunction with the last, the characteristics of the job have a significant influence on the readiness for execution and the enthusiasm given on the task. This brings us to the next theory, relevant to the intrinsic motivation for work, namely "**The job characteristics model**" formulated by Oldham and Hackman. This model is a

complete integration of the views of Herzberg, MacCregor and Argiris regarding the relative centering on the work itself as a motivator for a better performance with increasing significance for the role of the task in projecting the organization (Schneider, 1987, p. 577). Tasks are the foundation of the projecting of every position in the organization. At the standpoint of the characteristics of the job, the individual can accept it as motivating, energizing and favorable or respectively, as demotivating, non-energizing and unfavorable. Oldham and Hackman (1981) acknowledge five different characteristics which can play a vital role within projecting of the job – skill variety; task identity; task significance; autonomy; feedback (p. 71-72). Consequently, the characteristics of the job can contribute to its high subjective significance. Of course, in the modern times, this characteristic can differ and nowadays, people can value other job characteristics. Based on the work of several authors, examining the modern jobs characteristics model, Oldham and Fried (2016) emphasize social characteristics – interaction with coworkers; friendship opportunities; feedback from agents (p. 24). Controversially, other authors suggest different characteristics with regard to good job projecting. The common among them all is that they come from the postulates of the intrinsic motivation. The main idea in every job characteristics model is that the work itself can motivate the individual without any further expectations on the eventual results or eventual rewards for the execution of a given task.

Consequently, the work in the theory of work motivation differs in several of aspects. As we have examined above, early work of scholars linked motivation mainly within the desired outcomes from work. Later, they suggested that not only the rewards can motivate individuals, but also the inner states of the mind. Many authors already examined the significance of the job and stated that in some cases, the job itself can be motivating for the individual. Some theorists go even further in their understanding on the intrinsic motivation, which brings us to the final part of the current paper.

4. The theory of intrinsic motivation – future of or a doomed theory

As we have discussed above, many of the authors occupied with the theory of motivation, have suggested a certain intrinsic aspect of it. Humans are far too complex beings to be motivated only by the lack of something and the desire of acquiring it. As we investigated, some authors suggest that most of the material stimulation affect motivation in a very small aspect, and Herzberg accepts them only as a factor which can contribute to the lack of dissatisfaction. With the development of such views, some authors even concluded that rewards could suppress the human motivation. In the current part of the paper, we will examine the work related to the "Self-determination theory" of motivation. In our opinion, one of the most valuable theories for human motivation examined in the labor management.

The theory was formulated in the 80s, resulting from many empirical studies conducted by the authors of the theory – Edward Deci and Richard Rayan. As a starting point in the theory, the authors accept the postulate that humans are active, growth-oriented organisms who are naturally inclined toward integration of their psychic elements into a unified sense of self and integration of themselves into larger social structures (Deci, Ryan, 2000, p. 229). Consequently, the theory assumes that people are actively seeking forms of improvement in their lives, often such possible improvements can be traced in work. The theory acknowledges three sets of needs. As Gagne and Deci (2005) describe – the needs for **competence** and **autonomy** underlie intrinsic motivation, but also a third basic – the need for **relatedness** can be also crucial for internalization (p. 337). As in the above-examined theories, the authors do examine needs as part of the motivation process. Contrary to the need theories, SDT accepts the needs as innate organic necessities, instead of acquired motives (Deci, Rayan, 2000, p. 229). Therefore, needs in the examined theory are accepted as psychologically valuable necessities which have a vital role within the constant physiological development of the individual, integrity and well-being. While in most of the need theories, needs were the result of a certain desire, which can cause irritation in the organism, and should drive the individual to a certain direction of behavior. The authors examining the theory do not accept the physiology as a motivator, they accept only the psychological effects caused by it. Therefore, once the individual is hungry, the drive for receiving the needed food cannot be described as a process of directed and motivated behavior. We will examine the influence upon the three proposed needs by SDT, individually.

Autonomy refers to an experience of volition and integrity, the sense that one's behavior is authentic and self-organized rather than internally conflicted and pressured or externally coerced (Domenico, Ryan, 2017, p. 3). Therefore, this need contributes to the self-organization and self-regulation of the individual. Often, autonomy support can be vital within the development of the worker. People feel much more secure in their jobs when their leaders are supporting autonomy in a certain amount. Alternatively, as Rigby and Ryan (2018) state people want to feel "ownership" and volition in their work. Far from being alienated or "burned out", autonomous workers greatly value doing work well (p. 139). The shorter route to identification of workers with the organization is namely by providing high levels of autonomy in their work. Like so, people tend to value their work more, put more effort and feel more engaged with the tasks. The engagement with the task, mostly depends on the type of regulation within its formulation. SDT acknowledges *integrated and controlled* regulation. According to Gavin, Kern, Patrick and Ryan (2018), *integrated* regulation occurs when identified values fit together and are congruent, so the person can be wholeheartedly engaged. In contrast, *controlled* regulation involves behaviors that are performed due to causes perceived to be external to the self, and thus volitional component of behavior is either partially or completely absent (p. 708). Consequently,

decisions which are externally imposed upon the workers can face higher levels of refusal of execution, less engagement and less effort given for the tasks. It can be said controversially about the integrated decisions in the workplace.

By all means, not in all cases high autonomy can lead to higher intrinsic motivation. In order to have the required effect, the **competence** has to be in a certain, appropriate for the level of autonomy, which bring us to the examination of the need for competence. Domenico and Ryan (2017), describe it as feeling of efectance, the sense of growing mastery in activities that are optimally challenging and that further develop one's capacities (p. 3). The development of the skills of a certain task is one of the most important aspects of the level of readiness for doing the job. Often times, people tend to rebuff from tasks on which they do not have the required skill set. Controversially, they tend to take over task more enthusiastically, when they believe that they have the skills for the proper execution. Therefore, the levels of mastery on the job must be in unison with the levels of autonomy. High levels of competence must be accompanied by high levels of autonomy in work. The controversially can lead to dissatisfaction and often low level of motivation for work. Moreover, Deci and Ryan (2000), accept this need as one of the fundamentally important aspects responsible for energizing human activity, and long-term psychological health (p. 231). Consequently, satisfaction with the competence can be vital not only for the work life, but also for the social life of the individual. Within the lack of mastery and competence, person can find doubt, indifference and latency, which can cause a negative state of the mind, eventually leading to psychopathology. Mastery on the other hand, can contribute to the personal development of the individual and can often be the source of psychological integrity and wellbeing. In the aspects of human resource management, the fulfillment of this need can contribute to numerous positive aspects in work behavior, which can lead to better results of the worker; on one hand, by the mastery, which he is acquiring and on the other, from the positive psychological states resulting from the sustainable need supporting.

Within SDT, competence and autonomy are seen as essential elements in people's active propensies to seek out challenges, to be curious and interested, and to develop and express their capacities: when these needs are thwarted, intrinsic motivation is undermined (Domenico, Ryan, 2017, p. 3). Therefore, when human resource managers are implementing this theory within their organization, they need to apply enough possibilities for increasing the mastery within the work place and then provide correspondingly levels of autonomy at work. Only then, people will feel well, energized and engaged with their job. Contemporary human resources managers tend to seek talented people who possess great intellect and high morale (Angelova, 2019, p. 33). This evokes the need of not only competent people, but also cadre who demonstrate ethical behaviour, intrinsic motivation and innovative thinking.

Even though, the authors of SDT, suggest that the exanimated needs as vital for the psychological well-being, they acknowledge the importance of the need of

relatedness as well. This aspect of SDT, refers to the desire to feel connected to others – to love and care and to be loved and cared for (Deci, Ryan, 2000, p. 231). This is projection of the neurotically pledged characteristic in almost every human. In the past, to be part of a group and to have someone who cares for you was vital for survival. Therefore, humans have a very deep, almost instinctive sense to relate and to connect with others. When we examine this need in the aspect of human resources in the work place, we can find that people seek such interaction in a very high level. Actually, in some cases social aspects in work are most important when examining the various kinds of motivation (Ivanov, Usheva, 2020, p. 5). Consequently, although this need does not provide prerequisite for personal development, it is vital for the wellbeing of the individual.

As we stated, the fulfilment of the needs in SDT is crucial for the psychological integrity of people. Controversially, the authors do not accept these needs as it was within the classical need theories. They accept the needs in the first place as a mandatory condition of psychological integrity and personal development within social, or professional life. Moreover, Reis et al. (2000) linked relatedness with positive outcomes within human behavior in a positive and significant way, controversially the correlation between negative emotional states was negative (p. 429). The authors confirmed the positive influence on positive aspects of behavior also for the rest of the three needs, examined by SDT (Reis et al., 2000, p. 431). Therefore, there is an empirical validation of the influence of the needs for competence, autonomy and relatedness. Consequently, in work conditions there must be favorable environment, which contributes in a significant way to the fulfillment of these needs.

The most valuable aspect within the Self-determination theory is the view about intrinsic motivation. Deci (1975) defines it as an action, for which there is not possible external reward, except the action itself. The action is the reward, not the reason for such (p. 23-24). The author accepts intrinsic motivation as a state of self-motivation, which does not involve the expectance for possible reward or the drive for fulfilment of a certain need. Consequently, the characteristics of the action itself will define the drive for accomplishment. Alternatively, Olafsen, Deci and Halvari (2017) state, that people are not motivated by the results, which are a consequence from the taken action and the good execution of the task. They tend to take actions, which are interesting and have more deep meaning for them (p. 179). Therefore, within the aspects of inner motivation, rewards have no high significance as in need theories. In the case of labor management, the interesting task should come within the characteristics of the job. Consequently, possibilities for such formulation within the work place can be found in the different aspects of the job characteristics model. However, what is the role of pay and material rewards within the Self-determination theory?

Olafsen, Halvari, Forest and Deci (2015) concluded that satisfaction of the needs within SDT is strongly correlated to the levels of intrinsic motivation.

Furthermore, the factors related to results in work and pay are not linked directly and significantly with the satisfaction of autonomy, competence and relatedness, neither with the levels of intrinsic motivation (p. 453). Consequently, material stimulation does not contribute in a significant way to the satisfaction of the needs in SDT. Moreover, Desi and Ryan (2000) report a meta-analytic study, examining the influence of material rewards on intrinsic motivation. The study proves that, not only all monetary rewards, but also all tangible rewards, significantly diminish intrinsic motivation (p. 234). In other words, there is enough evidence of the negative influence of rewards within the formulation and sustainable presence of intrinsic motivation within the workplace. Another example of such interaction between the rewards and intrinsic motivation is the work of Kohn (1999), which reports a study proving the negative effect of rewards on results in work and school environment (p. 49-52). Therefore, rewards should be reduced in the work place in order to acquire better results from workers. Of course, there can be a possible positive implication of work within the work place. Even though there is proof of the negative correlation of rewards within intrinsic motivation, there can be possible implications which can contribute to higher results. In the examined studies the culture factors are not kept in mind. For example, Linz (2003) reports a significant preference among Russian workers, when it comes to material and monetary rewards (p. 49). Therefore, in some national cultures rewards can play a vital role within the process of motivation. This can be the result of lower income level within the country or other culture aspects. Contrary to the view of Linz, Ivanov and Usheva (2020) report for little significance of the monetary incentives among Bulgarian workers (p. 5).

Figure 2. Stimulation programs at work
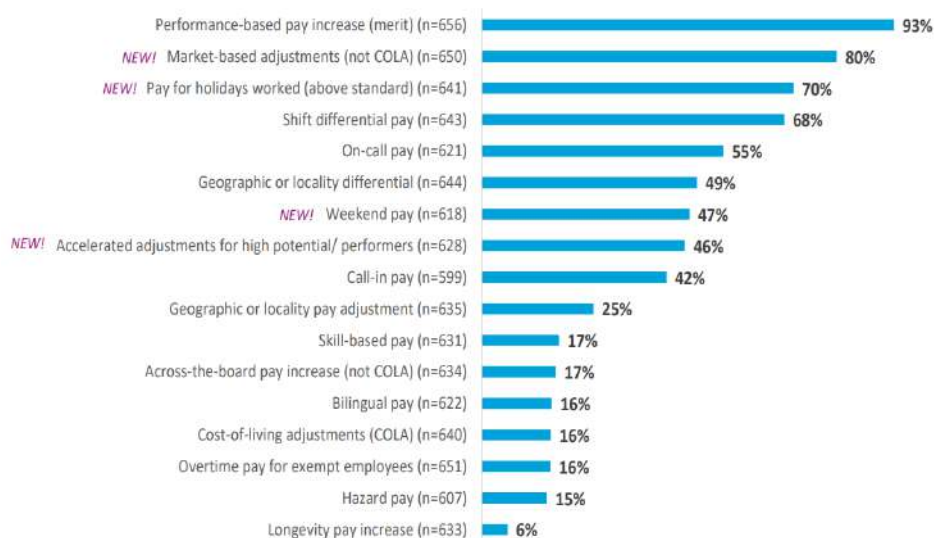
Source: World at work: Inventory of total rewards program and practice 2019

Dimitrova (2020) argues, that positions with higher quality which provide feedback, opportunities for self-control and learning are a good opportunity to strengthen the internal motivation of employees.

Having in mind the above-mentioned research related to rewards, we should expect little application in the practice of human resource management. Controversially to everything reported by various pieces of research related to intrinsic motivation, practitioners tend to use more material rewards than any other kind of stimulation. In Figure 2 we show research regarding this aspect.

As we can see in the figure the most applied forms of stimulation are based on performance pay. Therefore, companies use a completely controversial to the theoretical work form of motivation within the work place. This means that in most of the modern enterprises' motivation is based mostly on external rewards, which can lead to low levels of intrinsic motivation and can be the cause of low satisfaction and commitment in work. Consequently, there is a big disproportion between the empirical results regarding intrinsic motivation and the forms of stimulation applied in practice. Therefore, most of the modern enterprises rely mostly on externally motivated people, for which work is the easiest way for gaining more monetary rewards.

5. Conclusion

For many years scholars have been examining human motivation. They have proved that non-material stimulation, or stimulation leading to increase of the intrinsic motivation has the most significant and sustainable influence on performance of workers. Of course, there are not less exceptions. Nonetheless, creation of motivated and energetic people must be accomplished mostly within the formulation of intrinsic motivation. Controversially, managers occupied with labor motivation seem not to understand this correlation. As we have examined, the most applied forms of motivation remain the material ones. This can lead to formulation of short-lived and unstable form of motivation, which can result in the creation of highly dependent workers, for whom the only vital goal can be the eventual reward. Despite this, the high application only based on performance rewards could lead to dissatisfaction and low levels of commitment, which can cause worse results in the work.

The evolution of the motivation theory came upon different aspects, which eventually led to the formulation of theories based on the intrinsic forms of motivation in the work place. Although these views are relatively new, such ideas came upon as early as in the works of Herzberg. He stated that material rewards could have insignificant influence upon the motivation of workers. Hackman and Oldham stated that the job characteristics could be far more motivating for workers than material stimulation. In addition, there was numerous different researches on such topics,

which resulted in the view formulated by Deci and Ryan that rewards can diminish intrinsic motivation in a significant way.

Therefore, we can conclude that there is an objective necessity of change in the focus of labour stimulation. Practitioners must highly rely on development, higher levels of autonomy at work and formulation of connectedness within the work place. Nonetheless, material stimulation must be a part of the whole process of motivation in the work place but it cannot be the only way of motivation. The formulation of intrinsic motivation can lead to higher levels of satisfaction among workers, which can cause them to identify with the goals of the organization to a greater degree, which can lead to higher levels of commitment and eventual better results of the work.

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