REVIEW OF LITERATURE

Introduction:

In this section, I will describe and explain the concepts, models, and theories that are relevant in the field of intrinsic and extrinsic motivation. A list of ten motivational factors that are adapted from previous researchers already mentioned in the previous discussions and necessary to facilitate comprehensive analysis and understanding of the research question. It may be useful to conceptualise the term intrinsic and extrinsic motivation and its outcomes. The researcher had seen previous journals related to intrinsic and extrinsic motivation. The studies are identified the outcome of motivation. After reviewing the national and international journals, the researcher has an idea about whether the intrinsic or extrinsic motivations are highly motivated among the employees in public sector enterprises.

Intrinsic Motivation

**Competence:** Competence is a term that is used both scientifically and in everyday language. Underlying a large variety of meanings, it is possible to discern a small semantic core that is captured by the terms ability, aptitude, capability, competence, effectiveness, and skills. Competence can be attributed to individuals, social groups, or institution when they possess or acquire the conditions for achieving specific development goals and meeting important demands presented by the external environment.

Louise Knight, Christine Harland, Helen Walker, and Roxanne Sutton (2005) in an empirical study focuses on the management of supply on inter-organizational, health sector networks, identifying the competence requirements (skills, knowledge, traits, and behavioural indicators) associated with effective team performance. This research is based in the UK public health sector, which is taken to comprise National Health Service (NHS) and its
suppliers. In 1991, a special health authority, the NHS supplies Authority (the Authority) was established to improve and co-ordinate supply management by providing a national contracting and logistics service and a local supply operation service, in and for English NHS hospital trusts. The total sample size is 250. The findings revealed, participative action research, we have developed a framework built on the competence requirements of teams engaged in strategic supply management. The relevance of the framework for boundary spanning personnel outside the purchasing function and other organizations is considered.

Yu-fen Chen, Tsui – Chih Wu (2007) in a study, exploring whether there is a significant difference in the model of core competence between H-T firms and T-Ms in Taiwan. The study is based on primary data which is obtained from 178 employees, management level, of two H-T firms and three T-Ms in Taiwan. The authors collected a companywide opinion through questionnaires to examine the core competence, including strategic planning, production process innovation, supply chain management, logistics management, quality management and R&D. They apply reliability analysis, mean, standard deviation, validity analysis, percentage analysis, t-test, correlation analysis, stepwise regression analysis, path analysis. Findings revealed through path analysis, it is found that the model of core competence for the H-T firms in different from that of the model for T-Ms. R&D capability is regarded as the most important source for core competence both by H-T firms and T-Ms strategic planning in H-T firms is regarded as an important dimension in constructing core competence. The capabilities of supply chain management and logistics management for T-Ms significantly affect core competence, because these businesses must focus more on services.
Allan Bird, Mark Mendenhall, Michael J. Stevens, Gary Odin (2010) in a study, the authors conduct an extensive review of the global leadership and expatriation literatures, integrating and synthesizing prior theoretical and empirical efforts to develop a comprehensive domain definition for intercultural competence in the context of global leadership. Findings revealed that the domain of intercultural competence in the context of global leadership comprised three dimensions, i) perception management, ii) relationship management, iii) and self management. Each dimension is characterized by facets that further delineate aspects of intercultural competence.

Wisuit Sunthonkanokpong, Kalayance Jitgarun Weerachai Chao Kumnerd (2011), the study of competence development in this country is conducted in order to, identify the current practices related to competence development; and determine how companies provide competence development for their employees. The study is based on primary data and the sample size for the survey was calculated as 319 companies. They apply frequency analysis, percentage analysis, mean, standard deviation, t-test, and Pearson chi-square test. Results revealed that the most commonly stated reason for respondent’s development was that their organisation was not familiar with the concept. Only half the companies surveyed used competence instruments. Most respondents did not recognise the importance of integrating cultural differences. In terms of implications for human resource management in the companies surveyed; competency development will need to become more of priority as will integration of intercultural competence.

Sabah Agha, Lalith Arabia, Manar Jamhour (2012) in an innovative study, investigate the relationship between core competence, competitive advantage and organizational performance. The study is based on primary data which is obtained from 64 paint company managers in UAE 2010. Total of 11 companies were included in the study. They apply mean, standard deviation, multiple regression analysis, cronbach’s alpha with the
help of statistical package SPSS (Version 17.0) for data analysis. Findings revealed that, while core competence has a strong and positive Outcome on competitive advantage and organizational performance. Competitive advantage has also a significant Outcome on organizational performance. The results confirm the varying importance of core competence dimensions on competitive advantage and organizational performance. It's also been found that flexibility has a higher Outcome on organizational performance than responding.

After reviewing national and international literature pertaining to competence, the researcher clearly identifies the relevance of the framework to boundary spanning personnel outside the purchasing function and to other organizations is considered. And competence for the H-T firms is different from that of model for T-Ms. R&D strategic planning in H-T firms is regarded as an important dimension constructing core competence. The capabilities of supply chain management and logistics management for T-Ms significantly affect core competence, because these businesses must focus more on services. And the domain of intercultural competence in the context of global leadership comprised three dimensions (i) perception management (ii) relationship management (iii) and self management. And human resource management in the companies surveyed, competency development will need to become more of a priority as will integration of intercultural competence.

**Autonomy:** Autonomy is one of the most important factors in intrinsic motivation. It directly motivates the employees to address their issues of work environment.

Wendy S. Grolnick and Richard M. Ryan (1987) an experimental study that assessed the effects of motivational, relevant conditions and individual differences in emotional experience and performance on a learning task. The study based on primary data, which is
obtained from 91 fifth grade children (43 boys, 48 girls) from their elementary schools in the Rochester, New York. They apply ANOVA, one way analysis of variance, mean and standard deviation. The findings revealed, discussion in terms of the role of autonomy in learning and development and the issue of direct versus non directed learning.

S F Chandra Sekhar (2011) in an innovative study, which is purely methodological and partly aiding decision makers highlights that WA scales when administrated to a sample of private manufacturing company workers who varied in their nature of work, revealed that the scales are internally reliable. The study is based on primary data which is obtained from, during the working hours from 120 workers chosen randomly from the departments of a private manufacturing company which produces heavy batteries for automobile companies. They apply both Parametric and non Parametric approaches to analyze the data by using mean, standard deviation and regression analyses. The results also revealed that WA, with all its facets, had positive and significant correlations with the outcome variables such as job satisfaction, job involvement, participatory decision making and commitment to the organization. Further, WA dimensions predicted significant in all their correlates.

Maura Galletta, Igor Portoghese, Adalgisagisa (2011) in a study, drawing self determination and work characteristics, theories, they hypothesized that job autonomy and intrinsic motivation were key exogenous variable positively related to turnover intention of performing a mediating role. The study is based on primary data, which is obtained from 442 nurses from one hospital in the Italian Public Health care. They apply mean, standard deviation, correlations, exploratory and confirmatory factor analysis to analyze the data. The findings showed that the affective commitment completely mediated the relationship between job autonomy, intrinsic work motivation and turnover intention.
Ben. E. Akpoyomare Oghojafor (2012) in an innovative study addressed the complexities in decision making on personnel policies and practices in the multinational companies. The purpose was to examine the influence of human resources practices on outcome of autonomy and control in the selected upstream multinational oil companies in Lagos State, Nigeria. The study is based on primary data which is obtained from 5 companies in the upstream oil sector out of 22 companies. 100 sampled subjects were randomly selected from each of the sampled companies. They apply Chi-square test, multiple regression analysis, correlation, co-efficient, ANOVA to analyze the data. The findings revealed a new policy redirection that is people-oriented be adopted to ensure more employer autonomy and less control in the upstream MNC subsidiaries in Nigeria.

After reviewing national and international literature pertaining to autonomy, the researcher clearly identifies the issues role of autonomy in learning and development and the issue of direct versus non directed learning, and the affective commitment completely mediated the relationship between job autonomy, intrinsic work motivation and turnover intention. And also WA had significant and positive correlations with the outcome variables such as job satisfaction, job involvement, participatory decision making and commitment to an organization, and a new policy redirection that is people – oriented be adopted to ensure more employer autonomy and less control in the upstream MNC subsidiaries in Nigeria.

**Relatedness:** In today’s competitive environment, the ability to learn is the only sustainable competitive advantage. Success depends on creating an organization in which employees are able to identify and solve problems and to unlearn and learn continuously. Organizations are undergoing fundamental shifts in the ways they conduct business. Traditional organizations were designed to manage machine- based technologies, with a primary need for stable and efficient use of resources in mass production organizations.
Anja J. Doornbos-Sannoike Bolhuis, P. Robert-Jan Simons (2004) in a study, work related learning can happen both deliberately and spontaneously as a direct or indirect result of work related interactions, work related learning often occurs in messy real-life situations, is influenced by various power and social relations. Results showed in individual learning outcomes as well as shared understandings. The proposed model can help human resource development professionals better understand how learning and work are interrelated. It can also help such professionals take individual and work characteristics more care into consideration.

Huseyin Tanriverdi, N. Venkatraman (2005) in a study examines corporate performance effects of cross business knowledge synergies in multi business firms. It synthesizes the resource based view of diversification and the economic theory of complementary of knowledge resources across business units of the multi business firm. The study is based on primary data which is obtained from the 303 multi business firm. They apply mean, standard deviation, correlation, matrix, Alpha, descriptive statistics, to analyze the data. Findings revealed that synergies arising from product knowledge relatedness, or managerial knowledge relatedness do not improve corporate performance on their own. Synergies arising from the complementarily of three types of knowledge relatedness significantly improve both market based and accounting based performance of the multi business corporation.

Huseyin Tanriverdi (2005) in a study proposes that knowledge management (KM) is a critical organizational capability through which IT may influence firm performance. In the context of multi business firms, the study examines how the IT resources of a firm should be organized and managed to enhance the firm’s KM capability and whether and how KM
capability influence the firm performance. The study is based on primary data which is obtained from 250 fortune 1000 firms. They apply reliability measures, goodness of fit statistics, descriptive statistics, correlations, parameter estimates and model statistics to analyze the data. Findings revealed IT relatedness have a significant effect on market and accounting of basing performance of the firm through the mediation of the KM capability.

**Anders Pehrsson (2010)** in a study improves the existing knowledge of international strategy antecedents of foreign subsidiary performance. The study is based on primary data which is obtained from 303 subsidiaries in the European region (Germany and the UK) and the US. They apply factor analysis, mean, standard deviation, Pearson’s correlation coefficient to analyze the data. Findings showed perceived relatedness regarding intangible resources affects foreign subsidiary performance positively. Competitive differentiation and market knowledge of a foreign subsidiary reinforce the performance Outcome of the perceived relatedness.

**Performance:** One of the most difficult aspects of confronting management of most organizations today is how to make their workers become efficient. This aspect of the organization has led most industries to employ strategies by which to motivate their workforce.

The act of performing the carrying into execution or action; execution; achievement; accomplishment; representation by action; as the performance of an undertaking a duty.

**Alison L. Booth, Jeff Frank (1999)** in a study, jobs with performance related pay (PRP) attracts workers of higher ability and induce workers to provide greater effort. We construct an integrated model of effort and sorting that clarifies the distinction between observable and unobservable productive. Predictions are tested against data from the British Household Panel Survey (BHPS). The PRP raises wages by 9% for men and 6% for women.
Theoretical calculations show that these estimated earnings differentials net of monitoring costs of the marginal firm using PRP but not of the disutility of additional effort expended by workers.

Mike Schraeder and Mark Jordan (2011), this article, addresses practical aspects of this topic, it may be informative to briefly acknowledge components of a practical model. Such as Galpin describes a pragmatic model on performance improvement that includes, performance measurement, rewards / recognition, goal setting, and coaching / feedback as important components. Other methods organizations commonly use to manage employee performance: such as performance appraisal, reward, (pay / benefits) and recognition, training, access to resources, goal settings, participation and empowerment, coaching and feedback. And also novel approaches to managing performance: such as, mentoring, positive organizational behaviour, innovative work design (flexibility and idiosyncratic work deals. The findings revealed, the perceptual need for managers and scholars to remain vigilant in understanding shifting employee needs and dynamic organizational contingencies that have implications on the process of managing employee performance.

Werner Schmdit, Nele Trittel and Andrea Muller (2011) in an innovative study, seeks to examine the experiences of the recent introduction of performance related pay in German Public Services. The study is based on primary data which is obtained from 2150works and establishment agreements, they apply Chi-square, mean, one-way ANOVAs to analyze the data. The findings revealed enhancing employee motivation is not only objective pursued by the collective actors in the introduction of PRP. Different PRP schemes have different effects: highly selective PRP schemes tend to fail; schemes resembling conventional appraisal systems have little positive effect on motivation and performance. Whereas a participating system focusing on the inclusion of employees can offer an opportunity to re negotiate performance in the public service.
Francis Boachie – Mensah, Ophelia Delali Dogbe (2011) in a case study, examined the issue of performance based pay as a motivational tool for achieving organizational performance, using the situation in a manufacturing company in Ghana as a case study. The research employed a case study design approach. Data was collected from 80 respondents, comprising 60 non managerial and 20 managerial staff of the company. They apply both parametric and non-Parametric approaches to analyze the data by using mean, standard deviation, chi-square test and two-way ANOVA table was used to test the main hypotheses. The result of the study revealed that the effect of performance based pay on employee is minimal, and the motivational effect of merit pay is often blunted by biased performance appraisal.

Dr. Mehmet Karahan, Dr. Nevzat Tetik (2012), The aim of the research is to examine the effect of the use of TQM tools and employee performance in three industrial undertakings which has ISO 9000 QMS, different province of Turkey (Malatya, Kahramanmaras and Konya). One each business in three different provinces and certified by TSI and running manufacturing sector were randomly selected. The study is based on primary data which is obtained from those who are working selected business. The sample size is 352. They apply cronbach Alfa, correlation analysis, chi-square analysis by using the SPSS 17.0 package program. The findings revealed, selecting demographic characteristics of employees in enterprises, analyzing the validity and reliability of scale about employee satisfaction with their business, determining the factors that affect the employees' performance, the influences of these factors are classified by the method of artificial neural network in order to determine the strength, compare the factors affecting the employees' performance with correlation analysis.

After reviewing national and international literature pertaining to performance the researcher clearly identifies the important aspects of contemporary thinking related to
managing employee performance, and shifting employee needs and dynamic organizational contingencies that have implications on the process of managing employee performance. And also the influences of these factors are classified by method of artificial neural network in order to determine the strength, compare the factors affecting the employee’s performance.

**Extrinsic Motivation:**

**Rewards:** The reward system is one of the important motivator’s acts extrinsically on the employees to nurture the employees' perceptions towards work nature, performance, and level of satisfaction. It directly motivates the employees to address their issue of work environment as well as to express the relationship with the both supervisors & subordinates.

Hom, Harry L, Jr, Berger, Mark, Duncan, Melissa K; Miller, Arden, Blevin, Aleta (1994) in an innovative study identified the effects of co-operative versus individualistic reward on student’s intrinsic motivation were investigated. The study is based on primary data, which is obtained from, two complete classes of fifth grade students (29 boys, 31 girls) from a public school participated in the study. They apply both parametric and non parametric tests, chi – square analysis, the Mann – Whitney U test, ANOVA analysis. The findings are most relevant to the experience of co-operative and individualistic reward situations of a short-term nature, where the testing is minimally stressful. Ego involvement was probably not a factor in the current investigation. Although student assessments of task difficulty differed, there were no differences for competence, pressure, fun, feelings of being smart, and embarrassment.

Mark R. Lepper, Mark Keavney, Michael Drake (1994) in a critical study an analysis of Cameron and Pierce’s meta-analytic review of the experimental literature on the effects of extrinsic rewards on intrinsic motivation. It suggests that Cameron and Pierce’s overly simplistic conclusion has little theoretical or practical value and is instead the direct
consequence of their systematic and consistent misuse of Meta analytic procedures. A more nuanced analysis of the several different processes by which extrinsic rewards may affect motivation is also offered.

**Kathryn M. Batrol, and Abishek Srivastava (2002)** in an innovative study, to examine the role of monetary rewards in encouraging knowledge sharing in organizations through mechanisms of knowledge sharing. The study is based on primary data which is obtained from Buckman Laboratories recognizes its 100 top knowledge shares with an annual conference at a Tesort. They apply the mechanism of knowledge sharing’s, such as (i) knowledge contributions to databases, (II) rewards contingent on knowledge sharing are likely to be appropriate, (III) knowledge sharing in informal interactions, (iv) communities of practice in organizations. The findings revealed, in case of formal interactions with or across teams and work units, while rewards could be made partly contingent on knowledge sharing behaviours as in merit pay, reward based on collective performance, are also likely to be effective in creating a feeling of co-operation, ownership and commitment among employees. In addition they propose that team based rewards and companywide incentives (profit sharing, gain sharing, and employee stock options).

**Rizwan Qaiser Danish (2010)** in an empirical study in an attempt to find out the major factors that motivate employees and it tells about is the relationship between reward, recognition and motivation while working within an organization. The study is based on primary data, which is obtained from 220 respondents on the employees of financial services, Telecommunication, education, manufacturing, health and other industries of both Government and Private divisions in a major industrial city of Pakistan. They apply descriptive practices in the form of arithmetic means and standard deviations, Pearson’s coefficient of correlation. The findings revealed employees participation in the decision making process will make them more courageous and enthusiastic towards working in the
organization. On the other side the periodically salary, increments, allowances, bonuses, fringe benefits and other compensations on regular and specific periods keeps their morale high and makes them more motivated. The research is very important in building the relationship between employee and employer.

Suliyanto (2011) in an innovative study, to explain the influence of entrepreneurial orientation and marketing reward system toward customer orientation and competitor orientation also to explain customer orientation and competitor orientation toward marketing performance. The study is based on primary data which is obtained from 200 owners and / or managers of small and medium Enterprises (SME’s) running food and beverages sector in the residency Banyumas areas. To test empirical models, structural equation modelling (SEM) was used. Among the software used to assist the analysis in this study 16.0 AMOS, SPSS 16.0 and Microsoft excel 2007. The findings revealed that the entrepreneurial orientation has a positive effect on customer orientation has positive affect marketing performance, but the competitor orientation has no positive effect on marketing performance.

Shiva Jahani, T. Ramayah and Azura Abdullah Effendi (2011) in a critical study is to explore the effects of two key factors (Intrinsic reward and leadership style) of knowledge sharing behaviour among academician in Iran. The study is based on primary data which is obtained from 126 lecturers in the 10 of the best universities from Tehran, Shiraz, Mashad and Esfehan. They apply both parametric and non parametric methods of Cronbach alpha’s, factor analysis. The findings revealed some information that is useful to policy makers in developing countries in general and particularly in Iran context by setting approximate policies and strategies for promoting the knowledge sharing based on two key factors as leadership style and a reward system.
Michael Armstrong, Duncan Brown and Peter Railly (2011) in a critical study, seeks to explore the reasons why many organizations do not evaluate the effectiveness of their reward policies and practices, examines the approaches used by these organizations which do evaluate, and develops a model of evidence based reward management which describes how evaluation can take place. The study was based on a survey of 173 rewards and HR practitioners and 13 case studies. They apply case study and percentage analysis to analyze the data. The findings revealed those organizations which evaluate reward do so because they recognize that it is necessary to obtain value for money from their considerable expenditure on pay. Those who do not evaluate offer a number of reasons, but the most important was a lack of resources or time. It was established that while an evidence-based approach was desirable, there was no set pattern of conducting an evaluation.

Ann Dzuranin, Nathan Stuart (2012) in a critical study, that the relationship between non cash rewards and employee motivation is complex, an experiment simulating production environment examines the effect that non cash incentives might have on workers' performance and the interaction between various types of incentives. The study is based on primary data which is obtained from 147 respondents at a large South Eastern University. They apply fully crossed 2 X 2X 2 experiments, descriptive statistics by experiment cell, ANCOVA for production task performance, ANCOVA for post production task attractiveness. The findings revealed that companies already have cash incentives also may want to consider adding non-cash rewards to their performance incentive systems.

Hatice Ozutku (2012) in an empirical study discussed certain reward practices used by organizations are better than others when comparing the employee results based on TQM. They first examine reward systems and TQM related literatures. After relating literature review, reward practices have been handled in two groups as intrinsic rewards and extrinsic rewards. The study is based on primary data, which is obtained from 217 businesses that
operate in Turkish manufacturing industry and apply TQM, intrinsic and extrinsic reward practices of firms on people results have been analyzed. They apply mean, standard deviation, MANOVA analysis. The findings revealed that application level of intrinsic and extrinsic rewards in the Turkish manufacturing industry is not high. It has been identified that intrinsic rewards have a significant influence on employee results; however extrinsic rewards do not have a significant influence on employee results in the Turkish manufacturing industry.

**Noraani Mustapha (2013)** in an innovative study, determines the influence of financial reward on job satisfaction among lecturers. The study is based on primary data which is obtained from 320 lecturers in four public universities in Kelantan namely, University Science Malaysia (USM), Universiti Teknologi MARA (UiTM), Universiti Malaya (UM) and University Malaysia Kelantan (UMK). They apply Pearson correlation coefficient was utilized to analyze the data. Pearson correlation co-efficient is used to find the relationship between variables. The results indicate that there was a positive relationship between financial reward and job satisfaction. The organization should consider financial reward as one of the factors in promoting job satisfaction among employees.

After reviewing national and international literature pertaining to reward system the researcher clearly identify the issues pertaining to psychological motivation, physical motivation health and hygiene of the employees are not directly addressed.

**360 Degree Performance Appraisal System:** Performance appraisal is a formal, structured system of measuring and evaluating an employee’s job, related behaviours and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit. Performance appraisal is a process of summarizing, assessing and
developing the work performance of an employee. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee's performance as possible. Performance Appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities based on results obtained by the employee in their job, not on the employee's personality characteristics. Personality should be considered only when it relates to the performance of assigned duties and responsibilities. It is a structured, formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the best performing employees who should get the majority of available merit pay increases, bonuses, and promotions. By the same token, appraisal results are used to identify poorer performers, who may require some form of counselling, or in extreme cases, demotion, dismissal or decreases in pay.

**Definition**

"The 360 degree feedback process involves collecting perceptions about a person's behavior and the Outcome of that behaviour from the person's boss or bosses, direct reports, colleagues, fellow members of the project team, internal and external customers and suppliers."-Lepsinger, 1997

The process of 360-degree feedback has undergone considerable change in design and approach over the years. Initially, it included executives and individuals at all levels in the organization, but in recent years, it has become more focused on superiors, subordinates, peers, customers and self. Even the process is gradually changing from the manual to the
electronic method. In the West, the paper or scan forms of feedback are being replaced by computer-based electronic, paperless e-mail feedback. The rigid design of the survey is giving way to customize surveys being undertaken by the company. The feedback has moved from numeric to qualitative comments. Instead of being fixed the report formats are becoming more customized.

Peter Massingham and Thi Nauyet Que Nguyen Rada Massingham (2011) in a case study, is to address the subjectivity inherent in existing methods of human capital value measurement (HCVM) by proposing a 360 degree peer review as a method of validating self-reporting in HCVM surveys. The case study is based on a survey of a section of the Royal Australian Navy. The sample was 118 respondents, who were mainly engineering and technical workers, and included both civilian and uniform. They apply standard deviation, mean, Chi-square test, t-test, rank correlation for analysis of data. The findings are (i) that correlations between self and other rating tends to be higher than other rating, it was found to be the opposite: other rating was higher than self-rating.(ii) Personality is discounted as an influencing variable in self-rating of knowledge.(iii) There are patterns in the size of discrepancy by, knowledge dimension (i.e) employee capability, employee sustainability) that allow generalisation about the adjustment necessary to find an accurate self other rating of knowledge.

Ozge OZ,Dr.Deniz Buyukkili Seren (2012),Logic model is a visual and systematic tool which is used to define and determine the relationships between the resource needed to apply a program, the planned activities and the goals that are aimed to achieve. It is thought that by using the concepts of 360 degree performance appraisal and logic model together, a synergy can be created among two concepts and the effectiveness of application processes can be developed. Consequently, it is predicted that through logic model, the preparation phase of the application of the 360degree performance appraisal system can be realized
systematically with the participation of all participants and argued that this application will provide the system to be understood well by the participants, to achieve strong communication, and prevent the probable problems.

Dr. Beatrice I.J.M Van der Heijden, Dr. Andre H. J. Nijhof, in a critical study, focuses on the problems and prospects of 360 degree feedback methods. The study is based on primary data which is obtained from eight large organizations 95 small medium sized enterprises. The total sample size is 507. They apply Parametric and non-Para metric methods of Cronbach’s alpha, mean, standard deviation, percentage analysis, t-test, correlation to analyze the data. The findings revealed that there is a consistent difference in especially self and supervisor ratings. This implies that as long as these differences are understood as the result of several affects in measuring one’s performance, these multisource assessments will lead to a false sense of security and objectivity.

After reviewing national and international literature pertaining to 360 degree performance appraisal system the researcher clearly identify that long as these differences are understood as the result of several affects in measuring one’s performance, the multisource assessment will lead to a false sense of security and objectivity, and also there are patterns in the size of discrepancy by, knowledge dimension (i.e) employee capability, employee sustainability that allow generalisation about the adjustment necessary to find an accurate self other rating of knowledge and this application will provide the system to be understood by the participants to achieve strong communication, and prevent the probable problems.

More conventional performance appraisal methods have often proved unpopular with these being appraised and evaluator’s alike. 360 is gaining popularity with many managers and employees. It offers a new way of addressing the performance issue.
When used with consideration and discipline, feedback recipients will feel that they’re being treated fairly. In addition supervisors will feel the relief of no longer carrying the full burden of assessing subordinate performance.

The combined effect of these outcomes should result in increased motivation, which in turn improves performance.

**Pay and Allowances:**

**Pay:** Pay represents by far the most important and contentious element in the employment relationship and is one of the equal interest to the employer, employee and Government.

Pay system is one of the important motivator’s acts extrinsically on the employees to nurture to employee perceptions towards work nature, performance and level of satisfaction. It directly motivates employees to address their issue of work environment as well as to express the relationship both the supervisors & subordinates.

**Brian K. Boyd and Alain Salamin (2001)** stated that the matching of the compensation system to a firm’s strategy. The study is based on primary and secondary data which is obtained from five strategic business units: Private Banking (PB), Investment Banking (IB), Institutional Asset Management Banking (IAM), Retail Banking (RB) and logistics. They sampled 401 employees from this firm. The second firm was divided into five slightly different strategic divisions: Private Banking (PB), Investment Banking (IB), Institutional Banking (IAM), Retail Banking (RB) and corporate clients (CC). They sampled 516 employees from this firm. Total sample size is 917 employees across the two firms. They apply both Parametric and non-Parametric approaches to analyze the data by using the mean, standard deviation, regression analysis, co-efficient of correlation. The findings revealed that pay systems are linked with divisional strategic orientation, but in a different form than prior
studies. Additionally, they identify hierarchical position as an important variable in the tailoring of reward system. Hierarchy has a significant main effect on pay plan design, and an interactive effect with strategic orientation.

**Adele Atkinson, Simon Burgess, Bronwyn Croxson, Paul Gregg, Carol Propper, Helen Slater, Deborah Wilson (2004)** in a critical study evaluates the Outcome of performance related pay scheme for teachers in England. Using teacher level data, matched with test scores and value-added, they test whether the introduction of payment scheme based on pupil attainment increased teacher effort. Our evaluation design controls for pupil effects, school effects and teacher effects, and adopts a difference-in-difference methodology. The study is based on primary data which is obtained from 18 schools covering 182 teachers in England. They apply mean, standard deviation, weighted average method, chi-square test, value added analysis, Robustness checks. Findings revealed that the scheme did improve test scores and value added. And the results suggest that teacher-based performance pay is a policy tool that education authorities should consider the aspect of their drive to raise educational performance.

**Peter Bamberger, Elena Belogolovsky (2010)** in an innovative study, test a moderated mediation model of the effects of pay secrecy, a pay communication policy restricting employees access to information regarding to the level of employees pay in the organizations on individual task performance. According to this model, the effects of such a policy are posited to be mediated by informational fairness and performance pay instrumentality perceptions and moderated by tolerance for inequity using a lab- based simulations, our findings partially support this model, suggesting that perceived instrumentally mediates the adverse effect of pay secrecy on individual task performance but only for those low in inequity tolerance.
After reviewing national & international literature pertaining to pay and allowances, the researcher clearly identifies the tolerance for iniquity (the conceptual obverse of equity sensitivity) to serve as one such disposition-based moderator, with the negative effect of pay secrecy on individual task performance amplified among those less inequity tolerant.

**Incentives:** An incentive is something that motivates an individual to perform an action. An incentive is any factor (financial or non-financial) that provides a motivation for a particular course of action, or counts as a reason for preferring one choice to the alternatives. In terms of investors, incentive is a reward for a specific behaviour, designed to encourage that behaviour also called inducement.

George P. Baker, Michael C. Jensen and Kevin J. Murphy (1988) in a theoretical study, a thorough understanding of internal incentive structures is critical to developing a viable theory of the firm, since these incentives determine to a large extent how individuals in an organization behave. Many common features of organizational incentive systems are not easily explained by traditional economic theory, including egalitarian pay systems in which compensation is largely independent of performance, the overwhelming use of promotion based incentive systems, the absence of up-front fees for jobs and effective binding contracts, and the general reluctance of employers to fire, penalize, or give poor performance evaluations to employees. Typical explanations for these practices offered by behaviourists and practitioners are distinctly uneconomic, focusing on notions such as fairness, equity, morale, trust, social responsibility and culture.

Steven J. Condly, Richard E. Clark, Harold D. Stolovitch (2003) in a study, a Meta analytic review of all adequately designed and field laboratory research on the use of incentives to motivate performance is reported. The team directed incentives had a markedly superior effect on performance compared to individually direct incentives. This effect was
not influenced by the location of the study, (business, Government or school), the competitive structure of the incentive system (programs where only the highest performers get incentives versus programs where everyone who increased performance receives incentives), the type of the study,(whether the study was a laboratory experiment or a field study, or the performance outcome (quality, quantity or both.)In these studies, money was found to result in higher performance gains than non-monetary tangible incentives (gifts, travels).More research is need on the relative cost benefit of cash and gift incentives, and the way different types of tangible incentives are selected. Long term programs led to greater performance gains than shorter-term program did, and somewhat greater performance gains were realized for manual than for cognitive work. Explanations based on cognitive psychological principles accompany each of the analyses.

**Mike Schraeder, J. Bret Becton,** in a study examines a recent trends and developments in an increasingly popular HR practices incentive pay program, and highlighting major developments in recent empirical studies. This article also, synthesizes recent research pertaining to general guidelines or strategies for design, implementation, and the utilization of the pay programs. Findings revealed it would be interesting to examine whether gender differences in pay carry over into the realms of incentive pay programs. As global competition intensifies, future research should also consider the need for fundamental changes in incentive programs.

**Husan-Lien Chu, Chia-Ching Cho and Shuen-Zen Liu (2011)** in an empirical study, aims to investigate the performance effects of an incentive plan that links buyers compensation to financial measures, namely sales and gross margin, in the retail industry. The study is based on primary data which is obtained from the 3C (Computers, Consumers, and Consumer electronics) Company. The largest electronics chain store business in Taiwan. The total sample size is 293.They apply t-test, the authors use a multiple regression model to
examine the Outcome of buyer incentive plan on purchasing performance. The findings revealed the gross margin return on inventory investment (GMROI), the most critical purchasing performance measures in retailing, deteriorated after implementing the incentive plan. And also sales and gross margins increased as a result of the plan, the benefits were completely offset by a significant decrease in inventory turnover.

Susan Delvecchio, Judy Wagner in an innovative study, testing this applicability on a cross section of industrial sales people, we found pay plans with higher variable proportions, can lead to higher levels of intrinsic motivation. The study is based on primary data which is obtained from field sales people with manufacturers located in the south-eastern region distributed an explanatory packet to each of their field sales people. The sample size of the study 280. A comparison of a set of regression models was used to test for the presence of a significant interaction. And also F-Statistics, regression analysis was used to analyze the data. The findings revealed that a salesperson’s age has both an interactive and direct effect on his or her level of intrinsic motivation.

After reviewing national and international literature pertaining to incentives, the researcher clearly identify the organisational Incentive system are not easily explained by the traditional economic theory including egalitarian pay systems in which compensation is largely independent of performance, the overwhelming use of promotion based incentive system the absence of upfront fees for jobs and affective bonding contracts, and the general reluctance of employees to fire, penalize, or give poor performance evaluations to employees. And also the sales and gross margins increased as a result of the plan, the benefits were completely offset by a significant decrease in inventory turnover, and the strong support for the claims that incentives can significantly increase work performance when they are carefully implemented and performance is measured before and during incentive program.
And that a person’s age has both an interactive and direct effect on his or her level of intrinsic motivation.

**Work Nature: (Promotions and organizational policies)**

Here the researcher considers work nature is combination of promotions and organisational policies of an organisation.

Promotion is one of the market mix elements, and a term used frequently in marketing. The term promotions are usually an in the expression used internally by the marketing company, but not normally to the public or the market phrases, special offer are more common. Organisational policies are method of action selected, usually by an organization from among alternatives to guide and determine present and future decisions and positions on public matters. Some organizational policies are compensation policies, employment status policies and the international hiring policies.

**Kureshi Sonal, Vyas preeta (2005)** in a study, examines the practices, perceptions of net users and avenues of customer sales promotions through this medium. To gain insight into current practices, consumer sales promotion of general, specialized and e-commerce sites were studied. The study is based on primary data, which is obtained from 161 net users was carried out to examine perceptions of net based promotions over ten dimensions. They apply Chi-square test, F-test, ANOVA to analyze the data. Findings revealed that perceptions did not vary across type of promotions, but varied across product categories.

**Kiyoshi Takahashi (2006)** in an innovative study aims to focus on the incentive effects in Japanese organizations where job security is valued. In particular, the study seeks to investigate the relative strengths of the effects of wage and promotion incentives on employee motivation. The study is based on primary data which is obtained from m1823
Japanese employees working in the group companies of Toyota motors. They apply mean, standard deviation, percentage analysis, f-test, t-test, chi-square test, to analyze the data. The results showed that both promote and wages positively influence the employee’s work motivation. A comparison of the relative strengths of the effects reveals that fair promotion was a more powerful motivator than wage level and wage increases.

**Adrian Furnham, K. V. Petrides (2006)** in a critical study, to examine how people weigh information when making people decisions, specifically promotion or redundancy at work. The study is based on primary data which is obtained from 183 working adults. They apply mean, standard deviation, f-test, chi-square test, ANOVA to analyze the data. Findings indicate that participants favoured males over females; the moreover the less experienced; the more over the less able / intelligence and the more over the less motivated for promotion and to be retained rather than made redundant. Employee motivation was seen to be the most important individual difference variable in the decision making.

**Kenneth C.Manning,David E.Sprott (2007)** in a study, consumers often encounter multiple unit price promotions whereby a price reduction is presented as a reduced total price for multiple units of some item (e.g) an item regularity priced at dollar 1.25 each is promoted as “5” for dollar 5”. In a series of experiments we find that positive effect of these promotions on quantity purchase intentions is contingent on the magnitude of the quantity specified in the offer and the rate of product consumption. The study is based on primary data which is obtained from 309 under graduate business students. They apply mean, standard deviation, f-test to analyse the data. Findings revealed that the effect of multiple unit price promotions of quantity purchase intentions is shown to be mediated by accessing anchor-consistent knowledge.
Shewta Srivastava and Anand Sharma in a study, attempts to analyse the attitude of pharmaceutical value chain members towards sales promotion schemes. And studied the factors that managers / sales staff believe are important for the company to company offer trade / consumer promotions. It has been observed those consumers are focused on long term as well as short term goals. The study is based on primary data which is obtained from 100 doctors and 200 medical representatives located at Chandigarh, Mohali and Panchkula (North India.) The total sample size is 133. They apply mean, standard deviation, rotated component matrix to analyze the data. Findings revealed that companies should critically analyze its structural variables before formulating and implementing its sales promotion strategies.

**Organisational Policies:** Policies are written statements, developed in light of the organization’s mission and values, which communicate and document our organization’s plans, instructions, intents, and processes. Policies should guide management, staff and volunteers, clarify our organization’s values and influence your organization culture.

Ideally policies should be expressed as formal written documents, so that everyone in the organization is clear about the organization’s expectations and limitations. Good governance reveals clear policies which are related to the goals of the organization, and which are flexible and responsive to external factors and changes. Clearly written policies help the work force have clear guidelines and a framework for action that helps them do their job, however now they are to the organization.

It is very important that have a way of determining the appropriateness and success of our policies. Therefore, policies should be closely linked to planning, evaluation and review processes. Your organization will be then be managed through a continuous cycle of setting goals and policies; planning and implementing activities; evaluating the success of those
activities, developing modifications or completely new activities, implementing and evaluating changes.

Organisational policies are methods of action selected, usually by an organization from among alternatives to guide and determine present and future decisions and positions on public matters. Some organizational policies are: Compensation policies, employment status policies and the international hiring policies.

Rod Farr-Wharton, Yvonne Brunetto (2007) in a critical study, explore the Outcome of the quality of the relationships between supervisors and service employees on individual and organizational outcomes. The study is based on primary data which is obtained from 205 employees from Australia, New eland, Finland and Norway because SMEs is the dominant type of firm within their business environments. They apply mean, standard deviation, regression analysis to analyze the data. Findings revealed service employees are more likely to accept the organizational changes. In addition, this study suggests that approximately half of job productivity and satisfaction is affected by the way LMX firstly affect employee satisfaction with organizational their acceptance of organizational changes within SMEs.

Mohindar Chand, Anastasia A. Katou (2007) in a study, to investigate whether HRM system and some specific characteristics of hotel affect organizational performance in the hotel industry in India; A study is based on primary data which is obtained from 439 hotels, ranging from three-star to five-star deluxe according to the Indian Ministry of Tourism approved classification list, and moreover they were the best performing hotels during the last five years. They apply mean, standard deviation, percentage analysis to analyze the data. Findings revealed that hotel performance is positively associated with hotel category and type of hotel (chain or individual). Furthermore, hotel performance is positively related to the
HRM system of recruitment and selection, manpower planning, job design, training and development, quality circle and pay systems.

Eva E. Tsahuridu, Wim Vandeketrek hove. (2008) in a research study, explores the possible Outcome of the recent legal developments in organizational whistle blowing on the autonomy and responsibility of whistleblowers. In the past thirty years, numerous pieces of legislation have been passed to offer protection to whistleblowers from retaliation for disclosing organizational wrongdoing. An area that remains uncertain in relation to whistle blowing and its related policies in organizations, is whether these policies actually increase the individualization of work, allowing employees to behave in accordance with their conscience and in line with societal expectations or whether they are another management tool to control employees and protect organizations from them. The assumptions of whistleblower protection with regard to moral autonomy are examined in order to clarify the purpose of whistleblower protection at work. The two extreme positions in the discourse of whistle blowing are that whistle blowing legislation and policies either aim to enable individual responsibility and moral autonomy at work, or they aim to protect organizations by allowing them to control employees and make them liable for ethics at work.

Denise Salin (2009) in an exploratory study, to shows what kind of measures personnel managers have taken to intervene in workplace harassment and to explore organizational characteristics and the characteristics of personnel manager affect the choices of response strategies. The study is based on primary data 431 municipalities’ personnel managers in Finland. They apply mean, standard deviation, percentage analysis, correlation matrix, regression analysis, t-test to analyze the data. Findings revealed that the organization surveyed relied heavily on reconciliatory measures for responding to workplace harassment and that punitive measures were seldom used and followed by that personnel manager gender, size of municipality, use of sophisticated human resource management practices and
having provided information and training to increase awareness about harassment all influence the organizational responses chosen.

Jenny K. Rodriguez, Carlos F. Gomez (2009) in a study, aims to provide insight on the influence of organizational culture on human resource management (HRM) practices in Chile by exploring shared meanings (basic assumptions and beliefs) and organizational model that can be identified from activities, dynamics, social relationships and behaviour. The study is based on primary data which is obtained from 46 organizations, consist of 2105 workers in Chile. They apply pessimistic/fatalistic paradigm, optimistic/maniac paradigm, pragmatic / bureaucratic paradigm, organizations and proposed paradigms, to analyze the data. Findings revealed that there is a shared definition of work characterized by five elements, namely, the existence of great work pressure; a sustained focus of upper levels of organizational efficiency as an isolated element that does not include HRM; the existence of worker autonomy and empowerment; the use of administrative jargon and understandings of loyalty, dedication, compliance and professionalism as desired qualities in workers. The paper argues that there are three distinct categories of cultural discourse in Chilean organizations; pessimistic/fatalistic, optimistic/maniac and pragmatic/bureaucratic.

Organisational Culture:

Sharmillah Devi Ramachandran, Siong Choy Chong, Hishamuddin Ismail (2011) in a critical study, to study the organizational culture in private and public higher education institutions (HEIs) from the perspective of faculty members in order to provide empirical insights on the differences and consequences pave an avenue for cross learning. The study is based on primary data which is obtained from 594 faculty members from public and private educational institutions in Malaysia. They apply mean, standard deviation, f-test, chi-square test to analyze the data. Findings revealed that public and private HEIs can learn from each
other regarding the different OC types. HEIs must also understand resistance to change by academics (driven by fear of loss of power, fear of risk, etc.) HEIs should not introduce change drastically, but in gradual manner; for the first move some detrimental features can be removed while others are maintained.

Olusoji James George, Adediji Okanlawon, Oluwakemi Owoyemi (2012) in a study, focus on the influence of religion on the development of an organizational culture; this is because religion or the absence of it may determine the behaviours of an individual. This study being a historical and descriptive relied on the secondary sources. They apply case study method to analyze the data. This study employing historical and descriptive research methodology concludes that what made them different from other employees of their time was the fact that they were Quakers.

David Cegarra-Levia, M. Eugenia Sanchez – vidal and Juan Gabriel Cegarra-Navarro (2012) in a study aims to explore the Outcome of availability of work life balance (WLB) practices on organisational outcomes in small and medium sized enterprises (SMEs) mediated by the existence of a culture that supports WLB. The study is based on primary data which is obtained from 229 SMEs representing the metal industry sector of southeast Spain. Findings showed that a WLB supportive culture mediates the effect of the availability of WLB practices on organizational performance.

**Work Environment & Interpersonal Relationship:** An interpersonal relationship is an assumption between two or more people that may range in duration from belief to endure. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural, and other influences. The context can vary from family or kinship
relations, friendship, marriage, relations with associates, work, clubs, agreement, and are the basis of social groups and society as a whole.

Environmental factors such as temperature, lighting and ventilation can have a direct outcome on health, for example very high temperatures can lead to heat stress and heat exhaustion.

Physical factors in the workplace, such as poor layout or overcrowding can lead to common types of accident, such as tripping or striking against objects.

This standard is based on the workplace (Health, safety, and welfare regulations 1992.)

Best managed organization; understand work is done through relationships. Interpersonal relationship is the study of why beliefs, attitudes, and behaviours can cause problems in personal and professional relationships.

It is very important that a healthy work environment must take into the account the culture of the work place, which reflects the attitudes and behaviours of the employees. Providing employees with appropriate recognition and allowing flexibility in their schedule leads to increased feelings in turn ease the stress among employees, increase healthy behaviours, enhance workplace morale, and stimulate greater productivity.

**Nina Poloski, Tomislav Hernaus (2005)** in an empirical study, to concisely explain the importance, types and ways of improving interpersonal relations at work, as well as to explore if, and to what extent, interpersonal relations at work are influenced by employees back grounds. The study is based on primary data which is obtained from 758 respondents. A total of 69 national cultures are represented. They apply correlation analysis, spearman rho-S, t-test, H-test, one-way ANOVA (F-test) to analyse the data. The findings revealed that other
demographic characteristics are not significant influence either on the overall perceptions of interpersonal superior-subordinate or peer relations, maniac and pragmatic / bureaucratic.

George W. Watson, Dow Scott, James Bishop, Treasa Turnbeaugh (2005) in a study, theories explaining the influence of social determinants on workplace safety. Specifically, they applied social capital theories emphasis of trust, shared norms and faithfulness to obligations to the outcomes of at-risk behaviour and perceptions of a safe work environment. The study is based on primary data which is obtained 395 production employees from sheet roofing division of steel manufacturing plant owned by a fortune 100 company in the Midwest. They apply mean, standard deviation, correlation measures of reliability variables, coefficient Alphas, factor analysis, confirmatory factor analysis to analyse the data. Findings revealed that the importance of management policies and practices that emphasize safety, and equally important the degree to which management follows through on the implementation of policies and practices. In addition, the degree to which employees believed that management is truly committed to safety was significantly related (negatively) to the degree to which they engaged in behaviour that would put them at risk of an accident.

Motivation:

Motivation is getting others to do something because they want to do it. Motivation is the internal drive to accomplish a particular goal. In a work setting, motivation is what makes people want to work. Motivation, goal directed behaviour. Motivation is a process which encourages and guides behaviour.

Wendy S. Gronlick, Richard M. Ryan and Edward L. Deci (1991) in an innovative study, examined a process model of relations between children’s perceptions of their parents on the dimensions of autonomy support and involvement was measured with the new
children’s perception of their parents and their school performance. The study is based on primary data, which is obtained from 456 children in grade 3 through 6 from 20 classrooms in a large – town school district that was a mix of farm families and families in which parent(s) commuted to work to a near city. In addition to the primary sample of 456 children, four other samples of children in grades 4 through 6 were used in developing the perceptions of parents measure from a sample of 73 from a middle – SES suburban school, a sample of 192 from a middle – SES small city school district, a sample of 559 from a middle SES to upper - middle – SES – Suburban school district; and a sample of 160 low – to middle – SES children from an inner – city school. They apply; inter correlations, cross method correlations factor analyses, internal consistency, ANOVA, MANOVA. The findings revealed that perceived maternal autonomy support and involvement were positively associated with perceived competence, control understanding, and perceptions of autonomy. Perceived paternal autonomy support and involvement were related to perceived competence and autonomy

**David A. Bergin, Chery, LaFave (1997)**, the purpose of this article is to show that motivation research is generally compatible with and supportive of the whole language, philosophy of interaction and to provide explicit motivational reasons why whole language practices might be effective. Both motivation research and whole language instruction emphasize the following: Provide choice in order to foster perceptions of autonomy emphasizing the mastery goal of learning in order to improve personal competence rather than the ego goal of doing better than other people, using assessment that encourages a deep personal construction of meaning and learning for understanding, providing students with experiences that will increase their belief that they can succeed, modelling appropriate literacy activities, responding to students social goals, providing an emotionally supportive atmosphere, and making learning interesting. Whole language classrooms provide settings
where motivation researchers can investigate the success of motivation principles, and whole language classrooms might benefit from the motivation technique of goal setting. It would be useful for practitioners if whole language and motivation researchers investigated appropriate levels of teacher control more precisely.

**Luo Lu (1999)** in an innovative study identified to investigate the relationship between occupational stresses and strain, and the Outcome of two potential moderating variables: work motivation and social support from colleagues, supervisor’s friends and families. The study is based on primary data, which is obtained from 300 working adults living in Kaohsiung city, Taiwan. They apply both parametric and non-Parametric methods of Cronbach Alpha, data were analyzed using the SPSS –PC (V6.0) for windows, Descriptive analysis and bivariate correlations have conducted first, followed by multivariate regression analysis and simple percentage analysis, mean, standard deviation. The findings revealed the intrinsic work motivation was positively related to overall job satisfaction, whereas extrinsic motivation was positively related to overall depression, anxiety, and somatic symptoms; the interaction between work demand and extrinsic motivation, and that between work discretion and intrinsic motivation were predictive of somatic symptoms and anxiety. This study found that worker motivations were important moderators, and social support can be directly protective to well-being.

**Patrick Low Cheng (2006)** in an empirical study discusses the Chinese leadership approach on motivating employees. The study is based on primary data, collected from 41 employees of small and medium enterprises in Singapore. They apply both methods of Parametric and non parametric methods of Cronbach’s alpha data were analyzed by using the mean, standard deviation and simple percentage analysis. The finding revealed, any international company setting up branches in the Island-Republic should indeed take note of
understand and capitalize on how to achieve maximum effectiveness of these vital Singaporean employee traits.

M P Ganesh (2006) in a research shows, the effect of work motivation on occupational stress among executives from manufacturing and software industries. The study is based on primary data which is obtained from 80 male executive engineers. Purposive sampling method was used for selection of samples. Among them, 40 engineers were from manufacturing industry and 40 engineers were from a reputed software company. They apply mean, standard deviation, Chi-square test, F-test to analyze the data. The findings revealed i) manufacturing executives with low motivational organization orientation had significantly higher stress symptoms than executives with moderate and high motivational organizational orientation. ii) Software executives with moderate and high motivational, organizational orientation.

S S Kaptan and Maltha S K Murthy (2006) in a study, the importance of achieving motivational levels right from the top of grass roots level is essential for success remains imperative for sustainability of the organization. This can only be achieved by inspiring and dedicated leadership at all levels. Ten principles for such a leadership have been postulated and elaborated. The study concludes that for good management, a motivating and constructive environment must prevail which would then cater for achieving both individual and organizational development needs.

Bradley E. Wright (2007) in an empirical study, understanding of employee work motivation and performance in the public sector by reinterpreting the literature on public service motivation within the psychological framework of goal theory. The study is based on primary data collected from a survey of a large New York state agency with approximately 2200 employees. The questionnaire was completed and returned by 1895 employees. They
apply psychometric properties, Univariate analysis, and multivariate analysis. The findings revealed public employees are more motivated to perform their work when they have clearly understood and challenging tasks that they feel are important and achievable. Simultaneously, when looking at the potential influence of organizational mission, these findings are consistent with the public service motivation literature.

**Bhargavi VR (2007)** in this research, investigates the slow advancement and low motivation level of women executives in the respondent companies and measures the relationship among personal factors, work and life aspects, empowerment, organizational culture, and the motivational level of women executives. The study is based on both primary and secondary data which is obtained from 100 women executives working in Bangalore-based companies. They apply percentage, standard deviation, paired t-test, and F-test were used to analyze and interpret the data. The results indicate that personality factors, work and family aspects are the areas that affect the level of motivation of women executives to the maximum extent in the respondent companies.

**Annette V. Joosten, Anita C. Bundy (2008)** in a critical study, construct validity of the motivation assessment scale (MAS) was studied, using Rasch analysis data from 67 children (246MASs) in Australian town with dual diagnosis of autism and intellectual disability or with intellectual disability only. Results failed to support the proposed unidimensional construct or the original 4-factor structure. They apply Chi-square test, correlations; mean was used to analyze the data. Goodness of fit statistics was then examined to determine the degree of fit of the data from the children and the items along the UNIDIMENSIONAL construct. Two pairs of fit statistics are reported as both mean square and standardized values. The findings revealed, there was evidence that sensory stimulation represents a different construct. Children with intellectual disability were more apt to be motivated by desire to gain a tangible item or attention. Children with the dual diagnosis were
more apt to have sensory stimulation or escape from task demand as a motivator for stereotypical and repetitive behaviour.

**Anupama Dullo Raina and M G Shahnawaz (2011)** the explores how satisfied managers are with their organization and also how they perceive HR practices such as scope for advancement, objectivity and rationality, wages and benefits, job characteristics and leadership. The study is based on primary data which is obtained from 51 executives from the BPO industry, having offices in Delhi and the National Capital Region (NCR). Data were analyzed with the help of SPSS using package mean, standard deviation, correlation, regression. The findings revealed scope for advancement, and wages and benefits are the most important factors as predictors of company satisfaction. It has been proved from time to time that job attributes like redesign of work, job enrichment, job enlargement, autonomy, restructuring work around teams and feedback enhance satisfaction at the work place, which in turn results in higher performance.

**Mohammad Amin Bassiri (2011)** in an innovative study, followed a two field purpose. (i) to examine the Outcome of IF on noticing question forms in Iranian L2 classroom context and (ii) to investigate the possible effects of motivation and attitude on to note IF. The study, based on primary data which is obtained from 80 male second grade learners of Talesh Imam Khomeini high school were given a homogeneity test. This study comprised four kinds of tasks, namely, story competition, elicitation, picture sequencing and spot the differences. The aim of the test was to recognize 40 required students who were much less acquainted with question forms of English. Afterwards, these students were randomly assigned to control and experimental groups to participate in the experiment. They apply cross tabulation, Chi-square tests, correlation to analyze the data. The results point to a positive correlation between motivation and noticing.
Baldev R. Sharma, V. N. Srivastava, Sombala Ningthoujam & Vibha Arora (2012), in his study try to access their level of job involvement and identify the predictors there with. This study is based on primary data collected from a sample of 98 senior managerial personal working in central public undertakings. They apply both Parametric and non-Parametric methods of Cronbach’s alpha, data were analyzed using the ANOVA, t-test, mean, and standard deviation. The findings revealed a definite stand on the role of background factors in influencing employee motivation.

Tarak Parul (2012) in a critical study aims to measure the level of satisfaction among employees and the Outcome of different parameters on the job satisfaction of employees. The study is based on primary and secondary data which is obtained from 50 employees of the company both lower-level employees and their immediate supervisors in the organization. Analysis of the data was done by using graphs and tested using Chi-square test, Z-test and ANOVA using MS-Excel. The findings revealed employees who find their organization as a poor or typical place to work is much less in comparison to that of employees who find their organization as an excellent or good place to work. This, in turn, signifies that the employees are happy and quite satisfied with their workplace.

Kristin Schmidt, Julia Maier, and Mathias Nuckles (2012) it critically examines investigated the effects of a personal utility prompt in journal writing on students learning motivation and comprehension in biology education. The study is based on the primary which is obtained from 40 high school students (seventh grade 13-14 years old) participated in the quasi experimental field survey. They apply mean, standard deviation, factorial analysis, MANOVA, ANOVA, multiple regression analysis to analyze the data. Results showed that personal utility prompt successfully supported the students in reflecting about the personal
utility of the learning motivation and achieved better comprehension scores as compared to students who had no personal utility of the learning motivation and achieved better comprehension scores as compared to students who had no personal utility prompt availability. Evidently, using journal writing to reflect upon the utility and value of learning’s contents is a beneficial method to support students learning motivation and comprehension in secondary science education.

Thomas J. Calo, Meredith M. Patterson, Wayne H. Decker (2013) in a study Stereotype concerning older workers’ intrinsic and extrinsic motivation were examined in three types of organizations. The study is based on primary data which is obtained from 1432 employees of four organizations, They apply mean, standard deviation, bivariate correlations, and regression analysis with standardized Beta Coefficient and variance. The findings revealed, that the important differences exist in the workplace between the perceptions people hold of older workers and younger workers. And old respondents in all three types of organizations surveyed reported a distinctly more positive perception of old worker motivation than did younger ones. And also the finding strongly suggests social identify theory.

After reviewing the national and international literature pertaining to job motivation the researcher clearly identifies the perceived paternal autonomy support and involvement were related to perceived competence and autonomy, work motivations were important moderators, and social support can be directly protective to well-being. And also that for good management, a motivation and constructive environment must prevail which would then care for achieving both individual organizational development needs. And work motivation of manufacturing executives with low motivational organization orientation had significantly higher stress symptoms than executives with moderate and high motivational organizational orientation. And motivation, the Chinese leadership way should take note of
understand and capitalize on how to achieve maximum effectiveness of these vital Singaporean employees' traits, and the motivation of women executives indicates that personal factors, work and family aspects are the areas that affect the level of motivation. The consistent public service motivation literature and also a positive correlation between motivation and noticing. And a satisfaction with compensation can be factor of work motivation and flexible pay is not a motivating factor in the jobs which the employees were holding and benefits do not have a significant Outcome on work motivation. And a definite stand on the role of back ground factors in influencing employee motivation.

**Intrinsic & Extrinsic Motivation:**

Intrinsic motivation is driven by an interest or enjoyment in the action required to achieve a goal, without relying on external rewards or pressures. Extrinsic motivation is the opposite and requires external rewards such as money or external consequences such as a demotion.

Internal desires to perform a particular task, people do certain activities because it gives them pleasure, develops a particular skill, or its morally the right thing to do.

Factors external to the individual and unrelated to the task they are performing. Examples include money, good grades and other rewards.

Employees can favour either intrinsic and extrinsic motivational behaviour or a combination of both. The key to finding out what factors would successfully motivate the employees being that the budget does not provide for monetary rewards at this point, we will need to match up needs to individual rewards. Intrinsically motivate employees will not require this additional monetary motivation, but making sure that they are correctly fitted for the jobs they are required to perform is a positive influence on their behaviour. Extrinsically employees would appreciate receiving a half a day as paid vacation to those meet their
monthly goal and might entire employees to work harder to reach their goal. Another idea is
to offer a monthly lunch opportunity for finished projects.

Extrinsically motivate the employees; the organization has to set group and individual
goal and measurable outcomes. An organization needs to reward people that achieved their
goals and you have to have consequences for underachiever, which can be in the form of
more training. Goal setting, getting employees motivated to achieve objectives, and
recognizing them for their achievement is a proven method that pushes business forward and
is one of the best examples of extrinsic motivation in a company. However, if you only
attempt to intrinsically motivate your team, you will be faced with some difficulties.

Extrinsic motivation by itself (without intrinsic motivation) forces you to measure
outputs (such as goal achievement and results) and pay little attention to the input (such as
hard work and collaboration). It creates a dynamic where the top performers are motivated
and the average employees get de motivated. It also can create a lone-wolf mentality where
everyone is in it for themselves without helping or collaborating with others.

Extrinsically motivate the employees the organization has to create the conditions
where your employees get turned on by doing the work they do. It’s the rush they get when
they perform the task and the internal satisfaction they get when they get the job done.
Developing an intrinsically motivated team is not easy though. According to many HR
experts, employees are more likely to be intrinsically motivated if the company has a
compelling vision, clear objectives, and a supportive culture. It’s also important that
employees are a good fit for their position; i.e. they love using the skills needed to perform
their duties and they have values in alignment with company core values.
Having an intrinsically motivated team is ideal; however, it is really hard to just rely on your team to be internally motivated. Without extrinsic drives such as goals and recognition, it is hard to turn the wheels of a business. Imagine a sales team without any sales goals or external recognition!

**Combining intrinsic and extrinsic motivation is the solution**

The most effective way to motivate your team is by enhancing both intrinsic and extrinsic motivating forces. These are some examples of how you can achieve this in your company:

- Create a compelling vision and set clear goals (extrinsic) and enhance your company environmental culture and working conditions so employees love what they do and set their own goals (intrinsic)
- Recognize employees based on their outputs and achievements (extrinsic) and also on their inputs and behaviours such as collaboration that are in alignment with your company values (intrinsic)

**Teresa M. Amabile, Karl G. Hill, Beth A. Hennessey, and Elizabeth M. Tighe (1994),**
this research (WPI) work preference inventory is designed to assess individual differences in intrinsic and extrinsic motivational orientations. Both the college students and the working adult version aim to capture the major elements of intrinsic motivation (self determination, competence, task and extrinsic motivation (concerns with competition evaluation, recognition, money of tangible incentives, and constraints by others). The study is based on primary data, which is obtained from student samples and adult samples. Students samples, participants were 1363 undergraduates (499 man and 864 women) enrolled in small research university and a small women’s liberal arts college in the north-eastern United States. Several samples of working adults totalled 1055 individuals (825 men, 207 women) and who did not
report their gender. They apply exploratory factor analyses, co-variance structure analyses, internal reliability analyses (cronbach’s alpha) and confirmatory factor analysis was used to analyse the data. The findings revealed that the WPI apparently assesses an aspect of extrinsic motivation that is relatively unrelated to an individual’s causality orientation. Student’s compensation scores were only modestly correlated with control orientation or the impersonal orientation.

Sylive F. Richer, Robert J. Vallerand (1995) in an innovative study, the effects of supervisory styles on subordinates’ intrinsic and extrinsic motivation in two studies.

Study-1 Canadian graduate students reacted to hypothetical situations that involved three supervisory styles.

Supervisory styles:-

- Autonomy supportive
- Non-punitive controlling
- Punitive controlling

Study-2 Potential moderating effects of a high versus a low self-determined motivational profile (SDMP) on the relationship between supervisory style and intrinsic motivation were explored. The study is based on primary data which is obtained from 125 participants. They apply mean, standard deviation, cronbach alpha to analyze the data. Findings revealed Study-1, that participant experienced the highest and lowest levels of intrinsic motivation in the autonomy supportive and punitive controlling conditions. Study-2, that the autonomy supportive and punitive controlling supervisory styles and maintained and decreased participant’s intrinsic and extrinsic motivation.
Weissinger; Ellen; Bandalos, Deborah. L (1995) to investigate, to describe the development of a theory – base instrument to measure individual differences in the disposition toward intrinsic motivation in leisure behaviour, and to report data from nine studies examining the reliability and validity of the instrument. The study is based on primary data, which is obtained from 164 undergraduate students enrolled in a health education class at a Maryland university. They apply both scale and subscale such as mean, standard deviation, cronbach alpha, coefficient of correlation. The findings revealed six studies that tested for gender differences in motivational scores, only one found significant differences.

Martin v. Covington and Kimberly J. Mueller (2001) in a study, is to advance an alternative perspective on the relationship between intrinsic and extrinsic motivation, and in particular to examine critically assertion that these processes are antagonistic, such that the will to learn for its own sake is inhibited by the presence of extrinsic, tangible rewards and incentives such as school grades. The presumption of an antagonistic relationship largely depends on the theoretical perspective adopted. An alternative interpretation based on need achievement theory leads to distinctly different conclusions. Exploring this new perspective allows one to identify both the conditions under which intrinsic motives may coexist with extrinsic motives as well as to consider some of the means by which intrinsic motives and carrying about learning can be stimulated in their own right in school settings.

Fabrice Galia (2007) in an experimental study, examines the motivational foundations, based on intrinsic and / or extrinsic factors, of knowledge sharing and transferring process with manufacturing firms in an innovation perspective, and they studied the interrelationships between knowledge management and motivation management practices, and their Outcome on knowledge sharing as well on innovation. The study is based on primary data which is obtained from 2750 firms. They apply mean, standard deviation, cronbach alpha’s, t-test. The findings revealed that motivation practices and more effective if
accompanied by specific organization and associated intrinsic and extrinsic practices must be systematically associated with both intrinsic and extrinsic motivation practices in order to reach the maximum performance.

**Gordon J. Walker (2012)** in a critical study to measure Chinese / Canadians self-Construal’s and then responded to alarms programmed to ring randomly once every two hours, seven times a day for 12 days. Each time an alarm rang participants reported what activity they were doing; their motivation for, competition in, and autonomy during the activity; and whether they considered the context to be leisure or non-leisure. The study is based on primary data, which is obtained from 41 individuals agreed to participate in the study, with 39 attending the orientation session, out of 39 from major public university and at a variety of other public (eg) a Chinese community centre and commercial settings (eg) Chinese restaurants and supermarkets in Edmonton, Canada. They apply both Parametric and non-Para metric approaches to analyze the data by using the mean, standard deviation and t-t test. The findings revealed that for Chinese / Canadians autonomy facilitated intrinsic motivation for one type of self-construal but inhibited it during leisure.

**Nadia Ayub (2010)** in an innovative study explores the relationship between intrinsic and extrinsic motivation on academic performance. The study is based on primary data which is obtained from 200 from Karachi, Pakistan. They apply Pearson product moment correlation co-efficient and t- test were applied through statistical package for social sciences, 13 versions were used to determine the relationship. The findings revealed when teachers are caring and supportive and emphasize the teaching learning process over the performance outcomes, and when they give feedback, children tend to be motivated to achieve and to expect success. In addition, there is a gender differences in motivation type and academic performance.
Weiling Ke, Ping Zhang (2010) in an exploratory study investigates varying effects of different types of extrinsic motivation and the interaction effect of satisfaction of needs on task effort expended by participants in OSS projects. The study is based on the primary data which is obtained from 230 respondents. They apply percentage analysis cronbach alpha, mean, standard deviation to analyze the data. Findings indicate different types of extrinsic motivations effects on task effort intensity are moderated by the satisfaction of needs for competence, autonomy and relatedness.

Michael Pepe (2010) in a study examines the relationship between extrinsic motivational factors such as perceived supervisor support (PSS) and job satisfaction, organizational commitment and the intent to leave. The study is based on primary data which is obtained from 46 full time employees categorized by either manager (n=17) or clerical support n=29. They apply mean, standard deviations, cronbachs Alpha Cross Tabulation correlations to analyze the data. The findings indicate that as employees' perception of Supervisor support increases, their organizational commitment (affective and continuance) and job satisfaction increase their intent to leave significantly decreases.

Durga Das Mundhra and Wallace, Jacob (2011) in an empirical study, in role performance have been taken as a measure of overall motivation. The study suggests a storage link between intrinsic motivators and the performance of employees. The study is based on primary data which has been obtained from six companies of the manufacturing sector. They apply both Parametric and non Parametric approaches to analyze the data by using Cronbach’s alpha, ANOVA, t-test, regression analysis. The findings revealed a strong link between intrinsic motivators and the performance of employees.
Orhan Cinar, Captain Bektas, Imran Aslan (2011) in an innovative study, to find out the effectiveness of intrinsic and extrinsic factors on employee motivation, which one is more effective and compare them according to demographic characteristics of employees. The study is based on primary data which is obtained from 41 employees of an electricity delivery company located in the province of Agri, Eastern Anatolia, Turkey. They apply descriptive statistics such as frequency, percentage, mean, standard deviation and for classification t-test and one way ANOVA was applied to analyze the collected data. The findings of the study that both intrinsic and extrinsic factors affect employees while achieve their tasks. Another result is that intrinsic factors are more motivating than extrinsic factors.

Eleanor Marsehke, Robert Preziosi, William J. Harrington (2011) in a study examines the relationship of spirituality in the workplace to job satisfaction. The ultimate goal is to create a positive workplace environment, in this way human resource professionals and corporate executives may implement practices that lead to further growth in employee development increased job performance, lower turnover rates higher profits, long term employee satisfaction and employee retention as they relate to organizational goals and strategies. The study is based on primary data which is obtained from 125 employees. They apply percentage analysis mean, standard deviation, chi-square test, correlation, coefficient ANOVA, coefficient of correlation to analyze the data. Findings indicated that employees are participants believed that why they practiced spirituality at work, it made a more significant difference in their level of individual job satisfaction than it did within the overall organization.
Rocco Agrifoglio, Sue Black, Concetta Metallo, Mario Ferrara (2012) in a research study investigates use continuance in the most popular micro blogging service. And to explore the motives that lead users to continued Twitter usage. The study is based on primary data which is obtained from 385 twitter users. They apply mean, standard deviation, correlation to analyze the data. Findings revealed that work users who using twitter for work purposes are motivated only by perceived usefulness, but not by perceived enjoyment, while for people using twitter for leisure or play purposes the perceived enjoyment is more explanatory than perceived usefulness.

Nattee Kachornnittiya, Charlee Ttricharn, Sanguan Lerkiabundit.(2012) in a experimental study factors affecting public service motivation the dimensions of which are attraction to public policy making, commitment to the public interest, compassion and self sacrificing of the municipal employees. The study is based on primary data which is obtained from 640 municipal employees from 3 southern border provinces of Thailand. They apply Cronbach’s alpha, regression analysis, mean, standard deviation to analyze the data the findings revealed goal perception and cultural understanding had a positive influence on attraction to public policy making, compassion and self sacrifice. Role stress had a negative influence on commitment to the public interest.

Jonathan H. Westover (2012) in a study, understanding job characteristics and job satisfaction in the context of a changing global environment. The study is based on primary data which is obtained from 6,322 employees. In this study, they used non panel longitudinal data from the international social survey programmed, to first conduct a descriptive comparative analysis of job quality and quality satisfaction. They apply mean,
standard deviation ANOVA, to analysis the data. Findings showed intrinsic and extrinsic job characteristics that Outcome job satisfaction in relation to a changing global economy.

**Mike Leat, Ghada El-Kot (2009)** in an innovative study, to investigate the relationships between job satisfaction, interpersonal trust, intrinsic motivation and job related tension in this non-western context. And to establish whether there is evidence of similarity in the nature of the relationships between these variables and those found in western contexts. Data collected from different peoples who are working in different organizations in Egypt. They apply regression analysis are computed for the variables used in this research to test the reason hypotheses. The findings indicate that employees are satisfied, intrinsically, motivated trust their peers and managers and suffer from relatively low levels of job tension. The significant predictors of job satisfaction are intrinsic motivation, confidence in the competence of management and the lack of work related tension.

**Thomas S. Bateman, J. Michael Crant**, in an outstanding study analysing the intrinsic and extrinsic rewards, and the value individuals placed on those rewards, predicted three dependent variables positively, but not necessarily. The study is based on primary data which is obtained from 833 respondents of different occupations. They apply both Para metric and non Para metric analysis to analyse the data by using Cronbach alpha, polynomial regression analysis, confirmatory factor analysis. The findings revealed underscore the dangers of extrapolating from laboratory designs with children to adults at work, highlight another danger that of accepting generalities without qualifiers such as the key experimental feature of withdrawing pays an unlikely event in the workplace and open the door to rejuvenation in both method and substance, of the study of the important domain of intrinsic motivation.
Bahrulmazi bin edrak, benjamin chan yin-fah behrooz gherleghi , Thiam kah seng (2013) in this research to analyze the effectiveness of intrinsic and extrinsic motivation in influencing job satisfaction. The study is based on primary data which is obtained from 200 Amway company’s direct sales forces in klang valley areas (Malaysia). They apply both parametric and non-parametric approach by using reliability analysis, one way ANOVA, regression analysis, cronbach’s alpha to analyse the data. The findings of the study there is a relationship between intrinsic and extrinsic motivations with job satisfaction, and there are significant and positive relationship between intrinsic and extrinsic motivations and job satisfaction. Third, there is no difference between gender and intrinsic and extrinsic motivations. The effectiveness of intrinsic and extrinsic motivations in influencing job satisfaction among the Amway company’s direct sales forces as well as establishing appropriate intrinsic. The motivations may promote highest job satisfaction.

After reviewing national and international literature pertaining to intrinsic and extrinsic motivation, the researcher identify the issues students’ compensation scores were only modestly correlated with control orientation or the impersonal orientation. And that motivation practices are more effective and associated intrinsic and extrinsic practices must be systematically associated with both intrinsic and extrinsic motivation practices in order to reach the maximum performance, and employees are satisfied intrinsically, motivated trust their peers and managers and suffer from relatively low levels of job tension. And Canadians / Chinese intrinsic motivation, and its discovery that the intervening variable of self-construal can both foster and inhibit this variable make a substantial contribution to leisure theory and practice.
Intrinsic or Extrinsic motivation is essential to the motivation and happiness of employees. Either of these kinds of motivation may be enough in the short or long run depending on that particular employee's situation and personality. However, without the balance of the two kinds of motivation the employee will more than likely not be a good producer and may instead steadily decrease in ability to produce. If the choice is between "love or money" and "love and money", the obvious winner is the latter.

In conclusion, to keep clerical assistants motivated at a high level to complete the large amount of work to be assigned, it is important to understand how they like to work. Will the additional pressures be enough to motivate the assistant? If so, she may be fuelled by intrinsic motivating behaviours and enjoy a sense of completion. Once the work has been finished it is a reward in itself. On the other hand, an extrinsically motivated employee might need additional praises and rewards. This kind of employee is completing the task to avoid being reprimanded. In this case, the age old saying of kill them with kindness fits well. Verbally rewarding every small accomplishment and milestone might help to motivate this employee to push through the pile of work for completion.

**Jere de Jong- Rene Schalk (2010)** in a exploratory study to assess how motives for having a temporary job influence the effects of experienced fairness of work related attitudes. The study is based on primary data which is obtained from 299 respondents from the Netherlands. They apply mean, standard deviation, multiple regression analysis to analyze the data. Findings indicated, temporary employees who accepted temporary employment voluntarily, low fairness is related to lower self reported performance. Employees who use their temporary job as a way to obtain permanent employment, fairness are not related to
work related attitudes and behavioural intentions. Those who are involuntarily in a temporary job react stronger to fairness and have a higher intention to quit.

Abdellah Kouloubani Manoucher Jo freh fatemen sadat mahadavi (2012) in an innovative study job stress, work load and work place motivations relations among executive employees of Islamic Republic of Iran Railways organization. The study is based on primary data obtained from 245 employees. The apply Chi-Square (NNFI) Non Nor med Fit index, comparative Fit Index (CFI) Standardized Root Mean Square residual (SRMR) to analyze the data. Findings revealed, motivation and role ambiguity variables have a reverse significant relationship with creativity and role conflict showed a reverse significant relationship with intrinsic motivation.

Shahram Taj (2008) systematically examines in his study to investigate the adaptation of lean production and assess its current state of practice in selected plants in electronics, telecommunication, wireless computer food/beverage, garments, pharmaceutical, chemical, petroleum, and printing, A/c and heating and a few other in China. The study is based on primary data which is obtained form 91 valid response from a sample of 800 Chinese companies. They apply both parametric and non-parametric analysis mean, standard deviation, percentage analysis to analyze the data, findings showed can production system show lower scores in layout design, volume/mix flexibility, setup, visual factory, and point of use delivery. However, plants earned high scores in material flow, scheduling/control on time delivery of finished goods and overall defect rate.
Lee Kim Lian, Low Guan Tui (2012) in an empirical study, the relationship between leadership styles, subordinates competence, downward influence tactics and outcome of organizational citizenship behaviour in Malaysian based organizations. The study is based on primary data obtained from 347 respondents that represent major industries like services, manufacturing mining and construction companies. They apply mean, standard deviation path analysis, cronbach alpha, t-test, regression analysis to analyze the data. The results show leadership style, downward influence tactics and subordinated competence are the strongest predictors of subordinate’s outcome.

Ruth Alas (2008) in a particular study, to investigate employee values and what related attitudes in Chinese Manufacturing companies in comparison with values and attitudes in Japan, South Korea, Hong Kong. The study is based on the primary which is obtained from 2112 respondents. They apply ranking analysis, correlation, mean, standard deviation to analyze the data. The findings suggested Asian manufacturing companies indicate significant differences as well as similarities, among values at the societal level and Job related attitudes in China, Japan, South Korea and Hong Kong.

Yolandi Van Der Berg, Nico Martins (2013) in a study, to determine the relationship between organizational trust and quality of work life. The study is based on primary data which is obtained from 282 sales representatives. They apply quantitative techniques and structural equation modelling. Such as Cronbach alpha, chi square test, coefficient of correlation to analyze the data. The findings suggested that there is a positive relationship between the managerial practices with organizational trust and quality of work
life and a lower relationship between the personality dimensions organizational trust and quality of work life.

**Aruna B. Bhat, Neha Verma (2012)** aims explore the independent and interactive leadership styles and team processes on organizational learning in an Indian context. The study is based on primary data which is obtained from 36 Indian manufacturing sector executives. They apply mean, standard deviation to analyze the data. The findings indicated leadership style and transactional leadership had significant positive Outcome on organizational learning. Team processes and support confrontation and problem solving are important predictors of organizational learning.

**Cristiano Busco, Robert W. Scapens (2011)** aim of the study, is to explore the nature, roles and the dynamics of change of management accounting system (MAS) in a process of continuous organizational learning and transformation. The research is based on a longitudinal case study in which one of the authors had the opportunity to exercise what Schein called the clinical perspective. The findings revealed organizational culture and Giddens Structuration theory to develop an institutional framework for interpreting the ways in which routine systems of accountability bind the ongoing process of cultural transformation across time and space.

**Naimatulla Shah (2011)** aims to examine the relationships and predictive power of organizational justice factors such as distributive and procedural justice along with demographic factors towards the employee readiness for organizational change in a
developing country. The paper uses random sampling of large public sector organizations of Pakistan. This is a cross sectional study where the researcher has used a self-administrated survey questionnaire for data collection. The researcher used analytical techniques such as descriptive statistics, factor loading and Pearson’s correlation. It is concluded that employees of public sector organizations in a developing country can develop their positive attitudes and behaviours for organizational change on the basis of distributive and procedural justice.

Keith Macky and Peter Boxall explore the extent to which a sample of 1004 New Zealand and employees experiences a range of organizational processes and managerial practices associated with high performance work systems (HPWSs). They apply mean, standard deviation, MANCOVA, correlations to analyze the data. Findings showed private sector workers perceive themselves as having better informed than their public sector feel much better informed than their public sector counterparts. Employees in larger firms see themselves as having a better internal labour market, but they do not, in any other respect, see themselves as experiencing more HPWs processes than those in small firms. Older workers and those which longer tenure experience greater autonomy at work and better paid feel both better informed and better rewarded.

Noorlaila Hj.Yunus, Noormala Amir Ishak, Raja Mustapha and Abdul Kadir Othman (2010) to examine the Outcome of superiors Emotional Intelligence (EI) and leader-member exchange (LMX) on Organizational Citizenship Behaviour (OCB). Using a sample of 200 supervisor subordinates dyads working in four financial institutions located in Klang Valley, Malaysia, this study hypothesized that emotional intelligence and leader-member exchange would have a stronger relationship to organizational citizenship behaviour.
Findings indicate that the use of emotions (UOE), other emotions appraisal (OEA), and regulation of emotion (ROE) were the dimensions of emotional intelligence to predict employee organizational citizenship behaviour.

Chainda P. Pathirage, Dilanthi G. Amaratunga and Richard P. Haigh (2007) in a research study, is to highlight the importance of tacit knowledge in construction and to underline the significant contribution of tacit knowledge towards the organizational performance. The research design and methodology approach includes a review of literature on principal insights of dominant views on knowledge and organizational resources to highlight the strategic nature of tacit knowledge. Further intrinsic characteristics of the construction industry are discussed to underline the people factor and the role of the tacit knowledge. This paper reveals labour and knowledge intensive nature of the construction industry and highlights the importance and the significant role of people factor and tacit knowledge in construction.

Chaiporn Vithessonthi and Amonrat Thoumrungroje (2011), is to review and discuss the potential associations among strategic change, organizational learning, and firm performance; and to propose a conceptual model to investigate such relations. The research design and methodology includes, the literatures on the strategic change-performance relationship was explored with the emphasis on elaborating the effects of frequency of strategic change on firm performance in addition a moderating role of organizational learning on such a relationship is introduced. Findings indicated that the strategic change performance, relationship may alter due to the moderation of organizational learning.
Gary W. Paul and David M. Berry (2013) focus was placed on the important role of executive management in creating a post merged organizational culture conductive to effective performance management. A quantitative study was conducted at three merged South African Higher Education Institutions, namely Nelson Mandela Metropolitan University, Cape Peninsula University of Technology and Durban University Technology. Respondent's occupations are following categories: Executive management, Senior and line management, HR practitioner and non HR or non-management. The findings indicate the role of executive management to be the most important step of the theoretical model.

Hlide Hetland and Jorn Hetland (2011) in a peculiar study to explore the relationship between transformational leadership and a transactional leadership component (management by exception-active), and fulfilment of the basic autonomy, competence and relatedness. The study is based on cross sectional data from 661 employees who completed a validated questionnaire such as Multi factor Leadership Questionnaire. (MLQ). They apply mean, standard deviation, correlation and regression analysis to analyze the data. The results show that the transformational leadership and the transactional behaviour management by active are significantly related to fulfilment of the basic needs.

Diane Smith, Randolph Edward and Margaret Doisy (2005) in his research to ascertain which extrinsic and intrinsic job satisfaction areas most predictive of rehabilitation professionals are career satisfaction and desire to stay on the Job. The study is based on primary data which is obtained from 328 participants. They apply percentage analysis and
regression analysis to analysis the data. Findings indicated intrinsic factors such as professional growth and having a work environment in line with personal values are more significant predicting career satisfaction than are extrinsic factors such as pay and continuing education. Intrinsic factors are also significant in predicating the rehabilitation on professionals desire to stay on the job.

Ronit Bogler Adam E. Nir (2012) in a study investigates the mediating effect of teacher empowerment on the relationships between teacher’s perception of their social support and their intrinsic and extrinsic job satisfaction. The study is based on primary data which is obtained from 2565 teachers affiliated with 153 Israeli elementary schools. They apply mean, standard deviation, correlation, regression to analyze the data. Findings suggest teachers empowerment shows different relationships when intrinsic versus extrinsic type of satisfaction is considered. The most influential dimension of empowerment predicting powerful dimension of empowerment predicting extrinsic job satisfaction is earning status and respect a sociologically oriented variable.

Maria del Mar Salinas- Jimenez, Joaquin Artes, Javier Salinoas- Jimenez (2010) in an empirical study, how different types of motivations can condition satisfaction with life studying whether individual heterogeneity in motivation affects the relationship between income and life satisfaction and whether the relationship between motivation and satisfaction differs for people in different income groups. The study is based on primary data which is obtained from 10,800 respondents from ten developed countries. They apply mean, standard deviation, co-efficient to analyze the data. Findings showed that different goals and intended
outcomes condition individual’s perception of well being, with intrinsic motivations being crucial in attaining greater levels of satisfaction with life.

**Ederpaschoal Pinto, Universidade Saivador (2011)** in an empirical study to examine the relationship between wage motivation and satisfaction and aims to discover the extent to which wage influence the motivation and satisfaction of wage earners who are considered to be more highly motivated than their colleagues. The study is based on primary data which is obtained from 458 respondents from two Brazilian regions. They apply percentage analysis, correlation analysis, and regression analysis to analyze the data. The findings showed positive influence of extrinsic reward motivation.
**Gaps in the Literature:**

The following have been observed as the research gaps based on a review of literature:

1. There has been a larger degree of research about intrinsic and extrinsic motivation mainly on educational institution.

2. The present review has provided a comprehensive, though thin coverage of what we are currently doing to initiate intrinsic, extrinsic motivation, especially in public sector enterprises.

3. Intrinsic and extrinsic motivation in public sector enterprises has been witnessing significant growth in the last decade. The literature available so far on intrinsic and extrinsic motivation shows greater emphasis in laid on an organisation, people retention and expectations from outcomes perspective.

4. The previous studies have not thrown any light on the relationship between intrinsic, extrinsic motivation and their outcomes. It is observed there is a need to study of intrinsic and extrinsic motivation among the employees in public sector enterprises, and to identify the most domination of motivational practices in an organisation.

5. Moreover, it is premature to say whether all the practices for intrinsic motivations described here are undertaken yet by a public sector enterprise. Accordingly, most public sector enterprises may find one or more of these practices yet to be implemented in their context, and the theoretical basis with detailed references to the literature for these practices given here should promote their wider adoption.

There is not much of research literature available yet on the intrinsic and extrinsic in public sector enterprises. Employees are the key to the success of every organisation. From the review of available literature, it is observed that there is a research gap in understanding
the experience of employees in motivational practices in an organisation. Hence a detailed study covering the relationship between intrinsic and extrinsic motivation among the employees perspective is taken up. The current study intends to address this research gap.