

## THE EVOLUTION OF EMPLOYEE MOTIVATION STRATEGIES: A SHIFT TOWARDS INTRINSIC MOTIVATORS IN MODERN HRM

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### ABSTRACT

Employee motivation has long been a cornerstone of organizational success, with traditional Human Resource Management (HRM) strategies often relying on extrinsic motivators such as monetary rewards and job security. However, modern HRM practices are increasingly shifting towards intrinsic motivators, including autonomy, purpose, and personal growth, to foster sustained employee engagement and productivity. This quantitative study explores this evolution by examining the effectiveness of intrinsic versus extrinsic motivators in a sample of 150 employees across various industries. Data were collected through structured surveys and analyzed using statistical methods to assess the impact of intrinsic motivators on job satisfaction, performance, and retention. The findings reveal a significant positive correlation between intrinsic motivators and employee outcomes, suggesting that organizations prioritizing purpose-driven and autonomy-supportive environments achieve higher levels of workforce motivation. This research contributes to the growing body of literature advocating for a paradigm shift in HRM strategies, emphasizing the importance of intrinsic motivators in the contemporary workplace.

**Keywords:** Employee motivation, intrinsic motivators, extrinsic motivators, Human Resource Management (HRM), job satisfaction, employee engagement, quantitative study.

### INTRODUCTION

Organizations looking to improve productivity, job happiness, and staff retention have made employee motivation a top priority. Extrinsic motivators, like financial incentives, job stability, and promotions, have historically been the mainstay of Human Resource Management (HRM) methods. These approaches were predicated on the idea that monetary compensation and public recognition are the main motivators for workers. Nonetheless, HRM methods have changed

significantly as behavioral research and organizational psychology have advanced, with a greater focus now being placed on intrinsic motivators. It is becoming more widely acknowledged that these core elements—autonomy, purpose, mastery, and personal development—are more long-lasting and successful in promoting sustained employee engagement and contentment. This change is a result of a better understanding of human motivation and the need to adapt HRM

practices to meet the psychological demands of workers in contemporary work environments.

Extrinsic motivators have historically dominated the workplace, especially in the early 20th century and throughout the Industrial Revolution. By standardizing duties and using money as the main source of motivation, Frederick Taylor's scientific management theory placed an emphasis on production and efficiency (Taylor, 1911). This mechanistic approach put financial incentives ahead of individual fulfillment and viewed workers like interchangeable components in a system. However, other viewpoints surfaced as this model's shortcomings became clear. According to Abraham Maslow's hierarchy of requirements, human motivation encompasses higher-order goals like self-actualization and personal development in addition to fundamental survival and financial security (Maslow, 1943). Frederick Herzberg distinguished between motivators, which propel genuine job happiness, and hygiene elements, which avert discontent, in his two-factor theory. Salary and job security, according to Herzberg, could lessen discontent but weren't enough to encourage true participation. Rather, motivation was fostered by intrinsic motivators like accomplishment, acknowledgment, and meaningful work (Herzberg, Mausner, & Snyderman, 1959).

The advent of knowledge-based economies, changes in labor demographics, and developments in organizational psychology all contributed to a paradigm shift in HRM in the late 20th and early 21st centuries. According to Ng, Schweitzer, and Lyons (2010), the contemporary workforce—especially millennials and Generation Z—places a higher value on personal growth and meaningful employment than just monetary reward. Traditional motivational techniques have to be reassessed in light of these generational changes. The significance of autonomy, competence, and relatedness as basic psychological requirements that propel intrinsic motivation has also been highlighted by psychological research, especially Deci and Ryan's Self-Determination Theory (SDT) (Deci & Ryan, 2000). Higher levels of engagement, creativity, and job satisfaction are demonstrated by workers who feel competent in their professions, have more autonomy in their work, and form meaningful relationships with coworkers.

The growing complexity of work in knowledge-based economies is another important factor

contributing to this change. Modern occupations frequently call for creativity, problem-solving, and innovation, in contrast to monotonous industrial tasks. Because employees motivated by internal factors are more likely to be engaged and dedicated to generating high-quality work, research indicates that intrinsic motivation is a stronger predictor of success in complicated activities (Amabile, 1996). Furthermore, the significance of intrinsic motivators has been further emphasized by technological developments, particularly those related to remote work and flexible workplace arrangements. One of the most important factors influencing employee performance and retention is the capacity to work independently and derive personal fulfillment from one's work (Gagné & Deci, 2005).

The usefulness of intrinsic motivators in enhancing employee results is well supported by empirical data. Research has consistently demonstrated that job satisfaction and intrinsic motivation are positively correlated. Higher levels of engagement and satisfaction are reported by workers who find their work important and in line with their personal values (Thomas, 2009). Furthermore, studies show that intrinsic motivation has a major impact on worker performance. Extrinsic rewards can improve performance, but intrinsic motivation is a better indicator of high-quality performance, especially in creative and complicated tasks, according to a meta-analysis by Cerasoli, Nicklin, and Ford (2014). Additionally, turnover rates are lower in companies that foster cultures that support intrinsic motivators like autonomy and mastery. According to Galletta, Portoghese, and Battistelli (2011), employees are more inclined to stick with companies if they feel appreciated and have prospects for career advancement.

Modern HRM tactics have progressively integrated intrinsic motivators into organizational procedures in recognition of these advantages. Job enrichment is one strategy, which entails creating positions that provide autonomy, purpose, and variety. Jobs with these attributes, according to the Job Characteristics Model, increase intrinsic motivation, which raises engagement and pleasure (Hackman & Oldham, 1976). Another important tactic is leadership development, since good leaders are essential in encouraging intrinsic motivation through acknowledging employee efforts, giving insightful criticism, and promoting

personal growth (Kuvaas & Dysvik, 2010). Motivation can also be improved by developing an organizational culture that prioritizes values and purpose. When workers believe their work has purpose and is in line with larger organizational or social objectives, they are more engaged (Sinek, 2009).

Organizations must overcome various obstacles when putting intrinsic motivators into practice, despite their benefits. Individual variations in motivation present one difficulty. Even though many employees are driven by internal causes, some may nevertheless react favorably to extrinsic rewards. Accordingly, HRM procedures need to be adaptable and customized to take into account a variety of motivational factors (Furnham, Eracleous, & Chamorro-Premuzic, 2009). The harmony between extrinsic and intrinsic incentives is another factor to take into account. Since many employees still value recognition and financial stability, doing away with extrinsic incentives entirely could backfire. The most successful strategy is frequently a well-rounded one that incorporates both extrinsic and intrinsic motivators (Gagné & Deci, 2005). Furthermore, it might be challenging to measure intrinsic motivation because it is more elusive than extrinsic rewards. To properly evaluate and track intrinsic motivators, organizations require strong frameworks and tools (Ryan & Deci, 2000).

In summary, a major shift in HRM has occurred with the development of employee motivation tactics from an emphasis on extrinsic rewards to an emphasis on intrinsic motivators. Organizations can establish work environments that promote greater job satisfaction, engagement, and retention by acknowledging the significance of autonomy, purpose, and personal development. This transition is a reflection of greater shifts in organizational psychology, workforce expectations, and the nature of work in general. Although there are still difficulties in successfully applying intrinsic motivation techniques, there are significant advantages to doing so. In addition to improving employee well-being, companies who adopt this new paradigm will succeed over the long term in a business environment that is becoming more and more competitive.

### Research Aim

Examining the development of employee motivation tactics in contemporary human

resource management (HRM), with an emphasis on the transition from extrinsic to intrinsic motivators, is the goal of this study. The objective of this study is to examine how intrinsic motivators—like autonomy, purpose, and personal development—affect employee performance, retention, and job satisfaction. The research attempts to give empirical evidence supporting the efficacy of intrinsic motivators in generating sustained employee engagement by performing a quantitative analysis of 150 employees across diverse industries. Additionally, by highlighting the value of purpose-driven and autonomy-supportive workplaces in boosting employee engagement and organizational success, this study seeks to add to the expanding corpus of research calling for a paradigm change in HRM tactics.

### Research Objectives

1. To examine the relative effectiveness of intrinsic motivators (e.g., autonomy, purpose, and personal growth) and extrinsic motivators (e.g., financial rewards, job security) on employee job satisfaction and performance..
2. To analyze the relationship between intrinsic motivators and employee engagement levels across different organizational contexts. To assess the long-term impact of intrinsic motivators on employee retention and organizational commitment compared to extrinsic motivators.

### Research Questions

- What is the relationship between intrinsic motivation and employee retention rates?
- How do intrinsic and extrinsic motivators influence long-term organizational commitment?
- What HRM practices can effectively leverage intrinsic motivators to improve employee loyalty and reduce turnover?

### Research Hypothesis

**H<sub>1</sub>:** Intrinsic motivators (e.g., autonomy, purpose, and personal growth) have a stronger positive impact on employee job satisfaction and performance than extrinsic motivators (e.g., financial rewards, job security).

**H<sub>2</sub>:** There is a significant positive relationship between intrinsic motivators and employee engagement levels across different organizational contexts.

**H<sub>3</sub>:** Employees who are primarily driven by intrinsic motivators exhibit higher long-term retention and organizational commitment compared to those motivated by extrinsic factors.

### Literature Review

Employee retention, work happiness, and productivity are all impacted by employee motivation, which is a key predictor of corporate performance. Numerous theories and models have been developed as a result of organizational behavior studies' emphasis on understanding the factors that influence motivation. The difference between internal and extrinsic motivators and how each affects employee outcomes is a key focus of research in this subject.

### Motivation: Intrinsic versus Extrinsic

Participating in an activity for its own sake, finding fulfillment and enjoyment in the process, is known as intrinsic motivation. On the other hand, extrinsic motivation entails completing an activity in order to obtain benefits from outside sources or to stay out of trouble, like financial incentives or job stability (Ryan & Deci, 2000). Numerous studies have examined the interaction between different motivational styles, and the results show that although extrinsic rewards are a powerful tool for motivating behavior, they can also occasionally erode intrinsic motivation—a phenomena referred to as the "overjustification effect" (Deci, Koestner, & Ryan, 1999).

### Foundations of Theory

A number of hypotheses have been put out to explain workplace incentive dynamics. According to Herzberg's Two-Factor Theory, there are two different sets of factors that contribute to job satisfaction and dissatisfaction: intrinsic motivators and extrinsic hygienic aspects. While hygiene variables like pay and working conditions prevent unhappiness but do not always increase it, motivators like performance and recognition lead to job satisfaction (Herzberg, Mausner, & Snyderman, 1959).

According to Deci and Ryan (2000), Self-Determination Theory (SDT) also highlights the importance of intrinsic motivation and contends that meeting the core psychological requirements of autonomy, competence, and relatedness boosts intrinsic motivation and produces favorable job results. This idea emphasizes how crucial it is to

design workplaces that cater to these psychological requirements in order to promote intrinsic motivation.

### Effect on Performance and Work Satisfaction

Research has shown that intrinsic motivators have a major impact on performance and job happiness. For example, Singh (2016) discovered that when it comes to improving employee engagement in information firms, intrinsic motivators have a greater impact than extrinsic rewards. According to studies by Gagné and Deci (2005), intrinsic motivation is also linked to improved job satisfaction and performance, especially in positions that call for creativity and problem-solving skills.

### Engagement of Employees and Organizational Environments

Numerous organizational contexts have investigated the connection between employee engagement and intrinsic motivation. According to a study by Roos, Reale, and Banning (2021) that used an agent-based model, employees' work performance and collaboration levels are greatly impacted by their personal values, which are influenced by intrinsic motivations. This research emphasizes how crucial it is to match organizational procedures with workers' core beliefs in order to improve engagement.

### Long-Term Effects on Commitment and Retention

Additionally, organizational commitment and employee retention are greatly influenced by intrinsic motivators. According to research, workers who experience intrinsic fulfillment at work are more likely to stay with their companies and show greater levels of dedication. Galletta, Portoghese, and Battistelli (2011), for instance, discovered that job autonomy and intrinsic motivation are inversely correlated with intentions to leave, indicating that encouraging intrinsic motivation can improve retention.

### Juggling Extrinsic and Intrinsic Incentives

Extrinsic rewards cannot be completely ignored, even while intrinsic motivators are crucial. It is frequently advised to choose a well-rounded strategy that incorporates both kinds of motivators. Waqas and Saleem (2014), for example, discovered that both monetary (extrinsic) and



non-monetary (intrinsic) awards have a favorable impact on employee engagement and business performance. This equilibrium creates an atmosphere that fosters intrinsic motivation while guaranteeing that fundamental extrinsic requirements are satisfied.

### Implementation Difficulties

Individual variability in motivational drivers and the complexity of assessing intrinsic motivation are two obstacles to implementing intrinsic motivators. Companies must adapt their motivational tactics to meet the needs of a wide range of workers and provide reliable instruments for accurately evaluating intrinsic motivation. Furthermore, placing too much focus on extrinsic rewards will weaken intrinsic motivation, which will lower performance and work satisfaction (Deci et al., 1999).

A greater comprehension of human behavior in organizational contexts is reflected in the evolution of employee incentive techniques, which show a shift towards intrinsic motivators. The usefulness of intrinsic motivators in raising job satisfaction, performance, engagement, and retention is supported by empirical data. Comprehensive motivation tactics, however, require a well-rounded strategy that include both intrinsic and extrinsic motivators. In order to establish work environments that promote long-term employee engagement and organizational success, organizations must overcome obstacles when using intrinsic motivators.

### Conceptual Framework

Independent Variables (Motivation Factors)

Intrinsic Motivators (Autonomy, Purpose, Personal Growth)

Extrinsic Motivators (Financial Rewards, Job Security)

Mediating Variable

Employee Engagement

Dependent Variables (Employee Outcomes)

Job Satisfaction

Performance

Retention & Organizational Commitment

Intrinsic and extrinsic motivators influence employee engagement, which acts as a mediating

variable. Higher employee engagement leads to improved job satisfaction, performance, and retention. The framework helps illustrate the causal relationship between motivation strategies and employee outcomes in modern HRM.

### Research Methodology

In order to investigate how intrinsic and extrinsic motivators affect employee job satisfaction, engagement, and retention, this study uses a quantitative research approach. The main instrument for gathering data was a structured survey that was intended for 150 workers in a variety of businesses. A five-point Likert scale is used in the survey's closed-ended questions to gauge employees' opinions about engagement levels, motivational factors, and job-related results. A stratified random sampling technique was used to pick the sample in order to guarantee representation from a variety of industries, job types, and experience levels.

An online survey platform was used to gather the data, and statistical methods were used for analysis. The demographic characteristics of the respondents were summarized using descriptive statistics, and the links between intrinsic and extrinsic motivators, employee engagement, job satisfaction, and retention were tested using regression analysis and correlation. Cronbach's alpha was used to evaluate the survey instrument's reliability and guarantee internal consistency. Furthermore, the conceptual framework was validated and the mediating role of employee engagement in the relationship between motivation components and job outcomes was examined using structural equation modeling (SEM).

Informed consent, confidentiality, and voluntary involvement were among the ethical principles that were upheld. Throughout the survey, respondents were guaranteed confidentiality and that their information would only be used for research. The results of the study are intended to provide scientific support for the move in contemporary HRM toward intrinsic motivation, giving businesses practical advice on how to improve employee engagement and output.

## Data Analysis and Results

**Table 1:**

*Descriptive Statistics of Key Variables*

Variable	Mean	Standard Deviation	Minimum	Maximum
Job Satisfaction	4.2	0.8	2.5	5.0
Employee Performance	3.9	0.7	2.0	5.0
Employee Engagement	4.0	0.9	2.5	5.0
Retention Intentions	3.8	0.6	2.0	5.0
Organizational Commitment	4.1	0.7	3.0	5.0

Table 1 provides an overview of the central tendencies and variability of the key variables in the study. The mean scores for job satisfaction (4.2), employee performance (3.9), employee engagement (4.0), retention intentions (3.8), and organizational commitment (4.1) indicate that employees generally report positive outcomes, with job satisfaction and organizational commitment scoring the highest. The standard

deviations, ranging from 0.6 to 0.9, suggest moderate variability in responses, indicating that while most employees are satisfied and engaged, there is some diversity in their experiences. The minimum and maximum values show that the data covers a broad range of responses, ensuring a comprehensive representation of employee perspectives.

**Table 2:**

*Correlation Matrix of Intrinsic and Extrinsic Motivators with Employee Outcomes*

Variable	Intrinsic Motivators	Extrinsic Motivators	Job Satisfaction	Performance	Engagement	Retention
Intrinsic Motivators	1.00	0.25*	0.72**	0.68**	0.75**	0.70**
Extrinsic Motivators	0.25*	1.00	0.45**	0.50**	0.40**	0.35**
Job Satisfaction	0.72**	0.45**	1.00	0.80**	0.85**	0.78**
Performance	0.68**	0.50**	0.80**	1.00	0.75**	0.65**
Engagement	0.75**	0.40**	0.85**	0.75**	1.00	0.80**
Retention	0.70**	0.35**	0.78**	0.65**	0.80**	1.00

Table 2 reveals the strength and direction of relationships between intrinsic/extrinsic motivators and employee outcomes. Intrinsic motivators show strong positive correlations with job satisfaction (0.72), performance (0.68), engagement (0.75), and retention (0.70), all significant at  $p < 0.01$ . Extrinsic motivators also correlate positively but to a lesser extent, with coefficients ranging from 0.35 to 0.50. This

suggests that while both types of motivators are important, intrinsic motivators have a stronger association with employee outcomes. The high intercorrelations among outcomes (e.g., job satisfaction and engagement at 0.85) indicate that these variables are closely interrelated, highlighting the interconnected nature of employee motivation and organizational success.

**Table 3:**

*Comparison of Mean Scores for Intrinsic vs. Extrinsic Motivators*

Outcome Variable	Intrinsic Motivators (Mean)	Extrinsic Motivators (Mean)	t-value	p-value
Job Satisfaction	4.5	3.8	5.23	<0.001
Employee Performance	4.2	3.7	4.56	<0.001
Employee Engagement	4.3	3.6	5.89	<0.001
Retention Intentions	4.1	3.5	4.12	<0.001

Table 3 compares the effectiveness of intrinsic and extrinsic motivators on employee outcomes using independent samples t-tests. Intrinsic motivators consistently yield higher mean scores for job satisfaction (4.5 vs. 3.8), performance (4.2 vs. 3.7),

engagement (4.3 vs. 3.6), and retention intentions (4.1 vs. 3.5) compared to extrinsic motivators. The significant t-values (ranging from 4.12 to 5.89) and p-values (<0.001) confirm that these differences are statistically significant. This indicates that

intrinsic motivators are more effective in driving positive employee outcomes, aligning with the modern shift towards purpose-driven and autonomy-supportive HRM practices.

**Table 4:**

*Regression Analysis – Impact of Intrinsic Motivators on Employee Outcomes*

Dependent Variable	R <sup>2</sup>	β (Intrinsic Motivators)	t-value	p-value
Job Satisfaction	0.52	0.68	8.45	<0.001
Employee Performance	0.47	0.62	7.89	<0.001
Employee Engagement	0.56	0.71	9.12	<0.001
Retention Intentions	0.49	0.65	8.23	<0.001

Table 4 examines the predictive power of intrinsic motivators on employee outcomes using regression analysis. Intrinsic motivators explain a substantial proportion of variance in job satisfaction ( $R^2 = 0.52$ ), performance ( $R^2 = 0.47$ ), engagement ( $R^2 = 0.56$ ), and retention intentions ( $R^2 = 0.49$ ). The standardized beta coefficients (ranging from 0.62 to 0.71) and significant t-values

(all  $p < 0.001$ ) highlight the strong positive influence of intrinsic motivators on these outcomes. This suggests that fostering intrinsic motivators, such as autonomy and personal growth, can significantly enhance employee satisfaction, performance, engagement, and retention.

**Table 5:**

*Regression Analysis – Impact of Extrinsic Motivators on Employee Outcomes*

Dependent Variable	R <sup>2</sup>	β (Extrinsic Motivators)	t-value	p-value
Job Satisfaction	0.20	0.45	4.56	<0.001
Employee Performance	0.25	0.50	5.12	<0.001
Employee Engagement	0.16	0.40	4.23	<0.001
Retention Intentions	0.12	0.35	3.89	<0.001

Table 5 evaluates the predictive power of extrinsic motivators on employee outcomes. While extrinsic motivators also show significant positive relationships with job satisfaction ( $\beta = 0.45$ ), performance ( $\beta = 0.50$ ), engagement ( $\beta = 0.40$ ), and retention intentions ( $\beta = 0.35$ ), their explanatory power ( $R^2$  values ranging from 0.12 to

0.25) is notably lower than that of intrinsic motivators. This indicates that extrinsic motivators, such as financial rewards and job security, are less effective in driving long-term employee outcomes compared to intrinsic motivators, reinforcing the need for a balanced approach in HRM strategies.

**Table 6:**

*ANOVA – Differences in Employee Outcomes across Industries*

Outcome Variable	Industry A (Mean)	Industry B (Mean)	Industry C (Mean)	F-value	p-value
Job Satisfaction	4.3	4.1	4.5	6.78	<0.001
Employee Performance	4.0	3.8	4.2	5.45	<0.001
Employee Engagement	4.2	3.9	4.4	7.12	<0.001
Retention Intentions	4.0	3.7	4.1	5.89	<0.001

Table 6 examines whether employee outcomes vary significantly across different industries using ANOVA. The results show significant differences in job satisfaction ( $F = 6.78$ ), performance ( $F = 5.45$ ), engagement ( $F = 7.12$ ), and retention intentions ( $F = 5.89$ ), all with  $p < 0.001$ . Industry C consistently reports the highest mean scores

across all outcomes, suggesting that industry-specific factors, such as organizational culture or work environment, may influence employee motivation and outcomes. These findings highlight the importance of tailoring HRM strategies to the unique context of each industry.

**Table 7:**

*Mediation Analysis – Role of Employee Engagement in Linking Intrinsic Motivators to Retention*

Path	Direct Effect ( $\beta$ )	Indirect Effect ( $\beta$ )	Total Effect ( $\beta$ )	p-value
Intrinsic $\rightarrow$ Engagement	0.71	-	0.71	<0.001
Engagement $\rightarrow$ Retention	0.65	-	0.65	<0.001
Intrinsic $\rightarrow$ Retention	0.20	0.46	0.66	<0.001

Table 7 explores the mediating role of employee engagement in the relationship between intrinsic motivators and retention intentions. The results show a significant indirect effect ( $\beta = 0.46$ ) of intrinsic motivators on retention through engagement, accounting for a substantial portion of the total effect ( $\beta = 0.66$ ). The direct effect of intrinsic motivators on retention ( $\beta = 0.20$ ) is smaller but still significant, indicating partial mediation. This suggests that intrinsic motivators enhance retention not only directly but also by fostering higher levels of employee engagement, underscoring the importance of engagement as a key mechanism in employee retention strategies.

### Discussion

Important new information about the connection between internal and extrinsic motivators and how they affect employee outcomes is revealed by the data analysis. With a small degree of variation among replies, the descriptive statistics show that workers often express high levels of engagement, job satisfaction, and organizational commitment. When compared to extrinsic motivators, the correlation study shows that intrinsic motivators are more strongly positively correlated with job satisfaction, performance, engagement, and retention. Although both kinds of motivators lead to favorable results, intrinsic motivators have far stronger relationships with important employee indicators, highlighting their significance in contemporary HRM tactics.

These results are corroborated by comparing the mean scores of intrinsic and extrinsic motivators. Compared to workers who are predominantly motivated by extrinsic rewards, intrinsically motivated employees report noticeably greater levels of job satisfaction, engagement, and retention intentions. These changes are statistically significant, according to the independent samples t-tests, indicating that companies that prioritize employee autonomy, purpose, and personal development produce more dedicated and engaged workers. The ability of intrinsic motivators to predict employee outcomes is demonstrated via regression analysis. Strong

standardized beta coefficients and significant t-values indicate that intrinsic motivators account for a sizable amount of variance in job satisfaction, performance, engagement, and retention. While still important, extrinsic motivators show less predictive power, suggesting that job security and financial incentives might not be enough to maintain long-term commitment and motivation. Significant differences in employee outcomes between sectors are shown by the industry-wise ANOVA results, with certain industries regularly reporting higher levels of engagement and satisfaction. This implies that the effects of motivation tactics on workers may be influenced by industry-specific elements including leadership styles, job autonomy, and work culture. The results highlight the necessity of customized HRM strategies that take into account the particular requirements and expectations of workers in various corporate contexts.

Lastly, the mediation study demonstrates how important employee engagement is in establishing a connection between retention and intrinsic motivators. According to the substantial indirect impact of intrinsic motivation on engagement and retention, creating a work environment that is engaging and purpose-driven increases employees' loyalty to the company. These results are consistent with modern theories of motivation, like the Self-Determination Theory, which highlight the importance of intrinsic motivation in promoting long-term engagement at work. All things considered, the findings provide compelling evidence for the move in HRM toward intrinsic motivators, emphasizing how well they work to enhance employee performance, well-being, and long-term retention.

### Conclusion

In conclusion, this study supports the paradigm shift towards intrinsic motivators in modern HRM practices. By fostering work environments that enhance autonomy, personal growth, and meaningful engagement, organizations can improve job satisfaction, boost performance, and strengthen employee retention. Future research should explore additional factors influencing



intrinsic motivation across different cultural and organizational settings to further refine HRM strategies for sustained workforce motivation and success.

### Recommendations

Provide employees with greater control over their tasks and decision-making to boost intrinsic motivation.

Align organizational goals with employees' values to enhance engagement and job satisfaction.

Offer skill development programs, mentorship, and career advancement opportunities.

While prioritizing intrinsic motivators, ensure fair compensation and job security.

Foster a positive work culture with meaningful recognition, collaboration, and leadership support.

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