

## Relationship between Intrinsic Motivation and Job Satisfaction

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### ABSTRACT

Working is a quintessential part of Adulthood, most individuals aim to sustain a Job and be satisfied at work, understanding the factors which drive individuals to wake up every day and do their job to their best ability becomes imperative. The present study aims to analyze the Relationship between Intrinsic Motivation and Job Satisfaction, that is how employees are driven by internal or inherent factors to be satisfied at work. Data was collected from 130 participants, both males and females, between the ages of 25-40 years, they were asked to complete two questionnaires, the Work Extrinsic and Intrinsic Motivation Scale and Minnesota Satisfaction Questionnaire (short form). Findings of the data showed that, the two variables that is, Intrinsic Motivation and Job Satisfaction are positively significant, which translates to Intrinsic Motivation playing a part in Increasing Job Satisfaction, further it was noted that most participants were Intrinsically motivated at their job, but a majority displayed moderate Satisfaction, revealing that though Intrinsic Motivation is a factor leading to Job Satisfaction, other factors may be working along with intrinsic motivation to achieve higher Job Satisfaction.

**Keywords:** *Intrinsic Motivation, Job Satisfaction*

*“Choose a job that you like, and you will never have to work a day in your life.”*

This is a quote from the Chinese philosopher Confucius. As social beings, humans have been engaging in various types of jobs to fulfil their needs and wants. Earlier, the aim of having a job was to earn a stable income and provide, but as times changed, employees wanted something more than a salary, they wished to be satisfied at their workplace. The effect of this change was studied by psychologists, who then began to highlight other factors that drove a person to go to work. Previous studies on what impacts Job Satisfaction, showed that there were three main factors which were highlighted, Intrinsic motivation, operating factors, and system level factors. In the year of 1959, Herzberg presented a two-factor theory, where he stated that there are certain factors which guide satisfaction and dissatisfaction within the workplace. The motivational components of Job security, feeling of achievement, advancement opportunities all led to an increase of Job Satisfaction. This research was followed by the workings of Lancer and George (2003) which used distinct intrinsic motivating dimensions to understand Job Satisfaction, it was seen that Job satisfaction was incredibly affected and influenced by intrinsic desires of employees.

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### ***Motivation***

Psychologists have defined motivation as the needs or wants that direct behavior towards the achievement of a goal, it is an urge to act or behave in a manner which assures the satisfaction of goals, desires or wishes. The drive theories may be understood as the “push theories of motivation,” which state that behavior is pushed towards the goals by certain driving states inside the person. Instinctive theories have been defined as being opposite to drive theories, these are called “Pull theories”. The basic postulate of instinct theory is that the characteristics of the goal initiates a train of motivated behavior. Abraham Maslow gave a very popular theory based on Motivation, where he asserted that individuals are motivated to attain defined needs, and that some needs precedent over the others, at the end of this hierarchy lies attainment of ones fullest potential, self-actualization.

### ***Intrinsic Motivation***

According to Psychologists Ryan and Deci (2000), intrinsic motivation is defined as an act of doing something for its innate satisfaction rather than some separate result.

The most prominent form of intrinsic motivation is seen in infants, they engage in behavior without the existence of external rewards. Within Intrinsic Motivation, one important theory is the self-determination theory, which was proposed by Edward Deci and Richard Ryan. This theory states that individuals have three psychological needs: Need to feel competent, need to feel relaxed and need to feel autonomous, Intrinsic motivation is derived by these needs and when an individual feels all these three needs, they achieve the freedom to work towards what interests them.

### ***Satisfaction***

Satisfaction is the generation of a positive attitude towards life in general rather than an assessment of current daily feelings. An important aspect of living a happy and content life, is being satisfied, this satisfaction must be present in both our work-life and family life.

Job satisfaction has been defined by Siegal and Lance (1987) as “the emotional response which defines the degree to which people like their work” Job Satisfaction is said to give rise to a pleasurable emotional state within an employee. Numerous studies and research on Job Satisfaction have stated, that it leads to both humanistic and financial benefits. When working people are satisfied, they tend to be more careful about their quality and quantity of their work, which makes them more productive.

The Hawthorne studies were the pioneering theories of Job satisfaction, these studies were given by Elton Mayo of the Harvard Business School, the main finding of his research displayed those new alterations in the conditions of a workplace increased the productivity of employees (called the Hawthorne Effect). After a few years it was noted that the increase was due to the knowledge or feeling of being observed rather than actual changes in the workplace setting. This finding showed that people feel satisfied for reasons which are different from just wages and salaries.

Recent studies using diverse techniques have been conducted to understand the relationship between Intrinsic motivation and Job Satisfaction. A study (2019, Imani et al) showed that adherence to ethics at work and being Internally motivated displayed higher Satisfaction at work. Job Satisfaction has been studied as a product of a culmination of factors like Job Security, Job Responsibility, and achievement along with Intrinsic motivation (2015, Raza).

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Most of these studies also focus on a particular sector of work, for example a study (2013, Nantha) investigated how intrinsic motivation enhanced health care services, findings of this study indicated that not reinforcing Intrinsic motivation led to dissatisfaction at work, and worsened relationships between the doctors and patients. In another study (2012, Franco et al) focus was on the service industry solely, and results demonstrated that Intrinsic motivation increased Satisfaction and employee empowerment.

The present research tried to discern the relationship between Intrinsic motivation and Job Satisfaction, it looked at Intrinsic motivation exclusively as a motivating agent to increase or decrease Job satisfaction, further this paper aimed to highlight any gender differences observed either in Intrinsic motivation or Job Satisfaction.

### **METHODOLOGY**

#### *Participants*

Purposive Sampling technique was utilised, the participants were 130 employees, men ( $n=72$ ) and women ( $n=58$ ). The participants for the study were of Indian Nationality. Participants ranged from an age group of 25 to 40 years ( $M= 32.24$ ,  $SD= 4.83$ ). They took part by filling out two questionnaires via a Google form.

#### *Materials*

For the measurement of Intrinsic motivation, The **Work Extrinsic and Intrinsic Motivation Scale (WEIMS)**, which was developed by Tremblay et al. (2009), based off the original French self-determination work motivation measure (Blais, Brière, Lachance, Riddle, & Vallerand, 1993) was utilized. This scale was used to distinguish the participants based on being “Self-Determined” or “Not Self Determined.” WEIMS is an eighteen-item measure of motivation which is based off the self Determination theory (Deci & Ryan, 2000). The questionnaire gets divided into 3 item sub scales, which correspond to the six types of motivation explained by the self-determination theory.

The six subscales are as follows:

- **Amotivation**-This is referring to lacking any form of motivation towards an activity or that an employee has a sense of not having the needed expertise for the activity.
- **External Regulation**- This type of motivation is based on the intention to either reach a potential outcome (reward) or avoid an outcome which is undesirable (Punishment), it has an inherent instrumentality which drives the employees to act in a certain way.
- **Introjected Regulation**- In this type of motivation, the employees is not only driven by external rewards but also a sense of maintaining their self-esteem, the employees here want to be worthy and maintain their ego to have a sense of being good at what they for and not fail.
- **Identified Regulation**- As one moves ago the continuum, the person becomes highly autonomously extrinsically driven, here the employee identifies with the values, structures and beliefs in the environment and are congruent with their own goals and identities.
- **Integrated Regulation**- The prime mark of extrinsic motivation, the regulation becomes fully integrated into the self, the behavior becomes congruent to who one is
- **Intrinsic Motivation**- Last but not the least, this type of motivation is related to being driven by internal needs of the individual, it is the self-determined type of motivation, in other words it is dependent on inner thrive and interest towards work.

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The participants are asked to choose on a Likert scale of 1 (*does not correspond at all*) to 7 (*corresponds exactly*) the extent to which the statements describe the reasons they are involved with their work. A total score is generated by, adding the scores of both the Self-determined subscales and non-self-determined subscales is generated, which gives a positive or negative score. A positive total score places a person as “Self-Determined” and a negative total score puts the participants as “Not Self Determined.”

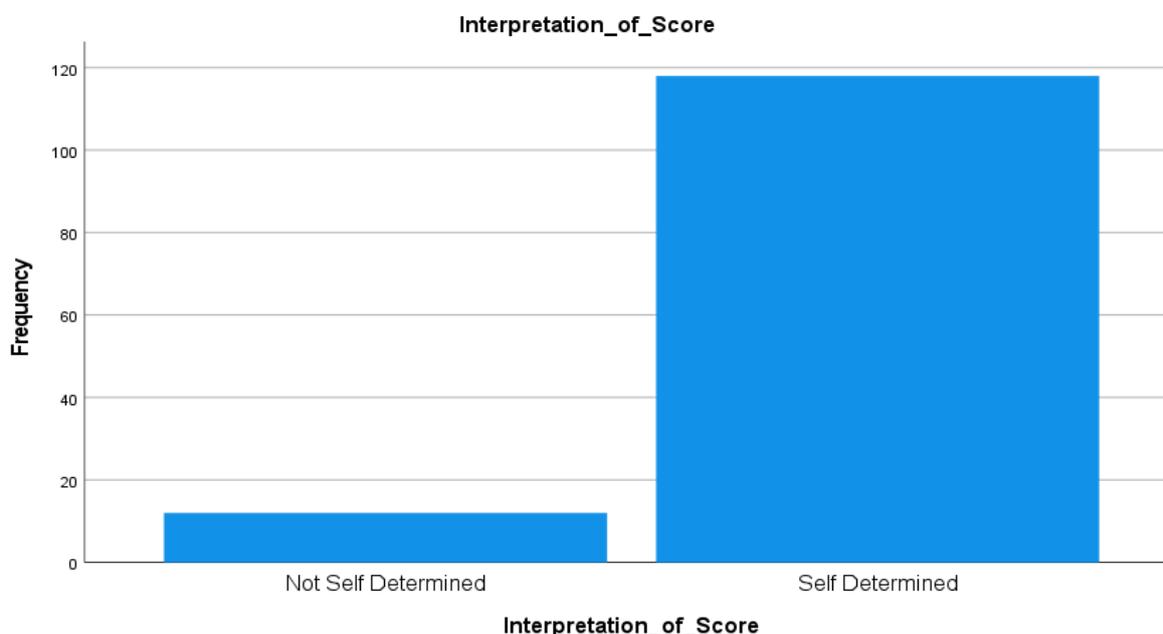
For measuring Job Satisfaction, the **Minnesota Satisfaction questionnaire (MSQ) (short form)** was used, it was developed by David J Weiss, Rene V Dawis, George W. England and Lloyd H Lofquist. The short form of MSQ, consists of 20 items, these are like the ones used in the long version, each item refers to a reinforcer in the working environment. The participant shows how satisfied they are with the reinforcer, responding on a 5 Likert scale, 1 being Very Dissatisfied and 5 being Very Satisfied. The short form, which was used for this study, consists of three scales “Intrinsic Satisfaction, Extrinsic Satisfaction and General Satisfaction” The Minnesota Satisfaction questionnaire is self-administrative, directions for the participants appear on the first page of the questionnaire, and there is no time limit for the scale.

### **Procedure**

Both questionnaires were distributed to the participants with instructions, the participants simply filled and submitted them. After responses were received, descriptive statistics and correlational analysis of data was done.

## **RESULTS**

Statistical analyses were carried out on the data that was received; descriptive statistical analyses were done on both the variables. Intrinsic motivation, which was measured using the Work Extrinsic and Intrinsic motivation Scale, divided the participants ( $n=130$ ) as self-determined or not self-determined ( $M=45.22$ ,  $SD= 19.007$ ). Results revealed that 118 participants were “Self-Determined” or motivated by intrinsic factors at their workplace, and only 12 participants were “Not Self Determined” as illustrated in figure 1.



**Figure 1: Bar graph representation of WEIMS**

## Relationship between Intrinsic Motivation and Job Satisfaction

**Table 1: Descriptive Statistic for Work Extrinsic and Intrinsic Motivation scale**

| Motivation | n   | Mean  | Median | Mode | Std. Deviation |
|------------|-----|-------|--------|------|----------------|
|            | 130 | 45.22 | 45.00  | 32   | 19.007         |

**Table 2 Independent Samples Test For Gender Differences in Intrinsic Motivation**

|                             | Levene's Test for Equality of Variances |       | T-Test for Equality of Means |        |                 |                 |                          |   |  |
|-----------------------------|---|-------|------------------------------|--------|-----------------|-----------------|--------------------------|---|--|
|                             | F                                       | Sig.  | t                            | df     | Sig. (2 tailed) | Mean Difference | Std. Error of difference | 95% Confidence Interval of the Difference |  |
| Intrinsic Motivation        |   |       |                              |        |                 |                 | Lower                    | Upper                                     |  |
| Equal Variances Assumed     | 0.674                                   | 0.413 | -.604                        | 116    | .547            | -1.747          | 2.894                    | -7.479                                    |  |
| Equal Variances Not Assumed |   |       | -.599                        | 107.70 | .540            | -1.747          | 2.916                    | -7.527                                    |  |

**Table 3 Descriptive Statistic for Minnesota Satisfaction Questionnaire**

| Motivation             | Mean  | Median | Mode | SD     |
|------------------------|-------|--------|------|--------|
| General Satisfaction   | 79.34 | 80.00  | 80   | 10.816 |
| Intrinsic Satisfaction | 48.12 | 48.00  | 48   | 6.429  |
| Extrinsic Satisfaction | 23.09 | 23.00  | 24   | 4.234  |

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**Table 4 Independent Samples Test For Gender Differences in Job Satisfaction**

|                             | Levene's Test for Equality of Variances |                       |            | T-Test for Equality of Means |               |            |           |             |
|-----------------------------|---|-----------------------|------------|------------------------------|---------------|------------|-----------|-------------|
|                             | Confidence F                            | Sig                   | <i>t</i>   | <i>df</i>                    | Sig           | Mean       | Std.Error | Interval of |
| General Satisfaction        | 95%                                     |                       |            |                              |               |            |           |             |
|                             | the                                     | (2 tailed) Difference |            |                              | of difference | Difference |           |             |
|                             | Upper                                   |                       |            |                              | Lower         |            |           |             |
| Equal Variances Assumed     | 0.106                                   | 0.745                 | .70011.984 | 128                          | .485          | 3.131      | 4.474     | -5.723      |
| Equal Variances Not Assumed |   |                       | .70211.957 | 123.68                       | .484          | 3.131      | 4.459     | -5.695      |

**Table 5 Correlation between Total Motivation and Job Satisfaction**

| Variable             | <i>Motivation Scale Satisfaction</i> | <i>General</i> |
|----------------------|--------------------------------------|----------------|
| Total Motivation     | Pearson Correlation                  | 1              |
|                      | Sig (2 tailed)                       | .278           |
|                      | N                                    | .001           |
|                      |                                      | 130            |
|                      |                                      | 130            |
| General Satisfaction | Pearson Correlation                  | .278           |
|                      | Sig (2 tailed)                       | .001           |
|                      | N                                    | 130            |
|                      |                                      | 130            |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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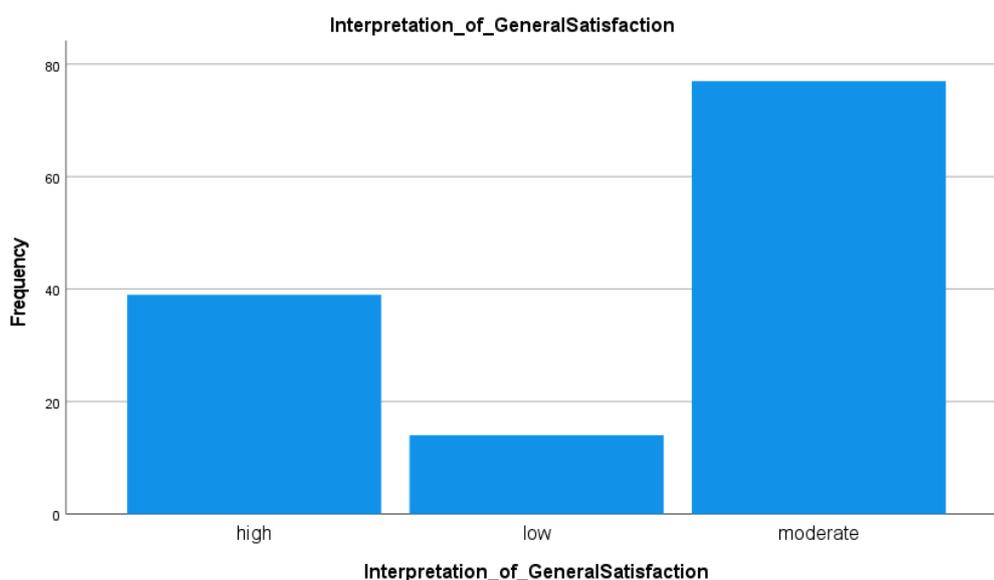
**Table 6 Correlation between Intrinsic Motivation and Job Satisfaction**

| Variable               | Motivation Scale Satisfaction | Scale | General |
|------------------------|-------------------------------|-------|---------|
| Intrinsic Satisfaction | Pearson Correlation           | 1     | .250    |
|                        | Sig (2 tailed)                |       | .006    |
|                        | N                             | 118   | 118     |
| General Satisfaction   | Pearson Correlation           | .250  | 1       |
|                        | Sig (2 tailed)                | .006  |         |
|                        | N                             | 118   | 118     |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Job Satisfaction was measured using the Minnesota Satisfaction scale, each participants got a score for General Satisfaction, Intrinsic Satisfaction and Extrinsic Satisfaction. For General Satisfaction ( $M=79.34$ ,  $SD=10.81$ ), 77 participants fell into the “Moderately Satisfied” category, in Intrinsic Satisfaction ( $M=48.12$ ,  $SD=6.42$ ) 69 participants fell in to the “Moderately Satisfied” category and in Extrinsic Satisfaction ( $M=23.09$ ,  $SD=4.23$ ), 70 Participants fell in the “Highly Satisfied” Category.

A bar graph representation of General satisfaction is illustrated in figure 2



**Figure 2: Bar graph representation of General Satisfaction (MSQ)**

The present study also investigated the gender differences observed in both variables, Intrinsic Motivation and Job Satisfaction.

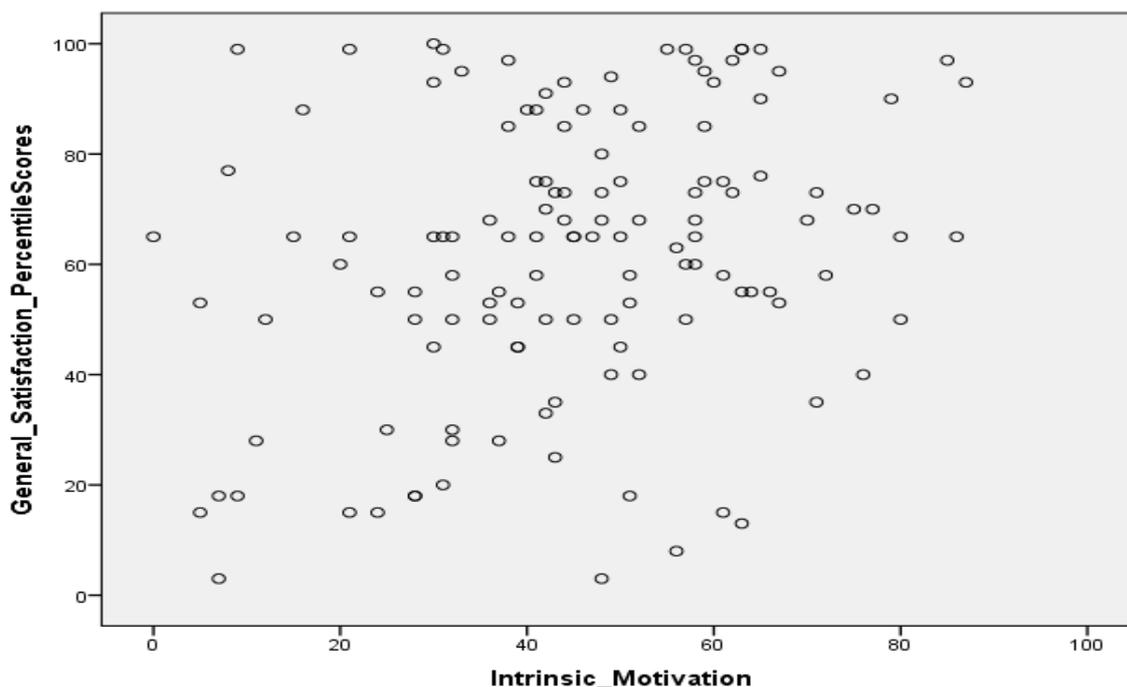
## Relationship between Intrinsic Motivation and Job Satisfaction

For Intrinsic Motivation, the 118 participants who were intrinsically motivated, demonstrated no significant differences in terms of gender ( $t=-0.604, p=0.413$ )

For job Satisfaction, gender differences were analysed for general satisfaction, and results showed no significant differences in terms of gender for General Job Satisfaction ( $t=0.700, p=0.745$ )

It was predicted, that Intrinsic motivation and Job satisfaction would share a significant relationship, correlational results for Total motivation and Job Satisfaction showed a strong positive and significant relationship between the two, ( $r= (128) = 0.278, p=0.001, p<0.01$ ) Correlation results for Intrinsic motivation and Job satisfaction also revealed a significant positive relationship between two variables, ( $r=116, =0.250, p=0.006, p<0.01$ )

A scatter plot graph to illustrate the significant relationship between Intrinsic motivation and Job Satisfaction was also created, shown in figure 3, and the graph revealed the dots moving upwards which signifies a positive and significant relationship between Intrinsic motivation and Job Satisfaction.



*Figure 3: Scatter plot representation of variables*

## DISCUSSION

The present research aimed to study the relationship shared between Intrinsic motivation and Job Satisfaction in a workplace. For the purpose of the paper, the independent variable was Intrinsic motivation and dependent variable was Job Satisfaction.

The hypotheses for this study were:

1. There will be a significant relationship between Intrinsic Motivation and Job Satisfaction.
2. There will be a significant gender difference in Intrinsic Motivation.
3. There will be a significant gender difference in Job Satisfaction.

## Relationship between Intrinsic Motivation and Job Satisfaction

Below is a detailed discussion on the quantitative analysis of the data collected for the purpose of the study. After reviewing thirty reviews of literatures, it was seen that Intrinsic Motivation and Job satisfaction share a certain relationship and dependency on one other.

In the study (*Imani et al (2019)*) on the effect of Islamic Work ethic on job satisfaction and commitment among banking employees, with intrinsic motivation serving as a mediating role, it was seen that intrinsic motivation served as a way of increasing commitment and satisfaction at the work place. In studies (*Danish et al (2017)*) on role of occupational self-efficacy on job performance through intrinsic motivation and impact of intrinsic rewards on task performance in Pakistan and Punjab, it was noted that having intrinsic motivation and a high self-efficacy plays a substantial role on the employees Job Performance. But in one study (*Akanbi and Ayombi (2013)*) which examined the impact of extrinsic and intrinsic motivation, on employee performance, the findings showed a positive relationship between extrinsic motivation and performance of employees but no relationship between intrinsic motivation and employee performance.

Another study, stated that the relationship between financial and psychological incentives on Job Satisfaction, Intrinsic Motivation and Commitment to the organization was studied across 29 nations, the results showed that fulfilment of psychological needs increases intrinsic motivation, also external rewards, like wages increases intrinsic motivation in Southern and Confucian Asian countries. The influence of social exchange and intrinsic motivation on Job Performance showed that intrinsic motivation has a positive effect on social relationships, that is it improves the relations between subordinates and superiors.

Most studies that were analyzed, like a few mentioned above, showed that Intrinsic Motivation increased Job Satisfaction.

The data for the present study, was collected using two questionnaires, The WEIMS (Work Extrinsic Motivation and Intrinsic Motivation Scale) and MSQ (Minnesota Satisfaction Questionnaire), the sample size for this study was 130. For the purpose of this study the Manual for both these questionnaires were used to understand the number of individuals who are Self Determined and Non Self Determined, here Self Determined individuals are those who feel they are motivated with factors within themselves, and non-self-determined corresponds to individuals who are motivated by external factors, such as salaries.

In a research paper, (*Gurland and Lam (2012)*), It was noted that Intrinsic Motivation is related to Self-determined work, and how self-determined work affects Job satisfaction, the results showed that an increase in self-determined work, increases satisfaction at work. This paper was essentially quintessential, as it focused on how Self Determined work, which is the factor of measure used in the present study for Intrinsic Motivation.

The present study, used the scoring and interpretation of the manual for WEIMS, it was seen that 118 of the participants are self-determined, that is the motivation of these participants are based on innate psychological needs, these individuals make their choices without any external influence or inference. 118 participants scores related to being Intrinsically motivated, it shows that they are engaging in certain behaviors or carrying out tasks within their work place because it is naturally satisfying to them, the work is motivating them internally, they enjoy their work and see it as an opportunity to explore, learn, grow, and reach their fullest potentials. These participants are not as motivated by external rewards like

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remuneration, bonuses, promotions etc. These individuals are solely utilizing this internal satisfaction as encouragement to continue to perform well.

Statistical analysis showed that the Mean for WEIMS questionnaire for the sample was 45.22, the median is 45.00 and mode was +32, which further shows that more individuals were self-determined as opposed to being non-self-determined as a positive score was to be interpreted as Self Determined

Independent T test was used to study the gender differences in Motivation, it was seen that there no significant differences found, which shows that at times men or women may be self-determined or non-self-determined.

A study, (Edark et al (2013) supported this finding, it studied gender differences seen in Intrinsic Motivation at the workplace, and the results showed that gender isn't a factor that affects, intrinsic and or extrinsic motivation.

The next area which was assessed was non-Self-determination, it was noted that only 12 of the total participants reported being non-self-determined, which shows that 12 participants are not motivated by internal or intrinsic factors. It can be said that these 12 participants could be motivated by the other end of the continuum of the Self Determination theory which points towards "Extrinsic Satisfaction", they are not driven by internal satisfaction but by external acclaim and rewards, like salaries, wages, promotions etc.

After the analysis for Motivation was completed, the next data analyzed was the data collected from the Satisfaction questionnaire. A previous study, (*Franco et al (2012)*), conducted across different professions, that is the food, Banking, airlines, hotel and call centres it was seen that that intrinsic motivation was linked to high levels of job satisfaction and employee empowerment.

For the present study, Scoring and Interpretations for the Job Satisfaction variable was done using the instructions laid down by the manual of the Minnesota Satisfaction Questionnaire, each participant was given a raw score and percentile rank on General Satisfaction, Intrinsic Satisfaction and Extrinsic Satisfaction.

A point of importance here is, General satisfaction was taken into consideration while running corrections, as the main aim of my study is to see the relationship between Intrinsic Motivation on Total Satisfaction i.e., General Satisfaction.

The analysis of data in General Satisfaction showed that most participants fell in the Moderate Satisfaction, which shows that most of the participants percentile was between the range of 26-74, some participants fell between the ranges of 75-100 which showed that they are highly Satisfied, and very few people came in the category of Low Motivation, that is 0-25 scores. More individuals scored a high score in extrinsic satisfaction, and in Intrinsic satisfaction, most individuals fell in the category of moderate satisfaction.

This revelation proved to be very intriguing in the analysis, as being extrinsically satisfied focuses on external rewards of satisfaction, like work conditions, such as your pay, relationships with coworkers, and supervisor etc. This analysis could point towards, a relationship between self-determined people and extrinsic satisfaction, that is, the participants

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could be motivated internally but their satisfaction at their workplace could be based on the external rewards they are provided with.

Having pointed out this important revelation, looking at the fact that the focus is on General Satisfaction, it was seen, that the participants were Moderately satisfied, this could mean that Individuals at work are Intrinsically Motivated, but moderately Satisfied with the outcomes. In other words, most participants were encouraged by internal factors, but when it comes to being highly Satisfied, they are dependent on External Satisfiers.

Next Gender difference in the Satisfaction scale, displayed no significant differences, that is males and females may be Satisfied and or not satisfied at the workplace, this can be supported by results in a previous study, (*Rasheed, 2006*) which also showed no differences in gender in Satisfaction at work.

Correlational Analysis on the present data, with Intrinsic Motivation as the independent variable and Job Satisfaction (General/Total) as the dependent variable, results were positive and significant.

A p value of 0.006 was generated, since the  $p < 0.01$ , it showed that the test is significant, meaning there is a significant relationship between Intrinsic motivation and General Satisfaction, further, the correlation is positive, as 0.250 is a positive number which shows that intrinsic motivation is likely to increase job satisfaction.

Running another correlation analysis on Total Motivation as the Independent Variable and Job Satisfaction as the dependent variable, results were positive and significant.

A p value of 0.001 was generated, since the  $p < 0.01$ , it showed that the test is highly significant, meaning there is a significant relationship between total motivation and General Satisfaction, further, the correlation is positive, as 0.278 is a positive number which shows that intrinsic motivation is likely to increase job satisfaction.

The above results showed that there is a stronger relationship between Total Motivation and Job Satisfaction, as the significant level was higher, as compared to Intrinsic motivation alone. These findings show that Intrinsic Motivation along with other variables play a role to increase Job Satisfaction.

This analysis of data proved the hypothesis which was, a significant relationship between intrinsic motivation and job satisfaction will be seen.

To further strengthen the results on correlation, a scatter plot of the variables was made, which uses dots to represent values for two different numeric variables and show their relationship. The results of the scatter plot showed the dots scattered but moving upwards, which further showed that both the variables, Intrinsic Motivation and Job Satisfaction have a significant relationship.

After all the above analysis were completed, it could be said, on the basis of the sample, that most participants who work within an organization are Self determined, that is intrinsically motivated, but are moderately or averagely satisfied. Also, those who are self-determined may be highly satisfied extrinsically. Gender differences were not observed in either variable.

### CONCLUSION

A significant relationship was seen between the two variables, that is Intrinsic Motivation and Job Satisfaction. Correlational analysis showed a stronger significance of total motivation with Job Satisfaction as compared to Intrinsic motivation and Job Satisfaction, which shows factors along with Intrinsic motivation play a role to increase Job Satisfaction.

Further, Self-determined employees, i.e., those who are Intrinsically Motivated demonstrated moderate levels of Job Satisfaction, i.e., the relationship between the two variables was positive and significant. Total Motivation was statistically more significant with Job Satisfaction.

Based on gender, no gender differences were seen with Intrinsic motivation and Job Satisfaction. In conclusion, according to the results and analysis of the present study, Intrinsic Motivation has a positive and Significant relationship with Job Satisfaction, and it is likely to increase Job Satisfaction.

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### **Conflict of Interest**

The author(s) declared no conflict of interest.

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