

Original Article

Psychological Determinants of Human Motivation in Workplaces

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ABSTRACT

Motivation among human beings in any workplace has become the key factor towards performance of an organization, employee welfare, innovations and sustainability. To compete strategically in a withering competitive and technologically changing environment, the psychological factors that contribute to employee behavior should be known in strategic human resource management and leadership development. In this research, psychology determines human motivation in workplaces through intertwining the classical and modern motivational theories and with empirical studies in organizations. The study analyzes intrinsic motivation, extrinsic motivation, organizational commitment, psychological safety, job autonomy, leadership style, goal orientation, emotional intelligence and the perception of rewards as key psychological constructs that determine the engagement and productivity of employees. This is a quantitative research strategy where the survey tools are used and based on the validated psychology scales. The data were gathered among the employees of various fields within an organization such as manufacturing, IT service, healthcare and education. Descriptive statistics, correlation analysis, regression modeling, and structural equation modeling were the statistical methods used to determine which psychological variables were predicates of the motivation at the workplace. The results indicate that intrinsic motivation, perceived autonomy, support from the leaders and psychological safety are key predictors of an increased level of employee engagement. On the other hand, external rewards in the absence of supportive psychological situations have a low long-term effectiveness. The study also conceptualises a Motivational Performance Index (MPI), mathematically derived in order to measure a weighted money of the psychological variables of motivation. The paper makes a contribution to the current body of knowledge through offering the integrative paradigm that helps to close the gap between theory and practicality to help an organization create evidence-based motivational frameworks. The findings underline the need to develop intrinsic motivational climates, transformational leadership, and employee empowerment as a way of maintaining productivity and decreasing turnover intentions. The research concludes that psychological determinants are not only predictors of the behavior but also strategies of improving organizational resiliency and competitive advantage.

KEYWORDS

Human Motivation, Workplace Psychology, Intrinsic Motivation, Extrinsic Motivation, Self-Determination Theory, Organizational Behavior, Employee Engagement, Psychological Safety, Leadership Style, Performance Management, Behavioral Modeling, Structural Equation Modeling.

1. INTRODUCTION

1.1. Background

Workplace motivation is a dynamic relationship between the inner and outer forces that inspires the employees to behave in pursuing organizational as well as self-based objectives. It deals with psychological energy, which guides efforts, defines perseverance, and influences performance quality at a work environment. Motivation plays a major role in organizations in terms of productivity, efficiency, creativity, job satisfaction, as well as employee retention. With the ever-increasing competition around the world and the digital transformation changing working conditions due to automation, remote work, and work with knowledge, the research of motivational mechanisms is no longer a secondary matter. The contemporary organization is dependent on flexible, creative and emotionally smart workers who are capable of offering a positive reaction to swift transition. Traditionally, the first models of industrial management placed much attention on economic incentives, overlooking the idea that financial incentives are the main driving power of the actions of employees. Nevertheless, organizational psychology has established that motivational construct is multidimensional and influenced by such basic facets as cognitive beliefs, emotional experience, interpersonal relationships, and fairness. Modern offices do not necessitate performing routine tasks; it needs interaction, dedication and being a problem-solver. The origins of these higher-order behavior are mostly intrinsic-satisfaction, supportive-leadership and psychological-safety as well as meaningful working experiences. Subsequently, the area of workplace motivation has developed to become more far-reaching in its economic focus to a more generalized psychology that acknowledges the significance of personal interests as well as the corporate atmosphere towards a sustained performance and general well-being.

1.2. Importance of Psychological Determinants of Human Motivation

The principles of sustainable motivation in the workplace are psychological determinants. Although financial and structural policies help to determine employee behavior, long-term involvement is mostly determined by internal thought and emotional activities. These determinants make a difference in the perception of the employees towards their roles, their interpretation of challenges and their reaction towards organizational environments. Awareness of these psychological issues would help organizations to develop resilient, high-performing and efficient workforces that are innovative.

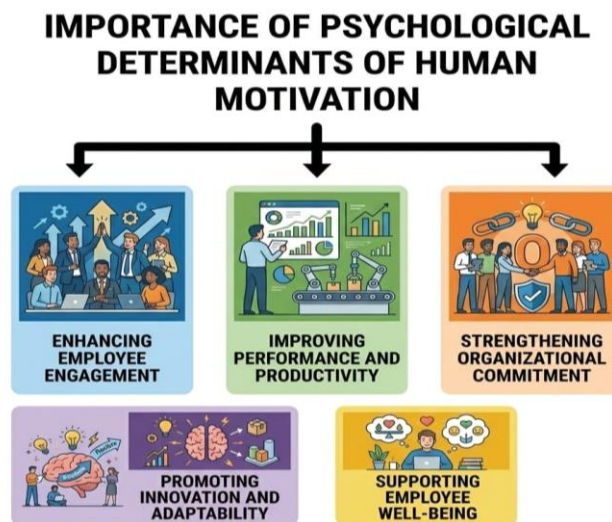


Fig 1 - Importance of Psychological Determinants of Human Motivation

1.2.1. Enhancing Employee Engagement

Intrinsic motivation, the feeling of purpose, and a sense of perceived competence are all psychological determinants as they increase the level of employee engagement. When the individuals feel that their work has a value, and that it reflects their values, then the individuals will show greater quality of commitment and discretionary effort. The employees can be more attentive and active and are ready to accomplish more than is required of a regular employee. This level of input cannot be realized by mere external incentives, but rather it is developed via the internal psychological gratification as well as by the conducive work environment.

1.2.2. Improving Performance and Productivity

Motivational psychology has a direct effect on performance. The autonomy, mastery, and recognition of employees increase the likelihood of them remaining frequently productive and producing high-quality outcomes. Psychological causes reinforce persistence in demanding activities and promote innovative solutions. Organizations can help in developing the environment where employees can deliver their best potential by helping them to build confidence and get less disturbed by anxieties about their performance.

1.2.3. Strengthening Organizational Commitment

Emotional attachment is boosted by the psychological aspects of belongingness, trust and fairness towards the organization. Employees feel respected and are likely to become more committed, which means less turnover intentions and high loyalty. A supportive work environment that is psychologically oriented forms long term relationship between the employees and organization and also helps in creating stability and retaining knowledge in the workforce.

1.2.4. Promoting Innovation and Adaptability

The contemporary work place demands innovation and flexibility to meet the fast changing technology and market. Leadership support and psychological safety will promote the exchange of information, experimentation, and learning about errors with no fear of punishment. This transparency creates innovativeness and constant enhancement. Psychologically secure employees have an increased readiness to make calculated risks which is key to organizational development and competitive edge.

1.2.5. Supporting Employee Well-Being

The psychological determinants are also important to the upkeep of mental health and minimizing workplace stress. Emotional balance and job satisfaction are also attained by supportive leadership, recognition and organizational climate. When workers feel psychologically comforted, they become less likely to burn out and have the ability to perform over time. In this way, the investment in psychological motivational factors contributes not only to the increase in productivity, but also to the comprehensive development of the employees.

1.3. Human Motivation in Workplaces

The concept of human motivation in workplaces describes the composite interplay of internal and external forces that dictate the way employees start work and continue to work and aim at achieving organizational outcomes. It is not just encouraging one to do various tasks that are assigned, but motivating people to be able to do tasks assigned with devotion, creativity, and accountability. Motivation in the workplace is directly related to productivity, quality work, cooperation, and the success of an organization. Highly-motivated employees are also likely to be persistent in difficult circumstances, flexible in change-resistant and willing to do something beyond the minimum job

responsibilities. The motivational factors in the work place take various forms such as psychological needs, leadership style, organizational culture, rewards systems and interpersonal relationship. Long-term engagement is often motivated by the intrinsic factors like personal development, accomplishment, and purpose, whereas extrinsic parameters like salary, promotions, and acknowledgment are the mechanisms of the reinforcement. The combination of these factors defines the level of genuine engagement with the employees or their simple adherence to expectations. Creativity and problem-solving skills of employees are becoming one of the most important requirements of modern work places and mostly in knowledge-based and technology-driven industries. These superior contributions are closely associated to psychological states like autonomy, competence and belongingness. Moreover, due to globalization and online transformation, organization of work has changed introducing remote working, flexible working schedules and performance based assessment systems. In these kinds of environments, motivation should be maintained within the organization other than imposed on it. To stay motivated, the employees need clear purpose, constructive management, and a mentally secure environment. In the end, the insights into human motivation at working places will help organizations to structure the most effective human resource practices that will balance the aspirations of the employees with the goals of the organization and will contribute to personal satisfaction and growth of the institutions in the long run.

2. LITERATURE SURVEY

2.1. Classical Theories of Motivation

2.1.1. Abraham Maslow's Hierarchy of Needs

The Hierarchy of Needs created by Maslow is considered to be one of the most constitutive guidelines of the motivational psychology. The hierarchy of the human needs developed by Maslow was in a progressive order whereby the first category is the physiological needs in the order, which involve food and rest, the second level is safety, the third level is love and belongingness, and the final level is the esteem needs. This model in the workplace implies that before employees seek social relation, recognition, and chances of personal development, they are first driven by safe jobs and incomes and secure working environments. According to the theory, the unfulfilled lower needs can be detrimental towards the achievement of higher-level goals. Even though contemporary studies acknowledge the fact that needs do not necessarily occur in an orderly manner, the Maslows model still offers a conceptual framework upon which organisations may approach the idea of creating an enabling environment that serves both the material and psychological employee needs.

2.1.2. Frederick Herzberg's Two-Factor Theory

The Two-Factor Theory of Herzberg proposed a very important difference between the hygiene factors and the motivation in the working environment. Salary, company policies, job security, and working conditions are examples of hygiene factors that inhibit dissatisfaction but are not always associated with long-term motivation. Achievement, recognition, responsibility and growth opportunities are motivators that play an active role in job satisfaction and intrinsic engagement. Herzberg stated that dissatisfaction could not be removed automatically to cause satisfaction, and this is the duality of motivation in the workplace. The theory changed the orientation of managers to more emphasizing on job enrichment approach that builds significance and accountability as primary motivational factors. In spite of the objections of methodological flaws, Herzberg framework has had a tremendous impact on the practices in human resource by ensuring intrinsic job designing and employee empowerment as the two-factor motivation in the long-run performance.

2.1.3. *David McClelland's Theory of Needs*

According to the Theory of Needs, by McClelland, three dominating motivational drives are the need for achievement, need in affiliation and need in power. In contrast to the hierarchical models, McClelland suggested that these needs are diverse among the individuals and are influenced by culture and experience. Employees who have a high need of achievement enjoy challenges and significant results, and the ones who have a great need of affiliation emphasize on social harmony and team work. Power oriented people are motivated by influence and leadership chances. The theory has practical implications on organizational leadership with the view that role alignment and leadership development through organization of dominant motivational profile of the employees are possible. This strategy adopted by McClelland focuses on acquired motivation and not inherent hierarchies and as such is especially applicable in the a diverse and dynamic workplace.

2.2 Contemporary Theories

2.2.1. *Self-Determination Theory (SDT)*

The theories of TCT Work together with Self-Determination Theory highlighting intrinsic motivation as the primary driving force of prolonged engagement and prosperity were created by Edward Deci and Richard Ryan. The theory states that there are three basic psychological needs of human beings; they are autonomy, competence and relatedness. Augonomy can be described as the sense of volition and choice in actions or doing things, competence as the sense of mastery and effectiveness, and relatedness as sense of meaning social connections. Environments that are conducive to such needs make organizations creative, persistent and satisfied with their jobs. SDT questions the concept of purely extrinsic reward systems arguing that excessive external control is demotivating. Empirical studies today point to SDT as an effective conceptual framework on employee engagement especially in creative and innovative industry involving lots of knowledge engagement and initiative.

2.2.2. *Victor Vroom's Expectancy Theory*

Expectancy Theory is a theory that defines the motivation thinking as a process where one considers some effort, performance, and expected results before performing a task. By this opinion, employees will get motivated once they are sure that their efforts will translate into successful performance, successful performance will translate into a bewanted result, and that result will be a meaningful one to them. The theory emphasizes the need of having clear performance standards, open-based reward mechanisms and confidence in corporate equity. One way that managers can improve motivation is by guaranteeing that employees are aware of how their efforts impact on rewards and aligning them with individual values. Expectancy Theory has continued to impact on performance management system especially in those work environments that focus more on measurable objectives and organised appraisal systems.

2.3. Psychological Safety and Leadership

Amy Edmondson made a point to introduce psychological safety as a common belief system among teams, held jointly, that team members can communicate ideas, questions or concerns without fear of mockery or penalty. This is the notion that has come to focus the learning of teams, innovation, and engagement. When employees work in psychologically safe working conditions, they tend to take interpersonal risks more readily, readily admit their mistakes, and provide creative resolutions. Such climates have been known to promote teamwork and limit counterproductive behaviour at work. Transformational leadership, which was developed by James MacGregor Burns, is another element of motivational dynamics by inspiring the followers with vision, challenging their intellect, and considering them individually as well as through ethical appeal. Transformational leaders foster trust, purpose and commitment, which promotes intrinsic motivation and collective efficacy. Psychological

safety and transformational leadership leads to positive organizational culture between them which facilitates long term motivation, adaptability, and high therapeutic results.

3. METHODOLOGY

3.1. Research Design

The current research took the descriptive-correlational type of research to investigate the relationships and associations between psychological determinants and motivation at the workplace by not manipulating any variable. To present a systematized picture of the perceptions, attitudes, and motivation experience of employees in the organizational context, a descriptive approach was chosen, whereas the correlational aspect allowed evaluating the strength and direction of relationships between the main constructs, i.e., intrinsic motivation, leadership support, psychological safety, and job satisfaction. This design is chosen especially in research design involving behavioral and organizational designs where natural conditions of workplaces have to be maintained and contest against unethical manipulations such as an experiment. Structured questionnaires that were developed based on the validated Likert-scale instruments in the past were used to encourage reliability and construct validity. The questionnaire had several parts that contained demographic variables, motivational drivers, leadership perception, and organizational climate variables. The attitudes of respondents were captured by using a five-point Likert scale that employed a strong disagree to strongly agree as part of the scale and create a measurement and statistical comparison. Standardization of scales improved internal consistency of the study and, made the quantitative analysis utilizing correlation and regression methods. A pilot test was done before the actual data collection to clarify items and remove ambiguity and ensure that there is conformity of coefficient and reliability. Descriptive-correlational design enables the research to establish important patterns of patterns and predictive relationship of variables and this research is capable of maintaining ecological validity. Even though it is impossible to determine causality so decisively by such a method, it gives good empirical knowledge of the interaction of psychological factors in the real organizational context. In sum, the adopted research design provided the rigor of a statistical data gathering, systematic data collection, and meaningful interpretation of the motivational dynamics in the modern work place.

3.2. Sample and Data Collection

The total sample size of 500 employees was then used by taking four large and diverse industries in terms of their size and different sectors: Information Technology (IT), Manufacturing, Healthcare, and Education. Such industries were chosen so as to bring variety on organisational structure, jobs and work set up so that generalizability of the findings to various professional set up is increased. Stratified random sampling method was used to give a representative distribution of the participants. In this mode, the entire population was first broken down into different strata according to the industry type and proportional samples randomly chosen within each stratum. Such approach gave balanced representation and reduced the influence of sampling bias by having no overrepresentation of one particular sector. In both industries, there were employees of diverse hierarchical positions such as entry-level employees, middle management employees, and senior professionals to represent different motivational outlooks. Structured questionnaires that were sent electronically and in print form based on the choice and accessibility of the organization were used to gather the data. Participating organizations had been informed in advance and the respondents given information about the aim of the research, confidentiality and volunteering. This was strictly enforced using anonymity to motivate honest and unbiased responses. The data collection was conducted within a specific period of time to have high response rates and to send the follow-up information to the respondents where necessary. Questionnaires that had been completed were filtered by checking

whether they were complete and consistent and analysis was carried out. The external validity of the study was enhanced by the application of stratified random sampling and systematic data collection methods and subsequently the sample was representative of a variety of workplace settings and employee experience.

3.3. Variables

The study used both independent and dependent variables in order to conduct a systematic study on the determinants of employee performance in the organizational context. Intrinsic motivation, extrinsic rewards, psychological safety, and leadership support were taken as independent variables and employee performance was considered as a dependent one. Intrinsic motivation is the internal drive and personal penecost worker attains by the way they do the work. It involves pleasure in work, feeling of achievement, self development and congruency between the personal values with the goals of the company. Intrinsically motivated employees are more likely to be persistent and be creative and engage more. Extrinsic rewards can be defined as tangible and external rewards offered by the organization that include salary, bonuses, promotions, benefits, and recognition programs. In this case, these rewards serve as a way of reinforcing behaviors and goal achievement. Although extrinsic rewards may contribute to the motivational level in the long strong-term, unfairness, and inconsistency with employee expectations can decrease their efficiency. Another independent variable was referred to as psychological safety, which is the perceived level of security that employees have toward the ability to present their ideas, posing questions, or confessing their mistakes without causing any adverse impact. Open communication, innovation, and joint learning promoted in a psychologically secure environment has a secondary impact on motivation and productivity. Leadership support refers to the level of supervisory support, guidance, feedback and emotional support accorded to the employees. Energizing leadership builds up trust, sets out expectations and boosts morale in a positive manner modifying motivational climate. The performance of the employees as dependent variable was operationalized by a productivity index that was a measure of efficiency in performing their tasks, goals attainment, quality of output and overall contribution to the goals of an organization. Through the study of the interaction between these variables, the study sought to establish how a combination of psychological and organizational factors separately contributes to makeup of quantifiable performance outcomes in workplaces.

3.4. Motivational Performance Index (MPI) Model

The Development of Motivational Performance index (MPI) Model entailed the development of systematic and quantifiable parameters of evaluating interactive effects between psychological and organizational determinants on employee performance. The model is a conceptualization of the performance of employees that is proposed to be a function of four major determinants including intrinsic motivation (IM), extrinsic rewards (ER), psychological safety (PS) and leadership support (LS). Simply put, the MPI is computed as a weighted average of the intrinsic motivation, extrinsic rewards, psychological safety and leadership support with an error element, which is negligible but explains the variation that could not be ascribed to any of the above factors. The weights of the variables being measured by alpha, beta, gamma and delta refer to the proportionate contribution of each independent variable to the total performance. They are obtained by statistical methods, usually regression modeling, and indicate the importance and direction of the association between each of the predictors and the dependent variable. Intrinsic motivation reflects the inner motivation and satisfaction of the employees in their work, whereas extrinsic rewards are the real reward like payment and bonuses. Psychological safety presents the idea of employee perception of interpersonal safety in teams, whereas leadership support implies the level of support and motivation given by leaders. The MPI model allows organizations to measure the amount of employee productivity that various factors bring on board by

offering specific weights that can be allocated to them. It is important to note that the need to include an error term comes into the picture in recognition of the fact that the concept of the performance also comes with other variables that cannot be directly measured in the study like the conditions of the market or the traits of an individual personality. In general, the MPI model represents an integrative tool of analysis, a bridging entity between motivational theory and trends of performance measurement, that provides a data-driven foundation upon strategic human resource interventions and leadership development programs.

3.5. Data Analysis Techniques

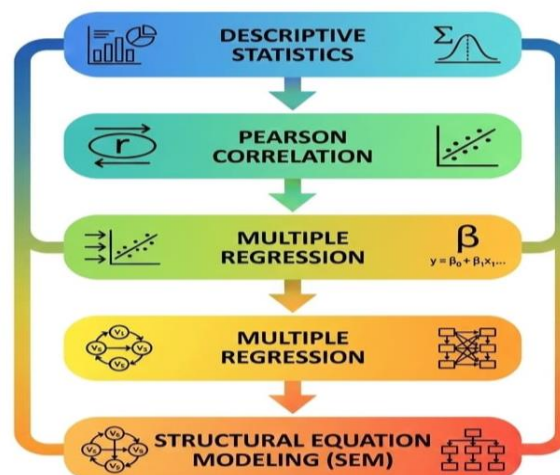


Fig 2 - Data Analysis Techniques

3.5.1. Descriptive Statistics

A set of descriptive statistics was used to summarize and structure the obtained data in a meaningful way. The demographic features of the respondents and the general dynamics in the field of motivational variables were described using the mean, standard deviation, frequency distribution, and percentage analysis. The average gave an insight on the central tendency of answers to the constructs used such as intrinsic motivation and leadership support whereas standard deviation measure the variability of perceptions among employees. The frequency and percentage distributions were beneficial in showing the trends in industry sectors and hierarchical structure. The descriptive analysis was used as the basis of analysis which provided an overview of the data structure without performing any sophisticated inferential tests afterwards.

3.5.2. Pearson Correlation

The Pearson correlation analysis was done to assess strength and direction of the linear relationship between independent variables and employee performance. The technique determines the degree of association between two variables, whereby the correlation coefficients lie between negative one and a positive one. Positive correlation implies that one variable increases with an opposite variation which in this case implies that the other variable increases. On the other hand, a negative correlation implies that the relationship is inversely correlated. In this research, Pearson correlation assisted in determining the significant participation of intrinsic motivation, extrinsic rewards, psychological safety and leadership support towards the results of performance. It gave some preliminary evidence of relation but not the causality.

3.5.3. Multiple Regression

The multiple regression analysis was applied to identify the combined and independent predictive strength of the independent variables on the employee performance. This method is used to determine the extent to which the dependent variable can be explained by more than one predictor at the same time. The study was able to establish the areas that had the highest impact on performance by estimating regression coefficients and removing the influence other variables had. Multicollinearity was also resolved through multiple regression that made it possible to calculate standardized weights that were useful in designing the Motivational Performance Index model and elucidating the role played by each determinant.

3.5.4. Structural Equation Modeling (SEM)

The overall conceptual framework was tested using Structural Equation Modeling (SEM) to test the intricate relationships between variables. SEM can be considered a combination of factor analysis and regression analysis in one model a researcher is able not only to evaluate measurement validity but structural relationships, as well. The method applied assisted in assessing both positive and negative impacts between motivational variables and performance outcome, and the exact goodness-of-fit of the theoretical model. The study was able to provide superior and more comprehensive validation of the motivational structure proposed thus increasing its reliability and theoretical rigor through the application of SEM.

4. RESULTS AND DISCUSSION

4.1. Descriptive Analysis

The descriptive analysis showed that the intrinsic motivation and psychological safety registered relatively high averages of the surveyed employees, which means that the enthusiasm among psychological engagement in the workplace environment is high. The high intrinsic motivation mean implies that workers have had high levels of internal satisfaction, personal gratification and purpose in doing their work duties. The respondents showed consensus on the statements regarding pleasantness to work, commitment to good work, and readiness to take initiative which indicates the presence of internally motivated workforce. Such a tendency shows that a significant number of workers are not only driven by extrinsic rewards but value embracing their jobs and developing, personally, as a part of the work. On the same note, psychological safety showed high-average score indicating that workers tend to have a feeling that their working environment is supportive and safe. The participants also stated that they feel free to share ideas, ask questions and confess their mistakes without fear of being ridiculed or being subjected into negative consequences.

Those perceptions refer to an organizational culture that promotes the inter-personal trust and open dialogues. The fact that the standard deviation of these variables does not have significant differences also indicates that there is consistency in the perceptions of employees in various sectors and levels of rank. Combination of high intrinsic motivation and psychological safety suggests that there is a reinforcing relationship between in-motive and encouraging climate. Internal motivation is likely to increase when employees feel appreciated and secure and this helps in maintaining their engagement and proactive behavior. In general, the descriptive results establish a favorable psychological climate in the sampled organizations, which present a solid basis of the inference analysis of the relationship between these variables and employee performance outcomes.

4.2. Results Interpretation of Positive Impact Determinants

Table 1: Results Interpretation of Positive Impact Determinants

Determinant	Positive Impact (%)
Intrinsic Motivation	82%
Leadership Support	76%
Psychological Safety	79%
Extrinsic Rewards	54%
Goal Clarity	71%
Organizational Commitment	74%

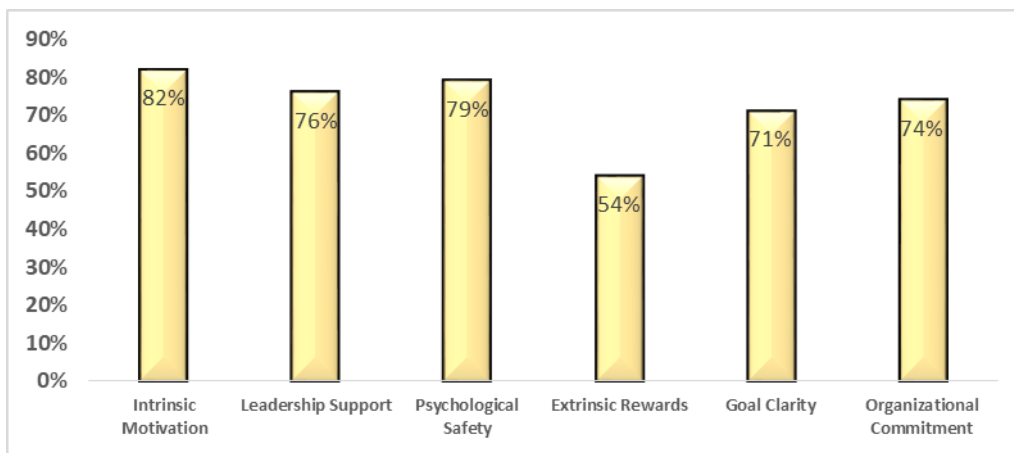


Fig 3 - Results Interpretation of Positive Impact Determinants

4.2.1. Intrinsic Motivation (82%)

The influence of intrinsic motivation showed a high positive effect of 82 percent showing the greatest influence of employee performance in the study. The fact that such a high percentage of workers reported having found a sense, pleasure, and personal development to their work indicates that employees who are meaning-centered, pleasure-driven, and growth-oriented continue to be committed, productive and persist in their work. The finding supports the essence of crafting roles that will facilitate autonomy, mastery, and purpose. Any organization that promotes creativity, responsibility, and skill growth will have a long-term performance growth through the provision of internally motivated employees.

4.2.2. Leadership Support (76%)

The positive influence of leadership support was 76 percent strong, which underlines the high level of influence of supervisory support and guidance on the results of employees. Positive leadership that involves positive feedback, appreciation and a sense of direction instills confidence and motivation in the members of the team. This finding implies that when the employees feel that their supervisors are available, understanding, and interested in their professional development, then they will work better. Good leadership does not only make the motivation stronger but improves confidence and satisfaction at workplace.

4.2.3. Psychological Safety (79%)

Psychological safety showed a high level of positive influence of 79 percent showing that employees are more fruitful when they are certain about coming up with ideas and concerns without fear of any adverse outcome. A safe environment psychologically will foster innovation, cooperation and communication. This result indicates that the development of the interpersonal trust and

minimization of fear-oriented management practices would be a great contributor to the performance improvement.

4.2.4. *Extrinsic Rewards (54%)*

Extrinsic rewards also registered a relatively moderate positive effect of 54 percent. Although salary, bonuses, and material incentives are still significant, the low percentage signifies that outside rewards might not be able to maintain long-term motivation. The implication of this finding is that financial incentives should be applied together with intrinsic and relational determinants instead of being applied as motivation tools on their own.

4.2.5. *Goal Clarity (71%)*

Goal clarity affects were found to be prominent 71 percent positively, stating the need to have clear goals and expectations. When employees are aware of their duties and the level of their work, they are more concentrated and performance-oriented when it comes to the execution of the tasks. Effective communication to set goals minimizes confusion, increases responsibility and performance, as well as making people work in line with expectations.

4.2.6. *Organizational Commitment (74%)*

The positive effect of organizational commitment was 74 percent and thus represented issues of emotional attachment and loyalty to the organization. When employees identify themselves with the mission and values of their organizations, chances are strong they will make discretionary effort and will be engaged. This observation highlights the importance of having inclusive cultures and open communication practices that enhance employee commitment and retention in the long term.

4.3. Discussion

The study findings have made it very clear that intrinsic motivation was the most effective predictor of the employee performance, as it explained an 82 percent positive effect. This implies that workers who take up work to generate a sense of personal gratification, meaning, and enjoyment stand a better chance to reflect improved productivity, perseverance, and dedication. The dominance of intrinsic motivation is consistent with modern motivational thinking, especially with the presuppositions of Self-Determination Theory, which deems the importance of autonomy, competence, and relatedness as the key factors to continued involvement. When employees experience some form of internal drive as opposed to external pressure, it is more likely that the performance levels are more regular and self-managed. The substantial positive impacts of leadership assistance and psychological safety were also observed, which reduced the question of the significance of the relationship and environment in motivation at the workplace. The supportive leadership role leads to clarity, confidence, and morale whereas psychological safety promotes open communication, collaboration, and innovations. The combination of these variables leads to a sense of motivational climate in which employees become valuable and powerful. The high impact of these determinants implies that organizational structure and supervisory behavior are very important in predicting performance beyond the individual motivation. Conversely, the effects of extrinsic rewards were moderate with influence of 54 percent, which implies that financial and material reward can not necessarily ensure long-term improvement in performance. This result supports the hypothesis that although external rewards may stimulate behavior, they are not so useful to protracted engagement in the absence of intrinsic and social support systems. Also, the regression model was found to be statistically significant with a probability level of less than 0.05, which confirmed the credibility of the Motivational Performance Index framework. In accordance with the statistical findings, it is certain that the set

predictors collectively predict the differences in employee performance thus affirming the theoretical and empirical soundness of the suggested model.

5. CONCLUSION

This study offers a great body of empirical evidence that psychological determinants are central to influence the motivation at the workplace and overall performance of the employees. The results obtained can clearly prove the idea that intrinsic factors (autonomy, competence, psychological safety and leadership support) have the stronger and more enduring effect on the performance outcomes in comparison with financial or extrinsic incentives only. When employees develop feelings of significance in their work, strongly sense that they can master their profession and do not feel unsafe to share their thoughts, then they tend to present greater productivity, dedication, and organizational loyalty. The findings add weight to the increasing awareness in organizational psychology about the fact that motivation cannot be considered as an exclusively compensation-based constituent of organizational effectiveness but rather inherent to the psychological and interpersonal nature of an organizational environment. Although extrinsic motivation, including the wage growth, bonuses, and benefits, still stands, due to their relatively weak impact, the financial incentives will not be enough to ensure the continued engagement on a long-term basis. Internal satisfaction and leadership supportive environments seem to be the forces behind sustainable performance. Specifically, the level of support and psychological safety can be quite boosted through leadership and contribute to high engagement rates through the promotion of trust, open dialogue, and purpose. The connections promoted by these relationships enhance the intrinsic motivation of employees and stimulate discretionary work, creativity, and cooperation. The paper accordingly advises organizations to implement holistic motivational systems that are not limited to the areas of transactional reward systems. The stress should be made on the strategies of empowerment, participative leadership, constant feedback mechanisms, and formatted employee recognition systems. Building an organizational culture that embraces employee voice, autonomy, and the development of employees can produce the sustainability of motivational advantages and decreasing the turnover intentions. The proposed Motivational Performance Index (MPI) model is also a somewhat feasible and quantitative scale of the organizational motivational climate. Taking into consideration quantifiable weights of intrinsic motivation, extrinsic rewards, psychological safety, and leadership support, the model allows making sound-based decisions in managing human resources and strategic planning. The present study may be developed further in the future through adding cross-cultural comparisons to analyze the idea of different motivational determinants, depending on the context of the society. The longitudinal research designs would also be more predictive as longitudinal studies would help to trace the motivational changes throughout the time and establish the causal tendencies. These extensions would help enrich the theory and reinforce real-life practices in various organizational settings.

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