Intrinsic-Extrinsic Motivation Revisited: Exploring their Definitions

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Abstract
Workplace Motivation as one of the most popular and important field of studies is receiving great attentions from researcher and Human Resource practitioners. In Content theories of Motivation, there are numerous definitions in explaining the meanings and sources of Intrinsic and Extrinsic Motivation. Hence, this paper is literally study various definition contributed by past researchers. Significance of this paper may helps current researchers and Human Resource practitioners in getting a clear picture of the two types of Motivation.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Human Behaviour

1. Introduction

Although there are numerous definitions contributed by various researchers and philosophers in defining motivation, however, the common ground on variety of definitions are explaining motivation as degree which individuals want and choose to engage in certain directed activities in condition that returns from that particular activities would satisfy their needs (Sansone and Harackiewicz, 2000; Griffin and Moorhead, 2012). In order to activate individual’s specific behaviour, sources of stimulus that will encourage the particular individual to behave specifically must be clearly identified.

2. Intrinsic-Extrinsic Motivation towards Behaviour

Most of the researchers agree that Motivation can be distinct into Intrinsic and Extrinsic. According to Amabile (1994, 2001), individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in their work. Sources of Intrinsic Motivations are whatever emotions and feelings attached on the work individuals are or about to conduct. On the other hand, individuals are extrinsically motivated when they engage in their work in order to obtain some goal that is apart from the work itself. Sources of Extrinsic Motivation include anything coming from an outside source that is intended to control the initiation or performance of the work.

Amabile (2001) furthered that individuals’ perceptions of their tasks will determine their source of motivations. When an individual feels that their task bringing them sense of interesting, challenging, or anything else that will fulfil their emotional satisfactions, that particular individual will be intrinsically motivated. Vice versa, when an individual feel that their task will give them a desire end, then the particular individual is extrinsically motivated.

Intrinsic and Extrinsic Motivation are not opposition towards each other. However, there are some Extrinsic Motivation factors will undermines or supports Intrinsic Motivation and vice versa. The key point in determining such phenomenon is Self-Determination. Amabile et. al. (1994) has commented that any Extrinsic factors that support individual’s sense of competence without undermining sense of Self-Determination will increase individual’s Intrinsic Motivation at the same time. For example, feedback that is categorised as Extrinsic factor will able to intrinsically motivate individual when the session of feedback enhance receivers’ self-competence and self-determination.

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Besides, the Intrinsic and Extrinsic Motivation have received various definitions from different researchers. Warr et. al (1979) defined Intrinsic Motivation as the degree to which individuals want to work well in their for the purpose of intrinsic satisfactions. The term intrinsic satisfaction refers to individual inner emotional demand for satisfactions. By conducting or completed tasks or works that will fulfil individuals’ emotional demand are commented as have the potential to intrinsically motivate individuals. Brooks (2009) furthered that Intrinsic Motivations are come from individuals themselves. This statement is parallel with Ryan and Deci (2009), where environment is serve as facilitators, individuals themselves are the one to decide to response to the facilitators or not.

In terms of Extrinsic Motivation, it is widely defined as the influence from external source (Osterloh and Frey 2007). Individuals that are externally motivated are conducting their behaviours for the motives outside or separate from the behaviours they cause (Hoyenga and Hoyenga, 1984). It can be explain in a simple way, individuals are conducting behaviour for other purposes, rather than the meaning of the behaviour itself. For example, a staff is attending a training because the training will be recorded in annual appraisal. However, the actual meaning of attending training is to increase staffs’ knowledge. Hennessey and Amabile (2005) also given a similar point of view, where they depict that extrinsic motivation is the motivation to do something to make sure that some external goal is attained or that some external imposed constraint is met.

Among various researchers and philosophers that discussing Intrinsic and Extrinsic Motivation, Herzberg (1959), Ryan and Deci (1985), and Calder and Staw (1975) has earn high popularity in their theories. Hence, this paper is also review the implication of Intrinsic-Extrinsic Factors in Motivation theories.

3. Herzberg’s Two-Factor Theory

Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivators & Hygiene Factors (Robbins, 2009). Motivators are Intrinsic Factors that will increase employees’ job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employees’ dissatisfaction. Herzberg furthered that full supply of Hygiene Factors will not necessary result in employees’ job satisfaction. In order to increase employees’ performance or productivity, Motivators must be addressed.

This theory further proposed the Intrinsic and Extrinsic Factors are independent towards each other. Presence of Extrinsic Factors will only eliminate employees’ work dissatisfaction; however, it will not provide job satisfaction. On the other hand, sufficient supply in Intrinsic Factor will cultivate employees’ inner growth and development that will lead to a higher productivity and performance; however, absent of this factor will only neutralize their feeling neither satisfy nor dissatisfy on their jobs. Extrinsic Factors only permit employees willingness to work while Intrinsic Factors will decide their quality of work. These two groups of Extrinsic and Intrinsic Factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction. Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction (Robbins, 2009).

In conclusion, Herzberg’s theory distinct Intrinsic and Extrinsic Motivation factors according to the effect of Job Satisfaction-Dissatisfactions (Herzberg, 1959, 1987; Robbins, 2009). Among sixteen factors proposed, those which will lead to employees Job Satisfactions are categories into Motivator, while the rest of the factors that will make employees dissatisfy with their job are categories into Hygiene Factors.

4. Calder and Staw’s Self-perception of Intrinsic and Extrinsic Motivation

The third Intrinsic and Extrinsic Motivation theory is Calder and Staw (1975) Self-perception of Intrinsic and Extrinsic Motivation. As one of the first to examine the distinction of Motivations, they use the perspective of Self Perception theory to test the relationships. According to Ben (1972), Self-Perception Theory proposes that individuals are constantly observing their behaviours and thus conclude why they acted...
in such ways. It can be summarise as the theory declares that individuals’ attitudes are developed from observed behaviour, rather than common acceptance nowadays that behaviour developed by attitudes. As results, the theory is commeneted as counterintuitive (Waterman, 1969; Critcher and Gilovich, 2010). However, there are several researchers successfully proven that this theory have sometime applicable in behavioural science. In a research conducted by Laird (2007), it is found that corresponding emotions were reported following from respondents’ behaviours that had been manipulated by the experimenters. In a more recent research conducted by Guadagno et. al (2010) in studying recruitment of new members by terrorist via internet, they have found that new joined terrorists form increasingly radical attitudes to be consistent with their increasingly radical behaviour.

Referring to figure 2.3, Calder and Staw (1975) commented that Intrinsic and Extrinsic Motivation are developed according to the effect of mean and end of tasks. When there is no or negative means and ends, motivation will not exists. Extrinsic Motivation occurs when end is positive and means is negative or neutral. Vice versa, Intrinsic Motivation occur when mean is positive and end is negative or neutral. Lastly, when both mean and end are positive, the attribution will become unstable.

In conclusion for this section, Calder and Staw (1975) have distinct Intrinsic and Extrinsic Motivation by Intrinsic means and extrinsic end of tasks. The ideology has suggested that meaningful task has intrinsic motivations; while return from task completion has will extrinsically motivate individuals. Such ideology has later being criticise by several researchers. A reward that fall under Extrinsic Motivation can activate both Extrinsic and Intrinsic Motivation of an individual, when the reward is properly attached with extrinsic returns and intrinsic satisfactions (Sansone and Harackiewicz, 2000).

5. Ryan and Deci’s Taxonomy of Human Motivation

In an article Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions written by Richard Ryan and Edward Deci (2000), motivation is defined as to be moved to do something. Rather than the factors that motivate individuals, Ryan and Deci (2000) is more concern on the types of motivations that drive individuals’ behaviours. The idea of Intrinsic and Extrinsic is found by Ryan and Deci in 1985 in their well-known Self Determination Theory. With a variety of factors (Ryan and Deci (2000) refer it as reasons or goals, there are two types of Motivation outcome as consequences.

Intrinsic Motivation is developed upon Cognitive Evaluation theory that considered as sub-theory under Self Determination Theory designed by Ryan and Deci (1985). The theory proposed that individuals will intrinsically motivated by interpersonal events and structures (such as rewards, communication, feedback) if such events and structures are able to supply individuals with feelings of Competence and Autonomy. The feeling of Competence is allowing individuals to satisfy their basic psychology need for Competence, while Autonomy will strengthen the sense of Competence, as a task assigned is completed by an individual himself (Victor et. al., 2008). In a recent article published by Ryan et. al. (2009), Intrinsic Motivation is being relation in between individual and activities. External environment is serves as facilitation in determining individuals’ Intrinsic Motivation. If the environment is able to support individual positive sense of Competence and Autonomy, they will Intrinsically Motivated (Ryan et. al., 2009). Such relationship of social inputs and Intrinsic Motivation is named as Social Psychology, where Ryan et. al. (2009) summarised the theory as events that individuals perceived that are negative impacting their experience in Competence and Autonomy will diminish their Intrinsic Motivation. Vice versa, events that perceived as positive impact on individuals’ experience in Competence and Autonomy will facilitate their Intrinsic Motivation.

On the other hand, Extrinsic Motivation can be summarize as an individual conducting an activity is not for the sake of him or herself, but to satisfy instrumental values of the activity. The Extrinsic Motivation is further categorised into four extents as External Regulation, Introjections, Identification, and Integration. Each extent of Extrinsic Motivation differs from its combination of Competence and Autonomy (Ryan and Deci, 2000). The first External Regulation is defines as a behaviour is performed to satisfy an external demand. It carries the lowest degree of Autonomy. Second Introjection is describes as a type of internal
regulation that is controlling individuals. Individuals performing actions are driven by the feeling of pressure in order to avoid guilt or anxiety or to attain ego-enhancements or pride. The third Identification defines as individual has identified with the personal important of behaviour and has thus accepted its regulation as his or her own. Last Integration occurs when identified regulations have been fully assimilated to the self. Although it is very similar with Intrinsic Motivation, however, Ryan and Deci (2000) commented it as an Extrinsic Motivation. Unlike Intrinsic Motivation where individuals conducting activity simply for the fun and enjoyment of the activity itself, behaviour motivated by integrated regulation is driven by its presumed instrumental value with respect to some outcome that is separate from the behaviour (Ryan et. al., 2009).

In conclusion, Ryan and Deci (2000) have discussed the differences of Intrinsic and Extrinsic Motivation, Unlike Herzberg that categorising factors that will motivate people, Ryan and Deci distinct Intrinsic and Extrinsic Motivation according to the extent of Competence and Autonomy. It is further summarised as Intrinsic Motivation refers to individual doing an activity is simply for the enjoyment, Interest, or satisfactions of the activity itself, whereas Extrinsic Motivation refers to individual doing an activity is for satisfactions of the instrumental values of the activity (Ryan and Deci, 2000). Figure 2.1 further presented the taxonomy of Human Motivation proposed by Ryan and Deci (2000).

6. Discussion

Obviously, discussions above have mirrored out inconsistence of definitions towards the two types of Motivations. Different theories and definitions of Motivation discussed above are taking different perspectives in defining the nature of Intrinsic and Extrinsic Motivation. However, when the theories and definitions of the Intrinsic and Extrinsic Motivation are putting together, it is found that the fundamental of the theories and definitions are consistent among each other.

Human behaviour stimulated by Intrinsic Motivation is attained from works which are able to fulfill inherent parts of individuals. Typically, an individual is intrinsically motivated when he or she found that an event is able to satisfy his or her psychological demand for positive experience. In contrast Extrinsic Motivation will activate human behaviour when the behaviour itself is to fulfill or fulfilled by exterior condition of individuals. In this circumstance, individuals are extrinsically motivated when they observed an event will satisfy their physical demand for self or others.

Following the definitions discussed above, it provides another definitions in categorising intrinsic and extrinsic motivation factors. For example, Pay and Benefits, Working Condition and Status are taken as Extrinsic factors of Motivation under Herzberg’s theory. However, if an individual view his or her income, glamour personal office or high organizational position as forms of affirmation for his or her standard of performance and capability, he or she is actually intrinsically motivated where he or she is psychologically fulfilled with positive emotional experience. On the other hand, another individual is using his or her Achievements, Responsibilities, and even Growth to satisfy his or her organizations’ requirements. These three mentioned factors hence became requirements to fulfil external condition of individuals, rather than supplying emotional satisfactions.

7. Conclusion

In conclusion, this paper has literally reviewed numerous definitions and theories of Intrinsic and Extrinsic Motivation. Implication developed from this paper is calling attention from researchers and practitioners in focusing the directions of motivation factors towards intrinsic psychology experience or extrinsic condition of individuals. Despite tangible/non tangible or physical/psychological factors of motivation, when individuals’ behaviour is activated from the factors to satisfy their psychological needs, they are actually intrinsically motivated by the particular factors. In contrast, when individuals’ behaviour is pushed by some motivation factors to meet with exterior conditions, they are extrinsically motivated.
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References


