

## Motivation Among Employees of Thimphu Thromde

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### ABSTRACT

Instilling motivation in people is a challenging task which requires a special art in managers and leaders. Although financial incentives are considered important for public sector employees, non-financial incentives are equally important. In this study, the paper aimed to find out the extrinsic and intrinsic motivating factors among the employees of Thimphu Thromde (Municipality). We conducted a survey based on stratified random sampling method. One of our key findings is that different levels of employees place their values on different factors, hence, making it essential for the organizations to recognize both the intrinsic and extrinsic motivation. For instance, those employees who are in the lower positions and in their early years of career place greater importance on financial incentives as opposed to those in the higher position levels. Thus, proving that Maslow Theory of Motivation does apply to some extent in the context of Thimphu Thromde, especially in the lower levels. While extrinsic motivating factors are considered important by the employees, the intrinsic factors are rated higher, in general, than the extrinsic factors in terms of their motivating power.

**Keywords:** *Extrinsic motivation; Intrinsic motivation; Motivation; Thimphu Thromde*

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## INTRODUCTION

Motivation is a driving force such as a need, a desire or an emotion that impels people to move forward so that the goals can be achieved and the task can be progressed (Adair, 2004). It is agreed that motivated employees are more productive and have positive influence in the organization. In the context of Bhutan, Government emphasized on the performance-based incentives during the recent pay revision of the civil servants with focus on motivating the employees with more financial incentives (Fourth Pay Commission of the Royal Government of Bhutan, 2019). However, not many initiatives are being made to invoke the spirit of intrinsic motivation, be it in civil service, public service or in other organizations including private agencies. Gao (2015) for instance claims that the public service workers in Japan, Taiwan and South Korea are extrinsically motivated. However, their motivation is not from the financial incentives, rather their motivation is enhanced by 'job security' which falls under the category of extrinsic motivating factors. Although the intrinsic factors were blind spots in the past, however, their value is now increasing as people are gradually able to understand their importance. According to Ryan and Deci (2000), intrinsic motivation emerges as an important phenomenon for the organizations because it results in high quality performance and creativity of employees.

Generally, in the context of Bhutan, motivation is perceived by many people only from its extrinsic point of view wherein financial factors are considered more important than non-financial ones. The paper seeks to find out the extrinsic and intrinsic motivating factors among the employees of Thimphu Thromde. It seeks to answer whether employees of Thimphu Thromde consider financial incentives more important than non-financial incentives. If they consider non-financial incentives as motivating factors, what could those factors be? This study, besides its focus on the extrinsic motivation, also touches on the

intrinsic motivation. The findings from the study could be useful to understand how the employees of the Thimphu Thromde perceive extrinsic and intrinsic motivation. This would indicate, to some extent, the views of the civil servants, and accordingly could serve as inputs to the management of the organizations as well as to the government towards further improving the motivation of the civil servants.

## LITERATURE REVIEW

### **Extrinsic and Intrinsic Motivation**

Extrinsic motivation refers to the performance of behaviour that is essentially dependent on the attainment of an outcome that is separable from the action itself. It is instrumental in nature, whereby it is performed in order to get some other outcomes (Legault, 2016). According to Amutan (2014), it is much easier to motivate an employee in the workplace by external factors such as giving promotions and increasing the wages. The employees are primarily motivated by external factors; they work better if they receive significant material gains such as a large pay cheque and more holidays. "Pay is an essential incentive for the employees to meet or exceed the specified performance objectives" (Milne, 2007). The research conducted by Ismajli, Krasniqi and Qosja (2015) found salary to be the main motivating factor for the civil servants in local public administration in Kosovo. However, for some employees, the importance of money to motivate them will be reduced after a certain stage. For them, non-financial rewards become more important. Prasad and Kumar (2014) found that the Nepalese civil servants are less motivated by given salary and facilities. However, they are averagely motivated by other factors such as supervisor, promotion, training opportunities and human relationship. On the contrary, Jayathilaka (2014) provides an explanation of how extrinsic (hygienic) factors motivate the employees than the intrinsic (motivational) factors.

According to Legault (2016), intrinsic motivation refers to an engagement in behaviour that is inherently satisfying or enjoyable. It is non-instrumental in nature, whereby the intrinsically motivated action is not dependent on any outcome separable from the behaviour itself. Within organizational behaviour, intrinsically motivated behaviour is entirely associated with positive outcomes. However, it is stated by Reinholt (2006) that in some situations, intrinsically motivated behaviour can also be understood as self-interest seeking and even opportunistic if the agent is preoccupied with performing tasks of own interest at the expense of tasks, which are important to the achievement of organizational goals. Although intrinsic motivation is considered the most optimal form of motivation and is associated with various benefits such as enjoyment, persistence and psychological well-being, extrinsic motivators are sometimes thought to be helpful to promote actions for behaviours that are not intrinsically interesting (Legault, 2016).

## **2.2. Relationship between Intrinsic and Extrinsic Motivation**

It is through money that the basic needs of food, clothing and shelter can be fulfilled. However, Uzonna (2013) asserts that cash rewards alone do not provide enough of an incentive as a motivator for performance. According to Jones and Lloyd (cited in Ngubelanga 2012), motivation associated with intrinsic drivers can outweigh those linked to financial incentives. The finding of Singh (2016) shows that intrinsic motivators are far more influential than any external factor such as money. Similarly, Yoo, Han and Huang (2012) highlighted that, in the food service company, intrinsic motivation had a statistically significant impact on employee's intention to use e-learning while extrinsic motivation did not affect them much. Further, the finding of Anwar et al. (2018) revealed that intrinsic motivational factors played a vital role to decrease employee's turnover of the call centre sector.

Extrinsic motivators not only are less effective than intrinsic motivation but actually reduce intrinsic motivation (Ledford, Gerhart and Fang, 2013). If the reward is appropriately implemented, it should enhance intrinsic motivation, rather than undermine it; making the incentive affect much more powerful than if it relies on extrinsic motivation alone. According to Benabou and Tirole (2003), the central belief is that individuals respond to incentives. Because many of the tasks that the organizations want their employees to perform are not inherently interesting or enjoyable, knowing how to promote more active forms of extrinsic motivation becomes a significant strategy for organizational success (Ryan and Deci, 2000). Lepper, Corpus and Iyengar (1997) found that the children in the classroom are not only losing their enjoyment of the learning process itself but also the systems of extrinsic incentives. The negative consequence of extrinsic rewards on intrinsic motivation is “one of the most ignored” findings in social science. While most of the earlier research have been in favour of extrinsic motivation, the significance of intrinsic motivation can be inquired at the same time. Instead of continuing the battle between different views on intrinsic and extrinsic motivation, all the factors affecting the motivation of employees must be put together, which in turn will reveal a complete view on motivation and behaviour.

### **2.3. Maslow Hierarchy of Needs Theory**

Maslow Hierarchy of Needs Theory is categorized into five different needs: physiological, safety, social, esteem and self-actualization. According to this theory, human needs are arranged in hierarchy wherein the lower-level needs have to be fulfilled first to give rise to higher level needs (Jerome, 2013). This theory emphasizes on the extrinsic factors, for example, when it states that food, clothing and shelter have to be provided to fulfil the basic needs of people. At the same time, it also touches, to some extent, on the intrinsic motivation when it emphasizes on the self-actualization needs.

According to Herzberg's 'Motivation-Hygiene Theory' (also known as two-factor theory), there are two factors that can influence motivation in workplace: motivating factors and hygiene factors. Motivating factors are achievement, recognition, advancement, the work itself, personal growth and responsibility. Some of these motivating factors are linked to the intrinsic motivation, for instance, deriving motivation from the work itself and personal growth. The hygiene factors on the other hand are company policy, supervision, relationships, work conditions, salary and job security which are related to the extrinsic motivation factors.

#### **2.4. Brief Introduction to Thimphu Thromde (Municipality)**

Thimphu Thromde, also known as Thimphu Municipality, is located in the central western part of Bhutan. It is headed by the Thrompon (Mayor) who is elected in accordance with the Election Act of Bhutan and its rules and regulations. The Thromde envisages to be an exemplary city in the region that is culturally vibrant, progressive, safe and liveable with its missions: (a) to promote affordable, equitable, efficient municipal services and facilities, and (b) to promote Bhutanese socio-culture, economy, environmental image and financial sustainability of the Thromde (Thimphu Thromde, n.d.). It is the biggest municipal body in the country and faces the challenge of rapid increase in its population with pressure for more and better public services.

## **METHODS**

The study used descriptive survey design. The independent variables consist of intrinsic and extrinsic factors, while motivation is the dependent variable. The key variables considered in extrinsic factors include salary, bonus, benefits, commission, training, promotion, job security, recognition, leadership, working condition and holiday package. On the other hand, the key variables considered in intrinsic factors are

autonomy, challenges, respect, personal growth, work itself, responsibilities, achievement, pleasure, satisfaction, appreciation and cooperation. The research is focused on Thimphu Thromde as the biggest thromde of the country and also has its employees deployed from various parent Ministries and Agencies e.g., Ministry of Education, Ministry of Works and Human Settlement, Ministry of Finance,

Ministry of Home and Cultural Affairs, National Land Commission, Royal Civil Service Commission, National Environment Commission, etc. As a result, Thimphu Thromde employees represent many other Agencies. Thus, this research will help us to understand the motivation issues facing civil servants from the perspectives of employees across many Ministries and Agencies. The samples were drawn from the employees with the following criteria: (i) employees who are in Executives and Specialists Category (ESC), Professional and Management Category (PMC), and Supervisory and Support Category (SSC), (ii) employees who have been working in the organization for three years and above. This is because the number of working years plays an important role in making the employees to understand the cultural background and the working environment of the organization which indirectly contributes to employee motivation. The Operational Category (OC) level employees were excluded on the ground that they will not be able to answer the questionnaire given their educational background. Further, it was difficult to contact them since most of them are scattered in diverse locations of the city.

According to the Employee Statistics of Thromde 2019, there are 176 employees in Thromde organization. After excluding Thrompon (Mayor), operational level employees and three messengers (Elementary Service Personnel), there are 130 employees who are in ESC, PMC and SSC position levels. Further, after excluding the employees who have been working there for less than three years, the target population in the sampling stood at 95. The “Yamane sample calculation” was

applied to represent the sample size as the population size is known. Yamane formula for determining sample size is given by:  $n = \frac{N}{1 + N(e)^2}$  where  $n$  = corrected sample size,  $N$  = population size and  $e$  = Margin of Error (MoE), at the confidence level of 95%,  $e = 0.05$  (5%).

$$n = 95 / 1 + 95 (0.05)^2 = 76 \text{ (sample size)}$$

To determine each target sample, stratified random sampling method was used in the study. Stratified random sampling method is a sampling strategy used in research that involves dividing the population of interest into smaller groups called strata, whereby individual member of the population has an equivalent opportunity of being chosen as a respondent. The number of respondents from each stratum is determined by their number relative to the entire population. The idea behind choosing stratified random sampling was to derive the accurate proportion of respondents needed to be sampled from each sampling area according to their total population.

**Table 1**

*Sample category*

Executive and Specialist (ESC)		Professional and Management Category (PMC)		Supervisory and Support Category (SSC & ESC)	
Total population	Sample	Category (SSC)	Sample	Total population	Sample
1	1	39	31	55	44
Total Sample=76					

A combination of both closed-ended and open-ended questionnaire was used. While the closed-ended questionnaire was used to generate statistics on different intrinsic and extrinsic motivational factors, the open-ended questionnaire was used to find out how the employees feel about different motivational factors. The research conducted is mixed methods research

where it involves collecting and integrating both the qualitative and quantitative research. The reason for opting for mixed methods is to have a better understanding of the research problem and to overcome the weakness of a single research design.

Primary data are considered to be more reliable than secondary data. Hence, to gather accurate information, the survey questionnaire was distributed among Thromde officials through both paper and online formats. The respondents were ensured confidentiality. Statistical Package for Social Science (SPSS) version 23.0 is used to determine data capturing, presentation, analysis and interpretation. Microsoft Excel 2007 is also used for drawing graphs, charts, crosstabs and tables. The questionnaire used the 5-point Likert Scale to see the view of the respondents towards different motivating factors. The respondents were provided with options such as “strongly agree”, “agree”, “neither agree nor disagree”, “disagree” and “strongly disagree” besides “very important”, “important”, “moderately important”, “slightly important” and “unimportant”.

In order to ensure ethical and sensitivity issues, necessary measures were taken beforehand. Ethical practices such as getting informed approval, maintaining anonymity of the respondents and confidentiality of the data were done and the ethics approval was obtained from the Royal Institute of Management (RIM) and Thimphu officials prior to the data collection. There was no partiality in terms of caste, gender, age, religion in the process of selecting the respondents for this research. It is to be noted that out of 76 sample size, 47 of the respondents responded to the questionnaire, which constitutes almost 62% (61.8 precisely) of the sample size.

## RESULTS

**Table 2**

*Demographic characteristics of the respondents*

Variable name	Group	Frequency	Percentage (100%)
Gender	Male	29	61.7
	Female	18	38.3
Educational qualification	Diploma	19	40.4
	Bachelor degree	19	30.4
	Master degree	9	19.1
Position level	SSC	19	40.4
	PMC	28	59.6
Number of years working in the organization	3-6years	29	61.7
	7-10years	14	29.8
	11-15years	4	8.5

In Table 2, it can be seen that 29 males and 18 females participated in the survey. 59.6% of the respondents constituted from the PMC while the remaining 40.4% of the respondents were from SSC. It can also be seen that maximum (61.7%) of the respondents have been working in Thromde for 3-6 years, 29.8% of them for 7-10 years while 8.5% of them have been working for 11-15 years. The respondents were asked to rate their motivation level on a scale of 1-5 (1 is the minimum and 5 the maximum). The finding showed that 44.7% of the respondents rated their motivation level as 3, 31.8% as 4 and 8.5% as 5. This shows that the respondents are motivated to work but they are not highly motivated since only 8.5% of the respondents have rated 5. It indicates that there is still room to enhance motivation of employees.

The respondents were presented with eleven major factors that constitute extrinsic motivation. They were asked to rate the level of importance on the different extrinsic factors on a scale of 1-5 (1 is the lowest and 5 the highest). The findings (as given Table

3) show that the respondents are highly motivated by 'training' with the mean 4.26 (SD=1.010, min=1, max=5), followed by 'promotion' with the mean 4.21 (SD=.977, min=1, max=5).

**Table 3**

*Responses on the extrinsic motivation factors*

Variable name	N	Minimum	Maximum	Mean	Standard deviation
Salary	47	1	5	4.19	.992
Bonus	47	1	5	3.66	1.069
Benefits	47	1	5	3.94	.870
Commission	47	1	5	3.09	1.231
Training	47	1	5	4.26	1.010
Promotion	47	1	5	4.21	.977
Job security	47	1	5	4.13	1.135
Recognition	47	1	5	4.02	1.113
Leadership	47	1	5	4.11	1.068
Working condition	47	1	5	4.15	1.083
Holiday package	47	1	5	3.19	1.209

This finding correlates with the study carried out by Prasad and Kumar (2014) who confirmed that Nepalese civil servants were more motivated by promotion and training opportunities. However, it can also be seen that there is not much of significant difference in the mean among the extrinsic factors listed above, hence, proving the value placed by different individuals on different extrinsic aspects. Besides the training, the other extrinsic factors which are considered important are: promotion, salary, working condition, job security and leadership. It may be noted that promotion in Bhutan is closely associated with financial incentives. Among the lowest rated extrinsic factors are holiday package and commission, which generally are rated comparatively higher in the private sector. Extrinsic motivation factors comprise both monetary and non-monetary incentives. In

order to understand the value, the respondents place on monetary and non-monetary incentives, the respondents were asked to choose between monetary incentives and non-monetary incentives. Responses are tabulated according to educational qualification of respondents, position level and number of years working in the organization.

**Table 4**

*Cross tabulation of educational qualification and incentives*

Education qualification	Monetary incentives/rewards (%)	Non-monetary incentives/rewards (%)
Diploma	68.4	31.6
Bachelor degree	63	37
Master	44.4	55.6
PhD	0	0

The finding in the Table 4 shows that majority of the Diploma holders (68.4%) prefer monetary incentives to non-monetary incentives. This is followed by a similar trend with Bachelor degree holders wherein 63% of the respondents prefer monetary incentives. On the contrary, majority of Master degree holders (55.6%) prefer non-monetary incentives/rewards. It can be seen that, with the increase in educational qualification, there is a gradual decrease in the percentage of importance given to monetary incentives and gradual increase on non-monetary incentives/rewards. It could be due to the fact that (i) employees with a Master's degree are placed at a higher position (due to higher education level) than employees with a Diploma or a Bachelor's degree and therefore will be drawing higher pay scales. This means that most of their basic needs could be fulfilled by the given salary package in contrast to the Diploma and Bachelor degree holders and (ii) people who have obtained Master's degree are comparatively senior people in terms of number of years in service and therefore will be looking for non-monetary incentives/rewards like recognition, achievement, etc.,

besides monetary incentives/rewards. This finding is similar to Maslow's Hierarchy of Needs Theory which states that basic needs have to be fulfilled first to give rise to higher level needs. In the case of Diploma and Bachelor degree holders, most of them will be in their early years of career where monetary incentives/rewards will be given higher importance than the non-monetary/rewards.

**Table 5**

*Cross tabulation between number of working years and incentives*

Number of Years working in the Organization (years)	Monetary Incentives/ Rewards (%)	Non-monetary Incentives/ Rewards (%)
3-6	58.6	41.4
7-10	71.4	23.6
11-15	50	50

The finding from Table 5 shows that monetary incentives dominate, generally, in the early years of career. However, the respondents who have been working in the organization for 7-10 years are more tilted towards monetary incentives (71.4%) compared to the respondents who have been working for 3-6 years (58.6%). The more dominant need for monetary incentives for 7-10 years may be because of family's need as they marry and start settling down with their spouse and children and pursue higher education, besides other related expenses. It can also be seen that the need for monetary incentives decreases for the respondents who have been working for 11-15 years (50%). Interestingly, this group seems to be emphasizing equally on the non-monetary incentives as well. The finding supports Ismajli, Krasniqi and Qosja (2015) which assert that the importance of money to motivate will be reduced after a certain stage.

The respondents were asked to rate on a scale of 1-5 their level of agreement/ disagreement on the various intrinsic motivational factors.

**Table 6**

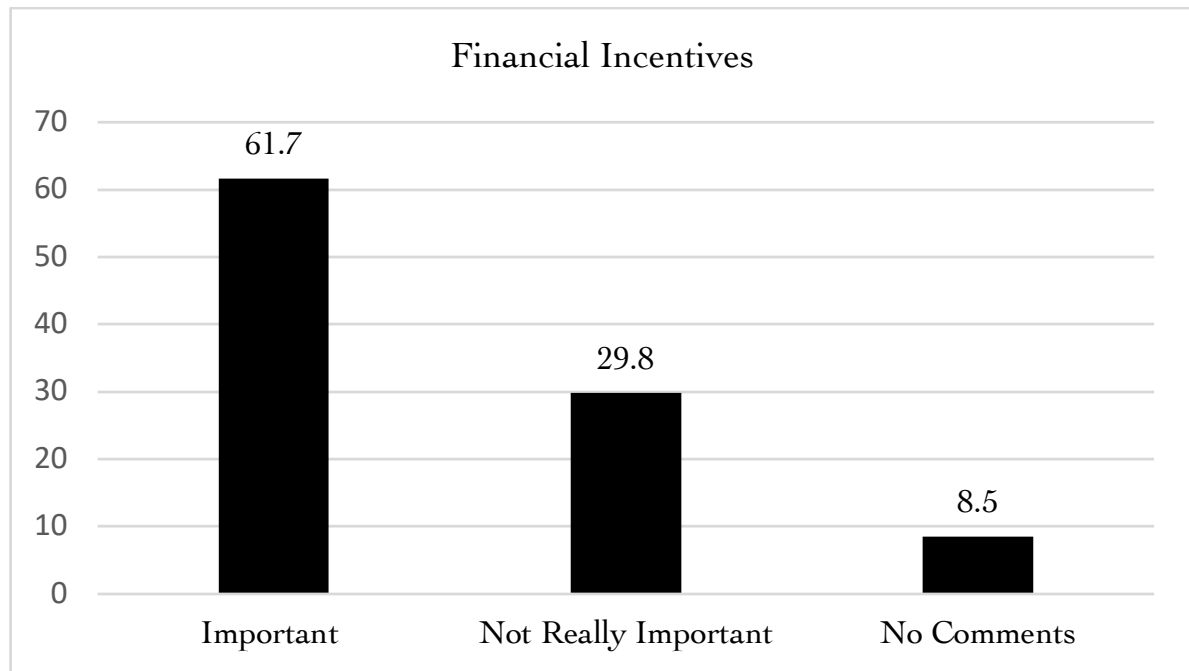
*Intrinsic factors affecting employee motivation*

Variable name	N	Minimum	Maximum	Mean	Standard deviation
Accomplishment	47	1	5	4.09	1.060
Responsibilities	47	1	5	4.09	.929
Autonomy	47	1	5	3.68	.980
Enjoyment	47	1	5	3.98	.921
Collegial work atmosphere	47	1	5	4.55	.746
Appreciation	47	1	5	4.26	.820
Satisfaction from the work	47	1	5	4.28	.800
Personal growth	47	1	5	3.85	.884
Challenges	47	1	5	3.64	.987
Respect	47	1	5	3.72	.971
Enthusiasm	47	1	5	3.79	.977
Duty before self	47	1	5	4.36	.764
Contribution for common good	47	1	5	4.51	.748
Ethical act	47	1	5	3.94	.845
Giving back more	47	1	5	4.43	.801

The findings in Table 6 show the importance given by the respondents to different factors that motivate them intrinsically. Among the intrinsic factors ‘collegial work atmosphere’ with the mean 4.55 (SD=.746, min=1, max=5) is regarded as the most important motivational factor followed by contribution for common good, giving back more to the society, duty before self, satisfaction from the work itself, appreciation, sense of accomplishment and recognition. In general, the intrinsic motivation factors are rated comparatively higher than the extrinsic motivating factors indicating that these are more powerful tools of motivation. The findings also show that the motivation factors highlighted in Herzberg’s Motivation-

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Hygiene Theory such as achievement, recognition, the work itself, personal growth and responsibility are considered important motivating factors.



**Figure 1**

*Financial incentives as a motivating factor (in percent)*

Figure 1 shows the view of the respondents from one of the open-ended questions which have been coded and presented in the table. It can be seen that 61.7% of the respondents agree that financial incentives are considered important motivating factors while only a small percentage of 29.8% consider it not really important. This finding contradicts with the Herzberg's Motivation-Hygiene Theory which treats money only as a hygiene factor rather than a motivating factor.

## DISCUSSION

Motivation is an important tool to shape the behaviour of the employees. Although most of the motivation theories in the past

focused more on the extrinsic approach, findings show that intrinsic motivation is gaining importance in organizations. This research study endeavoured to find out the intrinsic and extrinsic factors that influence the motivation of the employees. Firstly, it was found that 'training' was the most influential extrinsic factor followed by promotion, salary, working conditions, job security, leadership and others. Although training is associated with knowledge gaining, it was ranked higher than salary under Table 3 because training actually is a different form of monetary incentive in the Bhutanese context (earning additional money by undergoing training), whereas in many other countries training is seen more from the capacity development point of view. In the words of Legault (2016), although intrinsic motivation is considered the most optimal form of motivation and is associated with various benefits such as persistence and psychological well-being, extrinsic motivators are sometimes believed to be helpful in promoting action for behaviours that are not intrinsically interesting.

Secondly, it was also found in Table 4 and Table 5 that monetary incentives/rewards are generally given higher weightage in early stage of employees' careers. Findings also indicate that monetary incentives/rewards are given higher weightage by employees when they are struggling to meet the early necessities of their careers. However, the value of non-monetary incentives/rewards gains momentum as employee rise in the hierarchy. Pay-for performance is not sufficient to motivate all the employees equivalently as it is intended only to motivate the least motivated managers (Bertelli, 2006). Employees vary not only in the level of motivation but also in the orientation of that motivation (type of motivation). Although 'training' is reported as highest rated extrinsic factor in this study, it alone would not meet the needs of all the employees, rather other factors such as promotion, salary, working conditions, job security, etc., will be important as well. Similarly, despite 'collegial work atmosphere' being rated the most significant intrinsic factor, other factors

such as autonomy, personal growth, duty before self, satisfaction from the work itself, sense of achievement, etc., are also important in motivating employees. However, the effectiveness of such factors depends on the importance that individual employees attach to them in their organizations.

## CONCLUSION

It can be concluded from this study that the employees of Thimphu Thromde consider both extrinsic and intrinsic factors in their motivation. Although there is a general notion that extrinsic motivation factors are more important than intrinsic motivation factors, most of the intrinsic factors are rated comparatively higher than the extrinsic factors. While the power of money and other external factors have proved common motivational tools in the past, they have their own limitations as revealed in various research findings. Therefore, the use of intrinsic motivation factors in organizations could prove more sustainable in the future as these are less costly besides their power to create more meaningful drive in the employees. However, intrinsic and extrinsic approaches to motivation are not substitutes but rather complement and supplement each other in creating an effective motivation package in an organization.

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