

A Review on Intrinsic Motivation: A Key to Sustainable and Effective Leadership

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— *Review of* —
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ABSTRACT

Recent time has witnessed the world giving importance to sustainable development of an organization along with profitability. Leaders who are in-charge of those organizations have a major role to play in creating this sustainable work environment for the employees. To achieve this sustainable growth and effective leadership, leaders have to be intrinsically motivated, because materialistic things can motivate a person for a limited period of time and once that thing is achieved, then one has to find another way to keep that person motivated.

Purpose: This paper aimed at reviewing the need of sustainable and effective leadership and how to instil intrinsic motivation among leaders and the followers who are working under those leaders by creating an environment of intrinsic motivation for the employees by using ‘Focus Group Research Method’.

Methodology: This qualitative paper has included the viewpoints of sample managers in focus group and subject matter experts and management authors and researchers. The opinions have been analysed systematically and compiled to understand the significance of intrinsic motivation for effective and sustainable leadership.

Practical Implication and Value Addition: This paper would add value to the literature of management and it will assist leaders to enhance the self-motivation and intrinsic motivation of team members.

Key Word: Leadership, Intrinsic Motivation

1. INTRODUCTION

In human resource management (HRM) terms, Coleman and Earley (2005) drew attention to the worldwide trend to decentralizing the management of organization that has moved the responsibility for managing people to the unit level. This involves getting the right people to do the job (managing the organization), ensuring that the job is done well (performance management) and supporting managers’ ability to achieve organizational goals and promotion (development and succession). Leadership supply remains a vital element in the life of any organization. To appoint someone to leadership positions within organization has potentially profound implication, not only for those individuals, but also for their colleagues and the organization in which they work.

This study offers a basis to bring forward helpful practices to create sustainable and effective leadership through intrinsic motivation. In any organization, it is important to identify the level of motivation and the turnover ratio which indicates the culture in that organization. A positive strong culture is developed by the effective leaders who sustain. Now days, the business environment has become very fluid and turbulent. Today's market is highly competitive and factors like quality, flexibility, innovation and creativity are prerequisites for survival. The new concept of workers' participation gives a feeling of belongingness and commitment to the employee. It has been proved that leaders of an organization can lead it on the path of success.

Indeed, to lead, organization needs effective and sustainable leadership. The concept of retaining and nurturing talent within the organization has become imperative for the development of an organization. Leaders are the key players, to make the organization survive and succeed in a highly competitive environment. Thus it is very important to take up the topic of leadership and intrinsic motivation.

In this study, the author tries to define what is leadership, what is intrinsic motivation and tries to bring forth the perspectives of focus group in creating sustainable workforce by providing intrinsic motivation to the leaders as well as the followers working under those leaders.

2. WHY LEADERSHIP IS ESSENTIAL

Noted leadership scholar Warren Bennis (1989) lists three reasons why leaders are important. "First, because they are responsible for the effectiveness of organizations; second, the change and upheaval of the past years has left us with no place to hide; and third, there is a pervasive, global concern about the integrity of organizations". Although Bennis wrote about the need for leaders twenty years ago, his reasons still apply to modern society. Fairholm (2004) cites the recent collapse of corporations as well as other financial and environmental crises as reasons for not thinking about leadership. Other researchers have also noted the rapidly changing environment of today's organizations and the need for effective leadership to handle the challenges (Fairholm, 2004).

3. DESCRIBING LEADERSHIP

It is not easy to define "leadership." Over the past century, leadership has been defined and classified in many different ways. Early leadership scholar Terman (1904) noted that "the term leadership has such a broad application and is described by so many general and indefinite adjectives that it is impossible to judge the real significance of all the cases given". Leadership Scholar James MacGregor Burns (1978) stated in his Pulitzer Prize-winning text that "leadership is one of the most observed and least understood phenomena on earth". Metaphors to characterize leadership have included that of a machine and that of a living organism (Knox, 1994). Leadership has been explored through the lenses of a wide variety of leaders including Abraham Lincoln, Genghis Khan, Eleanor Roosevelt and Mahatma Gandhi.

It should be noted that much of the literature toggled between the terms “leaders” meaning the people doing and “leadership” meaning the process itself and individual researchers have also toggled between the terms (Mascall, 2007). Part of this stems from the fact that “leadership has been traditionally conceptualized as an individual-level skill”. Leadership has often been characterized not as an exact science, but rather as an art. In spite of these widely divergent characterizations, leaders and leadership have been widely studied and researched. Several main strategies for categorizing or conceptualizing leadership were used in the research: leadership as a set of traits possessed by a leader, a set of actions or behaviours, or as a process operating within a group. Rost (1991) reviewed several hundred definitions of leadership from sources dated between 1900 and 1990. In his review, he noted that ninety-nine authors did not even provide a definition of leadership. He presented two significant impressions. The first was that “scholars found it increasingly difficult to define leadership, so they deliberately chose not to give a definition” (Rost, 1991) and the second was that these leadership scholars “were increasingly sloppy in their use of the words *leadership* and *leader*. Rost (1991) offers that as a result, “It should be no surprise that scholars and practitioners have not been able to clarify what leadership is”.

Some of the major definitions of leadership often cited include the following:

Rost (1991), “leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes”. Bennis (1989) believes that “leadership is first being, then doing”. Burns (1978) stated that “leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers”. He further defines leadership as “leaders inducing followers to act for certain goals that represent the values and the motivations – the wants and needs, the aspirations and expectations – *of both leaders and followers*” Kort (2008) states simply that “leadership is about one person (the leader) getting other people (the followers) to do something”. Kort posits that definitions only differ in terms of roles or settings. Martin and Ernst (2005) stated that “in response to complex challenges, leadership is being forced to react, to learn, and to approach work in innovative ways”. Goffee and Jones (2012) defined it simply as “a relationship between the leaders and the led”. Yukl (2002) noted that “most definitions of leadership reflect the assumption that it involves a process whereby intentional influence is exerted by one person over other people to guide, structure, and facilitate activities and relationships in a group or organization”.

For many years, leadership and management have sometimes been considered the same phenomenon, and the terms have been used interchangeably. At other times, their definitions diverged. Monaghan (2010) clarifies by stating, “Management is concerned with achieving objectives. Leadership involves developing objectives while creating relationships among stakeholders to turn visions into reality”. This ongoing area of debate surrounds the concept that a person can be a leader without

being a manager or a manager without being a leader. Yukl (2002) summarized the debate by stating “nobody has proposed that managing and leading are equivalent, but the degree of overlap is a point of sharp disagreement”. Other researchers have also noted differences between leaders and managers (Bennis, 1989; Knox, 1994). However, more recently, researchers have focused less on worrying about differentiations between leadership and management, and more on the importance of both in the workplace (Knights & Wilmott, 2007; Monaghan, 2010; Silbergh & Lennon, 2006).

Describing leadership can be difficult. However, there are some commonalities in the various schools of thought. The common factor on leadership is “Leaders have passion”. They have a dream that they interconnect to their followers. And they have value systems that demonstrate how to get to that dream & vision. Positive leadership commands all three qualities sinuously into a consistent drapery. Passion is the artistry, dream & vision is the template and values are the thread that binds it all together.

4. DEFINING INTRINSIC MOTIVATION

People are intrinsically motivated when the principal reason for their effort at work is that they find the work itself exciting, challenging, fulfilling, interesting and energizing. Further, they get feelings of pride, feelings of achievement, and feelings of accomplishment when working on these tasks. With intrinsic motivation, the source of the motivation truly “comes from within.” It is not controlled or mediated by someone else. Effective leaders strive to create an environment that is intrinsically motivating.

According to Ryan and Deci (2000), intrinsic motivation is defined as an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward. Intrinsic motivation has been defined by contrast to extrinsic motivation: Extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one. From birth onward, humans, in their healthiest states, are active, inquisitive, curious, and playful creatures, displaying a ubiquitous readiness to learn and explore and they do not require extraneous incentives to do so. This natural motivational tendency is a critical element in cognitive, social and physical development because it is through acting on one’s inherent interests that one grows in knowledge and skills. The inclinations to take interest in novelty, to actively assimilate and to creatively apply our skills is not limited to childhood, but is a significant feature of human nature that affects performance, persistence, and well-being across life’s epochs (Ryan & LaGuardia, in press).

Although, in one sense, intrinsic motivation exists within individuals, in another sense intrinsic motivation exists in the relation between individuals and activities. People are intrinsically motivated for some activities and not others and not everyone is intrinsically motivated for any particular task. (Ryan and Deci, 2000)

Psychologists started by trying to give an account of intrinsic motivation and exploratory activities on the basis of the theory of drives (Hull, 1943), which are specific tissue deficits like hunger or pain that the organisms try to reduce. Intrinsic motivation is (Montgomery, 1954) proposed to be a drive for exploration and (Harlow, 1950) a drive to manipulate. This drive naming approach had many shortcomings which were criticized in detail by White in 1959 (White, 1959). Intrinsically motivated exploratory activities have a fundamentally different dynamics. Though, researcher differ in the opinion of defining intrinsic motivation, one thing is clear that it is related to inner satisfaction and can be achieved by being happy about the work that one does.

Thus, it is important for a leader to achieve intrinsic motivation and lead the organization towards success by making others achieve it too. Intrinsic motivation can be achieved by three compositions. Those three components could be “Vision”, “Value” and “Passion”. The leader who can achieve these components and could inculcate them amongst his followers can be a sustainable and effective leader.

5. RESEARCH DESIGN

5.1 Qualitative Research

The research undertaken by the author is a qualitative research. Thus ‘Focused Group’ being a qualitative research method, the author here used this method because it asked participants for open-ended responses conveying thoughts or feelings about their opinions on the relationship between intrinsic motivation and effective leadership. With this qualitative research, researcher had tried to seek more open and complete perspectives on the topic.

5.2 Limitations

However, relatively more general interpretations and uses of the research were necessary, since one cannot as easily break down the research into facts as in the quantitative research. Thus the researcher also used the facts and information readily available from the published data by the other prominent researchers worked on the similar lines.

5.3 Focused Group

The author in this paper has used focus group method for doing research. This focus group consists of 10 participants; from the targeted companies. These target companies were private banks located in Pune City. 2 Branch Heads from 3 different

banks were selected as a part of this focus group and 4 other members were approached as industry & subject matter experts. These Branch Heads and Experts were brought together and led through discussions over the relationship between intrinsic motivation and effective leadership. They also have discussed the importance, components and process of intrinsic motivation. The author has played the role of a moderator for the discussion.

5.4 Research Methodology

Within the focused group, moderator posed a series of questions intended to gain insight about the way the group views the topic. As a representative sample of leaders, the focus group has offered insights consistent with those shared by the moderator. Focus group moderator has posed questions in a way that it did not lead the group members to provide desired responses, but rather honest and insightful responses. Thus, the questions were not included in the appendix because the moderator had to modify probe questions based the responses received from the participants. The responses have been interpreted as per the knowledge of the author and the outcomes have been presented in the form of following research finding and outcomes.

6. FINDINGS & OUTCOMES

6.1 The Relationship between Sustainable & Effective Leadership and Intrinsic Motivation

A sustainable & effective leader changes lives of the followers because of the dream he stimulates, the values of equality and fairness he creates and the passion he radiates. Extraordinary leaders in history had passion and stirred people toward high levels of dedication powered by appreciation in their followers and hate in their rivals. Passion is often intrinsic foundation as a seedling deep within a person, catalysed and triggered by a leader's craving to move the commonalities. It works both ways. The leader moulds the passion of people and activates drive in a common direction. In short, if one considers psychologically, passion is another name of intrinsic motivation. Leaders do not become effective unless they have the intrinsic strength to endure. Their vision and values can easily be diffused if they lack passion.

Sustainable & effective leaders also need to have clear vision. A clear vision offers direction and establishes purpose. It helps the leader to predict the problems occurring in future and to plan a strategy to combat those unseen problems. When leader's vision is challenged by outside forces, he has the structural strength to defend it. A clear vision is not always completely agreed on by all followers. The vision belongs to the leader, and the followers work with the leader to find the best way to get to it. Prodigious visionary thinking utilizes a symbiotic relationship between the leader and the follower, development teamwork, modernization and amity.

Finally, sustainable & effective leaders need to have a set of values that set the standard for how they will achieve their vision. These values are the guidelines that go beyond just expressive words, such as “reliability” or “outcomes orientation.” True values need to encompass a deeper meaning, an application within the context of the organization and a passion for adhering to them. The practice of generating values structurally is useless unless the leader’s organization is ready to change its culture to fit the values or conversely, the values are real metaphors of the current organizational culture. A sustainable leadership, thus, could be created by three elements and those elements have considered being the composition of intrinsic motivation.

6.2 How to Craft a “Vision”

Crafting a vision is the most significant function of leadership. An upright vision creates an inspiration of light that both the leader and the followers can latch onto and use to guide them. A vision is simply an image of a model state of what the leader wants his organization to be in the future. In *Transforming Leadership*, James MacGregor Burns (1978) talks about the dual communicative ownership of the vision between the leader and the followers. The leader constructs his vision in language that meets the realized needs of the followers. Leadership is a vigorous and vibrant process. But it is the leader who moulds, interprets, communicates, and portrays the vision. To have a vision in an effective organization requires single leader who can design and impart it amongst others. Leadership Guru -Stan Slap (2010) says that leadership requires a vision of a place that is better than where we are, along with an ability to communicate that vision clearly so that people want to embrace it. Effective visionary leaders inspire the masses toward the goal and not some other, and to act as captain to someone else’s lead. For example, it is the CEO, the Board of Directors, and the executive team who truly define the vision, values, and direction for the organization, both operationally and philosophically. Effective Leadership is a deployment process, a gathering of followers in such a way that determines movement toward a defined and accepted objective. Management teams must be motivated and influential, but influence, though thoroughly connected to leadership, can reside and occur without it. To be influential about someone else’s vision is to be a tool for that leader, and that fact does not take away from their influence. These moments occur within the context of the leader’s vision for that organization’s future.

True leadership is constant, inspirational, affecting, and unique. It often involves an organizational change or shift in thinking. There must be some discretion as to who is a leader and who is a follower. If one continues to claim on universal leadership using the common definitions of leadership documented in plenty of the literature, one will have a diplomatically correct form of disorder. And most importantly, there is nothing wrong with being a follower. Followers are irresistibly imperious to the design, development, and application of a vision. One should respect that role as much as the role of leader. Visions remain visions without action making them real. Both parts are essential. When thinking about creating a vision, an effective leader

has to guide in demonstrating not only the practical issues of what to be done, but also the principled actions that arouse passions.

To be a visionary leader, one needs to be:

- A good planner
- To understand the purpose
- To decide the strategies
- To predict the changes required
- To draw a cognitive way of conceptualizing an abstraction
- To motivate followers
- To help them solve the problems
- To help them align their efforts with organisational vision
- To understand the current state
- To envision change

6.3 The Significance of “Values”

Recently, organizations have started identifying and establishing value statements. One could see a values-driven work environment. However, there is a dichotomy between a value statement and the application of the value, which leaves a wide gap that affects performance. Furthermore, there is a tendency to adopt unclear principles and then behave in an entirely diverse way. Leaders fall prey to the organizational value systems. Sometimes it is difficult for leaders to figure out their own value systems. Leaders sometime face a dilemma between their own value system and that is of the organization. Leaders agree that empathy is good, but there are drivers that offer charity by weakening the self-esteem and sense of well-being of their receivers. However, these worldwide values patent in society differs from group to group. For example, the employer of one company wished greatly to have a business that valued imagination, new ideas and high quality. He selected the best people available to increase collaboration and to learn from each other. He wanted an environment where people would have the elasticity to be their best. He spent years and enough money trying to instrument and apply values that he didn't actually believe in. Actually, he valued orientation, security, control, application, stability and traditional organizational structure. The words coming out of his mouth were not compatible with how he acted. His employees experienced the application of the second set of values as indifferent, bad-mannered and reductive because their expectations were different. To compensate for the disagreement he experienced, he intervened, destabilized independent thinking and muffled the much-vaunted creativity. The outcome would be he will have machines following instructions in the form of human beings. However, it is possible that he is successful, mostly because there is a connection with what he advocates and how he performs.

Often, the value statements are ignored in the organisations. Values matter so much because values are the standards by which one functions. Values are essential to our identity. Values are the rules that command one's behaviour and inform the choices. One's values act as guides toward applying the organizational vision. Values are

important paradigms of communal living; core characteristics for how one functions, works and lives together. Unfortunately, in many organizations, values have been reduced simply to letters put together to form words, the meaning stripped from the foundation because the delicacy and shade of their application have been ignored.

An effective leader cherishes the value set of his own as well as the organisation. He chooses an organization to work for, where he could match his own value set with those of the organisations. According to the effective leaders, values must be clearly defined, operationalized and applied. Values should be measured and organizations should decide how the balance of the personal values of the individual employees is reconciled with the noted organizational values.

Effective leaders need to really look into the fact whether values truly drive the organisation toward its vision or are willing to be blind for the sake of convenience, conflict avoidance and ignorance. There is a reason most organizations avoid a proper values discussion. It's hard work because if it doesn't work properly, the leadership will be questioned. It is easy to fall into the marsh of creating semantically meaningless statements. But the challenge for a leader is to go deeper, to foster values supported behaviours. It is so vital to sustainable leadership and future of an organization, that one must avoid the temptation to view values fortitude as a one-time activity. As a part of leadership, values are dynamic, should be robust and must be lived.

For a leader to be effective need to understand the value set of his own and that is of the organization.

Few ways to achieve that are as follows:

- First classify what differentiates an organization from others.
- What values and what beliefs make it unique and exceptional?
- How do the values sustenance and authenticate what organization does?
- What values are essential for the development and expansion of the organization?
- Whether the leader is aware of the cultural drives that affect the values system?
- Is the leader honest with him-self?
- Is the leader willing to disregard a value he thinks he already has and support when it really isn't reflected in his organization?
- Is he willing to recognize a value that is present, but not one he would promote?
- Is he willing to occupy in long-term and hard-to-do cultural changes if that value isn't necessarily striking?

To be an effective leader and to foster sustainable leadership, the leader has to seek answers to the questions stated above.

6.4 How to instil passion?

Passion is synonymous to intrinsic motivation. Passionate leaders are themselves inspired by the vision they have. Intrinsic motivation affects leadership in 2 ways:

(1) The leader is motivated to lead, and (2) the followers are inspired to follow. However, the leader must feel that internal burn for his own vision just as strongly as the organization. Motivation is the driving energy that catalyses behaviour. Ultimately, a leader's goal is to create what is called an intrinsically motivating environment. An intrinsically motivating environment occurs when a follower is able to excel using motivators found in the environment. Essentially, when the motivators are present, followers have a perceived choice to follow.

Many prescriptive models have been developed as methods for increasing productivity and efficiency in the workplace. The big questions are which model works and how do we make it operational? The challenge: Most motivators are externally regulating. It is easy to understand how money and other materialistic items can be controlling, but value systems, cultural constructs and organizational dynamics can also be controlling. When a motivator is controlling, its benefits and its effect are short-term and will remove the focus from the desired behaviour. Extrinsic motivation has some potentially damaging effects on the organization's financial health.

The idea of internal and external motivation is, on the surface, easy to grasp. If one does a better job because my employer offers me a bonus that is *externally* motivated. If one does a better job because it makes him proud of himself, which is *internally* motivated. However, the more complicated, and perhaps more useful principle is the difference between *intrinsic* and *extrinsic* motivation.

- *Intrinsically*: Intrinsic motivation occurs when one is passionate about a task and performs it for the sheer pleasure of it.
- *Extrinsically*: Extrinsic motivation occurs when one performs a task because some force, either external (money, rewards, punishment) or internal (a value or a belief that impacts my sense of self-worth) drives him to perform.

Self-determination (from the extensive and well-researched work of Edward L. Deci and Richard M. Ryan of the University of Rochester) is a model of motivation that incorporates some of the best attributes of other theories and then adds the one component many models miss—an explanation for more intrinsic impetuses for behaviour. It is a system that prescribes methods for increasing intrinsic motivation and decreasing the impact of extrinsic motivation. Self-determination theory has three important components that must be present for an individual to be motivated:

6.4.1 Capability: One is capable if he perceives himself as successful at goal-directed activities and goal attainment. A sense of competence must be present for one to be intrinsically or extrinsically motivated. Capability means that one is capable of performing the task and has the capacity to do it. This can be achieved by providing him with the skills, knowledge and resources to accomplish a task inherent to the leader's vision. It is also achieved by balancing, in partnership with him.

6.4.2 Independence/control: Independence is the perception that self-determination or a sense of internal self-control is within one's capability. A sense of independence must be present for intrinsic motivation to occur. Control is the reverse of autonomy. Control occurs when one senses that he has a choice in the matter. This undermines any sense of passion or pleasure that may arise from performing the task the leader has set forth. Often leaders fear the concept of being "autonomy supportive." However, what the leader must realize is that supporting autonomy does not imply a permissive, no-holds-barred, excuse for "anything goes." Rather, the question stands, given the objectives and goals of the team, what choices are present in how task can be done and prioritized. Any choice is contextualized within the reality of the work environment and the boundaries necessary for team, division and organizational success.

6.4.3 Empathy: Empathy is the feeling that one is emotionally tied to significant others in his life. By involving others in discussions about policy and decisions, leaders increase the sense of relatedness for the team and the organization. So from the perspective of the follower, intrinsic motivation is useful for creating long-term commitment and sustainability for a leader's vision. The leader, fundamentally, before developing a vision and identifying values must have a sense of competence regarding the challenge(s). The leader must freely choose to take the challenge and run with it, must develop a relationship, aligning both structure and involvement between potential followers and the organization as a whole.

7. HOW A LEADER CAN INCULCATE INTRINSIC MOTIVATION IN AN ORGANIZATIONH

Based on the work of Matthew Richter (2000), Following are the guidelines for designing and implementing intrinsically motivating environments from the leader's perspective:

7.1 Involve: Involving followers is one of the criteria for an intrinsically motivating environment. From the initial stages of designing a work environment that incorporates choice, competence and relatedness, leader has to engage the team in developing the best process for that group.

7.2 Understand team: Since the team is made up of many different individuals with many different intrinsic motivators, leader should get to know their passions in life, at work and beyond. Leaders should make an effort in knowing them, and letting them know him. This is one of the best ways to increase a sense of belonging.

7.3 Distinguish your objectives and team goal: It is imperative to distinguish the "facts" of what must be accomplished. Leader has a job to do and the team has to achieve it. These objectives make up boundaries and establish the rules for what leader's vision looks like when it can be completed.

7.4 Ensure Resources and Guidance: One of the greatest inhibitors to intrinsic motivation (extrinsic too) is an organizational and functional barrier to performance. Leaders need to ensure that he has the resources available to his team and the appropriate time allowances for completing what must be done.

7.5 Present Facts: The leader should inform his team members upfront about what is expected of the team and what boundaries, constraints, rules, goals and measures are inherent to their work environment.

7.6 Giving a Choice: After Giving the “facts of life,” the leader has to engage team members in determining how to move forward, how to achieve what is expected, and how to establish their own measurement system to promote their own accountability. This process should also include a coaching process by which individuals are coached to be more self-determined within the boundaries of the organization and the team.

7.7 Creating Ways for Skill Enrichment: Team members must perceive their own competence. Leaders need to provide training, coaching, mentoring and peer support when employees need it. Leaders have to proactively ensure that employees are comfortable asking for help when they need it.

7.8 Continuously Occupy the Team: Leaders should inform the team about meetings he attends. Leaders need to share information even it seems unimportant to him. Leaders should engage the team in the process of decision making. It could just be informing them about a decision he had to make and questioning them on how they should implement it, or it might include the whole team developing a solution to the problem.

7.9 Reviewing the Process: The measures need to be communicated and then both the team and individuals need to be evaluated regularly and often. The focus of these reviews should be on performance, not compensation and rewards.

These are some of the essential and major techniques to inculcate intrinsic motivation amongst employees of an organization.

8.

CONCLUSION

This study can be concluded in three perspectives: One is that When employees are intrinsically motivated, they feel that what they're doing at work has a significant impact on the lives of others; leaders do their work not from the 'once for all' perspective, but for the internal satisfaction they get, thus a job can become more intrinsically motivating. Employees might sometimes feel they work in a vacuum and that their work affects no one else in the organization. The role of a leader is very crucial here. Leader has to show the employees that their efforts have the best effect on others to increase their understanding of their role as a part of a larger team.

Secondly, understanding of sustainable & effective leadership and intrinsic motivation opens minds to new thought processes of how people behave and why, helps understand some general principles of human behaviour and allows one to use these theories as a guide for his/her participation, analysis and understanding of group behaviour. This understanding can serve as best practice in selecting individuals who display some of these qualities to fill specific roles in organizations.

Finally, to intrinsically motivate employees, leader has to create the conditions where employees get turned on by doing the work they do. The leader has to create a feeling of internal satisfaction employees get when they get the job done. Developing an intrinsically motivated team is a tough job. According to many HR experts, employees are more likely to be intrinsically motivated if the company has a compelling vision, clear objectives, and a supportive culture. It's also important that employees are a good fit for their position; i.e. they love using the skills needed to perform their duties and they have values in alignment with company core values.

By creating an environment of intrinsic motivation, an organization can foster employees who are self-directed and motivated to accomplish goals of the organization. Vision, value and passion are the critical ingredients for cultivating effective leadership and creating a workforce which is intrinsically motivated. Thus, if the leaders and employees are emotionally connected with the organization and passionate about the goal and objectives, they will bring sustainable growth. Having an intrinsically motivated team is ideal; however, it is really hard to just relying on the team to be internally motivated. Without extrinsic drives such as rewards and recognition, it is hard to turn the wheels of business.

9. LIMITATIONS AND FURTHER SCOPE

As mentioned earlier, this paper consists of qualitative research. Thus this study lack the empirical evidences to justify the point of views presented. However, in this paper the author along with the focus group method, has reviewed the profound literature and works of many researchers and subject experts who have worked in the area of leadership and intrinsic motivation. The opinions of focus group and researchers have been analysed thoroughly to present the review. Thus, this paper provides a scope of quantitative research on the topic of relationship between effective & sustainable leadership and intrinsic motivation.

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