



Extrinsic Motivation As Panacea To Success & Performance of Employees In The Higher Education Sector

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Abstract: An organization cannot function without the fidelity and synergy of its employees to perform the tasks and achieving organizational goals and reach its mission or vision. Employee motivation is considered as a force that drives the employees toward procuring specific goals and objectives of the organization. Now days, it is one of the gravitating issue in organizations since every organization wants to make optimum use of their financial and human resources.

The main purpose of this study is to probe that what kind of factors specifically extrinsic factors, influence employee motivation in Rajasthan and finding up to which extent motivation affects the employee performance. Study is done using the primary study with the help of data collected from 100 faculties of Deemed to be Universities affiliated by Ministry of Human Resource Department (MHRD) by using self-administered questionnaire and secondary mediums using journals, web-portals and existing research papers.

Concluding, this study would has helped to intensify the correlation of several extrinsic motivation components like rewards, employer attitude and working environment with employees job performance so that organization acknowledge these factors and make such Human Resource Policies to ensure that employees are well-motivated to perform their task.

Keywords: Employee motivation, extrinsic motivation, education sector, deemed-to-be-universities,



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INTRODUCTION

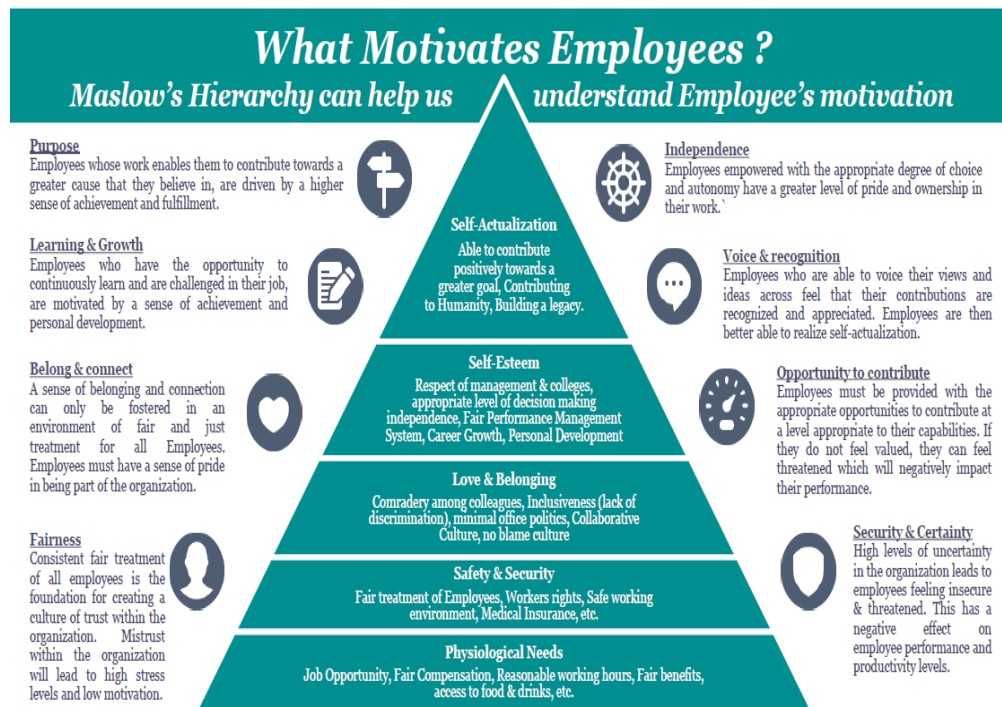




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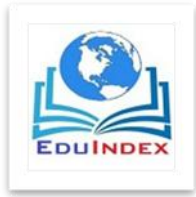
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Applying **Maslow's Hierarchy** to the workplace helps us to develop new insight to motivating employees. Please refer to our modified Malsow's Hierarchy.

The key insight is that employees needs have to be met from the bottom up. Most organization spent considerable resources and time implementing best practices that address needs further up the Pyramid. This approach will certainly fail if the basic needs at the bottom of the pyramid haven't been address.

Maslow's Pyramid also helps us to strategize how to use monetary incentives most effectively to motivate employees. It should be noted that wages are part of the deficiency needs at the bottom of the pyramid. Most importantly, leaders must note that monetary incentive alone can never motivate employees to the top of the pyramid!!



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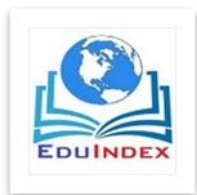
Baron (1983) defined **motivation** as a set of processes concerned with the force that energizes behavior and directs it towards attaining goals. Motivation is categorized majorly into Intrinsic and Extrinsic Motivation.

Intrinsic Motivation means that the individual's motivational stimulus is coming from within whereas, **Extrinsic Motivation** means that the individual's motivational stimulus is coming from external factors like rewards, hygiene factors, employer attitude etc.

More than thirty five years back, **Nobel laureate Amartya Sen** analyzed the crisis in Indian education in his Lal Bahadur Shastri Memorial Lectures on the 10th and 11th of March 1970 at Hyderabad. Rather than attributing the crisis in Indian education to the administrative neglect or even to thoughtless action, he remarked that the grave failures in policy making in the field of education require the analysis of the characteristics of the economic and social forces operating in India, and response of public policy to these forces (Sen., 1970). He emphasized that as a result of Government's tendency to formulate educational policies based on public pressure, often wrong policies are pursued. Unfortunately, even today, the education policies (if any) - particularly on higher education, seek to attain arbitrarily set goals which can be either subtle or pursued reluctantly. The education domain is perhaps more complex and tougher than a number of other domains of development. Being a concurrent subject under the Constitution it only contributes to the amount of complexity. The skeptic may mention that the task before their state is impossibly huge. Disappointed educationists after spending their lifetime trying to bring change, says with unconcealed intensity, 'this can be a decadent and dysfunctional system that can never change – at the least not inside our life time!' It is really a domain where it's most difficult to initiate and sustain reforms.

Types of Universities:

- a. **Central Universities** are built by Act of Parliament and are under the purview of the Department of Higher Education in the Union Human Resource Development Ministry.
- b. **State Universities** are controlled by the state administration of each of the states and domains of India, and are typically built by a neighborhood administrative get together act. Starting 30 November 2011, the UGC records 285 state colleges. The most seasoned



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foundation date recorded by the UGC is 1857, imparted by the University of Mumbai, the University of Madras and the University of Calcutta.

- c. **Deemed college, or "Deemed-to-be-University"**, is a status of self-governance conceded by the Department of Higher Education on the counsel of the UGC, under Section 3 of the UGC Act. Consistently with the record, the first establishment to be allowed deemed college status was Indian Institute of Science which was conceded this status on 12 May 1958. Note that much of the time, the same posting by the UGC blankets some organizations. For instance, the posting for Introduction 21 Homi Bhabha National Institute blankets the Institute of Mathematical Sciences, the Indira Gandhi Centre for Atomic Research and different foundations.
- d. **Private Universities** are sanction by the UGC. They can allow degrees yet they are not permitted to have off-facilities subsidiary universities.

This research paper tempts to examine the impact of reward dimensions, employer attitude and working environment on employee motivation to showcase his or her performance with special reference to higher education sector i.e. **Deemed-to-be-Universities affiliated by MRHD**.

REVIEW OF LITERATURE

S. No	Paper Name	Author	Area	Objective	Methodology	Conclusion
1.	Extrinsic and Intrinsic Factors Influencing Employee Motivation: Lessons from	Stephen Morangi Nyambegera ¹ , Caroline Njambi Gicheru ²	Kenya	Identify Extrinsic and Intrinsic Factors to maximize motivation for their employees whom they believe would go a long way to	Descriptive	Extrinsic Motivation helps the employees to get motivated intrinsically which plays an important role in their



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	AMREF Health Africa in Kenya			improve organizational performance		performance.
2.	Impact of Intrinsic and Extrinsic Factors on Organizational Performance with Special Reference to Operational Level Managers in Sri Lanka Telecom	Y.L.K Senanayake, Dr. S.K. Gamage	Sri Lanka	To analyze the impact of intrinsic and extrinsic motivational factors on the organizational performance of Sri Lanka Telecom in order to make recommendations for the policy makers to enhance the organizational performance in SLT	Descriptive and Qualitative	Research recommends a policy framework to develop to increase intrinsic motivation than extrinsic rewarding through MBO approach
3.	Impact of Rewards (Intrinsic and Extrinsic) on Employee Performance with Special	Rizwan Munir, Muhammad Ehsan Lodhi, Prof. Dr. Hazoor Muhammad Sabir, Ms. Nosheen	Faisalabad City	To identify the relationship & impact between rewards and employee performance and to propose suitable reward		



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	Reference to Courier Companies of Faisalabad City	Khan		system		
4.	Skill hierarchy motivation model for university teachers in indian higher education	Dr, Rajesh Tiwari, Dr. Bimal Anjum	North India	Examine motivation of faculties in private and public sector Indian Higher Education Institution	Descriptive	To bring vibrancy into the system of higher education motivation strategy that takes care of the skill and hierarchy profile of teacher should be adopted.
5.	The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation:	Pinar Güngör	Istanbul	To find out relationship between Reward Management System Applications, Motivation and Employee Performance	Descriptive	Rewards affect the performance with several other extrinsic and intrinsic factors.



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	A Quantitative Study on Global Banks					
6.	Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County	Pamela Akinyi Omollo	Kenya	To study the demotivating factors like delay of promotion, no clear career progression, unreasonable load, long working hours and lack of appreciation from the managers	Descriptive	Study concluded that Monetary rewards, job enrichment and training plays positive role in employee motivation to work for the organization
7.	Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of	Masood Asim	Pakistan	To explain the impact of the motivation level among the employee performance with the mediating of the training needed in the Pakistani universities.		Research indicated that rewards increase the motivation levels and progressively maintain the standard to increase it. Training is a crucial



	Pakistan					element for employees' job satisfaction and performance.
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SCOPE/OBJECTIVES OF THE STUDY

1. To determine the impact of rewards on employees motivation
2. To analyze the impact of Employer Attitude on employees motivation
3. To study the impact of working environment on employees motivation

HYPOTHESIS

Hypothesis 1:

Null Hypothesis (H0): There is no significant impact of rewards on employee motivation.

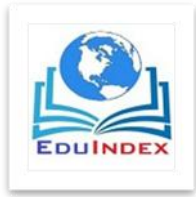
Alternative Hypothesis (H1): There is significant impact of rewards on employee motivation

Hypothesis 2:

Null Hypothesis (H0): There is no significant impact of employer attitude on employee motivation.

Alternative Hypothesis (H1): There is significant impact of employer attitude on employee motivation.

Hypothesis 3:



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Null Hypothesis (H0): There is no significant impact of working environment on employee motivation

Alternative Hypothesis (H1): There is significant impact of working environment on employee motivation.

RESEARCH METHODOLOGY

a. Research Design

The proposed study will be based on the following Research design:

- Descriptive
- Exploratory
- Empirical

This research work is based on survey. For the purpose of the study, both primary and secondary data has been used. Secondary data has been collected using website, journals and previous research paper. Structured questionnaire with closed ended questions and rating scale questions were used to collect primary data. Questionnaire had total 17 questions.

Our dependent variable is Motivation and independent variables are Rewards, Employer Attitude and Working Environment.

Five point Likert scale rating 1 to 5 (strongly disagree to strongly agree) was used to analyze the rewards, employer attitude and working environment & associated Motivation.

b. Data Collection

Among the so many institutes dealing into Higher education, the researchers targeted various department of **Deemed to be Universities of Rajasthan (affiliated by MHRD)**. The sample size of 100 respondents was chosen from all the organizations.

c. Universe of the study



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Faculties from different department of **Deemed to be Universities of Rajasthan (affiliated by MHRD)** were chosen for the study.

d. **Statistical Technique**

Sampling is based on Hypothesis Testing. Regression was used to draw inferences about the population from the organization. The overall population has a chance of being selected as a sample. For the analysis purpose various statistical tests are to be calculated, for the said determination SPSS (Statistical Package for Social Sciences) version 22 is used.

e. **Limitations**

This research was confined to motivational theories in connection with employee satisfaction with respect to rewards, employer attitude, working environment. Though motivation is affected by various factors in many ways only few contributions are considered in this research. Accordingly research was limited to motivational theories. However inter related theories were studied by the researcher in order to cope-up with research scope.

DATA ANALYSIS AND INTERPRETATION

1. **Correlation of each indicator with Dependent variable**

Indicator	Correlation with Motivation		Significance at the 0.05 Level (2-Tailed)
Reward	Pearson Correlation	.406**	Significant
	Sig. (2-tailed)	.000	
	N	79	
Employer Attitude	Pearson Correlation	-.047	Insignificant
	Sig. (2-tailed)	.681	
	N	79	
Working Environment	Pearson Correlation	.222*	Significant



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	Sig. (2-tailed)	.049	
	N	79	

- We reject the NULL Hypothesis i.e. there is no significant relationship between rewards and employee motivation.
- We reject the ALTERNATIVE Hypothesis i.e. there is significant relationship between employer attitude and employee motivation.
- We reject the NULL Hypothesis i.e. there is no significant relationship between working environment and employee motivation.

Correlation Coefficient Analysis

Table 1.1

		Motivation	Reward
Motivation	Pearson Correlation	1	.406**
	Sig. (2-tailed)		.000
	N	79	79
Reward	Pearson Correlation	.406**	1
	Sig. (2-tailed)	.000	
	N	79	79

We reject the NULL Hypothesis i.e. there is no significant relationship between rewards and employee motivation.

Table 1.2

	Motivation	Employer_Attitude
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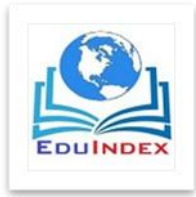
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Motivation	Pearson Correlation	1	-.047
	Sig. (2-tailed)		.681
	N	79	79
Employer_Attitude	Pearson Correlation	-.047	1
	Sig. (2-tailed)	.681	
	N	79	79

We reject the ALTERNATIVE Hypothesis i.e. there is significant relationship between employer attitude and employee motivation.

Table 1.3

		Motivation	Working_Environment
Motivation	Pearson Correlation	1	.222*
	Sig. (2-tailed)		.049
	N	79	79
Working_Environment	Pearson Correlation	.222*	1
	Sig. (2-tailed)	.049	
	N	79	79



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We reject the NULL Hypothesis i.e. there is no significant relationship between working environment and employee motivation.

2. Impact factor various Independent variables on Dependent Variable using Regression

• **Impact of Reward on Motivation**

Table 2.1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.437	1	1.437	15.190	.000 ^b
	Residual	7.284	77	.095		
	Total	8.721	78			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Reward

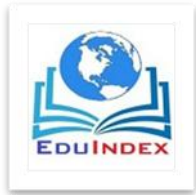
According to F value 15.190 and p value 0.000 (sig.) i.e. less than 0.05 in ANOVA table (Table 2.1) it is decided to reject H₀ hypothesis that means it is significantly possible to predict Motivation with the independent variable Rewards.

The study shows that there is a significant impact of this independent variable on the dependent variable the model applied is significantly good enough in predicting the dependent variable.

Table 2.2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.406 ^a	.165	.154	.30757
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a. Predictors: (Constant), Reward

As per the table (Table 2.2) it indicates that there is only **16.5%** impact of Rewards on Motivation.

Table 2.3

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	3.370	.167		20.243	.000	
	Reward	.186	.048	.406	3.897	.000	.406

a. Dependent Variable: Motivation

In terms of the p values of 0.000, M variable was explained by the variable of Rewards. As a result the equation of the model is: Motivation= 3.370+ 0.186*Rewards ($Y=\alpha+bX$)



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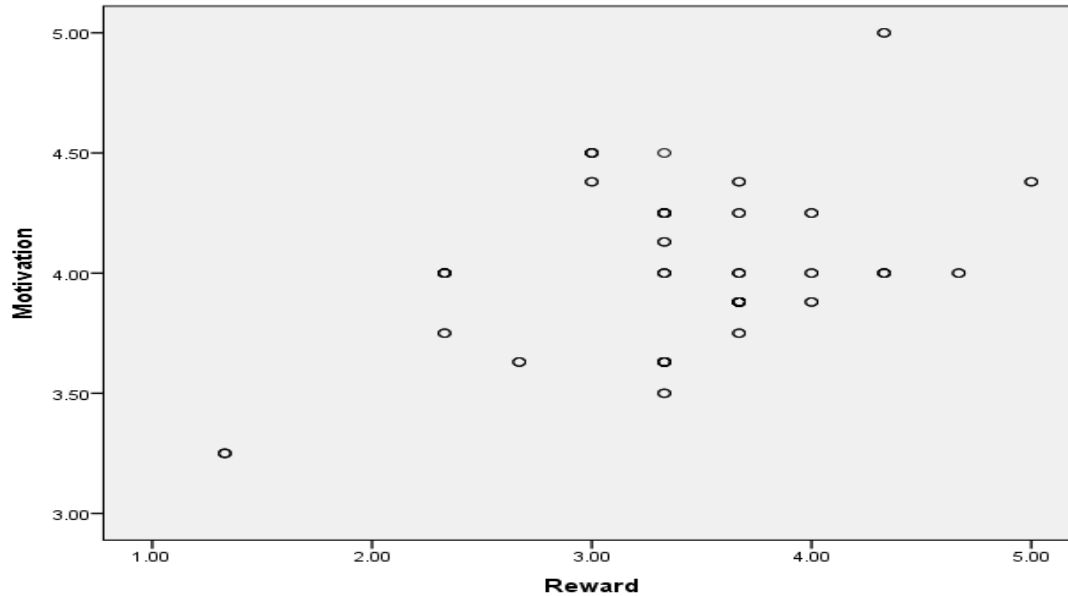


Figure 1.1 Graphical Representation of Impact of Reward on Motivation

• **Impact of Employer Attitude on Motivation**

Table 2.4

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.019	1	.019	.170	.681 ^b
	Residual	8.702	77	.113		
	Total	8.721	78			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Employer_Attitude



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According to F value 0.170 and p value 0.681 (sig.) i.e. greater than 0.05 in ANOVA table (Table 2.4) it is decided to accept H₀ hypothesis that means it is significantly impossible to predict Motivation with the independent variable Employer Attitude.

The study shows that there is a no significant impact of this independent variable on the dependent variable the model applied is significantly good enough in predicting the dependent variable.

Table 2.5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.047 ^a	.002	-.011	.33617

a. Predictors: (Constant), Employer_Attitude

As per the table (Table 2.5) it indicates that there is only **0.2%** impact of Employer Attitude on Motivation.

Table 2.6

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.118	.275		14.975	.000
	Employer_Attitude	-.030	.073	-.047	-.412	.681

a. Dependent Variable: Motivation



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In terms of the p values of 0.681, M variable was explained by the variable of Employer_Attitude. As a result the equation of the model is: Motivation= 4.118+ (-0.030)*Employer_Attitude ($Y=\alpha+bX$)

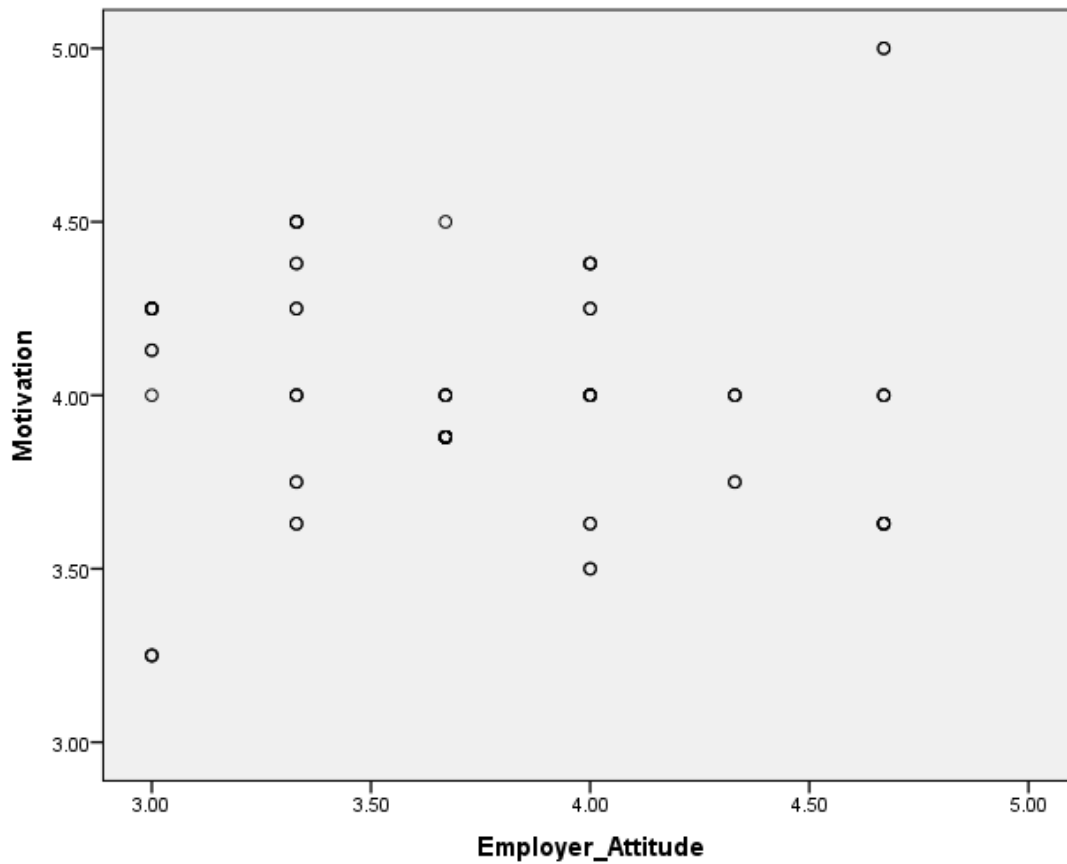


Figure 1.2 Graphical Representation of Employer Attitude v/s Motivation

- **Impact of Working Environment on Motivation**



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Table 2.7

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.429	1	.429	3.988	.049 ^b
	Residual	8.292	77	.108		
	Total	8.721	78			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Working_Environment

According to F value 3.988 and p value 0.049 (sig.) i.e. less than 0.05 in ANOVA table (Table 2.7) it is decided to reject H₀ hypothesis that means it is significantly possible to predict Motivation with the independent variable Working Environment.

The study shows that there is a no significant impact of this independent variable on the dependent variable the model applied is significantly good enough in predicting the dependent variable.

Table 2.8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.222 ^a	.049	.037	.32815

a. Predictors: (Constant), Working_Environment

As per the table (Table 2.8) it indicates that there is only **4.9%** impact of Working Environment on Motivation.



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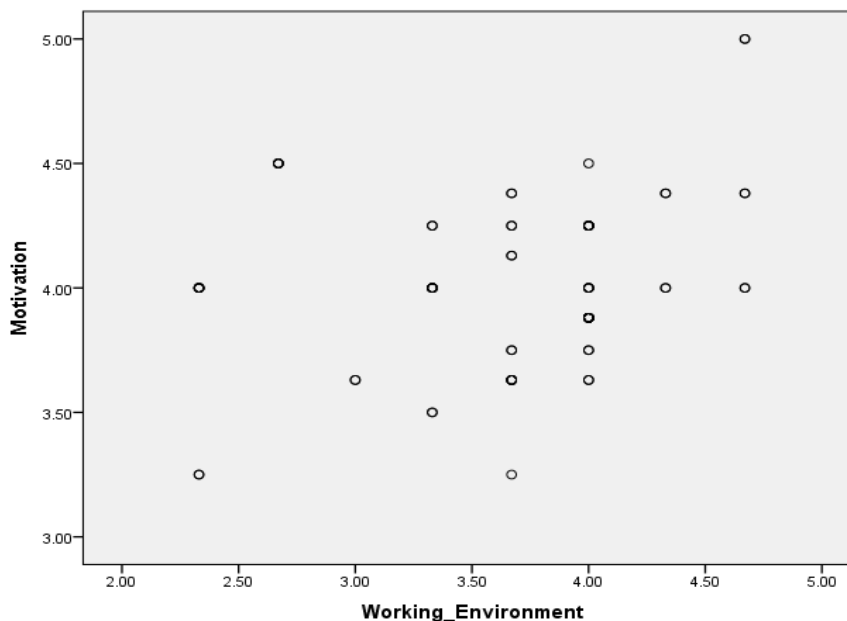
Table 2.9

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.578	.217		16.473	.000
Working_Environment	.117	.058	.222	1.997	.049

a. Dependent Variable: Motivation

In terms of the p values of 0.049, M variable was explained by the variable of Working_Environment. As a result the equation of the model is: Motivation= 3.578+ 0.117*Working_Environment ($Y=\alpha+bX$)



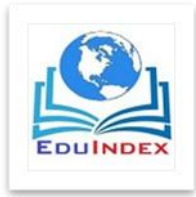


Figure 1.1 Graphical Representation of Working Environment v/s Motivation

CONCLUSION

In this study, the relation between Extrinsic Factors (i.e. Reward, Employer Attitude and Working Environment) and Motivation was investigated. Faculties of Higher Education Sector (Deemed to be universities) in Rajasthan formed the sample of this study. The respond rate was 79%. Besides, the factor analysis and reliability analysis showed the adequacy of the sample size. So the results of the factor and reliability analysis were appropriate with the number of the items and sample size.

In terms of the results of the statistical tests, the first hypothesis supported through the Regression Analysis. According to the findings, it is founded that Rewards have positive effects on Motivation in the organization.

The second hypothesis aimed to measure the effect of Employer Attitude on Motivation. According to the findings, it is founded that Employer Attitude does not affect the Motivation of employees in the organization.

The last hypothesis is related with the Working Environment and Motivation. According to the findings, it is founded that Working Environment does have effect on the Motivation of employees in the organization.

By the results of the statistical test, it is founded that Extrinsic Motivation is explained by the variable of Rewards, Employer Attitude and Working Environment. The findings of the study is consistent with the previous studies which, **Herpen, Praag, Cools, (2005)**, have investigated empirically the effects of pay on performance. They mentioned that some theories predict that the practice of a compensation system affects the motivation of employees. The results of their study bring out a positive relationship between the perceived features of the reward system and extrinsic motivation. There are still more factor which affect and analyze the motivation of employee.

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