



A STUDY ON INTRINSIC MOTIVATION, JOB COMMITMENT ON JOB PERFORMANCE OF EMPLOYEES

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Abstract

The key factor that helps to make the employees perform better is motivation from the superiors. It helps the employees to concentrate more on work and contribute effectively towards the achievement of the goals of the organization. Motivation in work (either may be intrinsic or may be extrinsic) and the performance of the employees is the main issues of concern for the present day's managerial persons. Motivation is an important tool which helps to enhance the performance of the employees. The present study has been endeavored to study the impact of intrinsic motivation on the job performance of the employees. The study was executed among the employees of bank who were selected through simple random sampling. The respondents of the study counted to 100. The information needed for the study was collected through a questionnaire and the data so gathered was analyzed with the help of regression. The outcomes of such analysis show that It was also reported that intrinsic motivation was seen to predict job performance.

Keywords: *Intrinsic Motivation, Job Performance.*

Introduction

Today's world is full of competition. This competition is more prevalent in the field of business. Everyone wishes to succeed in business and attain the top position. In such situations, the only way in which an organization can attain the competitive advantage is to boost up its most important resource- the human workforce. The organizations can excel amidst the competitive atmosphere only by way of motivation and enhancement of the work efficiencies of their employees by introducing the methods of appreciating their work. One such crucial technique of appreciating the employees is reward management. It is considered to be as the key factor of attracting and retaining the efficient workers as reward management helps to motivate the employees for their better performance.

Markova and Ford (2011) had presented an argument that the organizational success depends on the eagerness of the employees to execute their creativity, talents, knowledge and skills. The performance of the employees can be enhanced by providing them incentives and benefits. Several practices of human resource are adopted by the organizations to motivate the employees to perform better for the accomplishment of the common goals of the organization. The motivation given by the organization may be intrinsic or extrinsic.

Statement of problem

The study regarding motivation is essential for organizations who wish to manage their employees and also their goals efficiently and effectively. The fast growth in the number of public sector organizations, level of competition, increase in employee turnover and the high expense in engaging new employees have all made the organizations of the public sector to look for human resource practices which would motivate the employees in a better way. The problems stated above had forced the public sector organizations to examine and analyze their internal procedures in a continuous way and also boost up their capabilities for remaining competitive in the market.

As per the words of Armstrong (2007), the performance of the organizations in the public sector can be improved to a much better level by way of the management of the human resource. Ghafoor (2011) had argued that the motivation of the employees is the foremost significant practice followed in several organizations. Lather and Jain (2005) had also similarly proposed that the employees who are better motivated contribute significantly to the organizational performance, as such motivated employees have the awareness of achieving the goals of the organization through specific methods and also direct their activities towards the accomplishment of organizational goals.

Objectives

The purpose of this study is to examine the influence of the factors of intrinsic motivation on the employee's job performance.

Need for the Study

The present day's world is seen with globalization and with competition. Under such conditions, the success of the organization can be possible only through most important factors of motivation of the employees and their performance. The performance of the organization can prove to be effective only through the efficient workers of the organization. Human workforce is considered to be the base for any kind of organization. Similarly, it is also said that, the employees of an



organization are the costliest, valuable and also most volatile of every resource that an organization makes use of to improve the performance of the organization. Motivated employees are the need for the organizations to get things done.

Review of Literature

M.Yousaf Raza et al., (2015) had examined the effect of intrinsic motivation on the job satisfaction of the employees. The authors had done an empirical study and they have also framed a scale for identifying the influence of achievement, job security, intrinsic motivation and job responsibility. The respondents were given questionnaires to be filled in for acquiring the data for the study and the respondents were selected on the basis of simple random sampling. The outcomes of the study showed that the four independent variables had an optimistic relation with the job satisfaction of the employees. It was also found that the dependent variable was positively related with individual independent variable separately.

RizwanQaiser Danish et al., (2015) had studied the impact of intrinsic rewards on the task performance of the employees with the mediation of motivation. The main aim of this study was to analyze the influence of the system of reward management on the task performance o the employees with the mediation role played by motivation. The study was done among the bank staffs of Punjab. The authors had collected the data needed for the study through a self-administered questionnaire. The research design of the study was correlation and explanatory. Among the 300 questionnaires which were distributed. 290 were received back from the respondents. Findings of the analysis showed that task performance of the employees was positively influenced by intrinsic rewards and the variable of motivation mediated this relationship.

SuriaZainuddin & Dalilawati Zainal (2012) had made a study named “the impact of intrinsic and extrinsic motivation on job performance in a participative budget setting: A Research Note”. The authors had proved the importance of both intrinsic and extrinsic forms of motivation on enhancing the performance of the employees. Data for the study was gathered through a survey questionnaire. The study was done among the budget managers and the sample size was 108. Analysis of the study’s data was done using PLS (partial least squares) method. Findings of the study showed that making the managers participate in the budget increases the intrinsic form of motivation and this motivation paves the way to extrinsic motivation. This subsequently leads to enhancement of job performance.

Bahrulmazi Bin Edrak et al., (2013) had studied theeffectiveness of intrinsic and extrinsic motivations. The study was done among the direct sales forces of Amway Companyin Malaysia. The tool utilized for data collection was a survey questionnaire and the respondents were the direct sales force of the Amway Companyin Klang Valley areas in Malaysia. The sample size was 200 and efforts were taken to examine the efficiency of both extrinsic and intrinsic motivation for influencing the satisfaction in job. Data was analyzed using correlation, regression, sample t-test and ANOVA. The findings of the study showed that both types of motivation had a significant effect on the satisfaction of employees in work and both forms of motivation are the predictors of job satisfaction.

Research methodology research methodology

The research design of the study is quantitative in nature. The respondents of the study include the employees in Chennai. The respondents were selected through probability simple random sampling. The sample size of the study was 108. Intrinsic motivation scale adopted from Bahrulmazi Bin Edrak et al., (2013).

Analysis and Interpretation

Influence of Intrinsic Motivation on Job Performance

R	R Square	Adjusted R Square	F	Sig.
.707(a)	.500	.455	10.908	.000(a)

a Predictor: (Constant), intrinsic motivation

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.500	.452		3.318	.001
Nature of Work	.347	.055	.558	6.358	.000
Promotion in the Organization	-.842	.143	-2.327	-5.899	.000



Opportunity for Advancement	.788	.118	1.254	6.690	.000
Responsibility (Authority to make necessary decisions in order to complete assigned tasks)	-.225	.085	-.289	-2.646	.009
Appreciation for Work Done	.044	.116	.052	.379	.706
Salary	.847	.186	1.434	4.546	.000
Working Conditions	-.082	.115	-.096	-.716	.476
Relationships with Superior	-.243	.171	-.339	-1.419	.159
Relationships with Peers	-.006	.143	-.008	-.045	.964

a Dependent Variable: job performance

In this study focus was made on the nine predictors of the study. Findings show that every statement of intrinsic motivation factors was significant. The above table revealed a positive coefficient, which means that among all statements of intrinsic motivation, all statements were seen to have an influence on the job performance of employees. The coefficient value, R^2 , was found to be 0.500 through multiple regression, which shows that 50% of the independent variables had an influence on the job performance of the employees.

Conclusion

In order to examine whether the value of coefficient (R^2) is significant or not, ANOVA was executed. The F value so got was 10.908 which means $p < 0.000$. This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that intrinsic motivation was seen to predict job performance.

It is a general and well-known fact that the performance of individuals in any field can be improved by way of motivation. As per the study showed above, the fact is proved that, the reward system for the employees means a lot to increase their efficiency. Hence the motivational factor should be given more importance for enhancing the efficiency of the employees.

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