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RESEARCH ARTICLE

EFFECT OF EXTRINSIC AND INTRINSIC MOTIVATION ON TEACHERS JOB PERFORMANCE

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ABSTRACT

Motivation is an internal process that makes a person move towards a goal. Raising the motivation and status of teachers as well as retaining high-quality teachers is therefore vital to improving education. Motivation refers to the resolution of achieving a goal, marked by goal directed behaviour. When we refer to someone being motivated, it implies that the individual is trying hard to perpetrate a certain task. However, motivation alone can't suffice to complete that task with utmost efficiency. Ability having the skill and knowledge to perform that task is also significant in this regard. Sometimes it becomes the determinant of effectiveness keeping the importance of motivation in consideration this paper tempts to study the effect of motivation on the performance of teaching staff. The target population of the study are teachers having least one year of teaching experience. A sample of teachers was selected and was administered a questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.

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INTRODUCTION

Motivation plays an important role in the organization because it increases the productivity and goals can be achieved an efficient way. Teacher motivation is very important since it improves the skills and knowledge of teachers seeing as it directly influences the student's achievement. Monday Holmes and Flippo (2012), sees motivation as a process of stimulating an individual to take decision and action in order to achieve a specific desired goal. Morgan, King and Robinson (2014) defined motivation as a state, which individual or animal gingers or derive behaviour towards some specific goals. Furthermore, Herberg (2011) was not far from the perception of motivation from the above view as he defined motivation as the psychological process that arouse, direct and maintain behaviour towards a goal. Herzberg (1966) described tasks as intrinsically motivated when they are characterized by key motivators such as responsibility, challenge achievement, variety and advancement of opportunities. Hackman and Oldham (1976) identified task variety, tasks identity, task significance, autonomy, and feedback from the tasks characteristics that generate internal motivation.

Motivation guides people's actions and behaviours and increase performance and this tends towards achievement of goals Abaloui (2000). Intrinsic comes from within a person or from activity itself Ryan & Deci (2000). Extrinsic motivation results from the attainment of externally administered rewards Thorndike (1911). Hence, going by the definitions of motivation we can conclude that motivation brings efficiency, good performance and high productivity is a direct function of adequate motivation on the part of workers in an organization. And when workers were properly motivated, leading to efficiency, good performance and high productivity, the implication of this is sudden and sustained rise in national growth and development and invariably the general improvement in the welfare of the citizens. However, in the field of education, the role of motivation cannot be over emphasized. That is to say that motivation plays a very significant role in attaining the overall educational aims and objectives through teaching and learning process. To further buttress this argument, Ormond (2013) sees motivation as a direct behaviour towards attaining a particular goal. Steers and Porter (2010) viewed motivation as concerned with how human beings are energized, sustained, directed, stopped and the type of subjective reaction presents in the individual whole as all these processes are taking place. As if these were not enough, Ugwu (2014) still on motivation implies that behavior has an origin, which terminates when the goal of an individual is achieved. Ekong (2010) emphatically stated that to achieve effective performance in the teaching learning process, the

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teacher must be motivated. Reasons are because motivated teachers are seen to be working tirelessly in the schools. They prepare their lesson notes at and when due, teaches students, gives assignments, conduct tests, exams and marks, records them appropriately. Herzberg (2015) stated that if teachers are properly motivated, this can change an otherwise mediocre group into a highly productive team. Equally, motivation brings about the use of good teaching methods in the classroom. Since lack of motivation bears a negative impact on the performance of teachers, there were variables which were suggested to determine the level of satisfaction of an employee so as to enhance performance (Trow,2004). These included promotion, benefits, better working conditions, good communication and relationships, security, pay which also had a great impact on individuals, (Bery,1997). It is clear from the above discussion that presence of motivation among teachers enhanced their performance and lack of motivation had negative impact on performance and the objectives of teaching learning cannot be achieved. The importance of motivation among teachers derive the author to conduct the detailed study on the effect of motivation on teachers performance with the below mentioned objectives

Objectives of study

The major objectives of this study are:

- To provide comprehensive overview of extrinsic and intrinsic motivation factors affected job performance of teachers
- To find the perception of public and private sector teachers on the various extrinsic and intrinsic motivation factors on job performance
- To suggest what more can be done to achieve optimum outcomes using motivational tools for the betterment of both the organization and employee

RESEARCH METHODOLOGY

The data was collected from primary and secondary source. Primary data was collected from survey questionnaire which was developed from literature review and was hand to the target sample. The questions were filled by the respondents and were returned. After that, the results were further analyzed using descriptive statistical analysis method to find out how the motivational factors affect their performance. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of Employee motivation on organizational performance. A total of 130 people were chosen and they were provided with the questionnaire. Out of 130 questionnaires only 123 completed questionnaires were collected and were found fit for the study. The sample was selected by the use of simple random sampling. Simple random sampling was used because the study intended to select a representative without bias from the accessible population. This ensured that each member of the target population had an equal and independent chance of being included in the sample.

Data analysis: The collected data was stored and arranged in MS Excel and were analysed with different statistical tools which has a very versatile data processing capability. Before analyzing data, the background information on the employees at different level has been carried out.

The background information will be helpful to understand the range of area we've tried to cover in our research.

Demographic profile of Respondents: We see that, among the 123 people we conducted our research on, 47%, i.e., 58 individuals were female and 53%, i.e., 65 individuals were male (Figure 1). We found that, among 123 respondents we conducted research on, 42%, i.e., 52 individuals are from private institutions and 58%, i.e., 71 individuals were from public sector educational institutes (Figure 2). Moreover among sample data we found, 29 respondents are of age 21-30 years, 35 respondents are of age 31-40 years, 37 respondents are of age 41-50 years and 22 respondents are of age 51-60 years (Figure 3). Among 123 people we conducted research on, 52 respondents are having experience of 1-4 years, 34 individuals are having experience in between 5-8 years, 22 individuals are serving between 9 and 12 years and 15 individuals are having experience more than 12 years.

We considered three factors as extrinsic motivation determinant; they are Salary, Promotion and Growth and Job Security. Salary can be defined as 'the monetary compensation to employee who gets for the offering his or her services to a company'. Promotion and Growth can be described generally like 'an employee who has demonstrated exceptional performance or has developed the appropriate skills and knowledge that needs to take on the higher job responsibility' (Setlzer, 2010). Job Security is described as 'the perceived powerlessness to maintain desired continuity in a threatened job situation' (Sora, et al., 2009). The result showed that, extrinsic motivation is a dominating factor for motivation employees. 76% of the respondents strongly agreed that salary motivates employees to improve their performance, 20% simply agrees with the fact, 4% are uncertain and no one disagrees. In case of, promotion and growth 66% respondents strongly agreed that promotion and growth motivate employees to improve their performance; 27% agree with the fact, 4% are uncertain, 2% disagree and 1% strongly disagree. In case of Job Security, 74% respondents agreed that job security motivate employees to improve their performance; 19% agree with the fact, 5% are uncertain, 1% disagree and 1% strongly disagrees (Table 1)

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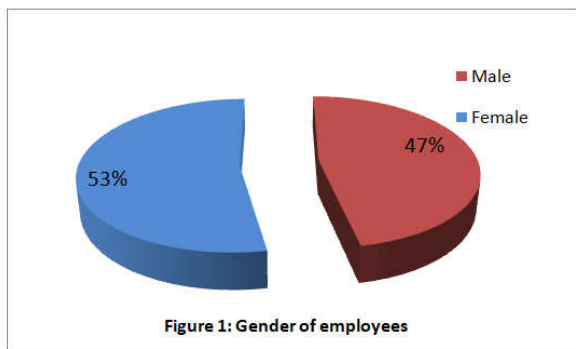


Figure 1: Gender of employees

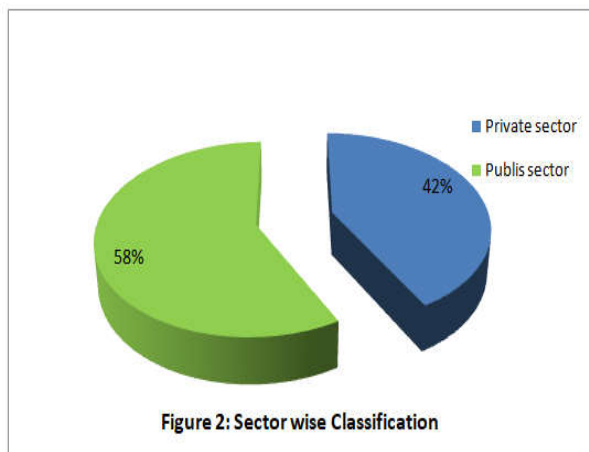


Figure 2: Sector wise Classification

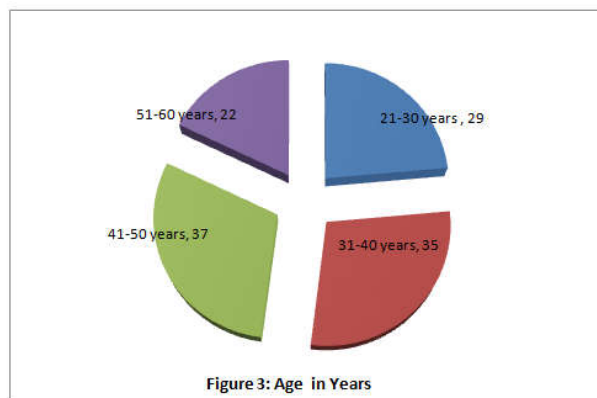


Figure 3: Age in Years

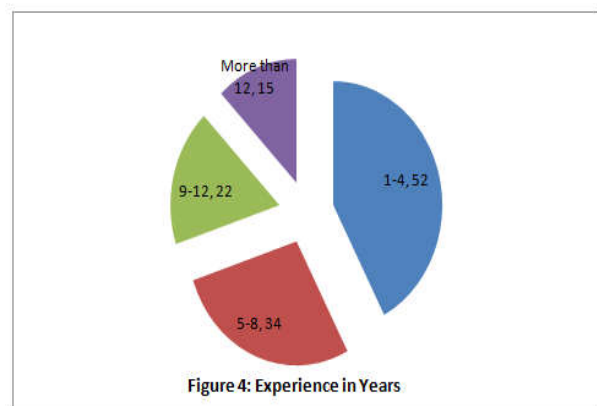


Figure 4: Experience in Years

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FINDINGS AND CONCLUSION

Work motivation is the most important in any organization settings, so organization chooses for different kind of motivation strategies to make their employees performance higher for better outcomes. Intrinsic and extrinsic motivation has a huge impact on organization performance; in this study data analysis was carried under two parts, the first part provided the background information about the respondents and the second part represented detailed aspect about their response and showed in the form of percentage under each section which are extrinsic and Intrinsic motivation, relationships and authority to make decisions. From the study conducted above, it can be asserted with certainty that, extrinsic factors are great motivator as majority of the respondents thinks. So, an effective scheme of monetary and extrinsic rewards should be made.

It is also to be kept in mind that, after a certain amount of time, employees may feel the requirement for more monetary incentives. Moreover relationships with superiors and peers are also important as deduced from the survey above. Similarly, job security has also a positive effect on employees' performance as they feel more secured doing their job knowing that they are secured with their job. That's why it is better to provide a legal agreement during joining. If the employees are given authority to take decision under their area of expertise, then it may very well be used as an enormous motivation tool. They shouldn't be allowed to take decision outside their range of operation. Therefore, it is concluded that there is strong positive relationship between work motivation (intrinsic & extrinsic) and employee performance. Management should pay more attention towards extrinsic motivation as compared to intrinsic motivation. This study proved that both intrinsic and extrinsic motivation is to the greater extent relate to employee performance. Any changes in intrinsic and extrinsic motivation will take place in changes in employee performance, therefore, education institutes needs to formulate such polices that can make balance between intrinsic and extrinsic motivation factors for employee performance.

(Setlzer, 2010). Job Security is described as 'the perceived powerlessness to maintain desired continuity in a threatened job situation' (Sora, et al., 2009). The result showed that, extrinsic motivation is a dominating factor for motivation employees. 76% of the respondents strongly agreed that salary motivates employees to improve their performance, 20% simply agrees with the fact, 4% are uncertain and no one

Table 1. Effect of Extrinsic motivation on Job performance

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Salary	76%	20%	4%	0%	0%
Promotion and Growth	66%	27%	4%	2%	1%
Job Security	74%	19%	5%	1%	1%

Table 2. Effect of intrinsic motivation on Job performance

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Job Appreciation	64%	16%	12%	6%	2%
Low Stress	52%	23%	15%	7%	3%
Job Satisfaction	56%	17%	14%	10%	3%

Table 3. Effect of relationships and decision making authority

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Relationship with Superior	77%	16%	3%	3%	1%
Relationship with Peers	73%	15%	4%	5%	3%
Decision Making Authority	52%	19%	15%	10%	4%

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