

Analysis of Intrinsic Motivational Needs and Workers Performance

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Abstract

The study empirically examined analysis of intrinsic motivational needs and workers performance. The specific objectives were to examine job satisfaction, reward and compensation on workers' performance. The study employed survey research design using of questionnaire and personal interview. Pearson Product Moment Correlation (PPMC) was used as a tool of analyzing, determining the nature and strength of relationship between two variables. The study revealed thus; there was a significant relationship between job satisfactions, rewards, and compensation on workers' performance. The study recommended that the organizations should devise effective strategy on how motivation will lead to growth of the organization. Also, management should be monitoring the activities of motivation so that organizational objectives could be properly determined. Then the organization should implement policies on motivational needs and how it could be well planned.

Keywords: *Intrinsic motivational needs, job satisfaction, reward, compensation, performance.*

1. Introduction

Good remuneration has been found over years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organization's productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organizations. Motivation can be either intrinsic or extrinsic in the organisation, intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals, intrinsic motivations are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. An intrinsically motivated individual, according to Ajila (2007) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. He further suggested that, for an individual to be motivated in a work situation; there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But if the reward is described as external to the job, the motivation is described as extrinsic.

Performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee. An organization must know who

are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization (Agbonika, 2013). Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments, etc. In some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, decision taken will be affecting the future of the individual employee. The performance of workers has become important due to the increasing concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial settings due to non-challant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. (Akintoye, 2012) All efforts must be geared towards developing workers' interest in their job so as to make them happy in giving their best to their work, this will ensure industrial harmony. In view of the foregoing, this study attempts to identify the influence that motivation has on workers' performance over the years, in spite of the efforts made by the management, motivating workers has not been well implemented in today's organization as a result of poor performance. Workers are not properly motivated and this leads to low productivity. This study investigated on analysis of intrinsic motivational needs of workers.

2 Literature review

Along with perception, personality, attitudes and learning motivation is a very important part of understanding behaviour. Luthan (2018) asserts that, motivation should not be thought of as the only explanation of behaviour, since it interacts with an acts in conjunction with other mediating processes and with the environment. He stresses that, like the other cognitive process, motivation cannot be seen. All that can be equated with causes of behaviour, while recognizing the central role of motivation. Evans (2018) states that, many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Motivation about one thing these definition have in common in the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs" and "incentives".

Luthan (2018) defines motivation as "a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive. Therefore, the key to understanding the process of motivation lies in needs, drives and incentives. Relative to this, Muner, Ebrahimi and Watchel (2005), state that in a system sense motivation consists of these three interacting and interdependent elements i.e. needs, drives and incentives. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Adeyemo, 2009). It includes the factors that cause, channel and sustain human behaviour in a particular committed direction. Stoke (2012) goes on to say that, there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool which

managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people “tick”. Motivation can also be conceived of whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2012), it is goal-directed and therefore cannot be outside the goals of any organization whether public, private or non-profit. From my own contributions, motivation has contributed in many ways by positively affecting workers’ performance or productivity. It plays a vital role in motivating workers in order to achieve high productivity. It is generally seen as a good thing naturally and is anchored on doing the best. Expectancy theory is a cognitive theory in that it is “inner” directed and uses concepts such as goals, expectations and attitudes. Behavioural modification is an S-R (Stimulus Response) theory and closely related to the learning concept. This relates in its basic form to choice behaviour. Individuals evaluate, various strategies of behaviour, and then choose the particular strategy that they believe will lead to those related organizational rewards that they value for e.g. pay increase if an individual worker believes that working hard each day will lead to a pay increase, expectancy theory would predict that this will be the behaviour he or she will choose.

According to Katz (2015), rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee in the study carried out by Jibowo (2007), on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the influence of motivators on job performance. In another study carried out by Bateman (2012), they also based their research on Herzberg’s two factor theory of motivation, which separated job variables into two groups; hygiene factors and motivations. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level “motivators” or intrinsic job factors were more valued, while at lower occupational levels “hygiene factors” or extrinsic factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Another study carried out, which is of importance to this research. He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation also in a related study, Kulkami (2010) compared the relative importance of ten factors such as pay, security, etc. which are extrinsic to the job, and other intrinsic factors like recognition, self-esteem, responsibility, etc. among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security as the most important. Also, it was found that there was no consistent trend between the findings of the study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security.

According to Maurer (2010), organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization context within

which they carry out that work. Motivation theory examines the process of motivation. It explains why people work in the way they do, in terms of their efforts and the directions they are taking. Unfortunately approaches to motivation are too often underpinned by simplistic assumptions about how it works. The process of motivation is much more complex than many people believe. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. Motivational practices are most likely to function effectively if they are based on proper understanding of what is involved (Akanwa, 2008).

Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivating yourself is about setting the direction independently and then, taking a course of action which will ensure that you get there. People are motivated when they expect that a course of action is likely to lead to the commitment of a goal and a valued reward-one that satisfies their needs.(Umoren,2011) The basic requirements for job satisfaction may include comparatively high pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy, control over work place and work methods. The degree of satisfaction obtained by individuals, needs and expectations and the working environment; but research has not established any strongly positive connection between satisfaction and performance. A satisfied worker is not necessarily a high producer, and a high producer is not necessarily a satisfied worker. They claim that good performance results in satisfaction rather than vice versa has not been proved (Bernard, 2015). Motivation, in the form of pay or some other sort of remuneration, is the most obvious extrinsic reward. Money provides the carrot that most people want. Some will be much more motivated by money than others. What cannot be assumed is that money motivates everyone in the same way and to the same extent. Thus it is naïve to think that the introduction of a performance-related pay (PRP) scheme will miraculously – motivated, high-performing individuals (Adeyemo, 2009). Employees are performing well when they are productive with efficiency and effectiveness. Effectiveness according to Decenzo and Robbins (2010) refers to goal accomplishment, it does not consider the costs incurred in reaching the targeted goals. Efficiency evaluates production costs of outputs or the ratio of inputs consumed to output produced. The greater the output for a given input, the more efficient is the employee. An efficient employee is the one who can work in many units of one department. For example, in finance Department, a staff who could successfully work in the payroll unit, cash room, main account and stores will be more efficient than one who could only work in payroll unit. From the above, performance is measured in terms of effectiveness and efficiency. Satisfactory job performance implies a combination of effectiveness and efficiency.

Research methodology

Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions. It refers to research design as the conceptual framework within which an investigation is conducted. The study employed survey research design using of questionnaire and personal interview. The primary research data was generated basically through a structured questionnaire which was administered to respondents (staff and contract staff) of Niger Mills Company in Calabar. Pearson Product Moment Correlation (PPMC) was used as a tool of analyzing and determining the nature and strength of relationship between two variables.

Results and Discussion

TABLE 1: Job satisfaction does not have any significant relationship on workers' performance

Correlations		Job satisfaction	Workers performance
Job satisfaction	Pearson Correlation	1	.424**
	Sig. (2-tailed)		.000
	N	153	146
Workers performance	Pearson Correlation	.424**	1
	Sig. (2-tailed)	.000	
	N	153	153

** . Correlation is significant at the 0.01 level (2-tailed).

The result shows that the Pearson Product Moment Correlation of the relationship between job satisfaction and workers performance, with r-value of .424 and a probability value (0.000) less than 0.05 significance level, it reveals that there is a significant relationship between job satisfaction and workers performance

TABLE 2: Reward does not have any significant relationship on workers' performance

Correlations		Reward	Workers performance
Reward	Pearson Correlation	1	.126*
	Sig. (2-tailed)		.035
	N	153	146
Workers performance	Pearson Correlation	.126*	1
	Sig. (2-tailed)	.035	
	N	153	153

*. Correlation is significant at the 0.05 level (2-tailed).

The result shows the Pearson Product Moment Correlation of the relationship between reward and workers performance. With r-value of 126 and a probability value (0.035) less than 0.05 significance level, it reveals that there is a significant relationship between reward and workers performance.

TABLE 3: Compensation does not have any significant relationship on workers' performance

Correlations		Compensation	Workers performance
Compensation	Pearson Correlation	1	.167
	Sig. (2-tailed)	.054	.028
	N	153	172
Workers performance	Pearson Correlation		
	Sig. (2-tailed)	.400	
	N	153	126

*. Correlation is significant at the 0.05 level (2-tailed).

The result shows the Pearson Product Moment Correlation of the relationship between compensation and workers performance. With r-value of .167 and a probability value (.028) less than 0.05 significance level, it reveals that compensation has a significant relationship on workers' performance. The study empirically examined an analysis of intrinsic motivational needs of workers. It was revealed that Job satisfaction has a significant relationship on workers' performance. The finding is in line with the works of Ajila (2007) who posit that motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals, intrinsic motivations are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. It was revealed that reward has a significant relationship on workers' performance. The finding is in line with the works of Jibowo (2007), who posit that an individual to be motivated in a work situation; there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But if the reward is described as external to the job, the motivation is described as extrinsic. It was revealed that compensation has a significant relationship on workers' performance. The finding is in line with the works of Katz(2015), who posit that good remuneration has been found over years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organization's productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organizations. On the other hand, performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee. An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments, etc. In some ways, such assessments are based on objective and systematic criteria, which include factors

relevant to the person's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, decision taken will be affecting the future of the individual employee.

Conclusion

All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization context within which they carry out that work. Motivation theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their efforts and the directions they are taking. The process of motivation is much more complex than many people believe. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. Motivational practices are most likely to function effectively if they are based on proper understanding of what is involved. Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivating yourself is about setting the direction independently and then, taking a course of action which will ensure that you get there. People are motivated when they expect that a course of action is likely to lead to the commitment of a goal and a valued reward-one that satisfies their needs. The following recommendations are made;

1. The organizations should devise effective strategy on how motivation will lead to growth of the organization.
2. The management should be monitoring the activities of motivation so that organizational objectives could be properly determined.
3. The organization should implement policies on motivational needs and how it could be well planned.

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