

CONSEQUENCE OF INDUCING INTRINSIC MOTIVATION ON EMPLOYEE'S PERFORMANCE IN A TERTIARY INSTITUTION: ACCOUNT OF A DEVELOPING SOCIETY

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ABSTRACT

Employers are aware that motivation improves profitability and from observation, the current economic conditions in Nigeria, apparently displays that the increase of changes in our business environment creates room for fierce competition. Notably, provisions are being made with evidence of physical contribution to aid employee productive attribute but employees' loyalty does not align with this. Limited studies have focused on the impact of intrinsic motivation on employees' performance using a scope of Nigerian tertiary institution. This comes with the high level of employment switch that occurs in the tertiary institution, which should serve as a culture of maintaining facility. The current focus is aimed at solving this by ascertaining the extent to which intrinsic motivational factors affect employees' performance. The study is limited to Landmark University, Omu-Aran, Kwara State, Nigeria with the adoption of a quantitative (structured questionnaire) research method that was used to elicit vital information used for this research work. The Cronbach alpha method was used to test the reliability of the instrument at 0.878. A total of two hundred and sixty questionnaires were distributed but only two hundred and forty-three were retrieved. Descriptive Statistics was and linear regression was engaged to analyse the data collected. The findings of the linear regression were $R=0.355$ and $R^2=0.126$. The R value 0.355 shows that there is a linear relationship between intrinsic motivational factors and employees' performance. It implies that 12.6% of variation in intrinsic motivational factors can be explained by a unit change in the performance of the employees. The findings of this study from the respondents' perspective revealed that intrinsic motivational factors affect employee's performance at work. The study recommend that management of the University should provide faculty and staff with adequate health incentives to improve performance in the organization which serves as a furtherance of intrinsic motivation and compensation booster to the system at a subsidized or cost-free service.

Keywords: Intrinsic Motivation, Performance, Compensation

INTRODUCTION

The drive towards an achievement is commonly linked to the type of motivation an individual or organization have. The feeling created from intent has been known to be a key to the success achieved on a given task or goal. Williams & Krasniqi (2017) adopted the definition of (Mullins, 2007) that described motivation as the force that drives guides and sustains behaviour. It was further stated that the behaviour of a person is determined by what motivates them and that their performance is not only determined by their ability. (Douglas & Prentice, 2019) further stated that for their contribution, workers feel that their managers do not recognize or appreciate them. Therefore, lack of motivation prevents them from doing their best. This was in retroaction that Staff performs at optimum level to fulfil the organization's goals and objectives when well-motivated.

Employee motivation has become very important to managers as observed by (Gautam, Mandal & Dalal, 2006) with progress hardly observed except their employees are involved. Employers are also aware that motivation improves profitability. Furthermore, observing from the current economic conditions in Nigeria, it is apparent that the increase of changes in our business environment creates room for fierce competition. Further investigations revealed causes of low motivation as lack of mutual relationship, inadequate manner of communication, little or no recognition and lack of trust (Locke et al., 2004; Ayeni, 2016; Adebajani et al., 2018). There is no sufficient evidence on studies that have focused on the impact of intrinsic motivation on employees' performance using a scope of Nigerian tertiary institution. The current focus of some scholars is related to the effect of motivators and hygiene on job performance (Jibowo, 2007; Geveer, 2018).

To this end, the study set out to ascertain the extent to which intrinsic motivational factors affect employees' performance. This study was carried out to explore the effect of intrinsic motivation on employee performance in a tertiary institution. The study is limited to Landmark University, Omu-Aran, Kwara State, Nigeria.

LITERATURE REVIEW

Armstrong (2001) classifies the motivation of employees as both intrinsic and extrinsic. Intrinsic motivation includes elements of self-creation that affect employees to act in a specific way. It happens when employees have no obvious external incentives involved in the activity. These elements include "obligation (feeling the activity is imperative and having control over one's own assets), self-sufficiency (free to act), extension to use and create aptitude and interest in testing work, recognition and progress chances."

Concept of Intrinsic Motivation

Intrinsic motivation is derived from "a certifiable outcome on an individual's direct execution and prosperity within the individual or from the movement itself" (Ryan & Deci, 2000; Ayeni et al., 2017). Scholars (Eijdenberg, 2016; Guerci et al., 2015; Uduji & Ankeli, 2013) were in consensus with this concept of intrinsic motivation.

Intrinsic reward is a "recognition or a sense of achievement" reward. Reward management systems therefore "positively motivate employees and ultimately affect their individual and organizational performance." An intrinsic reward is an intangible award of recognition or a sense of motivation for achievement in any endeavour when one feels as an achievement in conscious satisfaction in the hierarchy of the Maslow. It's the knowledge you've done something right or you've made a better day for some body. Thus, reward management systems (specifically intrinsic rewards) motivate employees positively and ultimately affect their performance in the individual and organization. Ettal (2004) argue that motivation and job satisfaction and motivation are inevitably linked to employee engagement (Wu et al., 2016). The perceived effectiveness of training is similarly highly correlated with the employee satisfaction, supporting (Tsai et al., 2007) findings. Intrinsic motivation is derived from "it tends to be said to have a certifiable outcome on an individual's direct execution and prosperity within the individual or from the movement itself" (Allam et al., 2019; Frey, 1997; McClelland, 1988; Ryan & Deci, 2000; Uribe et al., 2014; Zhang et al., 2019).

Intrinsic Factors that Influence Employee Motivation

Intrinsic motivation is a person's desire to fulfill his/her duties, with the ultimate need to fulfill essential desires. External rewards such as nourishment, cash, admiration, etc. are not the main explanation for participating in activities behind a person (Allam et al., 2019; Halicioglu & Yolac, 2015). Work itself can accomplish intrinsic motives. That is, the job itself is the focal

source of motivation as it provides the development and accomplishment of an individual with intrigue, encouragement, challenges and opportunities.

Recognition and Employee Motivation: Recognition and employee motivation is an important influence in enhancing the job, fulfillment and work motivation of an individual related to authoritative achievement. Khan (2010) focused on an examination where he examined the connection in Pakistan's business banks between compensation and worker motivation.

Fairness of Treatment: Kalpana (2013) asserted that 'in assessing fairness, individuals initially survey the proportion of their commitment (input) to subsequent monetary or social remuneration (output) there after contrasting the proportion with that of others.' According to "equity theory," accepting both excessively and too little is considered partial.

Established Influences on Motivation

Hellriegel (1996) observed some motivation-influencing factors which are in form of differences between individuals, job requirement, and organizations.

Individuals often bring different attitude, needs, interests, beliefs, and proficiency level to the job. Thus, workers tend to be naturally different from each other which make the interest and drive of one worker different from another (Collins, Hanges & Locke, 2004). Normally, some employees may be motivated by financial (pay) incentives as they hunt jobs with high monetary rewards, while other employees may look for jobs that provide more security than more money.

Job requirements describes the type of duty to be performed by the worker. It includes the limitations, targets and constraints associated with achieving a firm's base line objectives such as the skills needed to achieve the task, the goal of the job, and the type of attitude employees have towards the tasks they perform (Onoshchenko & Williams, 2014). For example, a worker who see little or no value in the work they do in an organization may find it unsatisfactory in contrast to those who enjoy doing their job. Such workers tend to be less motivated and productive than those who feel satisfied.

Empirical linkage of Motivation and Code of Conduct

In practice, organizations have principles and rules usually known as "code of conduct" that guides its staff behavior. This management practice is handled by the Human resource department. In addition, the guidelines and principle also involve the reward system of the organizations. Workers commitment level is affected by how an organization decides to handle its workers. Evidence from the study of (Siyuan, Jaehoon & In, 2020) has shown that companies that formulate and implement policies and reward systems with positive impacts on its workers usually have an opportunity to improve workers' commitment and productivity levels leading to a better performance of the firm. Lin, (2007) carried out a study titled "the assessment of intrinsic and extrinsic motivation on worker productivity". The findings revealed that there exist a massive correlation between external motivation and the profitability level of workers, while that of intrinsic motivation was statistically considerably less broad than extrinsic even however a correlational so existed between intrinsic components and employees.

Jibowo (2007) opined that motivation and productivity among workers is essentially assumed in a similar method as (Herzberg, 2000). The investigations revealed the impact motivation has on productivity (Douglas & Prentice, 2019) did a similar study that examined the connection between motivation and employment adequacy of different workers considering their states of mind to the action being referred to. The study inferred that some workers place more importance on influence of external forces than internal force noting the need to meet certain needs as a necessity for their choice.

According to Akerele (2001), ten motivational factors such as pay, training, security, etc. were noted as external factors that influence work while internal factors like laborer well-being, great associations with manager, and responsibility among eighty employees of an organization.

It was assumed that greater esteem can be put on internal instead of external work factors (Alarifi, Robson & Kromidha, 2018; Vincent, 2016). However, findings could not to authenticate the claims as indicated by the two external factors; sufficient compensation and task safety that have been evaluated as the most important factors. The above are relevant studies undertaken by various researchers in the field of motivation and productivity with the general omission of considering intrinsic motivation on performance of employees in a tertiary institution. Thus, consideration is further needed with the account perceptive of a developing society.

METHODOLOGY

For this study, descriptive research is adopted to obtain a clear perception from the staff and faculty of Landmark University concerning the impact of intrinsic motivation on employee's performance. The reason for this measurement is the perception held by scholars such as (Ibidunni et al., 2017) who focused on the quality expected performance of telecommunication with the absence of the possible influence attributed from the intrinsic motivation. In this study, a (structured questionnaire) was used to elicit vital information that was used for this research work. A pilot survey on landmark University showed that the population comprises of six hundred and eighty-six (686) faculty and staff working in the University. The researcher used the Taro Yamani's sampling technique to determine the sample size of staff using the formula below:

$$n = \frac{N}{1 + N(e)^2}$$

This study used two hundred and fifty-three (253) as the sample size. Based on efficiency and improved distribution among other things, 260 copies of the questionnaire were distributed but 243 copies *were retrieved*. The sample consisted of "staff and faculty of Landmark University Omu- Aran, Kwara State, Landmark University: a private Christian University associated with the Living Faith Church Worldwide located in Omu-Aran Kwara State, Nigeria". The cronbach alpha method test of reliability of the instrument was 0.878. This result shows that the research instrument conforms to the minimum acceptable standard of reliability. Regression analysis helped to determine the relationship between the variables and a descriptive statistic used to analyse responses from respondents.

The data collected from the respondents were from the employees of the University during the academic session of 2018/2019. The distribution of the questionnaire was done physical to selected respondents using Non-Probability Sampling Methods with the adoption of the convenience sampling. This was attained after getting the total population from the Establishment office which serves as the Human Resource Department in the University. With the completion of the allotted questionnaires *via* the gotten formula above, distribution was completed. In doing this, the effect of intrinsic drive on the determination of employee performance *via* the measure of the assigned parameters was understudied.

The reason for adopting regression analysis was because of the primary importance of the technique to provide and predict the value of dependent variable in relation to the independent variable. This technique is most widely used tool for empirical analysis which forms the major reason for adoption of this technique. The Ethical committee of the landmark University approved the instrument used for the methodology of the research.

The returned questionnaire amounted to 243 (two hundred and forty-three) with 93% indicating a high return rate from the questionnaire distributed. A sum of 17 questionnaire representing 17% was not returned.

Respondent Demography	Title	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	138	54.3	54.3	54.3
	Female	116	45.7	45.7	100
Marital Status	Married	135	53.1	55.6	55.6
	Single	110	43.3	40.7	96.3
	Divorced	9	3.5	3.7	100
Age	21-30	86	33.9	35.4	35.4
	31-40	106	41.7	43.6	79
	41-50	40	15.7	16.5	95.5
	51 and above	22	8.6	4.5	100

Source: Survey Result (2019)

The gender distribution of the respondents that comprises of both the male and female sex. 138 respondents (54.3%) represented male while 116 respondents (45.7%) represented female. Consequently, the relevant interpretation is that the University consists of more male faculty and staff than the female. We could see the recognition of a gender balance trying to come into place in the organisation. Thus the study responses are not baize towards a particular gender.

The response of respondents on marital status in this study show that 135 respondents (53.1%) are married, 110 respondents (43.3%) are single (unmarried), and 9 respondents (3.5%) are divorced. By implication, the results show that there are more married faculty and staff in the University. This implicates the rational of accepting responsibility as the barne of the acknowledgement of growth in the society. Furthermore, it infers the maturity taken into place as well as development occurrence for the employees in the social aspect of their respective lives

The various age groups of the staff and faculty of Landmark University. The findings indicate that age group 21-30 has a percentage of 33.9%, age group 31-40 has a percentage of 41%, 41-50 has a percentage of 15.7%, 15.7% make up the 41-50 and 51 and above has a percentage of 8.6%. This implies that majority of the staff and faculty falls within 31 years-40 years (41.7%). This reflects a active age group in the University community

S/N	Title	SA Freq (%)	A Freq (%)	I Freq (%)	D Freq (%)	SD Freq (%)	Total Freq (%)
1	I know how my job impacts the mission of the institution	144 (56.7)	93 (36.6)	3(1.2)	1 (.4)	13 (6.3)	243 (100.0)
2	I do my best to always do my duties at the right time	114 (44.9)	122 (48.0)	1(.4)	4 (1.6)	13 (6.3)	243 (100.0)
3	Without any form of motivation my co-workers put in their best.	118 (46.5)	107 (42.1)	5 (2.0)	10 (3.9)	14 (5.5)	243 (100.0)
4	I put in my best when placed on little or no supervision at all.	118 (46.5)	109 (42.9)	5(2.0)	21 (8.2)	1 (.4)	243 (100.0)
5	I have passion for my work and the organization.	124 (48.8)	108 (42.5)	4 (1.6)	16 (6.3)	2(.8)	243 (100.0)
6	I work with members in my department to achieve organizational goals and objectives	105 (41.3)	119 (46.9)	8 (3.1)	19 (7.5)	3 (1.2)	243 (100.0)

7	Reward influence my performance.	108 (42.4)	101 (39.6)	7 (2.7)	15 (10.6)	12 (4.7)	243 (100.0)
8	Am adequately recognized for the work done.	75 (29.5)	126 (49.6)	7 (2.8)	30 (11.8)	16 (6.3)	243 (100.0)
9	It is worthwhile to reward excellence and give credit for my job when am done	109 (42.7)	109 (42.7)		27 (10.7)	10 (3.9)	243 (100.0)

Source: Survey Result (2019)

The descriptive analyses were designated from the above stated questions statements in Table 4. This was captured *via* the analyses of work vitality and quality of work as parameters. The work vitality was captured with Serial number 1 investigates respondents' opinion: I know how my job impacts the mission of the institution. The result shows that 56.3% strongly agreed, 36.7% agree and 1.2% are indifferent. While 0.4% disagree and 6.3% strongly disagree. Consequently, majority of the respondents strongly agreed that they know how their job impacts the mission of the institution. Serial number 2 investigation on respondents' opinion: I do my best to always do my duties at the right time. The result indicates that 44.9% strongly agreed, 48.0% agree and 0.4% are indifferent. While 6.3% strongly disagree and 1.6% disagree. Majority of the respondents agree that they do their best to carry out duties assigned to them at the right time. Serial Number 3, indicate respondents' opinion: without any form of motivation my co-workers put in their best. The result show that 48.5% strongly agreed, 42.1% agree, and 2.0% are indifferent. While 5.5% strongly disagree and 3.9% disagree. Consequently, majority of the respondents strongly agree to the opinion at 56.7%. Serial Number 3, shows respondents' opinion: I put in my best when placed on little or no supervision at all. The result shows that 46.5% strongly agree, 42.9% agree and 2.0% are indifferent. While 0.4% strongly disagree and 8.2% disagree. With these results, majority of the respondents strongly agree to the opinion at 46.5%.

Serial Number 4 reflects I have passion for my work and the organization. The result reveals that 48.8% strongly agree, 42.5% agree and 1.6% are indifferent. While 0.8% strongly disagree and 6.3% disagree. With these findings, majority of the respondents agree to the opinion at 48.8%. Serial Number 5 reflects respondents' opinion: I work with members in my department to achieve organizational goals. The result indicates that 41.3% strongly agree, 46.0% agree, 3.1% are indifferent. While 1.2% strongly disagree and 7.5% disagree. With these findings, majority of the respondents agree to the opinion at 46.0%. Serial Number 6 indicates respondents' opinion: reward influence my performance. The result show that 42.4% strongly agree, 39.6% agree and 2.8% are indifferent. While 4.7% strongly disagree and 10.6% disagree. With these findings, majority of the respondent strongly agree to the opinion at 42.4%. Serial Number 7 investigates respondents' opinion: am adequately recognized for the work done. The result shows that 29.5% strongly agree, 49.6% agree and 2.8% are indifferent. While 6.3% strongly disagree and 11.8% disagree. With these findings, majority of the respondents agree with the opinion at 49.6%. Serial Number 8 shows the respondents' opinion: It is worthwhile to reward excellence and give credit for my job when am done. The result reveals that 42.7% strongly agree and 42.7% agree. While 3.9% strongly disagree and 10.7% disagree. Consequently, the results show that majority of the respondents strongly agree with 42.7% and 42.7%.

Test of Hypotheses

The relationship between the independent and dependent variables in the study was measured using regression analysis.

H₀: Intrinsic motivational factors do not affect employee's performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.355 ^a	0.126	0.122	0.46492
a. Predictors: (Constant), IM				

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.511	1	7.511	34.747	0.000 ^b
	Residual	52.092	241	0.216		
	Total	59.603	242			
Dependent Variable: EMP						
Predictors: (Constant), IM						
Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.208	0.120		10.088	.000
	IM	0.343	0.058	0.355	5.895	.000
a. Dependent Variable: EMP						

Interpretation: Table 5 shows the findings of the linear regression as $R=0.355$ and $R^2=0.126$. The R value 0.355 shows that there is a linear relationship between intrinsic motivational factors and employees' performance. The R^2 indicates that explanatory power of the independent variables is 0.126. This means that about 12.6 % of the variation intrinsic motivation is explained. It implies that 12.6% of variation intrinsic motivational factors can be explained by a unit change in the performance of the employees. While the remaining percentage of 87.4 is explained by other variables. The level of significance (sig.) in table 13c is less than 0.01 at 0.000 which indicates that the significance of the model is at 99% confidence level. By implication, this infers that the null hypothesis would be rejected, and alternative hypothesis accepted. Thus, intrinsic motivational factors will affect employee's performance. The assigned measurement of the variable for the intrinsic motivation, using employee's vitality while the quality of work was employee performance shows that quality of work is significantly affected by employee vitality. The interpretation of this findings posits the need for every organisation to boost the internal drivers of work performance and not rely solely external drivers such as finance or material evidences. The perception of victual gratification should not be undermined but also is the unexpected and assumed reaction that there are no bases for what cannot be felt. As it has been discovered that they do have an impact on the performance of the employees. Acts such as conducive environment and conducive interpersonal relation between colleague serves as bridges to ensure such is done and maintained.

CONCLUSION AND RECOMMENDATION

Quantitative methodological framework was employed in which the data collected from staff and faculty of Landmark University of a developing Society was subjected to regression statistical methods of analysis. The method tested the hypotheses set out for the study. The study reviewed relevant literatures on intrinsic motivation by several scholars; definitions given by management scholars on various means of meeting employees' demands, their performance and also the importance of intrinsic motivation. Several articles, journals, and theoretical works were reviewed to draw out concepts, terms, ideas, as well as authoritative viewpoints by professionals (Williams & Krasniqi, 2017; Henning & Akoob, 2017; Onodugo et al., 2016). Based on the above results, the research findings of this study from the respondents' perspective revealed that intrinsic motivational factors affect employee's performance.

The study recommend that management of the University should boost the current established employee performance. Thus, will increase the findings in line with positivity productivity for the organisation. A possible way of boosting the performance of employees is *via* the provision of health facilities at reduce cost and creation of relaxation resort. Productivity in good health will aid a strong performance in the organization which serves as a furtherance of intrinsic motivation and compensation booster to the system at reduce or no cost. As for the relaxation, the creation of space for breather from the workspace will aid the mind composure gotten from rest. This assertion comes from the strain that will be attained from the physical engagement in achieving the organisational goal. Possibly leading to a burnout without the knowledge of the employee and will induce the level of intrinsic motivation with the gotten result.

From this study, it can be concluded that intrinsic motivation enhances employee's performance. Further studies should endeavour to extend the scope of the study to examine the impact of intrinsic motivation on employees in other educational sectors and at such increased scope might have on the findings of this study.

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