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Motivation of Employees in Educational Institutions with Special Reference to Educational Institutions in Hyderabad

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Abstract:

Increasing employee motivation is an on-going concern for businesses because of the high costs associated with employees who lack motivation to perform at their highest potential. Lack of motivation can be evidenced in a variety of ways that can be both detrimental and costly for organizations. Thirty-five percent of employees in the United States abuse sick leave at least once a year. Additionally, turnover costs in United States businesses can be as high as a billion dollars per year. Business owners want their organizations to operate at peak performance in order to maintain high profitability. Researchers recognized that motivation is highly correlated with organizational profitability indicating that an increase in employee motivation could cause an increase in organizational profits. Organizational leaders can utilize intrinsic motivational incentives such as recognition and providing opportunities for interaction or extrinsic motivational incentives such as compensation and benefits to motivate employees; however, finding the best combination can be a difficult task for managers. More than 60% of employees who work for non-profit organizations accepted positions for opportunities to make a difference reflecting intrinsic motivational tendencies. However; research indicates that compensation and benefits can positively affect employee motivation across sectors. Therefore, leaders of all organizations need to be attentive to the factors that influence employee motivation. The intent of the research was to examine employee motivation in Minority and Non-Minority Institutions in Hyderabad. Understanding what factors affect motivation can help managers establish incentive plans that will be most effective

Keywords: Motivation, employees, organization, profitability, intrinsic incentives, extrinsic incentives

1. Introduction

Organizational leaders are finding it increasingly difficult to keep workers motivated to work at their highest potential and to ensure loyalty to the organization (Rampersad, 2006). Employees who are not motivated tend to be less productive, leading to lower profits for the organization (Shalizard & Bhatti, 2008). Organizational leaders must make every effort to implement policies and procedures that promote higher motivation, thus increasing the potential for higher profits. To avoid wasting money, leaders need to ensure that they are receiving maximum value for money spent on motivational incentives. Unfortunately, employees are motivated in vastly different ways. Because employees are motivated both intrinsically and extrinsically (Bandura 1997), finding the most effective incentive package can be difficult for organizational leaders.

1.1. Problem Statement

The problem being addressed within this mixed methods study is that employees are often not motivated to perform at their highest potential, costing organizations millions of dollars each year (Feig, 2005; & Rampersad, 2006). The cost most often associated with decreased motivation is a lack of commitment that results in high turnover (Kleiman, 2004; 8: Udehukval, 2009). However, turnover is not the only cost associated with lack of motivation. Unmotivated employees demonstrate poor performance by conducting personal business during work hours, absenteeism, and employee theft - all costly factors for businesses (Everton, Johan, & Nistrangclo, 2007; & Patel, 2009). The cost of managing under-performers in the United States could be as high as 1.05% of total gross domestic product per year (Rampersad, 2006).

1.2. Purpose

The purpose of this mixed methods study was to examine factors that influence employee motivation. The study identified correlates between nine independent variables that measure satisfaction of motivational incentives and employee satisfaction (both intrinsic and extrinsic). This examination provided data about motivational incentives that may help university leaders more effectively motivate workers and improve performance and profitability. Likewise, the data may help to ensure that retention levels remain high by

providing incentives for job enrichment and advancement that entice highly-qualified workers to remain at their current place of employment (Delfgaauw & Our, 2007).

1.3. Theoretical Framework

Maslow believed that employees are motivated by unmet needs that he categorized in a hierarchal pyramid, including physiological, safety, affiliation, esteem, and self-actualization (Maslow. 1943). From the most basic physiological needs of food, clothing, and shelter to the highest order of needs, self-actualization; unmet needs serve as motivators for employees (Maslow. 1943). Maslow assessed the choices people made and examined the motivation that caused people to make certain choices, concluding that choices employees make are directly related to the potential for success or failure in task activities (Maslow, 1971). Maslow posited that the last two levels of needs, called lower-level needs, are satisfied externally by increases in compensation, insurance benefits, or retirement plans and the latter three levels, called higher-order needs are satisfied internally by the feeling employees receive when they complete a task or work with others within the organization (Maslow, 1943; 1954). Intrinsic motivation is an in-born drive that pushes people to "do things that give them self-satisfaction and a sense of self-worth" (Bandura. 1997, p. 8). Herzberg's hygiene factors Herzberg identified motivators and hygiene factors in his theory with motivators being intrinsic in nature and hygiene factors being extrinsic (Greenway. 2008). Motivators such as achievement, recognition, and growth motivate workers to perform at a higher level; however, hygiene factors such as compensation do not increase performance but decrease performance if they are not adequate (Herzberg. 1968). Herzberg believed that satisfied needs provide workers with a sense of gratification achievement and motivation (Herzberg, 1966). Herzberg concluded that pay contributed little to motivation and job satisfaction (Herzberg, 1966). Herzberg determined that organizational leaders should establish job enrichment programs to help ensure that employees have interesting work to do (Stern. 2008). Therefore, in the years immediately following the introduction of Herzberg's hygiene factors theory, organizational leaders started programs that focused on intrinsic motivators relating to job content and ignored compensation (Liccione, 2007).

1.4. Nature of the Study

The methodology used for this study was a mixed methods approach using sequential explanatory strategy with priority given to the quantitative data. Integration occurred during the interpretation stage. A mixed methods study provides data from the quantitative stage that shows correlations between the independent and dependent variables. The survey was distributed to university employees through Snap survey software. A mass email, including a link to the survey, was sent to each employee explaining voluntary participation confidentiality. Detailed information about the survey instrument is presented in chapter 3. Once data were collected, all statistical analyses were performed using the Statistical Package for the Social Sciences (SPSS).

1.5. Research Questions

Although much research has been conducted on motivation, institutions provide unique difficulties in keeping motivational levels high because of the vast differences in levels of education and professionalism among faculty and staff members (Terpstra & Honoree, 2009). Based on the review of the literature, examination and exploration of the following questions will provide a better understanding of the relationship of motivational incentives to intrinsic and extrinsic motivation of employees of the institutions and offer a tool to institution leaders for creating the most effective incentive plans for employees. The first four research questions provided quantitative data from surveys; the remaining two research questions provided qualitative data from open-ended questionnaires of employees of institutions located in Hyderabad.

- Q1. Which dimensions of employee satisfaction (pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication) are predictive of intrinsic motivation among employees in institutions located in Hyderabad?
- Q2. Which dimensions of employee satisfaction (pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, the nature of the work and communication) are predictive of extrinsic motivation among employees in institutions located in Hyderabad?
- Q4: How is the combination of satisfaction with pay, promotion, supervision, benefits, contingent rewards, operating procedures, Co-workers, the nature of the work, and communication related to extrinsic motivation among employees in institutions located in Hyderabad?
- Q3. How is the combination of satisfaction with pay, promotion, supervision benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication related to intrinsic motivation among employees in institutions located in Hyderabad?
- Q5. What factors have the greatest relationship, either positive or negative, to employee motivation in institutions located in Hyderabad?
- Q6. What, if any, are the actions that managers can take to motivate employees more effectively in institutions located in Hyderabad?

2. Research Methodology

Participants for the quantitative phase of the study were current employee motivation in institutions located in Hyderabad. The 343 full-time employees, including 237 female and 106 male, and serves 10,000 students through traditional classrooms, online learning,

and cohort courses. Employee age varies from 21 years to 71 years of age and the average length of service is 5 years. However, participation was limited to the 343 full-time employees to provide consistency with data.

A power analysis was conducted to determine the required sample size for this study using the SPSS 14 computer program. As will be discussed below, the two inferential statistical techniques to be employed in this study are Pearson correlation coefficients and multiple regressions (with nine predictor variables). Two-tailed tests, an alpha level of .05, desired power of .80, and medium effect sizes were specified in the power analyses. Cohen (1992) defined a medium effect size for a Pearson correlation as $p = .30$ and a medium effect size for a multiple regression analysis as $f^2 = .15$, where f^2 is equal to R^2 divided by $(1 - R^2)$. Using these specifications, it was determined through G*Power that power of .80 would be achieved with 84 participants for the Pearson correlation coefficients, and 114 participants for the multiple regression analysis.

Therefore, the minimum required sample size to achieve adequate statistical power in the study was 114 with 142 actually responding. There are a total of 343 individuals in the sampling pool for this study (i.e., employee motivation in institutions located in Hyderabad). Thus, all 343 individuals were invited to participate in this study. Data points were represented by individual employee responses, with a total of 120 responses (a 35% response rate) expected (Kaplowitz et al., 2004) and 142 responses received (a 41% response rate). Kaplowitz et al. reviewed response rates from both web and mail surveys and concluded that a 35% response rate is typical of both web and mail surveys.

During the second (qualitative) phase (lithe study, data were gathered from face- to-face interviews of university administrators, directors, faculty, and staff (see Appendix G). Administrators and directors in the areas of accounting, marketing, student services, financial aid, and human resources were interviewed because these departments represent the primary support services of the university. Interviews were also conducted with randomly selected faculty and staff members. To ensure faculty' and staff interviews were conducted randomly. Names were taken from the current university directory and placed in a container. Once a name was drawn from the container, it was coded to ensure anonymity. Protocol used for conducting interviews is provided in Appendix F. The interviews were utilized to delve deeper into ambiguous data obtained through the questionnaire, to explore the perceptions of the effectiveness of current incentive plans, and to investigate additional incentives that may be beneficial for increasing employee motivation.

2.1. Materials/Instruments

There are nine independent variables and two dependent variables for the quantitative portion of this study related to the first four research questions. "The nine independent variables are the measures of employee satisfaction: pay, promotion, Supervision, benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication. In order to measure these variables, the Job Satisfaction Survey (JSS; Spector, 1997) was used. The JSS is in the public domain and no permission is required for its use. The JSS consists of 36 Likert-scale items rated on a scale from 1 = strongly disagree to 6 = strongly agree. There are four items for each of the nine dimensions of job satisfaction. Reverse scoring is required for 19 of the 36 items prior to summing the items corresponding to each dimension to obtain the scores. Validity studies summarized by Spector (1997) have found JSS scores to correlate with turnover, turnover intention, and employee commitment, among other variables. Each of the nine scales is discussed below.

The two dependent variables in this study are intrinsic motivation and extrinsic motivation. Work Preference Inventory (WPI) developed by Amabile, Hill, Hennessey, and Tighe (1994) was used to assess the two dependent variables. Permission is not required for the use of the WPI (Amabile et al. 1994). According to Amabile et al., "The Work Preference Inventory was designed as a direct, explicit assessment of individual differences in the degree to which adults perceive themselves to be intrinsically and extrinsically motivated toward what they do" (p. 952). The WPI consists of 30 statements to which the respondent indicates the frequency with which the statement is true of them.

A Likert scale is used for the response options of 1 = never or almost never true of me, 2 = rarely true of me, 3 = sometimes true of me and 4 = always or almost always true of me. Five of the 30 items are reverse scored prior to summation to arrive at the composite score. These two scales are discussed individually following the description of the nine measures of employee satisfaction. A brief set of demographic questions was used to assess the participants' age, gender, race, position within the university, length of service and educational attainment

2.2. Data Collection and Analysis

In the first phase of research, a survey questionnaire was distributed using Snap survey software. A mass email was sent to all full-time employees of the university, including administrators, directors, faculty, and staff, requesting participation in the study and assuring that participation was voluntary and anonymous. An electronic survey allowed participants to complete the questionnaire at their leisure and offer simplicity in the collection. Respondents were asked to complete the survey within three weeks following distribution..

All statistical analyses were performed using the Statistical Package for the Social Sciences (SPSS). Preliminary statistical analyses consisted of descriptive statistics for all study variables, as well as Cronbach's alpha internal consistency reliability coefficients for the WTI and JSS subscales. The bivariate hypotheses (H1 through H18) were tested using Pearson correlation coefficients. The remaining statistical hypotheses (H19 and H20) were tested using model F values for multiple regression analyses. Two multiple regression analyses were performed, one with intrinsic motivation as the dependent variable, and one with extrinsic motivation as the dependent variable. The regression model used is:

$$Y_1 = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + b_6 X_6 + b_7 X_7 + b_8 X_8 + b_9 X_9$$

where:

- Y_1 = intrinsic motivation
- X_1 = satisfaction with pay
- X_2 = satisfaction with promotion
- X_3 = satisfaction with supervision
- X_4 = satisfaction with benefits
- X_5 = satisfaction with contingent rewards
- X_6 = satisfaction with operating procedures
- X_7 = satisfaction svith co-workers
- X_8 = satisfaction with the nature of the work
- X_9 = satisfaction with communication
- b_0 = intercept of the regression equation
- b_{1-9} = coefficients of the regression equation for X_i ; $i = \{1-9\}$

In the second multiple regression analysis, Y_2 , extrinsic motivation, was substituted as the dependent variable. A set of supplemental analyses were performed after addressing the main research questions of this study in which selected interactions among the independent variables were examined for their ability to increase the variance explained in the regression models.

2.3. Measurement

The questionnaires were distributed using Snap survey software. A mass email containing a link to the survey was sent to each employee explaining that participation was voluntary and results were confidential. After the questionnaires were collected, analyses were conducted using SPSS. A Pearson correlation analysis was completed to analyze relationships among independent and dependent variables in H1 through H18. Multiple regression analyses were conducted to analyze composite relationships of two or more independent variables (for H19 and 1-120) Lathe dependent variables and determine the amount of variance in the dependent variables accounted for by the independent variables.

The interviews consisted of open-ended questions creating the need for information to be coded and categorized with common themes allowing for analyses of the qualitative data. "The purpose of coding open-ended questions is to reduce the large number of individual responses to a few general categories of answers that can be assigned numerical scores" (Zikmund, 2003, p. 461). Creswell (2003) suggests that researchers analyze data for material that yields codes that one would expect to find, codes that are surprising, and codes that represent theoretical perspectives (p. 193). The research codes were thematic to correspond with the variables addressed by the quantitative data. For example, numerous answers were reported for health-care benefits such as health insurance, dental insurance, or wellness programs; each of these responses were coded to reflect health-care benefits to allow for ease of analysis. The qualitative data were used to verify quantitative data, to clarify ambiguous data received from the surveys, and to provide additional insights that were difficult to gain from closed-ended questionnaires. The conclusions drawn from that data can be used to identify tools most useful for motivating university employees.

	1	2	3	4	5	6	7	8	9
1.pay	1								
2.promotion	0.54***	1							
3.supervision	0.27***	0.37***	1						
4.fringe benefits	0.42***	0.38***	0.15*	1					
5.contingent rewards	0.69***	0.65***	0.48***	0.44***	1				
6.operating procedures	0.33***	0.37***	0.21***	0.46***	0.43***	1			
7.co-workers	0.38***	0.37***	0.52***	0.29***	0.55***	0.41***	1		
8.nature of the work	0.32***	0.15*	0.38***	0.27***	0.40***	0.31***	0.43***	1	
9.communication	0.42***	0.51***	0.40***	0.39***	0.58***	0.62***	0.39***	0.37***	1

Table 1: job satisfaction survey scales

Job Satisfaction Survey Scales	Pearson Correlations	Spearman Correlations
	R	R3
pay	-0.03	-0.01
promotion	-0.01	-0.01
supervision	0	0.03
Fringe Benefits	0.03	0.03
contingent rewards0.06	0.06	0.08
operating procedures	0.12	0.1
Co-workers	0.11	0.12
nature of the work	0.25***	0.31***
communication	0.15*	0.14*

Table 2: correlation between JSS satisfaction scales and intrinsic motivation(N=142)

	Pearson correlation	Sparman correlation
job satisfaction survey scales	r	r5
pay	-0.1	-0.1
promotion	0.06	0.05
supervision	0.02	0.07
fringe benefits	-0.01	0
contingent rewards	0.06	0.05
operating procedures	0.07	0.07
Co-workers	-0.07	-0.07
nature of the work	-0.01	-0.02
communication	0.09	0.07

Table 3: correlation between JSS Satisfaction scales and extrinsic motivation(N=142)

Scores from the WPI (N=142)	Model 1	Model 2	Model 3						
Predictor	β (t)	β (t)	β (t)						
pay		-0.14 (-1.35)	-0.17 (-1.37)						
promotion		-0.4 (-0.36)	-0.2 (-0.14)						
supervision			-0.17 (-1.62)						
fringe benefits			-0.06 (-0.55)						
contingent rewards			0.05 (-0.35)						
operating procedures			0.01 -0.08						
Co-workers			0.08 -0.72						
nature of the work	0.22 (2.57***)	0.25 (2.75***)	0.27 (2.70***)						
communication	0.07 (-0.8)	0.14 (-1.38)	0.15 (-1.26)						
R	0.07	0.09	0.11						
F	4.83***	3.18***	1.72*						
P	0.009	0.016	0.091						

Table 4: Results of regression analysis with JSS scales as predictors of intrinsic motivation

scores from the WPI (N=142)	Model 1	Model 2	Model 3						
Predictor	β (t)	β (t)	β (t)						
pay		-0.21 (-1.99)	-0.28 (-2.30***)						
promotion		0.11 -1.01	0.07 0.62						
supervision			0.01 -0.07						
fringe benefits			-0.4 -0.35						
contingent rewards			2.4 1.6						
operating procedures			0.08						

			0.68					
Co-workers			-0.18					
			-1.58					
nature of the work	-0.05	0	-0.02					
	(-0.51)	0	0.15					
communication	0.11	0.12	0.06					
	-1.17	-1.2	-0.5					
R	0.01	0.04	0.7					
F	0.7	1.35	1.08					
P	0.5	0.256	0.38					

Table 5: Results of regression analysis with JSS scales as predictors of intrinsic motivation

Job Satisfaction Survey Scales	Intrinsic Motivation		Extrinsic Motivation					
	Low Pay	High Pay	Low Pay	High Pay				
pay	0.02	-0.2	-0.1	-0.03				
promotion	-0.06	0.11	-0.01	0.27				
supervision	-0.03	0.04	-0.04	0.19				
fringe benefits	-0.17	0.50***	-0.03	0.03				
contingent rewards	0.09	-0.01	0.02	0.21				
operating procedures	0.01	0.39**	0.05	0.07				
Co-workers	0.09	0.18	-0.14	0.13				
nature of the work	0.21**	0.38**	-0.02	0.01				
communication	0.07	.38**	0.08	0.1				

Table 6: Pearson Correlations Between JSS Scales and WPI Scales as a Function of Pay Group (N=142)

Job Satisfaction Survey Scales	Intrinsic Motivation		Extrinsic Motivation	
	3 Years or Less	More than 3 years	3 Years or Less	More than 3 years
pay	-0.13	-0.01	-0.2	0
promotion	-0.02	-0.07	-0.05	0.16
supervision	0.09	-0.04	-0.01	0.05
fringe benefits	-0.13	0.11	-0.08	0.07
contingent rewards	-0.08	0.13	-0.02	0.13
operating procedures	-0.07	.23**	0.01	0.1
co-workers	0.12	0.09	-0.01	-0.13
nature of the work	0.21	.36***	0.07	-0.07
communication	0.09	0.18	0.1	0.08

Table 7: Pearson Correlations Between JSS Scales and WPI Scales as a Function of Pay Group (N=142)

Job Satisfaction Survey Scales	Low Pay Group		High Pay Group	
	M	SD	M	SD
pay**	3.44	1.29	4.02	1.13
promotion	3.45	1.14	3.73	1.18
supervision	5	1.07	5.11	1.24
fringe benefits	4.23	1.14	4.1	1.23
contingent rewards	3.74	1.21	4.02	1.15
operating procedures	3.56	1.02	3.38	1.17
co-workers	4.74	0.93	4.73	0.94
nature of the work	5.03	0.94	5.13	0.79
communication	3.74	1.17	3.76	1.14

Table 8: Mean JSS and WPI Scores as a Function of Pay Group (N=142)

Workplace motivation is	Frequency	Percentage
Energizing work environment, that was comfortable, encouraged high morale, and provided praise and feedback	7	58.33
Task-orientation; motivated by deadlines and task completion	3	25
Supervision or leadership	3	25

Table 9: Descriptive Statistics for Responses to the Interview Question "How do you define workplace motivation?"

Primarily motivated by	Frequency	Percentage						
Intrinsic motivation	12	100						
Extrinsic motivation	0	0						
Both	1	8.3						

Table 10: Descriptive Statistics for Responses to the Interview Question Regarding Intrinsic versus Extrinsic Motivation

Would be motivated by	Frequency	Percentage
Money	12	100
Appreciation recognition, or feedback from superiors or peers	7	58.3

Table 11: Descriptive Statistics for Responses to the Interview Question "What incentives would motivate you, personally, to perform at your highest level?"

Motivational policies and procedures include	Frequency	Percentage
University tuition waiver		
Small efforts such as pizza parties, employee of the month program, or discounted gym memberships	3	25
Merit raises or raises for obtaining an advanced degree	2	16.7
Unable to provide an example of a motivating policy or procedure	4	33.3

Table 12: Descriptive Statistics for Responses to the Interview Question "Discuss policies and procedures for motivating employees at your place of employment"

Organization is best at	Frequency	Percentage
Unable to provide an answer	6	50
serves of community and family	3	25
Job security or academic freedom	3	25

Table 13: Descriptive Statistics for Responses to the Interview Question "What does the organization do best when it comes to motivating employees?"

The organization could	Frequency	Percentage
Communicate better	5	41.7
Provide public praise and recognition	4	33.3
More fair pay system	4	33.3

Table 14: Descriptive Statistics for Responses to the Interview Question "In your opinion, what could the organization do to increase motivation more effectively?"

The supervisor could increase motivation through	Frequency	Percentage
Open and honest communication	4	33.3
Not micro-managing employees	3	25

Table 15: Descriptive Statistics for Responses to the Interview Question "Discuss methods your direct supervisor utilizes to increase motivation within your department?"

To increase motivation, supervisor could	Frequency	Percentage
increase communication	5	41.7
Provide praise from administrators	2	16.7

Table 16: Descriptive Statistics for Responses to the Interview Question "Discuss additional methods that could be implemented by your direct supervisor to increase motivation within your department."

3. Findings

This section includes an analysis and evaluation of the findings of the research questions that are the foundation of the study. Before completing multiple regression analyses, descriptive statistics and internal consistency reliability coefficients for the composite measures from the JISS and WPI were completed as shown in Table 3. Histograms were constructed for the nine JSS scales and the two WPI scales, as shown in Appendix A. Since the correlation and multiple regression analyses performed to address the quantitative research questions of this study assume that the dependent variables are normally distributed, the skewness and kurtosis of these distributions were examined. Using the classical guidelines provided by Rulmer (1965), the distributions of several of the scales were determined to be substantially non-normal including Satisfaction with Pay, Satisfaction with Supervision, Satisfaction with Fringe Benefits, Satisfaction with Co-workers, and Satisfaction with the Nature of the Work.

The first four research questions from this study were quantitative while the final two research questions were qualitative. The first research question was: Which dimensions of employee satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication) are predictive of intrinsic motivation among employees in institutions located in Hyderabad?

Pearson correlation and Spearman correlation indicated that only one of the JSS scales, Satisfaction with the Nature of the Work, was correlated with the Intrinsic Motivation scale from the WPI. The results suggested all null hypotheses except 1-180 should be accepted. There is indication of a relationship between satisfaction with the nature of the work and intrinsic motivation among employees in institutions located in Hyderabad.

Supplemental analyses were performed for sub samples of high pay participants and low pay participants. The results indicated that Intrinsic Motivation scores were negatively correlated with Fringe Benefits scores and positively correlated with Co-workers scores for participants with low pay and Intrinsic Motivation scores were positively correlated with Fringe Benefits scores, Operating Procedures scores, Nature of the Work scores, and Communication scores for participants with high pay. Supplemental analyses were also performed for subsamples of individuals who had been in their current position for three years or less and those who had been in their current position for more than three years. The results of the supplemental analyses shown in Table 10 indicated no correlations between Intrinsic Motivation and the _MS scales were statistically significant; however, for those with more than three years of service, Intrinsic Motivation scores were positively correlated with Operating Procedures scores and with Nature of the Work scores. The results of the supplemental analyses seem to indicate that employees who receive high pay and employees who have been with the university longer periods have a stronger desire to be involved in university operations.

The second research question of this study was: Which dimensions of employee satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication) are predictive of extrinsic motivation among employees in institutions located in Hyderabad?

Pearson correlations and Spearman correlations between the 155 scales and the WPI scales results indicated that none of the employee satisfaction scales were predictive of extrinsic motivation scores. Therefore, all nine null hypotheses should be accepted. Results of supplemental analyses for subsamples of participants with low pay and participants with high pay as well as subsamples of individuals who had been in their current position for three years or less and those who had been in their current position for more than three years also indicated no statistical significance.

Establishing the hygiene factor theory, Herzberg (1966) recognized that extrinsic factors such as pay and benefits do not increase motivation; however, if they are reduced or removed, motivation will decrease. Implications of one study by Manolopoulos (2008) were that organizational leaders needed new conceptualization of how extrinsic and intrinsic motivation operates and a new understanding of the importance of intrinsic factors such as meaningful jobs and creativity rather than emphasizing extrinsic rewards to increase employee motivation.

The third research question of this study was: How is the combination of satisfaction with pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication related to intrinsic motivation among employees in institutions located in Hyderabad?

A hierarchical multiple regression analysis indicated that the model as a whole was significant; however, Nature of the Work was the only scale statistically significant in the first model and the significance remained unchanged as Pay and Promotion scales were added in the second model and all other scales were added in the third model. Throughout all three models, the only JSS scales that was predictive of Intrinsic Motivation scores was the Nature of the Work scale.

The fourth research question was: How is the combination of satisfaction with pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, the nature of the work, and communication related to extrinsic motivation among employees in institutions located in Hyderabad?

Consistent with the findings from the second research question that there were no significant relationships between dimensions of employee satisfaction that predict extrinsic motivation, no combination of satisfaction scales was related to extrinsic motivation in any of the models of the hierarchical multiple regression analysis performed for this research question. Therefore, the null hypothesis should be accepted.

The fifth research question of this study was: What factors have the greatest relationship, either positive or negative, to employee motivation in a private university in southern West Virginia? Three primary themes emerged from the qualitative analysis of the seven interview questions related to the fifth research question: (a) the participants in this study were primarily motivated by intrinsic factors such as taking pride in their work or the feeling that they were helping others; (b) despite the fact that the participants were primarily

motivated by intrinsic factors, to increase motivation in the future could be accomplished through extrinsic motivation; and (c) the participants did not feel that the policies and procedures were particularly effective in motivating employees.

The survey results were consistent with research conducted by Mann (2006) indicating that more than 60% of employees who work for non-profit organizations accepted positions for opportunities to make a difference reflecting intrinsic motivational tendencies. However, research indicated that compensation and benefits can positively affect employee motivation across sectors (Milne, 2007; Shahzad & Shan', 2008; Udechukwu, 2007). As noted in chapter 4, participants who felt the policies and procedures offered little or no motivational incentives said it was because incentives were promised but not produced or quickly removed. Two participants indicated this was de-motivating. This is consistent with Herzberg's hygiene factor theory (Herzberg, 1966). Herzberg posited that hygiene factors such as pay or benefits were not motivators but would become a de-motivator if reduced or removed.

The sixth research question of this study was: What, if any, are the actions that managers can take to motivate employees more effectively in institutions located in Hyderabad? Qualitative analysis of two interview questions related to this research question indicated that open, honest, sincere, and meaningful communication with supervisors was the most important way that managers could motivate employees.

Open honest communication, especially feedback concerning job performance, helps employees feel empowered and has been advocated as a way to increase motivation (Drake, Wong, & Salter, 2007). Supervisory feedback that reflects praise and acknowledgement of met goals is a motivator and encourages higher productivity (Lazenby, 2008). The qualitative results of this study concurred with those of Drake, Wong and Salter as well as with Lazenby, indicating that employees in institutions located in Hyderabad would be motivated by feedback concerning job performance.

4. Recommendations

Based on data obtained through both quantitative and qualitative phases of the study, the recommendation for practical application is for Institution leaders to initiate more open communication with employees and establish processes for recognizing high performance. Quantitative findings indicated employees were motivated by the nature of the job; however, the most common response received from the interviews was the need for better communication. Interview data suggested that employees desire better communication from Institution leadership as well as a better communication process within departments. Additionally, employees expressed a desire to receive recognition for a job well-done.

The first recommendation for further study is to replicate this study after implementing communication processes with employees and establishing recognition programs to see if the results change with the better communication and recognition processes. Another recommendation for further study is to survey full-time employees, part-time employees, and adjunct faculty at all campus locations to discover any inequity in levels of motivation among the different campus locations or to distinguish differences in motivation between full-time employees who receive benefit packages and part-time employees who receive no monetary benefits. A final recommendation for further study is to increase the sample pool by surveying additional colleges and universities throughout Hyderabad, to provide comparisons of results.

5. Conclusions

The conclusion reached for the quantitative research questions were that the nature of the work is the only construct that was significantly related to overall employee motivation. The conclusions reached from the qualitative research questions were (a) the participants in this study were primarily motivated by intrinsic factors; (b) despite the fact that the participants were primarily motivated by intrinsic factors, to increase motivation in the future could be accomplished through extrinsic motivation; (c) the participants did not feel that the policies and procedures were particularly effective in motivating employees; and (d) more effective communication between supervisors and employees was the best and most feasible way to increase employee motivation.

Based on the conclusions reached from quantitative and qualitative data, the recommendation for practical application is to initiate more open communication with employees and develop a system for employee recognition. Recommendation for further study is to replicate this study implementing a more open communication system and establishing recognition programs. Also recommended for further study is to increase the sample pool by including more colleges and universities throughout Hyderabad.

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