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TO ANALYZE THE EFFECT OF INTRINSIC MOTIVATION ON PERFORMANCE IN COMPUTER MEDIATED ENVIRONMENTS: A STUDY OF CALL CENTERS IN JAMMU.

Commerce

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ABSTRACT

Motivating employees is an incessant and a critical factor for any industry. Quality of work cannot be obtained from employees unless employees feel motivated enough to pour their heart and soul into what they do. The concept of motivating employees becomes all the more important for the computer mediated environments wherein the job involves a high degree of monotony and tremendous amount of stress while working during odd hours of the night like in call centres. Intrinsic motivation is related to 'psychological' rewards such as the 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 and call centres are considered to be the most sensitive organisations when it comes to encouraging and motivating the employees. Acc. to Kets de Vries (2001), the best performing companies possess a set of values that creates the right conditions for high performance. A company's ability to manage employee engagement is closely linked to its ability to achieve high performance levels and translate it into profit. Engaged and motivated employees are more likely to stay with the company longer, be a champion of the company and offer increased contribution to the bottom line. The present study is conducted to measure the impact of intrinsic motivation on the performance of employees working in call centres of Aircel in Jammu.

KEYWORDS

Intrinsic Motivation, Performance, Computer Mediated environment.

INTRODUCTION

Organisations today face an unprecedented number of challenges and opportunities. Among these are for instance the pace of technological innovations, spreading globalisation of business organisations and their operations, a competitive environment, intensifying pressures for service and products of exceedingly high quality and evolving views of managerial leadership. Now-a-days firms are communicating with their customers through various kinds of media. Traditionally, the media has followed a passive one-to-many communications model whereby, a firm reaches many current and potential customers, segmented or not, through marketing efforts that allow only limited forms of feedback from the customer. A revolution has been developing that is dramatically altering the aforesaid traditional view of advertising and communication media. This revolution is the Internet, which is a new marketing medium that has the potential to radically change the way firms do business with their customers by following one to one marketing models.

All these factors and related developments have created a new way of conducting business virtually by using new communication channels. Virtual work environments have high potential for improving market position and gain competitive advantage to bring in profit. Virtual work environments have been proposed as a promising environment for fielding academic research studies (Miller and Novak 2007; Takatalo, Nyman and Laaksonen 2008) and possess a number of unique features that make them a particularly compelling environment for the study of intrinsic motivation.

Privette and Bundrick (1987)"Flow..., defined as an intrinsically enjoyable experience, is similar to both peak experience and peak performance, as it shares the enjoyment of valuing of peak experience and the behaviour of peak performance.

Hoffman and Novak (1996)"the state occurring during network navigation which is characterized by a seamless sequence of responses facilitated by machine interactivity, ii) intrinsically enjoyable, iii) accompanied by a loss of self-consciousness, and iv) self-reinforcing"
Acc. to Grayson and Hodges (2001), historically loyalty was bought and employers offered gradual progression up the hierarchy, a decent salary and job security in return for a hard day' work. Increasingly, motivation is based on values rather than purely on financial reward.
However, Waller (2008) pointed out that now-a-days organisations are giving good salaries, paid holidays, pension, health care and many other benefits but people expect that kind of jobs which help them to discover and develop their potentialities.

Motivating employees is an incessant and key process for any industry. No amount of quality work can obtained from employees unless they feel motivated enough to pour their heart and soul into what they do. The concept of motivating employees becomes all the more important for the call centre industry where the job involves a high degree of monotony and tremendous amount of stress while working during odd hours of the night.

Intrinsic motivation is a feeling when a person is totally involved in an activity and is on "auto pilot" and performance is an extremely important criterion that relates to organizational outcomes and success.

The present research has emphasized the importance of intrinsic motivation in computer-mediated environments, specifically in call centres. The nature of work, profile of the workforce, and employment-related issues are quite different in these organisations as compared to other organisations. Work in these organisations is distinctive in that it is often performed 'virtually', giving rise to new kinds of workplaces, work cultures, and employment issues (Jenner, 1994; Bleecker 1994)

SCOPE

The scope of the study extends to call centres of Aircel in Jammu. The respondents were the employees working in the organisation.

JUSTIFICATION

The work under new conditions of information technologies development has not only advantages, but also causes certain problems. As business arena has become much more demanding, the human capital is getting more and more significant for the competing organizations. Call centre organisations are considered to be most sensitive organisations when it comes to encouraging and motivating the employees. A company's ability to manage employee engagement is closely linked to its ability to achieve high performance levels and translate it into profit. Engaged and motivated employees are more likely to stay with the company longer, be a champion of the company and offer increased contribution to the bottom line. Studies on motivation depicts that there are several ways to motivate employees. These are known as theories, which can be divided into two categories. They are the content theories and the process theories. The content theory focus on what motivates employees and it was 3 propounded by eminent writers such as Maslow (1946), McClelland (1988) and Herzberg (1968). Vroom (1969), Adams (1965), Locke and Latham (1990) are the proponents of the process theories and they focus on how motivation occurs. Reis and Pena (2001) question whether motivating people to work in the 21st century with theories conceived during the past 100 years are likely to be infeasible. Researchers concluded that the core message is that managers should reconsider the out-dated motivational patterns utilised to maintain role performance in organisations and adopt a fresh motivation formula for the 21st century based on friendship, work and respect. However, Chartered Management Institute (2001) checklist maintains that these theories

are still valid today. Even though the two theories are complementary, they are in a way opposite and their differences leads others to conduct further studies on motivation. This led to a number of ways through which employees could be motivated to increase performance. Several writers such as Roche and Mackinnon (1970) and others such as Mayfield et al (1998) suggest that leadership styles and freedom given to employees are significant in motivating employees. Luthans and Stajkovic (2000) and Armstrong and Murlis (2004) held the view that recognition can be used to motivate worker to perform well whilst Oldham and Hackman (2010), Lawler (1969) argued that job design has an important role to play in employees behaviour.

Considering many approaches to motivation and how difficult it is to find or identify one that solely motivates workers, the study seek to determine whether performance is effected by intrinsic motivation or not.

Moreover, the concept of virtual work environment is relatively new notion and has not been analyzed properly yet. The environment of call centre organizations is virtual in nature (Kabul aghast, 2005) and the relationship of intrinsic motivation and performance in such computer mediated environments has not been investigated yet.

HYPOTHESIS & OBJECTIVE.

Hyp: There is significant relationship between intrinsic motivation and performance.

Obj :To study the impact of intrinsic motivation on the employee's performance

METHODOLOGY

This exploratory study addressed the measurement of the relationship between intrinsic motivation and performance in of Aircel in Jammu. The following attributes of intrinsic motivation have been used in the questionnaire.

TABLE 1

S.NO.	ATTRIBUTES	ADAPTED FROM STUDIES
1.	Challenge	Ellis, Voelkl and Morris (1994)
2.	Interactivity	Csikszentmihalyi (1977)
3.	Involvement	Mannell, Zuzanek, and Larson (1988)
4.	Skill	Clarke and Haworth (1994)
5.	Telepresence	Hoffman and Novak (1996)

RELIABILITY

Reliability is a measure of consistency between multiple measurements of a variable. The consistency of these measures indicates homogeneity of the variables measuring the same construct. The items should be highly correlated to obtain a reliable measure for the construct (Hair et.al., 1998). Cronbach's Alpha is a test designed to measure their reliability. The correlation is indicated by a score greater than 0.70 (Hair et.al., 1998). The present research uses Cronbach's Alpha to test the reliability of the construct.

All the five variables of Flow Experience reported a high degree of consistency, homogeneity and reliability with cronbach' Alpha greater than 0.70 as indicated in Table 2

TABLE 2: CRONBACH ALPHA OF INDIVIDUAL VARIABLES

VARIABLE	CRONBACH ALPHA	NO. OF ITEMS
CHALLENGE	0.718	4
INTERACTIVITY	0.814	6
INVOLVEMENT	0.827	5
SKILL	0.724	4
TELEPRESENCE	0.720	4

ADEQUACY AND SCALE PURIFICATION

The face and content validity of the instrument was duly tested. Kaiser-Meyer-Olkin (KMO) is a measure of sampling adequacy to test if the distribution of values is adequate for factor analysis. Values between 0.50 and 1.0 indicate that factor analysis is appropriate (Malhotra, 2005). The Kaiser-Meyer-Olkin values for the aforesaid variables as depicted in Table 3 indicate the high degree of construct validity.

Table 3: Kaiser-Meyer-Olkin Measures of Sampling

KMO measure of sampling adequacy		**0.677**
Bartlett's test of sphericity	Approx. Chi-square	9375.821
	Df	1891
	Sig.	0.000

REGRESSION ANALYSIS

In order to predict the changes on a dependent variable caused by the changes in an independent variable regression analysis was used. The basic formulation of the regression equation is:

$Y=\alpha+\beta X$
Where, Y= Dependent variable
X= Independent variable
Thus, In case of our first hypotheses i.e,

H1: There is significant relationship between intrinsic motivation and performance.

Dependent variable (Y) is performance and Independent variable (X) is intrinsic motivation. Regression technique was used to study the relationship between Intrinsic motivation and Performance. The results are depicted in Table 4

Table 4: Regression Table for Flow Experience and Performance

	Coefficients	Standard Error	t-statistics
Intercept	2.520	0.312	8.080
Intrinsic Motivation	0.780	0.077	22.98

R= .780, R2 = .608, Adjusted R2 = .607, Standard Error= .302

The resultant equation is:
Y= 2.520+0.78X

The regression coefficient b= 0.78 indicates that a one unit change in variables associated with intrinsic motivation will bring about 78% change in the performance of an employee.

Also, the coefficient of determination, R2 = .607. This implies that 60.7% of the increase in the performance is caused because employees are intrinsically motivated in call centres understudy.

The ANOVA Table also showed a significant relationship between the two variables with p<.05 and F= 528.225.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.088	1	48.088	528.225	0.000[a]
	Residual	30.953	340	0.091		
	Total	79.041	341			

a. Predictors: (Constant), intrinsic motivation
b. Dependent Variable: performance

CONCLUSION

Predictions made regarding the relationship of intrinsic motivation to performance were well supported. Not surprisingly, the stronger relationships were found between flow and the performance levels. As was found in an earlier study (Jackson et al., 1998), the strongest associations between a self-report assessment of performance and intrinsic motivation were with the challenge–skill balance dimensions. The research results discussions conclude that employee's attitude plays vital role to raise the output of organizational motives. It has been found that intrinsic rewards have much importance to satisfy employees and increase the performance level. Employee attitude varies on the base of employee perception about support from organization and employee's perception varies by the different type of motivational techniques. This learning also supports to recognize the consequences of high satisfaction among employees and defines that employees would be more sincere towards the firm and how sincere efforts of employees affect the overall performance of the firms by time passing.

The conclusion of the study defines the importance of intrinsic rewards in raising the effort of employees in their work. Intrinsic rewards are essential for increasing the employee performance, if employees are acknowledged properly against their efforts then they will be more satisfied and happier towards their official objectives. This research will help call centres to develop plans about intrinsic rewards especially in computer mediated environments.

RECOMMENDATIONS

The main motive of any organization is to achieve the higher performance which could only be possible by employee's level of

motivation. The study provides some recommendations:

Organizations should plan proper intrinsic rewards to their employees in call centres where the environment is totally different as it is computer mediated in nature.

Organizations must have to emphases on employee's performance level.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Time is firstly, the major issue or limitation for this study. In 4 to 5 month, it's very hard to get the responses in more huge quantity to measure the significant and more accurate results. Another limitation, the ratio of intrinsic rewards in true essence is found very low in call centres organizations. That's why fake responses by management are found common to save the image of their organization. This study can be limited in nature because it's very hard to measure 100% perception of any employee. The perception is the mental state or mind set of employee, which could be calculated only by responses of employee or reading minds of employee.\Another aspect is limited by nature according to this study. Disclosure of transparent information from management is very much harder to obtain because often organizations do not want to disclose information related to rewards.

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