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A Contemporary Approach Using Intrinsic Motivation as a Tool for Improving Human Resource Deliverables Among School Teachers in Coimbatore District

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ABSTRACT

Organisations are striving hard to create workspaces that ensure a greater commitment, involvement and motivation among employees through improved strategies to enhance organizational performance. This could be attained by aligning the employees' needs with the organizational goals. But the greatest challenge is the inability or the lack of prospects to predict the employees' needs and motives. Researchers in behavioural sciences have created various models that can help academic administrators in redesigning pedagogy, developing effective teams, and motivating staff to deliver outstanding results. Motivation of teaching professionals has become an important issue to ensure their responsibility to impart knowledge and skills to learners. Hence this article focuses on workplace characteristics and its interaction with individual needs to predict the antecedents of Intrinsic Motivation. The findings are based on the perceptions of respondents. A sample of 606 respondents was considered for the study and the primary data collected had been subjected to factor analysis to explore the indicators of Intrinsic Motivation among the teachers.

KEYWORDS: Intrinsic Motivation, Antecedents, School Teachers,

Introduction

Organisations in the present day are forced to constantly struggle due to intense global competition and turbulent business environment. It is critical and inevitable for the organizations to focus on enhancing their performance through the best use of its human capital. Since society has transformed itself into knowledge-driven entity, human capital is considered as the key resource and indispensable for the survival of businesses. Focus of motivation has to be shifted phenomenally from the source to the object. Added to it the Type theory also emphasizes the need of recognizing the way individuals think to predict the patterns of behaviour. Though in many ways individuals are unique they also share many typical traits with others. But while managing the challenging economic situations, organisations often follow a defensive posture which causes excessive pressure on Human resources creating the situation even worse. Organisations' greatest challenge is to rectify the underdevelopment, under utilization and ineffective management and make the best use of its most valuable resource- its People. Denton(1987), cited that committed and motivated employees are the important assets, who are capable of creating great organizations, the organisation gains with higher productivity usually resulting in higher profits .

Motivation

Motivation helps an individual to initiate the performance while commitment helps the individual to sustain the momentum towards the goal. Employers today find motivated and committed individuals participate more out of interest in the task than others who are obsessed towards rewards like pay, status or good grades. Organizational support and mentoring relationships at work place further act as a latent force to create a motivated environment but the willingness to do work can be created only through motivation, however, motivation is often the missing variable and not all employees are motivated and connected to work (Wrzesniewski, A., & Dutton, J. E., 2001). Though Money and rewards are perceived as basic motivators, people have unique motivators for work, creatively tapping these needs of employees can help in identifying cost effective but appropriate motivators that serve as a fuel which fires up an individual's performance. Such environment brings more inducement to employees than cash rewards (Purnima Srikrishna, 2011).

Intrinsic Motivation

Organizations adopt various mechanisms to motivate employees, like financial incentives or by creating a passion using vision, the case holds good for employees who want to be motivated, but the greater majority of employees in every organisations are problem employees who do not get turned with the conventional motivation. Since each individual has a unique profile of motivational drivers, values and biases in opinions, there occurs mismatch of perceptions between employer and employee rendering managerial motivation ineffective. Moreover a fundamental rule of management is that you cannot change people's character, nor their actions unless as individual assumes self motivation. Hence the new approach of motivation suggests shifting the responsibility of motivation from subject to object i.e., from manager to subordinate. Problem employees may appear to have lack of drive and commitment in their job, when solutions are pushed on them with a force of argument but a generous attempt to pull solutions out of them by creating circumstances in which the employees can channel their motivation towards achievable goals can turn them enthusiastic and productive (Nigel Nicholson, 2003). Organisation also adds up to these issues by reducing the personal contributions of employees in their attempt to enrich the jobs rather than giving them opportunities for growth (Frederick Herzberg, 2003). Employees are the critical success factors in any service industry, and satisfaction of employees and motivation are of utmost importance to ensure continuity of service quality (Hays & Hill, 1999). Coimbatore has evolved as an Educational hub of Tamilnadu with the most progressive and growing institutions in primary, secondary and higher education and hence it is appropriate to select this geographical location for the conduct of the study pertaining to school teachers using a contemporary approach adopting intrinsic motivation as a tool for improving overall organisational performance

Methodology

This was a cross sectional or a descriptive study which tried to check the association of independent and dependent variables using a pretested questionnaire. The study had been done after a careful literature study and further validated using empirical examination based on the perception of teaching professionals in schools. The sample was selected through multistage random sampling. School teachers in Coimbatore District constitute the universe of study. From among Pre Primary (828 nos), Primary Schools (261 nos) and Middle Schools (287nos), High School and Higher Secondary Schools (233 nos), employing 4830 teachers a sample of 620 was considered for the study. The appropriate sample size for a population of 4000 and 6000 at an alpha level of .05 and a margin of error .03 was identified as 570, 598 respectively (Bartlett, Kotrlik, & Higgins, 2001). However after cleaning and preparation of data the effective samples considered for the study amounted to 606 samples. The data collected through questionnaire were subjected to Statistical Analysis using SPSS 19.0 to make inferences.

Analysis and Discussions

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.876
Bartlett's Test of Sphericity	Approx. Chi-Square	2437.901
	df	55
	Sig.	.000

Table 1 indicated Kaiser-Meyer-Olkin Measure of Sampling Adequacy value as.876, which indicated a good value and appropriateness of the sample size used for study. The Bartlett's Test of Sphericity indicated a significance value of .000, the null hypothesis assumed the correlation matrix as an identity matrix, but since the significance value was less than .05, hence it was inferred that R matrix was not an identity matrix. The seven factors extracted had explained 85.5% of the variances in the data with factor 1 contributing to 18.6 % of the total Variances. Table 2 indicated that factor 1 had loaded high on Affiliation, Competency and Vitality which indicated the component individual characteristics. Factor 2 had contributions from Task identity and Autonomy, which specified the job characteristics. Factor 3 denoted the validation of Job performed, Employee self regulation contributed to the factor 4, while availability of choices, need for power and achievements formed the factor 5, factor 6, and factor 7, respectively. The reliability value of the variables used to identify the factors indicated a value of .817 which added to the suitability of the instrument used for the study.

Table 2 indicated the influence of Individual, Job related characteristics, Job descriptions, Feedback, autonomy, opportunities for implementing a variety of latent skills, feeling of fulfillment and opportunities for enhancing Leadership skills as the key predictors of Intrinsic Motivation.

Table 2 Rotated Component Matrix and Cronbach's alpha Value

	Component						
	1	2	3	4	5	6	7
Cronbach Alpha Value	.817						
Affiliation	0.81	0.27	0.06	0.08	0.20	0.10	0.07
Competency	0.78	0.09	0.13	0.23	-0.06	-0.01	0.25
Vitality	0.50	0.30	0.31	0.41	-0.02	0.20	0.18
Task identity	0.23	0.83	-0.01	0.03	0.07	0.16	0.27
Autonomy	0.44	0.69	0.25	0.26	0.18	-0.04	-0.20
Task structure	0.20	0.06	0.88	0.04	0.14	0.20	0.12
Feedback	-0.03	0.52	0.53	0.34	0.08	0.05	0.38
LOC	0.25	0.12	0.07	0.90	0.08	0.14	0.09
Skill variety	0.08	0.12	0.14	0.07	0.93	0.21	0.13
Power	0.08	0.10	0.20	0.16	0.22	0.91	0.04
Achievement	0.40	0.20	0.23	0.13	0.19	0.05	0.77

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Total Variances Explained: 85.8

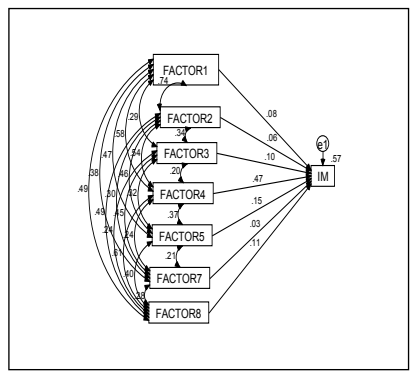
Table:3 Regression Weights -AMOS

			Estimate	S.E.	C.R.	P
IM	<-	FACTOR4	.463	.037	12.654	***
IM	<-	FACTOR5	.154	.033	4.660	***
		IM	.572			

Table 3 represented the output from AMOS, the regression weights indicated significance for Factor 4 and Factor 5, which denotes that self regulation and need of respondents have a significant positive effect on Intrinsic Motivation(IM). The scores further indicated that respondents with high Self Regulation tends to experience high Intrinsic motivation. The Squared Multiple Correlations value is estimated at .572, which represents a good model fit. Fig1 represents the default model

Hence enhancing these specific factors, will create an ambience of motivation, which shall trigger Intrinsic motivation among teaching Professionals.

Fig:1 –Default Intrinsic Motivation Model



Conclusion

The findings of the study provide administrators with an insight into what motivates individuals. Strategic enhancement of the identified factors can help in exploring the potentialities among employees. The study projected a set of 7 factors for depicting Intrinsic Motivation. The contributions of each factor may vary with the changes in demographic and personality components, hence future enhancement of the study can be conducted on the influence of personality dimensions to optimize the motivation.

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