Research Paper Management

Impact of Motivation on Job Performance of Contractual Staff in Devi Ahilya University Indore (M.P.), India

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ABSTRACT

The objective of this paper is to explore the influence of some part of motivational factors (Remuneration, Recognition and Incentives) on employees' performance. Subject for the study consisted of hundred employees of Devi Ahilya University, Indore, India. Data for the study were collected through a well-structured questionnaire delivered to the employees of the university. The study employed regression (i.e. F test and t test) and correlation analysis to test the hypotheses whether remuneration, recognition and incentives boost the job performance of employees. The findings of the study reveals that there exist strong positive relationship and significant effect of incentives, remuneration and recognition, on job performances, and that incentive motivational factor has the highest contribution to boost the job performance of an employees in Devi Ahilya University ,Indore, India. Therefore, we recommend that Devi Ahilya University, Indore, India should take into consideration the needs and feelings of their employees because a happy worker is a productive workers.

KEYWORDS Motivation, Job Performance, Incentives, Remuneration, Recognition

INTRODUCTION:

Every organization wants to achieve success and have desire to get constant progress in their daily business activities. The current trend in the world market today is highly competitive and organization regardless of size, market share and technology are facing employees (workers) retention challenges.

The management of an organization is faced with two challenges; the first challenge is to motivate workers to work towards helping the organization to achieve its goals while the second is to motivate workers to work towards achieving their own personal goals. Meeting the needs and achieving the goals of both the management and workers is often a difficult task in all types of organization all over the world.

unless and until, the employees of any organization are satisfied with it, are motivated for the task fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Several studies on motivation and job performance in India attempt to focus on typical organization like manufacturing sector, banking industry, construction industry, local government, and among academic staff members of higher education institutions. None of these studies researched motivation among non-academic staff of higher education institutions particularly in public sector universities in India. This study also employed mixed statistical methods to evaluate the relationship between motivation and job performance of contractual staff in Devi Ahilya University, Indore, India. Devi Ahilya University, Indore, India runs many self financial professional education programme and had employed more than 40% of employee are working on contractual basis.

There are many motivational theories that are propounded by psychologists about what motivate employees such as Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two factor theory, McClelland's acquired needs theory etc. This study adopted the Herzberg's two factor motivation theory. Herzberg modified Maslow's needs theory and consolidated to two areas of needs that motivated employees.

i. Hygiene's: These were characterized as lower level motivators which include company policy and administration, supervision, interpersonal relationship, working conditions, salary, status and security.
ii. Motivation: These emphasized on higher level factors of motivation and focused on aspect of work such as achievement recognition for achievement, the work itself, responsibility and growth or advancement.

The Herzberg theory emphasized on salary, working conditions, job security, recognition and achievement etc, as a factors that motivate employees to commit their total effort on the task apportioned by the organization, that will increase productivity, output and performance of the organization.

Research Questions:

- Does an employee incentive affect job performance of non academic contractual staff in Devi Ahilya University, Indore, India?
- Does recognition enhance job performance of non academic contractual staff in Devi Ahilya University, Indore, India?
- To what extent remuneration influence commitment and job performance of non academic contractual staff in Devi Ahilya University, Indore, India.

Objectives of the Study:

(a) The main purpose of this study is to examine the relationship between employee motivation and job performance of the contractual staff in Devi Ahilya University, Indore, India.
(b) Determine the effect of employee incentives on the job performance of contractual staff in Devi Ahilya University, Indore, India.
(c) Assess the relationship between employee remuneration and commitment of contractual staff in Devi Ahilya University, Indore, India.
(d) Determine whether recognition trigger motivation of employee.

Hypotheses:

1. Ho: There is no significant relationship between employee incentives and job performance of contractual staff in Devi Ahilya University, Indore, India.

2. Ho: There is no significant relationship between employee remuneration and job commitment of contractual staff in Devi Ahilya University, Indore, India.

3. Ho: There is no significant relationship between employees recognition and their performance in the contractual staff of Devi Ahilya University, Indore, India.

Literature Review:
One of the tools of motivational factors that can improve job performance by employee is job performance appraisal with respect to remuneration. Performance appraisal enhances the motivational spirit of an employee because positive result of appraisal will yield promotion with increase in salary or wages of an employee.

Hasan et al. (2011) stated that performance is the level of reaching the target both for the institution and the individual. There are many motivational factors that enhanced high or unlimited job performance like job satisfaction, good job design, wages or salary, recognition, leadership style etc exert total commitment of employee (high performance) which will yield high productivity and increase the profit performance of the organization. Locke and Latham (1990) hypothesizes that by establishing goals, individuals are motivated to take action to achieve those goals.

Empowerment is defined by Manzoor (2012) as the giving authority and liberating potential of employees. According to Smith (1997) empowering makes employees feel that they are appreciated and for making it possible continuous and positive feedback on their performance is essential (Manzoor 2012). He also pointed out that the main driving force of empowerment is having larger control over how jobs are done and carried for more growth and productivity. Employee empowerment and participation consist of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization (Manzoor, 2012).

Constant (2001) established that employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization (Manzoor, 2012). From the result of other scholars, it shows that empowerment the employee yield positive effect of job performance by the employee of an organization.

Maimona (2011) indicates that no other inducement of motivational methods comes close to cash (remuneration) Recognition and empowerment play an essential part in enhancing employee motivation towards organizational task and performance (Manzoor, 2012).

Concept of Recognition:
Cost-benefit analysis of employee recognition
The cost of a recognition system is quite small and the benefits are large when implemented effectively.

Benefits:
- Increased individual productivity – the act of recognizing desired behavior increases the repetition of the desired behavior, and therefore productivity. This is classic behavioral psychology. The reinforced behavior supports the organization's mission and key performance indicator
- Greater employee satisfaction and enjoyment of work - more time spent focusing on the job and less time complaining.
- Direct performance feedback for individuals and teams is provided.
- Higher loyalty and satisfaction scores from customers.
- Teamwork between employees is enhanced.
- Retention of quality employees increases – lower employee turnover.
- Better safety records and fewer accidents on the job.
- Lower negative effects such as absenteeism and stress.

Costs:
- Time spent in designing and implementing the program.
- Time taken to give recognition.
- Dollar cost of the recognition items given
- Time and cost of teaching people how to give recognition.
- Costs of introducing a new process.

Socio-Demographics and Economic Characteristics of Respondents in the Questionnaire Survey
This section presents data analysis on the socio-demographic and economic characteristics of respondents. In table 1 below, the distribution of respondents by their socio-demographic and economic characteristics is presented. As shown in the table regarding gender distribution, majority of the respondents were male representing 76% (76) and male 24% (24).The result also shows that majority of the respondents fall in the age group between 18-30 years.

As shown in table 1 is the working experience of the respondents. As indicated in the table, majority of the respondents that have worked for 7-9 years accounting for 31 %(31) and 26 %(26) have worked for 10-12 years.

Furthermore, the table reveals that majority of the respondents had matriculated. Some of them are highly qualified. Finally, it is shown in the table that majority of respondents are earning salary within 101000-200000 monthly.

TABLE-1

Demographic	Distribution	Percentage	Mean	Standard
	Frequency n=100	%		Deviation
Gender				
Male	76	76		
Female	24	24		
			1.54	0.65
Age				
18---30 years	38	38		
31---40 years	28	28		
41---50 years	20	20		
51---60 years	10	10		
Above 60 years	4	4		
			2.58	1.03
Marital Status				
Single	40	40		
Married	45	45		
Divorced/Separated	5	5		
			1.9	0.47
Working Experience				
Less than 3 years	10	10		
4---6 years	26	26		
7---9 years	31	31		
10—12 years	26	26		
Above 12 years	7	7		
			3.40	1.17
Educational Attainment				
High School	30	30		
Intermediate	33	33		
Graduates	18	18		
Post Graduates	17	17		
PhD	2	2		
			3.29	1.29
Monthly Income				
Below 50000	20	20		
51000---100000	23	23		
101000---200000	46	46		
201000---300000	11	11		
Above 300000	-	-		
			2.39	1.15

Source: Field Survey, feb.2014

Table 2. Descriptive Statistics on Motivation in Devi Ahilya University, Indore, India Descriptive Statistics

	N	Mean	Std.	Skewness	Kurtosis
			Deviation		
	Statistic	Statistic	Statistic	Statistic	Statistic
Good pay has increase your commitment at work	100	3.1600	.67648	-.867	.237
Your organization job design encourage employee	100	3.1300	.76619	-.687	.024
Conducive working environment encourage employee	100	3.5347	.59056	-1.639	1.875
Recognition for doing good job increase employee commitment	100	3.7400	.56722	-1.959	3.142
Promotion when due motivate employee to put in their best at	100	3.1900	.77155	-1.315	1.131
work					
Increment of salary enable employee to work hard	100	3.8400	.60247	-1.765	3.005
Interesting job motivate employee.	100	3.6600	.35033	-1.915	1.725
Employee empowerment increase employee commitment	100	3.5900	.44356	-1.013	-1.022
Good style (leader) motivate employee	100	3.7200	.62534	-1.943	3.191
Incentive to employee encourage employee to work harder	100	3.8700	.37051	-2.141	2.682
Employee competence motivate workers to work	100	3.590	.80450	-1.681	2.726
Self determination increase employee commitment at work	100	3.6600	.47638	-1.827	2.656
Transparency in the organization increase commitment of workers	100	3.2700	.74007	-.874	.154
Valid N (list wise)	100				

Source: Field Survey, feb.2014

Descriptive Statistics on Research Questions

The results of the descriptive statistics of the variables that provide answers to the research questions of this study are presented. Thus, the section presents the mean scores, standard deviations, skewness and kurtosis of the items in the second section of the questionnaire. The maximum expected mean score is 4 while the minimum is 1 based on the 5 point Likert Scale that was used to draw the questionnaire.

In Table 2, it is discovered that the variable with the highest mean score is "incentive to employee encourage employee to work harder". This variable has a mean score of 3.8700 and a standard deviation of .37051. The second variable that has the next highest mean score is Increment of salary enable employee to work hard". The variable has a mean score of 3.84 and standard deviation of 0.60247.

The variable that has the least mean score is "Your organization job design encourage employee". The variable has a mean score of 3.1300and a standard deviation of 0.76619. The results indicate that there is low level of job motivation in Devi Ahilya University, Indore, India.

Methodology:

The study seeks to investigate the effect of motivation i.e. good pay (remuneration), incentives and recognition on job performance by the employee. The research work is based on a single case study conducted in public sector university, Devi Ahilya University, Indore, India.

The survey research design method was employed in this study. It involves using self-designed questionnaire in collecting data from the respondents. This method is usually adopted in order to generate the required data from the sampled staff for analysis and also because the researcher do not intend to manipulate any of the variables under this study.

Primary sourced data was used for analysis; these were collected using a 5 point likert scale questionnaire range from 1 as "strongly disagreed" to 5 as "strongly agreed" which was administered to the contractual staff in Devi Ahilya University, Indore, India. The motivational scales are made of 16 items and the job performance scale is made of 12 items. The reliability of the job performance scales was tested. The questionnaire titled motivation and job performance was divided into three sections, namely A to D. Section a comprising demographic data, B measured employee motivation and C measured employee job performance and D measured factors of dissatisfaction. The well structured administered questionnaires were hand delivered to the targeted respondents, using public university as a case study. The responses of the staff were evaluated and used to generate an index of motivation and job performance which were used to process inferential statistics. The motivation was used as the independent variable while the job performance was used as the dependent variable. Both Pearson correlation and linear `regression statistical techniques were used to test the hypotheses and statistical packages for social sciences version 21.0 were used for data analysis.

TABLE 3: Descriptive Statistics on Job Performance in Devi Ahilya University, Indore, India Descriptive Statistics

				N	Mean	Std. Deviation	Skewness	Kurtosis
				Statistic	Statistic	Statistic	Statistic	Statistic
Arrives for work on time.				100	3.5200	.65670	-1.868	4.309
Identifies problems.				100	3.5000	.73299	-1.424	1.204
Proposes solutions to problems.				100	3.7200	.53753	-2.348	5.634
Takes appropriate action on problems as necessary.				100	3.6200	.63512	-1.738	3.722

Sets appropriate priorities for tasks.				100	3.5400	.77662	-1.597	2.163
Uses time effectively.				100	3.6200	.46356	-1.111	-1.121
Meets work deadlines.				100	3.8000	.40305	-2.650	5.772
Arrives for meetings on time.				100	3.2600	.76701	-1.212	1.676
Works without supervision as necessary.				100	3.6600	.66397	-1.288	.430
Demonstrates initiative as appropriate.				100	3.6000	.65006	-1.202	1.706
Effectively collaborates with other department				100	3.6400	.47697	-1.767	1.791
members as necessary.								
Deals effectively and professionally with employees				100	3.7200	.34809	-1.728	.889
in other areas.								
Demonstrates	appropriate	interactions	with	100	3.3800	.70913	-1.245	.788
students.								
Demonstrates appropriate interactions with the				100	3.6000	.75714	-1.599	1.630
public.								
Demonstrates effective leadership skills as				100	3.6800	.74095	-2.185	4.666
appropriate.								
Deals appropriately with confidential information.				100	3.6200	.77870	-1.658	2.726
Deals appropriately with sensitive situations.				100	3.6800	.67463	-.999	.058
Valid N (listWise)				100				

Source: Field Survey, March, 2013

Reliability Test:
The reliability of the scales was determined using cronbach's alpha method. Analysis revealed that motivation scale is reliable 98%, recognition by 52%,total incentives by 56% and total performance by 98.4% (see table 1).Cronbach's alpha measures the average of measurable items and its correlation, and if the result is generally above 50%, it is considered to be reliable(peighambari,2007).

Table 1: Reliability coefficient of the research variables

Factor	Number of items	Cronbach Alpha
Motivation	13	0.976
Recognition	8	0.58
Incentives	12	0.68
Performance	17	0.984

Source: Researcher's Computation, 2013.

Dependent variable: Job	Performance		
	Coefficient	T-stat	R2
Variable			
Constant	1.143	4.194	
Incentives to employee	0.714	10.159	0.683
Source: From Author's Computation			
Significant at 5%			
Dependent variable: Job Commitment			
	Coefficient	T-stat	R2
Variable			
Constant	3.248	30.854	
Employee Remuneration	.231	6.483	0.467

Source: from Author's Computation Significant at 5%

Results: Dependent variable: Job Performance

Variable	Coefficient	T-stat	$_R2$
Constant	2.335	10.872	
Employee Recognition	0.419	7.359	0.530

Source: From Author's Computation Significant at 5%

Summary on Test of Hypothesis

Hypothesis	Variables	Correlation	P – value	F- value	F – table	Remark	
		coefficient					
H_1	Incentives and job performance	0.826(*)	0.000	103.20	4.08	Reject	H_o
H_2	Remuneration and job commitment	0.684(**)	0.000	42.103	4.08	Reject	H_o
H_3	Recognition and job performance	0.728(***)	0.000	54.150	4.08	Reject	H_o

From the table above the output of the Pearson Correlation is shown. The SPSS flagged the correlation that is significant with stars indicating significant correlation at 5% level.

Regression Analysis and Hypotheses Testing:
The results obtained from the regression analyses are presented below

Significant relationship between employee incentives and job performance:
The estimation results as presented in table above reveal that incentives to an employee is a critical factor influencing job performance of an employees. Specifically, the coefficient and t-statistics indicate that incentive to employees have statistically significant positive relationship or impact on job performance. The slope value of 0.714 means that for a unit change

in employee incentives, on the average, the probability of having improved/enhanced job performance by employee increases by 71.4 percent. It could also be confirmed that the model is significant and 68% of the variance in the job performance has been significantly explained by employee incentives. That is, other factors apart from employee incentives probably account for 32% of the variation in job performance.

Hypothesis 1:
This section presents the test of the first hypothesis formulated in chapter one of this study. The tests are conducted with correlation statistics which indicates whether there is relationship between employee incentives and job performance in public university Devi Ahilya University, Indore, India as case study. The Pearson correlation coefficient is 0.826(*) while the p value is 0.000.The Ho that there is no significant relationship between employee incentive and job performance is rejected since p value (0.000) is less than 0.05.this is further confirmed by the result which was flagged with one star showing that there is significant relationship between employee incentives and job performance in Devi Ahilya University, Indore, India. Another way of testing the hypothesis for decision whether to accept Ho and reject H1 or vice-versa is the used of F—statistics(value).These yielded the Fval of 103.2 and Ftab of 4.08 which is significant at $p<0.05$ level of significance (Fval = 103.2,$p<0.05$).However, from the statistical analysis the Fval is greater than the Ftab which means that the null hypothesis (Ho) is rejected and alternative hypothesis (H1) accepted. This implies that there is a significant relationship between employee incentive and job performance.

Significant relationship between employee remuneration and job commitment:
The estimation results at presented in table above reveals that employee remuneration is also a critical factor influencing job commitment of an employees. Specifically, the coefficient and t-statistics indicate that employees remuneration have statistically significant positive relationship on job commitment. The slope value of .231 means that for a unit change in employee remuneration, the probability of having improved on job commitment by employee increases by 23 percent. It could also be confirmed through T-value that the model and hypothesis are significant and 47% of the variance in the job commitment has been significantly explained by employee remuneration. That is, other factors apart from employee remuneration probably account for 53% of the variation in job commitment.

Hypothesis 2:
This section presents the test of the second hypothesis formulated in this study. The test are conducted with correlation statistics which indicates whether there is relationship between employee remuneration and job commitment in public university in Devi Ahilya University, Indore, India as case study. The Pearson correlation coefficient is 0.684(**) while the p value is 0.000.The Ho that there is no significant relationship between employee remuneration and job commitment is rejected since p value (0.000) is less than 0.05.This is further confirmed by the result which was flagged with two star showing that there is significant relationship between employee remuneration and job commitment in Devi Ahilya University, Indore, India..The hypothesis testing for decision whether to accept Ho and reject H1 or vice-versa is the used of F—statistics(value).These yielded the Fval of 42.103 and Ftab of 4.08 which is significant at $p<0.05$ level of significance (Fval = 42.103,$p<0.05$).

However, from the statistical analysis the Fval is greater than the Ftab which means that the null hypothesis (Ho) is rejected and alternative hypothesis (H1) accepted. This implies that there is a significant relationship between employee remuneration and job commitment of contractual employee of Devi Ahilya University, Indore, India.

Significant relationship between employee recognition and job performance:
The estimated results as presented in table above reveal that employee recognition is a factor influencing job performance of an employees. Specifically, the coefficient and t-statistics indicate that employees recognition have statistically significant positive relationship on job performance. The slope value of 0.419 means that for a unit change in employee incentives, on the average, the probability of having improved job performance by employee increases by 43 percent. The T-value also confirmed that the model and hypothesis are significant and 53% of the variance in the job performance has been significantly explained by employee recognition. That is, other factors apart from employee recognition probably account for 47% of the variation in job performance of contractual employee of Devi Ahilya University, Indore, India.

Hypothesis 3:
This section presents the test of the last hypothesis formulated in this study. The test is conducted with correlation statistics which indicates whether there is relationship between employee recognition and job performance in private university in Nigeria, using Babcock University as case study. The Pearson correlation coefficient is 0.728(***) while the p value is 0.000.the Ho that there is no significant relationship between employee recognition and job performance is rejected since p value (0.000) is less than 0.05.This is further confirmed by the result which was flagged with three star showing that there is significant relationship between employee recognition and job performance on contractual employee of Devi Ahilya University, Indore, India. Another method of testing the hypothesis for decision whether to accept Ho and reject H1 or vice-versa is the used of F—statistics(value).These yielded the Fval of 54.150 and Ftab of 4.08 which is significant at $p<0.05$ level of significance (Fval = 54.150,$p<0.05$). However, from the statistical analysis the Fval is greater than the Ftab which means that the null hypothesis (Ho) is rejected and alternative hypothesis (H1) accepted. This implies that there is a significant relationship between employee recognition and job performance.

Conclusion and Recommendations:
This study has confirmed the importance of motivational factors (remuneration, recognition and incentives) in getting the best performances from the employees. The importance of incentives, recognition and remuneration in the day to day employee performance cannot be over emphasized especially when it come to being given incentives and recognition for a job done. It is well known fact that performances of employees improve when there is an increase in motivational factors. From the findings of this study, it can be easily inferred that employee incentives, recognition and remuneration are matter a lot and should be a concerned to the employer so as to achieve total commitment from the employee.

The results obtained from the hypotheses indicates that employees place greater value on the motivational factor (incentives, remuneration and recognition) given to them by their employer. Hence, if the motivational factors are not there, employees tend to express their displeasure through non-commitment to their job and poor performance by the employee. It is therefore, imperative for the institution (Devi Ahilya University, Indore, India) should take into consideration the needs and feelings of their employees because "a happy worker is a productive worker".

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