



MOTIVATIONAL FACTORS AND THEIR INFLUENCE ON JOB PERFORMANCE AMONG EMPLOYEES

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ABSTRACT:

Raising awareness of the workplaces, would greatly help the human resource team select employees who favor passion over money. This paper highlighted the influence of motivational factors on the job performance of employees. Generally, this study shall establish its significance by correlating motivational and job performance characteristics to create a generalization and interventions for the good of workplaces. The method involved a descriptive-correlational research method and used a standardized questionnaire to measure the given variables. The respondents of the study were the employees working in the Municipality offices. The employees' motivational factors and job performance were then analyzed using the Statistical Packages for Social Sciences (SPSS), and the data were presented using appropriate tables and texts. Next, using comparative and correlational analysis as statistical tools, the researcher determined the motivational factors' influence on the employees' job performance. Results indicate that for every unit increase of intrinsic motivation, job performance increases by .073; a unit increase of integrated regulation increases job performance by .28; a unit increase of identified regulation increases job performance by .061; a unit increase of introjected regulation increases job performance by .092; a unit increase of external regulation increases job performance by .090, and lastly, a unit increase in amotivation increases job performance by .063. Since all of the given p-values exceed the margin of error (alpha) of 0.05, intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation do not significantly influence job performance individually.

Keywords: motivational factors; job performance; job satisfaction; human resource

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Introduction

Influential work groups engage in external knowledge sharing--exchanging information, know-how, and feedback with customers, organizational experts, and others outside of the group. The value of external knowledge sharing increases when work groups are more structurally diverse. A structurally diverse work group is one in which the members, by their different organizational affiliations, roles, or positions, can expose the group to unique sources of knowledge. It was hypothesized that if structurally diverse work groups engage in external knowledge sharing, their performance will improve because of this active exchange of knowledge through unique external sources. Conversely, human beings can be proactive and engaged or passive and alienated, mainly due to the social conditions in which they develop and function. Research has led to the postulate of three innate psychological needs--competence, autonomy, and relatedness--which, when satisfied, yield enhanced self-motivation and mental health and, when thwarted, lead to diminished motivation and well-being. Also considered is the significance of these psychological needs and processes within health care, education, work, sport, religion, and psychotherapy (Deci et al., 2017).

For instance, Teryima et al. (2016) revealed that motivational factors such as Intrinsic, extrinsic, and social motivation have a good relationship with employee commitment and performance enhancement in profit-oriented firms, especially Brewery manufacturing companies. Other findings were that a lack of motivational incentives would lead to employee frustration in

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ISSN: 2704-3010

Volume IV, Issue I

August 2022

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these companies. The study recommended that adequate and consistent provision of intrinsic, extrinsic, and social, motivational incentive packages to staff to facilitate employee commitment and high-performance attainment is essential at all times (Teryima et al., 2016). Companies' organizational objectives and goals are a good starting point for management to know the crucial motivational incentives that should be granted to employees for productivity attainment.

Meanwhile, Garaika et al. (2020) discussed the effect of compensation and work motivation on the performance of lecturers and staff mediated by job satisfaction at a college institution. This study uses two analyzes, namely: descriptive and inferential analysis. Results of the study include: (1) The compensation significantly affects the job satisfaction of lecturers and staff. (2) Work motivation significantly affects the job satisfaction of lecturers and staff. (3) The composition significantly affects the performance of lecturers and staff. (4) Work motivation significantly affects the performance of lecturers and staff. (5) Job satisfaction significantly affects the job performance of lecturers and staff. (6) Job satisfaction mediated the effect of compensation on the performance of lecturers and staff. Still, job satisfaction did not mediate the effect of motivation on the performance of lecturers and staff (Garaika et al., 2020). The most dominant total effect was on the path of compensation on job performance through job satisfaction.

On some other token, motivation and organizational commitment of employees is an essential element to enhance job performance (Sinani, 2016). A significant predictor of this

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commitment is motivation, which motivates teachers to spend time and energy at work. Due to this fact, there is a growing interest in understanding the relationship between motivation and commitment (Sinani, 2016).

Many researchers have concerns about work engagement's distinction from other constructs and its theoretical merit. Christian, Garza, & Slaughter (2011) found that engagement exhibits discriminant validity and criterion-related validity over job attitudes. The authors also found that engagement is related to several key antecedents and consequences. Subsequently, they used meta-analytic path modeling to test the role of engagement as a mediator of the relation between distal antecedents and job performance. In sum, the results suggest that work engagement is a valuable construct that deserves further attention. Koopmans (2014) & Koopmans et al. (2011) also distinguished that the lack of consensus on defining, conceptualizing, and measuring individual work performance impedes valid measurement of the construct. As a result, it remains difficult to establish the effectiveness of interventions, procedures, and strategies to maintain, improve, or optimize individual work performance. Research would benefit significantly from a comprehensive, generic, and short instrument to measure individual work performance.

In a similar study, supervisory-managerial personnel at two large manufacturing companies completed questionnaires to measure their intrinsic/extrinsic motivation. The subjects also completed questionnaires measuring their perceptions of six aspects of the communication

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climate within their respective organizations: supportiveness, openness and empathy, perceived accuracy of downward communication, upward communication satisfaction, perceived information reliability, and the overall transparency of communication. Results indicate in a slight significance that intrinsically motivated individuals would perceive the communication climate as more open than would those who are extrinsically motivated.

Preliminary research has addressed the relationship between age, work motivation, and job satisfaction. The current workforce comprises these generational cohorts, including baby boomers (born 1946-1964), generation X (born 1965-1980), and millennials (born 1981-2000). Kappel (2012) investigated differences between these cohort groups on job satisfaction and motivation. Herzberg's motivation-hygiene theory served as the theoretical foundation. The research question involved understanding whether generational cohort membership moderates the relationship between extrinsic and intrinsic motivation and job satisfaction.

A convenience sample of 112 participants, between the ages of 21 and 65 years and having a working tenure of 3 or more years, answered a self-report survey using the Work Preference Inventory (WPI), the Job Diagnostic Survey (JDS), and a brief demographics survey. Results of multiple regression analysis indicated generational differences were found in the relationship between intrinsic motivation and job satisfaction. The research claimed that those in the millennial generation demonstrated a significant positive relationship between intrinsic motivation and job satisfaction.

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In contrast, those in the baby boom generation demonstrated a significant negative relationship between the same variables. Implications for positive social change include a better understanding of the implications that a multigenerational workforce has not only for the culture but also for an organization's performance and profitability. Effectively engaging different generations can lead to a more satisfying force resulting in a more outstanding contribution.

However, in the perspective of Kooij, de Lange, Jansen, & Dijkers (2008), it was claimed that little is known about the motivation for older workers to work and to remain active in the labor market. Research on age and basis is limited and conceptually diverse. Moreover, the aim to address age-related factors that influence the work motivation of older workers was done in the study. More specifically, it sought to examine how various conceptualizations of the age factor affect the direction and termination of the motivation to continue working with older workers. Results from 24 empirical and nine conceptual studies indicate that most age-related factors can harm the motivation to continue working with older people.

These findings suggest that age-related factors are essential in understanding older workers' motivation to continue to work. Further research is needed to understand the underlying processes that govern how these age-related factors influence the motivation to continue to work.

Based on the findings, the paper formulated a research agenda for future research, such as a need for a meta-analysis on age and motivation to determine the actual effect sizes and additional theoretical attention to the underlying age-related processes. Considering the problems

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and research shown above, this study aims to find out the possible influence of motivational factors on the job performance of the employees in the Municipality, to validate the study's claims. This study further helps the business industries, organizations, and institutions provide strategies to motivate their employees and increase effective work performance.

Furthermore, this study is relevant in business administration as it determines motivational factors and engages employees to be productive and grow in their organization. This study also serves as a guide for supervisors, organizational heads, and workers to determine various approaches in terms of motivation and their performance.

MATERIALS AND METHODS

Research Design

This study integrated the use of a descriptive-correlational approach of research. Since the research used empirical data from questionnaires, the quantitative design of research was applied. This design was chosen to describe and measure the level of motivation and job performance. Data were subjected to a test of association to find out whether the two variables correlate to each other.

Moreover, descriptive research focuses on illustrating the situation to the reader. Since it is anchored at a quantitative design, the responses were encoded in a Likert scale to quantify motivation and job performance levels. On the other hand, Correlational research examines relationships between the given variables under focus (Creswell, 2007).

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Population and Sampling

Participants came from the selected Municipality of the study. The researcher shall incorporate purposive sampling. A total of 201 respondents were gathered randomly. Purposive sampling, also called judgmental or expert sample technique is considered a nonprobability sample. In purposive sampling, the objective is to produce a sample that can be logically assumed to represent the population. Moreover, the inherent bias of the method contributes to its efficiency as it maintains the population and method in a robust state even when tested against random probability sampling (Lavrakas, 2008).

Specifically, respondents of the study focused on the employees residing in the chosen Municipality of the selected Province. The number of respondents was based on the purposive sampling technique, while the total number of collected data is according to those who agreed to participate in the study.

Data Collection Procedure

This step is essential for the research plan. To fulfill the study's purpose, the following steps were followed: First, permissions were sought through the different workplaces using a presented letter, together with the data privacy non-disclosure agreement. Upon data gathering, the researcher must inform the respondents about their right to withdraw answering and being the study participant. The researcher also discussed the aim of the research, and if there is any

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risk involve on the part of the respondents. After this, the researcher emphasized that the respondents' answers will remain confidential while other basic and personal information will remain anonymous as part of the ethical compliance of the research. Then, the data were tabulated, analyzed and evaluated. Finally, the data were interpreted using the statistical software.

RESULTS AND DISCUSSION

Descriptive Analysis

The regression analysis of the motivational factors on the job performance of the employees. Correlation and regression analysis were conducted to examine the independent constructs between the motivational factors and job performance. The computed B coefficients present the amount of change in the employees' job performance regarding the six (6) facets of motivation. Results indicate that for every unit increase of in intrinsic motivation, job performance increases by .073; a unit increase of integrated regulation increases job performance by .28; a unit increase of identified regulation increases job performance by .061; a unit increase of introjected regulation increases job performance by .092; a unit increase of external regulation increases job performance by .090; and lastly, a unit increase in amotivation increases job performance by .063.

Consequently, the recorded t-probabilities are as follows: intrinsic motivation gleaned a t-value of .871, with a corresponding p-value of .385; integrated regulation gleaned a t-value of

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.400, with a corresponding p-value of .689; identified regulation gleaned a t-value of .790, with a corresponding p-value of .431; introjected regulation gleaned a t-value of 1.401, with a corresponding p-value of .163; external regulation gleaned a t-value of 1.288, with a corresponding p-value of .199, and lastly amotivation gleaned a t-value of 1.237, with a corresponding p-value of .217. Since all of the given p-values exceed the margin of error (alpha) of 0.05, intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation do not significantly influence job performance, individually.

Although the R is 0.439, which is a slightly promising level of prediction, the R² suggests that the model failed to be close to the regression line. Consequently, the explanatory powers of the dependent variable is 0.192. It implies that 19.2% of the variation in all given factors is accounted for different years of experience of the employees.

The Analysis of Variance results, however, are found to be significant at alpha=0.05. Data denotes an F-value of 7.708 with a p-value of 0.000 which does not exceed alpha at all. This means that the predictor variables jointly account for a statistically significant proportion of the variance in the criterion variable of the respondents. Due to this, the researcher rejects the null hypothesis, and conclude in favor of the research hypothesis which suggests that motivational factors influence job performance. However, this is only applicable if the factors are jointly accounted for.

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Inferential Statistical Analysis (depends on the research method)

Regression Analysis of Motivational Factors on Job Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	2.787	.238		11.689	.000
	Intrinsic motivation	.073	.084	.092	.871	.385
	integrated regulation	.028	.070	.037	.400	.689
	identified regulation	.061	.078	.079	.790	.431
	introjected regulation	.092	.066	.132	1.401	.163
	external regulation	.090	.070	.116	1.288	.199
	amotivation	.063	.051	.099	1.237	.217

a. Dependent Variable: job performance

R = 0.439

R² = 0.192

F-Value = 7.708

p-value = 0.000

Alpha = 0.05

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CONCLUSIONS AND RECOMMENDATIONS

In light of the findings of the study, the following conclusions were drawn:

1. Intrinsic Motivation. Employees have a high level of intrinsic motivation in the workplace.
2. Integrated Regulation. Employees work because it has become a fundamental part of who they are. Employees have an optimal level of integrated regulation.
3. Identified Regulation. Employees have a high level of identified regulation.
4. Introjected regulation. Employees are motivated enough to become a winner in life, evidenced by their high level of introjected regulation.
5. External Regulation. Employees have a high level of external regulation due to the great rewards and pay.
6. Amotivation. Employees have an optimal level of amotivation, which is balanced by the other factors of motivation.
7. Task Performance. The employees have superior task performance.
8. Contextual Performance. The employees are empathic towards their colleagues.

It shows that although amotivation among the employees is optimal, they still enjoy the freedom they currently have. Similarly, the performance of the employees is still high. It is also visible that intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation do not significantly influence job performance individually.

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However, these factors jointly account for a statistically significant proportion of the variance in the criterion variable of the respondents. Consequently, the null hypothesis is rejected, favoring the research hypothesis, suggesting that motivational factors influence job performance.

Several implications drawn from the study's findings can help managers in workplaces derive strategies to boost employee motivation, which accounts for job performance.



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