
**THE IMPACT OF INTRINSIC MOTIVATING FACTORS ON
EMPLOYEES' PERFORMANCE: A COMPARATIVE ANALYSIS OF
FOOD AND TEXTILE INDUSTRIES OF SINDH, PAKISTAN**

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ABSTRACT

The main theme of research is to determine the impact of internal motivation factors on employees' performance. This study is a comparative analysis of food and textile industries of Sindh, Pakistan. The data for this study has been collected through questionnaires. Reliability test has been conducted through Statistical Package of Social Science (SPSS) version 20.0. In this paper, data analysis is done using Pearson correlation, analysis of variance (ANOVA), independent t test and multiple regression techniques. The results have shown that all intrinsic factors have positive and significant impact on employee's performance.

Keywords: Intrinsic Motivation, Employee Performance.

INTRODUCTION

The theme of research is to determine the impact of factors of motivation on employees' working efficiency. The main theme of our research has to examine the belongings of intrinsic motivating factors on employees' working effectiveness because these factors are important for raising the performance of employees. So, this study has identified the impact of intrinsic factors on employees' working effectiveness from the perspective of their wellbeing.

Motivation is a process of encouraging the employees to stay in an organization for an extended period. Motivation is an act of doing some things by giving someone a reason (Lukwago, *et.al.*, 2014). Motivation is a source to enable our behaviour by biological, emotional, social and cognitive effects. HR professionals support their companies in maintaining their best and brightest skills and abilities by making policies. These policies will help those areas, where the problem among appears the members of staff for increasing and sustaining the productivity. According to McCormick and Tiffin (1979) and Akanbi (2002) describe that motivation may either be intrinsic or extrinsic.

Intrinsic Motivation: Ryan & Deci (2002); asserted that motivation shows from inside of an individual, which affects positively to employee's performance. Intangible rewards or psychological rewards are also called internal motivation like appreciation, participation in decision making, advancement and ethical behavior from boss and movement from one job to

another after completing specific targets (Bhadoriya, S., & Chauhan, S. S., 2013).

Extrinsic Motivation: Motivation shows from outside of an individual, known as extrinsic motivation. In sports, performers are cheered by a crowd which motivates them to do well. Trophies and competitions are often extraneous factors that encourage performers to win and defeat others. Tangible rewards are extrinsic motivation factors like salary/pay, incentives, bonuses, promotions, job security and company policy (Bhadoriya, S., & Chauhan, S. S. 2013).

This study focused on Herzberg two-factor theory which was divided into two categories: motivators, which increase satisfaction of employees and hygiene, which decrease satisfaction of employees factors. According to Dartey-Baah, K., (2011) managers need to consider the following policies for making an organization strategic and competitive by raising employee's performance and productivity:

1. Worker's contributions should be recognized;
2. Rewarding employees on basis of their skills and abilities;
3. Giving responsibility;
4. Promotions;
5. Providing training and development opportunities.

LITERATURE REVIEW

The motivation theories supported our study like Maslow theory, Herzberg theory, Mc Clelland's theory and Aldefer theory's. Here we asserted that category of Self-actualization in theory of Maslow, the need of growth in theory of Aldefer ERG, achievement and recognition in Mc Clelland's theory of three motivators include achievement, affiliation and power, and motivators in Dual Factor theory have identified the intrinsic factors. This study focused on quantitative (deductive) scientific approach based on positivism and ontology. According to researchers, mixed results in the areas of intrinsic motivating factors have their impact on employee performance. They concluded that among all intrinsic factors, some elements have shown insignificant effects on employee performance (Cannizzaro, D., Stohl, M., Hasin, D. and Aharonovich, E. 2017, Kalleberg and Marsden 2013; Ristic *et.al.*, 2017; Akanbi 2002; Rafiq *et.al.*, 2012 and Rahman K., *et.al.*, 2017; Stella, 2008; Hur, 2017; Chang, J. H., & Teng, C. C., 2017; Sanjeev & Surya, 2016 and Emek. *et.al.*, 2015). Nosraty *et.al.*, (2015) studied that Herzberg Two Factor theory helps not only in companies but also for all employees working in different organizations. The purpose of this study has shown that motivation factors in Herzberg theory positively impact on teachers' job satisfaction. The data has collected through questionnaires and correlation co-efficient technique and multiple regressions have been used for data analysis. This study has recommended that education director in Talesh city should implement the policies in the context of participatory

management and the teachers be involved in decision making. Also, Dahlgvist & Matsson (2013) explained the importance of rewards for employees to increase their productivity and motivate them. The data has collected from interview, qualitative and quantitative techniques were used and proves that intrinsic rewards have more value and worth as compared to extrinsic rewards. It has shown the difference between department managers, their employees and their perception between them regarding intrinsic rewards and recommend for facilitating organization's employees to increase their productivity by providing rewards. This study also has shown the impact of internal motivating factors on employees' performance in food and textile industries of Sindh, Pakistan by following the Two Factor Herzberg's theory considering all intrinsic factors essential for increasing the performance of employees.

RESEARCH GAP

Researchers have found mixed results in the areas of intrinsic motivating factors and their impact on employee performance in today's modern world. They concluded that among all intrinsic factors some elements have shown insignificant effects on employee performance. This study will show that all intrinsic factors are essential for increasing employees' performance. To align interest in intrinsic motivating factors on employees' performance, it is necessary to undertake all intrinsic factors. Therefore an attempt has been made to this research to fill a gap to identify the impact of intrinsic motivating factors on employees' working effectiveness.

RESEARCH OBJECTIVES

The research consists of following objectives:

- To evaluate the effect of advancement on employee performance.
- To evaluate the effect of achievement on employee performance.
- To evaluate the effect of work itself on employee performance.
- To evaluate the effect of recognition on employee performance.
- To evaluate the effect of growth on employee performance.

RESEARCH HYPOTHESES

In this study, research hypotheses are:

- H1: Advancement significantly related with employee performance.
- H2: Achievement significantly related with employee performance.
- H3: Work itself significantly related with employee performance.
- H4: Recognition significantly related with employee performance.
- H5: Growth significantly related with employee performance.

RESEARCH METHODOLOGY

According to sources of Chamber of Commerce Karachi, the total food industries are 731 and the total textile industries are 400. The total employees working in both industries are estimated to be 565500. Given this, population

of the desired sample size is estimated to be 384, which is calculated by using online Raosoft sample size calculator. Therefore, the total sample consists of 780 respondents out of which 395 respondents belong to food industry and 385 respondents from textile industry respectively. The data for this study have been collected through questionnaires. Reliability test has been conducted through SPSS version 20.0. ANOVA test, multiple regression techniques and independent t test have been used for analysis of data. Convenience non probability technique is used here from which we can efficiently collect data. The data for food and textile industry was collected from the industrial areas of Kotri, Mitiari and Karachi.

ANALYSIS

The following are the results for descriptive statistics, internal consistency of variables and multiple regressions used for the study:

Intrinsic Factors	Combine industries			Food industry			Textile industry		
	Mean	SD	Cronbachalpha	Mean	SD	Cronbachalpha	Mean	SD	Cronbachalpha
Advancement	5.4205	.67751	.739	5.4089	.68749	.744	5.4325	.66779	.734
Achievement	5.6077	.68519	.707	5.6101	.69921	.713	5.6052	.67140	.700
Work itself	5.5124	.69638	.718	5.5013	.71971	.729	5.5238	.67235	.705
Recognition	5.4038	.78661	.780	5.3848	.82296	.770	5.4234	.74805	.736
Growth	5.4829	.75524	.755	5.4684	.78645	.796	5.4978	.72254	.761
Over all factors	76.8615	8.56517	.917	76.7671	8.92447	.922	77.0156	8.19392	.911

	Combine industries	Food industry	Textile industry
Intrinsic Factors	Standardized beta (t-value)	Standardized beta (t-value)	Standardized beta (t-value)
Advancement	.069 (9.727)	.070 (7.019)	.069 (6.723)
Achievement	.112 (15.956)	.114 (11.588)	.110 (10.963)
Work itself	.216 (14.873)	.206 (10.237)	.227 (10.807)
Recognition	.018 (2.553)	.017 (1.706)	.020 (1.914)
Growth	.554 (38.034)	.564 (27.940)	.543 (25.799)
R square	.584	.588	.581
Adjusted R square	.584	.587	.580
F value	2409.429	1237.697	1170.731
P value	.000	.000	.000

For intrinsic factors, the descriptive analysis in my research showed that the over all mean of textile industry was greater than food industry but overall standard deviation of food industry was greater than textile industry. The reliability test of food industry was .922 and textile industry was .911 which showed acceptable results. The reliability test of food industry was greater than textile industry. The reliability test showed that the questions asked in this factor were reliable and used for further statistical analysis.

For intrinsic factors in food industry the Pearson correlation have shown the positive relation, work itself, achievement, recognition and advancement have small association and growth has medium association with employee performance whereas in textile industry, all the intrinsic factors have small but definite association with employee performance. By comparing food industry and textile industry with the Pearson correlation, we have concluded that growth factor of food industry has shown the medium relation as compared to other factors which have shown small association. Because growth factor of food industry have developed the employee career and developing new skills and abilities through moving from one unit to another at food industry. The intrinsic factors of food industry have covered a large proportion of employee performance as compared to textile industry. The need of growth in theory of Aldefer ERG, self-actualization in theory of Maslow, achievement and recognition in Mc Clelland's theory and motivators in dual factor theory have identified the intrinsic factors which make positive relation with employees' performance.

By comparing variables of food industry and textile industry, the result showed that independent t test of advancement, achievement and growth variables of food industry were higher than textile industry because the employees of food industry were highly motivated than employees of textile industry by continuously improving their career which will increase

employees' interest in organization which ultimately increase the organizational output and productivity in terms of output per worker. Whereas work itself and recognition of textile industry were higher than food industry because employees of textile industry were provided rewards like financial gain and professional recognition, as a way to measure their accomplishment.

According to descriptive analysis, multiple regressions, independent t-test, ANOVA and Pearson correlation, all variables have shown the positive and significant to employee's performance, therefore, all hypotheses are accepted.

CONCLUSION

The study findings offered valuable insights to food and textile industries. The findings have shown that advancement, achievement and growth variables of food industry were higher than textile industry whereas work itself and recognition of textile industry were higher than food industry. The conclusions of this study will be significantly beneficial for human resource departments in pursuit of making policies and will help those areas, where there is a problem between the members of staff. Secondly, for increasing and sustaining the productivity, the results from this study significantly facilitate both boss and lower team to recognize about different factors of motivation. Employees can boost their performance by increasing their intrinsic rewards, which will increase their consumption. When consumption increases demands of products also increase which will ultimately improve living standards by creating more benefits for organizations. On the basis of our results, certain recommendations are described here. Organizations should offer better growth opportunities to employees as it is among the highest motivating factor. Organizations should design jobs in a way that allows employees to become creative and love their jobs so that jobs give them a sense of achievement. Employees should be offered permanent jobs so that employees feel more attached with the organization and motivated with jobs. Employee's work quality can be increased by continuous concentration on motivational factors.

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