

## **Intrinsic and Extrinsic Motivation: An Empirical Tale of Employees Look in a Job**

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**Abstract:** The present research aimed to examine the level of degree of intrinsic and extrinsic motivation among employees. The sample comprises of 102 employees selected randomly from various organizations in the Riyadh and Al-Kharj Region of Kingdom of Saudi Arabia and employees were given intrinsic and extrinsic motivation scale to provide their responses. Descriptive statistics, rank order and graphical presentation were used to explain the findings. The results revealed that adequate salary has given first priority by females, married and academic employees, respectively working in the Kingdom, respect and recognition has given first priority by males, unmarried, non-academic, national and international employees, respectively, least priority regarded to restricted hours of work by females, males, international and academic groups of employees and interestingly few factors were observed commonly among various groups of the employees. Limitation of the investigation and recommendations are discoursed.

**Key words:** Motivation, intrinsic and extrinsic motivation, gender, nationality, social status, Saudi Arabia

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### **INTRODUCTION**

Motivation is widely studied and researched themes in management and social sciences especially in the domain of organizational behavior but still one of the subtle issues that determine the degree of motivating employees to exert all efforts to pledge excellent performances in their works. Most of the organizational behavior book used to define the concept of motivation according to various behavioral scientist. Madsen (1968) refers motivation as “a process which starts or improves organizational behaviors, encourages an ongoing and directs activities towards specific targets”. Whereas, Robbins (2005) conceptualized motivation as “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”. Page “as the process that accounts for an individual’s intensity, direction and persistence of effort toward attaining a goal”. It is also noted that motivation has two kinds of meaning such managerial and psychological perspectives (Tosi *et al.*, 2000) and they defined as “the managerial meaning of motivation deals with the activity of managers and leaders to induce others in order to produce results desired or outlined by the organization or by the manager which conforms to relationship between motivation, ability and performance”. While on the other hand, psychological concept of motivation is considered as the internal mindset of the individuals that acquaintances with direction, intensity, initiation, persistence and termination of one’s behavior at work.

Intrinsic and extrinsic motivation is considered most pivotal nomenclature in the area of management, psychology and other related discipline of the study and draw the attention to get to know the inclination of individual towards their responsibilities in the organization. In every organization some take initiate to do the task with full interest than others. It will be easier for the management to push forward to those who is participating and taking interest in the work and make easier to choose right person to assign the responsibilities. When a person experienced intrinsic motivation as “challenge” or “fun” to perform the task without any outside rewards and pressures. Such employees are considered as an asset to the institution where management will pose less supervision while they will on work. However, intrinsically motivated employees usually bring excellent results and transform the existing working atmosphere with full zeal and interest. Ryan and Frederick (1997) defined intrinsic motivation as “the stimulation that drives an individual to adopt or change behavior for his or her own internal satisfaction and fulfillment”. Whereas, Cullagh (2005) describes intrinsic motivation as “an individual’s need to feel competency and pride in something while extrinsic refers as the performance of an activity in order to attain some separate outcome”. Further, suggested that employees working in any kind of sector they can be influenced by both intrinsically as well as extrinsically. Deci and Ryan (1985) in determination theory they tried to differentiate various types of motivation on the basis of logic and reasoning to give evenhanded differentiation between intrinsic and

extrinsic motivation. They defined “intrinsic motivation which refers to doing something because it is inherently interesting or enjoyable and extrinsic motivation which refers to doing something because it leads to a separable outcome”. Indeed, Maslow (1954) draw the attention of the manager, academicians by providing the theory of hierarchy of needs and explained that you can't reach on the top without satisfying the lower needs and the fifth need, i.e., self-actualization which is characterized by growth and development of the individual given scope to other researchers to probe further. The most widely theory of motivation was used, discussed, applied and known by Herzberg (1966) who has taken ideas and sharpened the Maslow point of view by conducted a research and his theory called two factor theory which also relates to intrinsic and extrinsic motivation of the employees.

**Literature review:** Psychological well-being, risk factors, working conditions, equitable pay, achievement, marital status, advancement, commitment, productivity, involvement, performance, organizational citizenship behaviors, age, rewards, job satisfaction, work engagement, achievement and many more were observed directly or indirectly related to intrinsic and extrinsic motivation of the employees (Feng and Ling, 2004; Al-Kahtani and Allam, 2014; Ryan and Frederick, 1997; Deci and Ryan, 1985; Masvaure *et al.*, 2014; Hafiza *et al.*, 2011; Caruth and Handlogten, 2002; Allam, 2013; Armstrong, 2006; Al-Kahtani and Allam, 2013, 2016; Bhattacharyya, 2007; Mensah and Amponsah, 2016). Fringe benefits or rewards in terms of motivation are considered as the most valuable asset of the employees working in any type of sector (Caruth and Handlogten, 2002). Kreisman (2002) observed that greatest respectable and hostile workforce of any organization is a stable and well-motivated which is conceded as productive, competent and dedicated. From his point of view, it is noticed that motivated workforce can be considered as the demon as well as valuable employees. Ryan and Deci (2000) worked in the area of motivation and pointed out that intrinsic motivation has a strong positive relationship with psychological well-being and achievement. Hunter (2004) was a well-known educationist and he postulates 2 types of motivation, i.e., intrinsic and extrinsic. Hunter said that there are five extrinsic factors namely; success, level of concern, feeling tone, feedback and interest and these factor can be influenced by the outside. Bhattacharyya (2007) has said that intrinsic and extrinsic types of motivation leading towards incumbents satisfaction and this satisfaction lead to higher degree of

productivity and performance. Masvaure *et al.* (2014) initiated a study among employees working in mining industry related to diamond in Zimbabwe. They observed positive relationships between the studied variables such as work engagement, job satisfaction and intrinsic motivation. Further they observed that marital status and age contributed to workers intrinsic motivations and suggested that intrinsic motivation play pivotal role to increase the level of job satisfaction of employees pertaining to diamond mining industry. Recently, Mensah and Amponsah (2016) conducted a study and their result revealed that significant differences existed on intrinsic motivation with qualifications of the employees. Whereas, Odukah (2016) conducted a study on staff motivation and observed that mostly employees rated rewards and compensation as very poorly motivated and in a negligible manner and showed correlation between the variable which has been studied in the investigation.

**Purpose of the study:** The researcher designed the present investigation to determine the degree and rank order of intrinsic and extrinsic motivation of incumbent look in a job (Pareek, 2010).

**Objectives of the study:** The researcher formulated the following objects as:

- To determine the intrinsic and extrinsic motivation among male and female groups of incumbents look in a job
- To understand the intrinsic and extrinsic motivation among national and international groups of incumbents look in a job
- To explore the intrinsic and extrinsic motivation among academic and non-academic categories of incumbents look in a job
- To discover the intrinsic and extrinsic motivation amongst married and unmarried groups of incumbents look in a job

## MATERIALS AND METHODS

**Sample:** The current investigation sample comprised of 102 employees selected randomly from various sectors. The age and work experience varies from 19-54 and <2 to >10 years, respectively. Figure 1 represents the distribution of sample.

**Instruments used for the investigation:** Intrinsic and extrinsic motivation scale developed by Pareek (2010)

published in training instruments in HRD and OD, third edition were used to collect the responses from diverse groups of employees. This particular instruments contains 14 item and both intrinsic and extrinsic has seven item, respectively. The item includes to measure intrinsic motivation are opportunities for promotion, interesting work, respect and recognition, responsibility and independence doing something worthwhile, technically competent supervisor and pay according to ability and competence whereas for extrinsic motivation are job security, adequate salary, fringe benefits, comfortable working conditions, sound company policies and practices, considerate and sympathetic supervisor and restricted hour of works. Furthermore, a separate sheet also used to get to know about the personal characteristics of the incumbents in the form of age, social status, company types, qualifications, nationality, etc.

**Procedure:** The instruments used in the current investigation was administered to the employees. Explicit instructions were provided to all respondents to read each

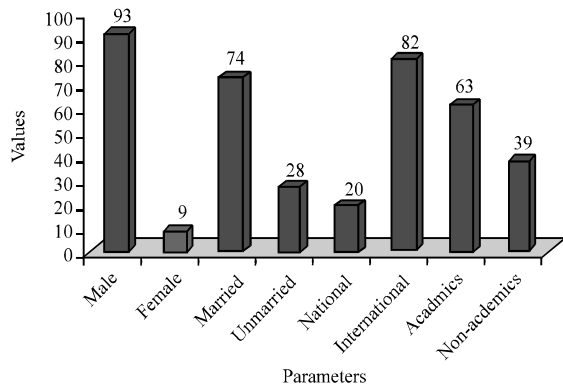


Fig. 1: Instruments used for the investigation

item very carefully to fill and rank the questionnaire. Researcher also informed and assured them that these responses will be used only for academic purposes and would maintained the confidentiality of the subjects. The participants were informed to take their own time and characteristics of the incumbents in the form of age, social status, company types, qualifications, nationality, etc. requested to rank all the items according to their preferences or priority in a job. The collected survey were scored, analyzed and discussed according to the objective of the study.

**Statistical methods:** An appropriate statistical techniques has been used to analyze the data to get effective results through graphical presentation and descriptive methods.

### RESULTS AND DISCUSSION

It is evident from Table 1 that the highest mean scores observed by female and male were 11.11 and 11.55 with SD 3.257 and 3.133 and ranked lowest among all the factors of motivation, i.e., 14. However, females revealed that adequate salary (extrinsic motivation) emerged as one of the leading factors and ranked first. Whereas, the mean of respect and recognition (intrinsic motivation) among male was observed 4.45 with SD 2.864 and ranked first among them. The result might be highlighted in terms of differences and similarities between the gender on the basis of intrinsic and extrinsic motivation (Fig. 2). Both the groups were given first priority in terms of differences, intrinsic motivation looked upon by the female employees working in the Saudi Arabia to get the higher salary to enjoy and work. Moreover, male employees believed that they will get internal rewards only by their own abilities and skills and required to get respect and recognition to work effectively.

Table 1: Showing Mean, SDs and rank order of gender with intrinsic and extrinsic motivation

Variables	Female			Male		
	Mean	SD	Rank order	Mean	SD	Rank order
Job security	6.67	5.701	5	4.63	4.247	2
Adequate salary	3.00	1.871	1	4.74	3.233	3
Fringe benefits (perks, etc.)	7.33	3.202	8	7.54	3.161	8
Opportunities for promotion	7.67	3.464	9	5.71	3.211	4
Comfortable working conditions	6.11	2.892	3	6.48	3.743	5
Interesting work	6.78	4.631	6	7.89	3.898	9
Sound company policies and practices	10.11	2.759	12	6.83	3.671	7
Respect and recognition	4.00	2.398	2	4.45	2.864	1
Responsibility and independence	6.56	3.206	4	6.80	2.710	6
Doing something worthwhile	7.12	3.796	7	8.72	3.647	11
Considerate and sympathetic supervisor	8.44	2.963	10	9.95	2.698	12
Technical competent supervisor	10.67	3.202	13	11.13	2.779	13
Restricted hours of work	11.11	3.257	14	11.55	3.133	14
Pay according to ability and competence	8.78	4.522	11	8.58	3.702	10

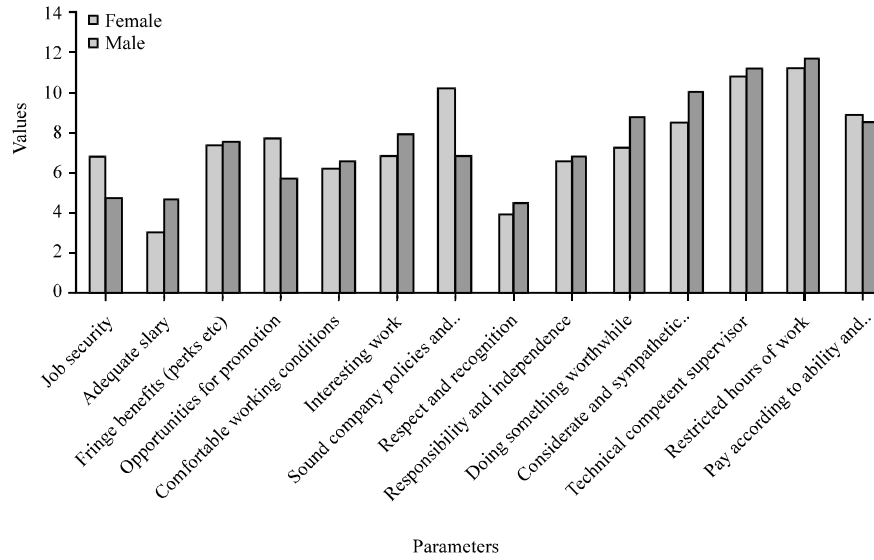


Fig. 2: Mean scores of two different groups on intrinsic and extrinsic motivation

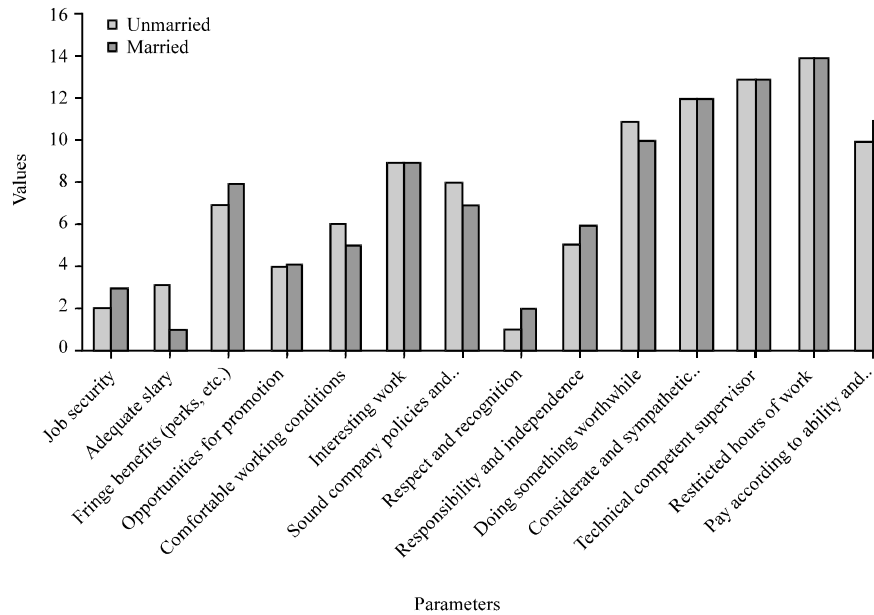


Fig. 3: Rank orders of two different groups on intrinsic and extrinsic motivation

Albeit, the commonality among the gender were observed in terms of restricted hours of works which indicate that time allotted for their works are already prescribed or mentioned to them. It is imperative to mentioned that higher the mean scores lower the ranks and vice-versa.

Table 2 and Fig. 3 depicted that opportunities for promotion, interesting work, considerate and sympathetic supervisor, technical competent supervisor and restricted hours of work were found to be commonly ranked by married and unmarried employees working in Saudi Arabia

as 4, 9, 12, 13 and 14 among various factors of extrinsic and intrinsic motivation. It is observed from the aforesaid table that respect and recognition were given top priority and ranked-1 by the unmarried person. Which means that their works and contributions must be given due weightage to respect and recognized in a job. As far as married is concerned, adequate salary found to be more potent factors among others and ranked 1. It can be said that married people have more responsibilities, obligations and provide sufficient facilities to their dependents thereby given the first rank to it.

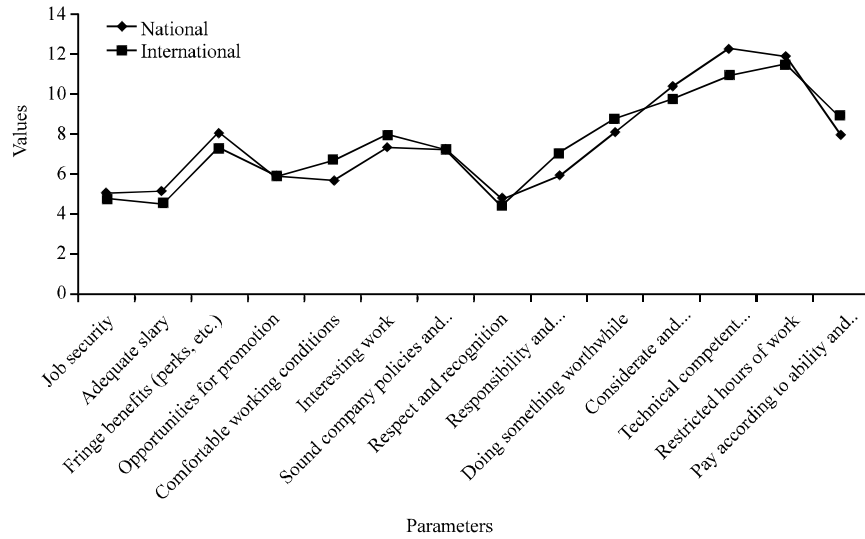


Fig. 4: Mean scores of two different groups on intrinsic and extrinsic motivation

Table 2: Mean, SD and rank order of married and unmarried employees with intrinsic and extrinsic motivation

Variables	Unmarried			Married		
	Mean	SD	Rank order	Mean	SD	Rank order
Job security	4.36	4.039	2	4.99	4.568	3
Adequate salary	4.86	2.838	3	4.49	3.320	1
Fringe benefits (perks, etc.)	7.11	2.601	7	7.68	3.356	8
Opportunities for promotion	5.32	3.068	4	6.09	3.352	4
Comfortable working conditions	6.82	3.840	6	6.31	3.641	5
Interesting work	8.07	3.858	9	7.69	4.037	9
Sound company policies and practices	7.11	4.149	8	7.12	3.584	7
Respect and recognition	4.18	2.510	1	4.50	2.957	2
Responsibility and independence	6.36	3.070	5	6.93	2.629	6
Doing something worthwhile	8.61	3.624	11	8.59	3.730	10
Considerate and sympathetic supervisor	10.00	3.006	12	9.74	2.669	12
Technical competent supervisor	11.57	2.659	13	10.91	2.872	13
Restricted hours of work	12.43	2.063	14	11.16	3.416	14
Pay according to ability and competence	8.21	3.510	10	8.74	3.882	11

Table 3: Mean, SD and rank order of national and international employees with intrinsic and extrinsic motivation

Variables	National			International		
	Mean	SD	Rank order	Mean	SD	Rank order
Job security	5.00	4.129	2	4.77	4.509	3
Adequate salary	5.15	2.758	3	4.45	3.282	2
Fringe benefits (perks, etc.)	8.20	2.931	11	7.35	3.214	8
Opportunities for promotion	5.90	3.726	6	5.88	3.187	4
Comfortable working conditions	5.70	3.614	4	6.63	3.700	5
Interesting work	7.20	4.408	8	7.94	3.876	9
Sound company policies and practices	7.10	3.796	7	7.12	3.733	7
Respect and recognition	4.70	3.230	1	4.34	2.745	1
Responsibility and independence	5.85	2.412	5	7.00	2.798	6
Doing something worthwhile	8.10	4.529	10	8.72	3.465	10
Considerate and sympathetic supervisor	10.25	2.770	12	9.71	2.755	12
Technical competent supervisor	12.30	1.658	14	10.79	2.968	13
Restricted hours of work	11.75	2.489	13	11.45	3.297	14
Pay according to ability and competence	7.80	3.156	9	8.79	3.902	11

It is observed from Table 3 and Fig. 4 that national and international employees perceived respect and recognition one of the facets of intrinsic motivation on top and ranked first among them. The mean scores were

4.70 and 4.34 with SD 3.230 and 2.745 for national and international employees. It can be highlighted in terms of their skills and abilities to work hard and their contributions must be recognized in the company or

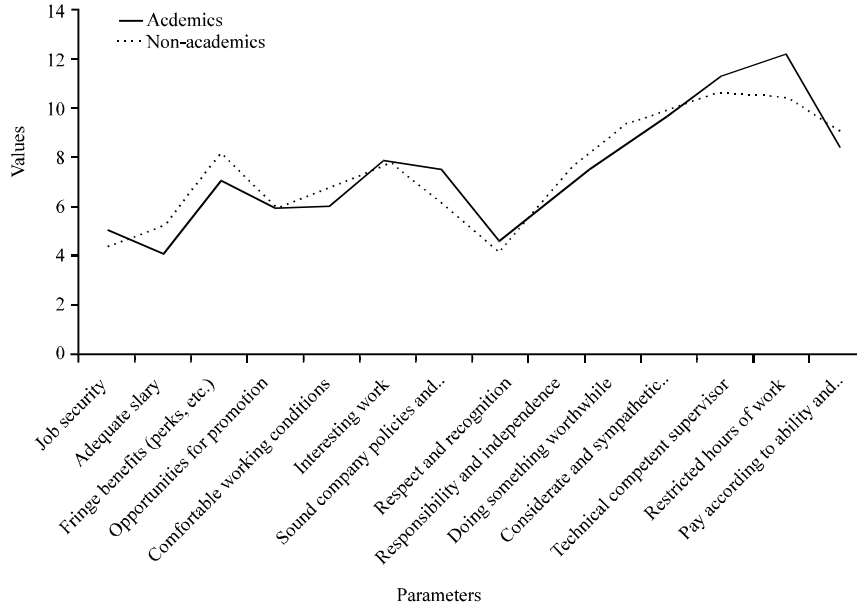


Fig. 5: Mean scores of two different groups of employees on intrinsic and extrinsic motivation

Table 4: Mean, SDs and rank order of academic and non-academic employees with intrinsic and extrinsic motivation

Variables	Academic			Non-academic		
	Mean	SD	Rank order	Mean	SD	Rank order
Job security	5.06	4.536	3	4.41	4.247	2
Adequate salary	4.17	2.987	1	5.26	3.416	3
Fringe benefits(perks, etc.)	7.11	3.101	7	8.18	3.194	9
Opportunities for promotion	5.87	3.255	4	5.90	3.362	4
Comfortable working conditions	6.19	3.663	5	6.87	3.729	6
Interesting work	7.83	4.054	9	7.74	3.891	8
Sound company policies and practices	7.59	3.736	8	6.36	3.631	5
Respect and recognition	4.62	2.898	2	4.08	2.728	1
Responsibility and independence	6.60	2.733	6	7.05	2.800	7
Doing something worthwhile	8.32	3.367	10	9.03	4.145	10
Considerate and sympathetic supervisor	9.68	2.687	12	10.03	2.879	12
Technical competent supervisor	11.37	2.660	13	10.64	3.039	14
Restricted hours of work	12.17	2.473	14	10.44	3.796	13
Pay according to ability and competence	8.33	3.860	11	9.03	3.638	11

institution in from of all the incumbents. Whereas, job security were given second priority by the national employees, it means national employees also having apprehension about the job insecurity and their motivation depends on job security to do the tasks. In case of international employees, adequate salary became second priority to discharge the responsibilities. Adequate salary mean score was 4.45 with SD 3.282 and ranked second among all other factors. Expatriates (international) employees left the country to work to get more salary to look after their personal and professional responsibilities.

Table 4 and Fig. 5 showed means, SD and rank order of the employees working as academicians

and non-academicians. The mean scores 4.17 with SD 2.987 was observed for adequate salary to the employees working as an academics and ranked first while the mean scores 4.08 with SD 2.728 for respect and recognition in the case of non-academics and ranked first. The similar trends were observed in terms of doing something worthwhile and considerate and sympathetic supervisor and ranked tenth and twelfth, respectively by the both the groups. The result indicates that respect and recognition are pivotal for non-academics due to their nature of works and contributions must be given due weightage. Whereas, adequate salary required by the academicians to motivate them in their works to contribute more in community services, research and other scholastic activities.

## CONCLUSION

The following conclusions have been drawn on the basis of the findings: adequate salary and respect and recognition has given first priority by females and males employees, respectively working in the kingdom. While least priority regarded to restricted hours of work by both the groups. Respect and recognition and adequate salary were observed on top priority by unmarried and married, respectively. Interestingly, responsibility and independence, considerate and sympathetic supervisor and restricted hours of works were observed commonality between married and unmarried groups of employees and ranked similar by them. National and international employees working in different sectors in Saudi Arabia were observed same ranked first in the case of respect and recognition. Whereas, least priority has given by national employees to technical competent supervisor and international to restricted hours of works. It is also observed that sound company policy and practices and doing something worthwhile ranked similar by both the groups. Adequate salary and respect and recognition has given first priority by academic and non-academic employees respectively working in the kingdom. While least ranked has given to restricted hours of works and technical competent supervisor by academic and non-academic groups of employees. Doing something worthwhile, considerate and sympathetic supervisor and pay according to ability and competence were found similar ranked by these group of employees.

## LIMITATIONS

The present investigation has certain flipside in terms of sample size and their biographical characteristics. Hence, this particular study cannot be generalized to the entire populations but provides the way to study in the future to add certain values to the organizational behavior and related fields of the study.

## RECOMMENDATIONS

Indeed, it is imperative to give recommendations to the higher authority to influence or motivate the employees with the help of intrinsic and extrinsic motivation. The organization must use certain management or HR practices to motivate the employees such as training, rewards, enhance the salary, provide adequate resources and so on to perform more effectively in the organizations.

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