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Impact of motivation on employee engagement: A literature review

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Abstract

Motivation is the influencing factor for an effective employee engagement in any sector of work. However, the role, function, influencing impact and outcome of motivation on employee engagement can vary from one industry to another. This review attempts to scrutinize the work done for employee engagement by motivating them in educational sector in comparison to other sectors. The framework used to explain the relation between employee engagement and motivation were, need-satisfaction, demand-resource. The audit finding showed that exceptionally restricted concentrate on zeroed in on the effect of motivation (intrinsic and extrinsic) on employee engagement in the educational sector, although intrinsic and extrinsic motivation separately showed the relation between motivation and employee performance. The study covered different theories of employee engagement and motivation. It was determined that previous work is lacking on various fronts, i.e., personality and cross-cultural differences in employee engagement and also the motivation crowding theory effect on employee engagement.

Subject Classification: *M0.*

Keywords: *Motivation, Employee engagement, Intrinsic and extrinsic motivation, Crowding theory, Educational sector.*

Introduction

Human Resource has undergone various changes due to severe competition and other economic activities. In modern day organizations, it has evolved as a strategic business partner. Employee's participation and

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motivation is an integral part of success of any organization. It is vital for individuals to perform and this has gained a lot of prominence over time. Employees want to be engaged in work, so that they feel, they are contributory. However, this fact is less recognized at workplaces. Employee engagement (EE) has emerged as an essential driver of business nowadays. Some organizations are utilizing their engaged employees as a tool of competence. A highly engaged employee will be manifesting outrageous commitment, and involvement towards its organization and its values. Engaged employees are interested and motivated in the task they perform. Engaged employees take initiative and own responsibility for completion of various tasks. As a result, such employees are loyal and have faith in the organizational goals. EE is connected with personal involvement where the employee is involved completely ie physically, emotionally and cognitively in achieving the organizational goals (Kahn 1990). Many examinations have inspected that profoundly energetic workers display elevated degrees of responsibility towards the authoritative objectives and are superior workers of the association (Georgellis et al,2011).

Similarly engaged faculty and their unique teaching methodologies are the pillars of an educational system. Faculty remain proactive in fostering education, wisdom and values to the new generation students. Engaged Faculty is more committed and productive as compared to less engaged or disengaged faculty. As a result, institutes should motivate their engaged faculty, so that they can provide guidance to the students which can be utilized for building their careers. But still the educational sector is not focusing on the faculty engagement as this concern was raised in the new eduction policy laid by the Indian government. Educational institute must give importance in enhancing the engagement of faculty at their workplaces so that the attrition rate of employees can be reduced in educational sector (Nyar 2019) For re-designing the principles in advanced education area, educators should be distinguished as one of the critical components. The institutions should develop those measures, policies and work culture that could help in retaining the talented faculty with excellent competencies and skills for gaining a competitive edge.

This literature survey is conducted to study the motivating techniques (intrinsic and extrinsic) to engage the employees in educational sectors and other sectors. This study means to figure out that whether both characteristic and extraneous inspiration affect the representative commitment to all areas or are they different in instructive areas. This study will likewise decide if the extraneous inspiration swarm out the impact of natural inspiration in instructive area.

Employee Engagement: There are assorted commitments in characterizing worker commitment. EE is characterized as a mix of responsibility, devotion, efficiency, and possession in an association. (Wellins and Concelman (2005). (Shuck & Wollard, 2010) has defined EE as "a singular worker's mental, close to home, and social state coordinated toward wanted hierarchical results". Institute for Employment studies have defined EE as "an uplifting outlook held by the worker towards the association and its qualities. A drew in representative knows about business setting and works with partners to further develop execution inside the gig to help the association. The association should attempt to create and support commitment which requires a two-way connection among manager and representative" (Robinson et al, 2004).

Motivation: It is the driving force which make an individual to act, to achieve a goal. This inspiration is the reason for being engaged at task or work. This impetus acts in through two different forms ie – intrinsic motivation and extrinsic motivation. Intrinsic motivation is there when a person does something because he enjoys doing it or find it very interesting. It is for inner satisfaction rather than for any type of external reward. It is non instrumental in nature. "It is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence". (Ryan and Deci 2000)**.** Extrinsic motivation is described as **"**It stems from the external work environment to the task and is usually applied by someone other than the person being motivated'' (George and Sab apathy, 2011). It is the act of doing something for external reward or to avoid negative consequences. EE is "driven by perceptions of several factors, such as psychological meaningfulness, safety, and availability at work" (Hernandez and Guarana, 2018). Perception of the workplace as a space for fulfilling various needs, like extrinsic needs such as income, promotion etc and intrinsic needs such as challenging and interesting work, enjoyment etc. is an indispensable factor behind work motivation. This perception about the job, strengthen the association between engagement at work and motivation. Keeping certain such things in view, the study will make an attempt to examine the impact of motivation (both intrinsic and extrinsic) on employee engagement.

Motivation Crowding theory: "This theory states that instituting external motivators like monetary incentives for better performance could actually diminish or "Crowd out" intrinsic motivation". (Bruno S. Frey and Reto Jegeni 2001) This theory is from micro-economics and psychology which suggest that providing extrinsic incentives such as

monetary rewards for certain kinds of behavior can sometimes diminish intrinsic motivation for performing that behavior.

Objectives of the study:

- To review the key studies on the impact of motivation (intrinsic and extrinsic) on employee engagement in educational sectors in comparison to other sectors.
- To review the crowding out effect of extrinsic motivation on intrinsic motivation in employee engagement.

Methodology: Literature review strategy was taken on as it is one of the most acknowledged techniques to audit a thought or theory. Literature for this study was sourced from internet searches and management data base journals like Research Gate, Elsevier, Scopus Emerald, Eric, EBSCO. In view of the targets of the review, just open access research papers or articles were recognized for the audit. The investigations chose for survey and examination were picked via looking explicitly for the watchword 'employee engagement, Intrinsic and Extrinsic motivation' from 2012–2022-time frame.

This research is limited in different areas. This study reviewed only the journals or articles from 2012-20222. So, the further studies can be conducted in extensive time frame and more specific results can be concluded. Due to access restriction this study covered only open access journals and articles. This have limited the number of articles and journals for research. The comparison of educational sector with other sectors is conducted in this literature survey. However future studies can be done more specific like higher educational institutes, colleges, etc. The studies also didn't consider the personality and cultural differences in the case of employee engagement. As every person can be engaged in different ways according to their personality traits and culture.

The accompanying table sums up the effect of motivation (intrinsic and extrinsic) on employee engagement in educational and other sectors.

S. No	Paper/ Article	Sample size and method	Industry/ Sector	Method	Key Finding
1	Suhartini (2022)	N=65 Employees,	Telecom sector	Quantitative Study, Multiple linear Regression Analysis	There is critical impact of intrinsic motivation on employee engagement. Extrinsic motivation was not taken into consideration.
2	Abriham Ebabu Engidaw (2021)	N=349 Administrative offices employees,	Public sector	Quantitative and Qualitative study, Multiple linear Regression Analysis	There was positive astounding connection between intrinsic and extrinsic motivation with employee engagement. The result of extrinsic motivation on employee engagement was higher when contrasted with intrinsic motivation on administrative officials.
3	Or Shkoler (et al 2020)	N= 242 (Israel)+ 171 (Japanese) (working students and non-students professionals)	Mixed Private sectors	Quantitative research methods using questionnaire survey. Logistics regression method	Intrinsic and Extrinsic motivation both positively associate with employee engagement in industrial companies. Employee status additionally directed the connection between intrinsic motivation/extrinsic motivation and employee engagement. Indeed, even the directing impact is likewise adapted by country contrasts.
4	Siyuan Miao (et al 2020)	N=245 youth labour	Mixed Private sectors	Quantitative and Empirical research. Factor analysis relation analysis	Both intrinsic motivation and extrinsic motivation are very important for employee engagement. Intrinsic motivation always generally emphatically affected employee engagement, whereas the extrinsic motivation didn't decidedly effect employee engagement initially. With the section of, outward extrinsic motivation conduct would progressively fortify and intrinsic motivation conduct get debilitate.
5	Maulana Nadiful Afkar (etal 2020)	N=79 Corporate employees	Health care industry	Descriptive research with multiple linear regression analysis	Work motivation has effect on employee engagement.

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6	Debjanai Ghosh (et al2020)	N=288 Japanese employees	Mixed Private sectors	Boot Strap method and Hayes method was used to test moderation	Employee creativity affect the relationship between intrinsic motivation and employee engagement. The intrinsically motivated employees who can detach psychologically from work have higher Employee engagement.
7	Dr.S.K. Manivannan (2020)	N=689 Faculty	Educational sector	Descriptive approach. Multiple regression Analysis.	Monetary Rewards were having less impact on faculty engagement as compared to the perceived support from their superiors.
8	Prerna Chandel (2019)	N=360 Faculty	Educational Sector	Descriptive study	There is a statistically significant positive correlation between employee engagement and affective organizational commitment
9	V.M. Sangeetha (et al 2018).	N=105 Faculty	Educational sector	Descriptive Study, Chi Square Test	In their studies they suggested that faculty engagement in Higher Education Institutions is very moderate and therefore the institutions need to take necessary steps for increasing the faculty engagement for achieving the higher work performance.
10	Pir Sajad Ullah(et al 2018)	N=250 Faculty and administration	Educational sector	Quantitative research approach, Correlation analysis and Regression Analysis	The study showed how important is to focus on employee engagement for organizational commitment.
11	Augustine Brendan Inyang, Anietie P. Akpan(2018)	N=600 civil servants	Public sector	Descriptive statistics and simple linear regression	There was huge relationship between intrinsic and extrinsic motivation employee engagement. Extrinsic motivation offers more on s more on employee engagement when contrasted with intrinsic motivation.

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12	Eka Diraksa Putra (et al 2017)	N=143 Employees	Hospitality Industry	Quantitative research, Confirmatory factor Analysis and Structural Equational Modelling.	The research showed that both intrinsic motivation and extrinsic motivation, freely assumed a significant part in improving employee's engagement. However, when both the variables were joined, the extrinsic motivation didn't straightforwardly affect employee engagement. The concentrate likewise proposed that intrinsic motivation of employees didn't diminish when extrinsic motivation was added.
13	Schrita Osborne Mohamad S. Hammoud (2017	N=4 communication leaders under whom 200 Employees were there	Private sector	Qualitative Case Study Research Design,	Implementing successful employee engagement strategies is critical for the success of an organization. The managers should emphasize on empowerment of employees and must understand the employee's concern.
14	S.T. Janetius1, (November-2016)	N=256 Faculty	Education Sector	Descriptive Exploratory study,	There is a lot of difference in the concept of engaged employees in Institutes of Higher Education as compared to corporate sector. Only a small fraction of the faculty was found as engaged faculty who was committed for student welfare.
15	Ita Mariza (2016)	N=200 Employees	Manufacturing	Quantitative study using SEM	Motivation affects representative commitment which thusly prompts superior execution.
16	Rajesh Singh (2016)	N=98 students	Educational sector	Quantitative study	Future information leaders and managers must recognize the importance of intrinsic factors as compared to extrinsic factors. The managers should focus on autonomy, recognition and must create a culture of respect and trust in their organization.
17	P.Hima Bindu, Dr. B. Muralidhar (2016)	N=120 Faculty	Educational Sector	Quantitative study, descriptive Statistics, Annova Test	Faculty were moderately engaged and there was significant difference in the levels of engagement due to designation of Faculty.

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18	Dr. Namrata Sandhu (et al 2016)	N=370 Faculty	Educational sector	Quantitative study, Factor Analysis	Work environment, emotional satiety, compensation system, career progression has significant effect on Employee Engagement.
19.	Hasan Sartono, Mauliah Ardhani (2015	N=156 Employees	Coal mining	Quantitative study, cross-sectional survey , Factor Analysis	There was positive connection be tween's characteristic inspiration(intrinsic) and employee engagement. Be that as it may, the Extraneous inspiration was to a great extent corelated with Employee engagement. Workers were tolerably inherently persuaded.
20.	Bahrulmazi Bin EdrakYin (etal 2013)	N=200 sales Force	Cosmetics company	Quantitative study, Annova Test	Intrinsic and Extrinsic motivation are significantly related to organizational commitment and satisfaction. Intrinsic motivation leads to higher job satisfaction as compared to extrinsic motivation.

Findings: The above table finding showed that there is a positive association between intrinsic, extrinsic motivation on employee engagement in most of the sectors. In educational sectors, there is very moderate employee engagement as compared to other sectors. Lot of efforts are needed to make faculty engaged for student welfare. Work environment, emotional satiety, compensation system, career progression has significant effect on employee engagement in educational sector. Few studies revealed that monetary rewards having less impact on faculty engagement as compared to the perceived support from their superiors. The educational sector needs to find out the intrinsic and extrinsic ways of motivating their employees to make them more engaged.

Conclusion

A review of literature around the motivation and employee engagement revealed certain gaps. Private organizations have focused on employee engagement activities to make their employees committed and loyal. But very limited studies, on impact of motivation on employee engagement has been conducted in the educational sector, especially in higher educational institutes. However, most of the studies in educational

sector have focused mainly on employee engagement and employee performance.

Previous studies have confirmed that extrinsic motivational factors motivate employees to a great extent as compared to intrinsic motivational factors. This in turn leads to higher performance of employees. However, this was inconclusive in this literature survey in educational sectors. Both motivational factors were having a significant effect on the employee engagement in all sectors. Only in one or two cases it was seen that external motivational factors crowd out internal motivational factors Abriham Ebabu Engidaw (2021). But this crowding out is not yet conclusive in these limited studies in the educational sector.

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