A Study of Factors Affecting Employee Motivation and its Impact on Employee Performance in Higher Education Institutes in Assam

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Abstract: This study will investigates the impact of factors affecting employee motivation and its impact on employee performance in higher education institutes in Assam. The prime objective of this study is to find and analyze the key determinants of work motivation and their impact of the work-related behavior of the faculty members in higher education institutes. The study will use both the primary as well as secondary sources to collect data.

Keywords: Employee performance, Higher Education, Employee Motivation, etc.

I. INTRODUCTION

A. Background of the Study
Akerele (2001) argues that work motivation is a set of internal and external forces that drive an employee to perform as per the organizational demand and sometimes more. At the same time, it determines the work-related behavior of an employee including its form, direction, duration, and intensity [1]. According to Baughman et al (2003), if an employee is motivated externally, it is reflected in their activities itself that includes how hard they perform intensity, what they do during the working hours (direction), and what time do they invest duration. Motivation acts like a driving force to an employee. The description of the motivation of these authors show motivation as an invisible, internal, and hypothetical build-up It depicts the intangible outcomes such as job commitment, job satisfaction, and job performance and a wide array of job-related behavior of employees such as turnover and absenteeism [2]. Scholars in the field of economics, psychology, and management have attempted different sources of motivation on different types of work efforts. They sometimes wonder why in the same work environment two different employees possess two different levels of work motivation [3]. The levels of efforts that the employees put in their work depend on the levels of their needs satisfied [4]. Thus, the success of an organization depends on the motivation levels of the employees. Again, motivational levels of employees in the same work environment differ significantly depending on their respective perceptions on several dimensions such as perception about the job, personal interest, challenges faced, knowledge gained, skills required, and organizational environment. According to [5], it is utterly important to understand the key factors affecting the workplaces which are an important area of research.
As the description Dinler (2008) of hints, there are several factors affecting an employee’s performance and that largely control an employee’s desire to perform better or even develop such desire. Motivation is the true reflection of an employee’s attachment to their work in which one’s role is perceived and it includes a wide array of behaviors that ultimately benefit an organization [6].

HRM theorists as also the experts of Organizational Behavior accept the fact that people that are the human resource is the most valuable resource of an organization especially those organizations that are directly related to service industry [4]. Every employee has their own conceptualization of the factors that ultimately drive the whole process that in turn behavior is built, directed, and sustained in an organizational setting. The changing nature of the organizational environment and variable factors of employee motivation have led to diverse theories on how the environments, job structures, responsibilities, and rewards influence the motivation and performance of the employees. According to [7], a well-structured motivational theory must address three important variables that constitute the work situation, i.e., the feature of the work environment and the job features [8]. However, these aspects of work differ greatly.

Working condition and work culture have been changing constantly. New studies in this field have been aimed at understanding the key influencers of employees’ motivational level. This research explores the key determinants of work motivation and consequences thereof in Assamese context in the present work situation.

Employees perform better and as per the expectation of the top management when their motivation level is high and they have the respective attachment with the organization. Thus, workplace motivation is an important part of organizational performance. A study on 151 employees in different public offices in Kashan, Iran shows that a linear relationship exists between job performance and employee motivation [9].

The classical theory of management makes it clear that working behavior is related to the economic behavior of an employee. Thus, money is the prime motivator of organizational members. [9] put a new theory regarding the work motivation and performance. The researcher noticed that some workers slowed down towards the last half of their working hours. He argued that some factors might be preventing these workers from putting their efforts during that period. According to [10], apart from financial matters, several other factors play equally determining the motivation at the workplaces.

The working environment is constituted of various influences, conditions, and surroundings of the employees engaged in different tasks. Better workplace makes an employee a better performer. There are various factors that determine the workplace quality like financial compensations, fringe benefits, supports of the co-workers, behavior of seniors, etc. Employee productivity is the consequence of the organizational physical environment [10]. In a pioneering study in the same field titled “The influence of work environment on the worker’s productivity”, [11] surveyed a large number of firms in Lagos, Nigeria where almost 71% of employees supported the view that pays structure and work environment are the two most important factors that lead to better work performance. In the same way, smooth relationships among the employees and their positive intent to share resources improve overall organizational performance and make employees more energetic in their work [11].

Clearly defined jobs with challenging tasks motivate employees to put greater efforts. Hence, their performance, commitment, and satisfaction increase. The study shows that variation in the job-related tasks has an intense impact on job satisfaction and it improves performance. The research work of [12] shows that job characteristics have an important role in performance, productivity, commitment, and satisfaction. The existence of positive job characteristics influential benefits and perks is believed to be motivating and serve
as satisfying factors for employees who then continue to carry out the task assigned, thus contributing towards organizational efficiency and vice versa.

Scholars in this field accept that financial compensation plays a pivotal role in motivating employees to put their best; however, it is also necessary to think beyond this basic human need [13]. Empirical evidence shows that monetary compensation has wide-ranging and diverse effects on employee performance but on several occasions, it does not improve employee performance [13]. Apart from monetary factors, there are various other factors influencing work performance.

In recent times, rapid technological development has been reshaping the operational activities, hence the work procedures. Work forms and working environment have been getting new dimensions, especially in the service industry. This study has chosen a comprehensive model of work motivation that includes job characteristics and work environment to study the changing aspects of work culture.

**Key terminology**

The key terms used in the above study are:

**Employee motivation**

Definition by Fetterman and Wandersman (2005) states that the motivation to work is a bundle of forces energetic and arise in and beyond the being of an individual to set up behavior related to work and help determine the direction, form, intensity, and duration of such employees behaviors. It also refers to the effort type and the degree upto which an employee reflect a particular behavior [14].

**Supervisor's behavior**

The first management level is Supervisor as they are given several tasks and also responsibilities to first form and the lead organization work groups. It is the responsibility of the supervisor to track the group’s day-to-day performance. Their behavior is crucial to motivate the subordinates. Here, the members of management committee, campus chief, and campus chief assistant and departmental head are at several supervisor level of the faculty.

**Co-worker's behavior**

Co-worker is the individual who work together. Alternatively, they are the peer worker's or the friends that work in organization same level [15]. Working on the same level of hierarchy and does not own any authority over each other. Having supportive workers helps employee drive more job satisfaction. And this is because the group of work acts as support source adds comfort, provide advice and give assistance to individual worker.

**Physical environment**

A Physical environment comprise of facility available as the design of standards architecture, effective screen reliant work lighting, ergonomic furniture, equipment necessary, drinking water facility, toilet and availability of enclosed rooms to hold meetings, along with other facilities. Such environment at physical work aid personal comfort along with boosting performance at good job.
Incentive system

One can define incentive as the compensation amount to be received by an employee for a particular job [16]. The cash incentive and its kind are termed as monetary incentive and the incentive that are in terms of material and facility account for non-monetary incentives.

Job characteristics

The characteristics of job are the limit up to which a job can be structured that help provide regular feedback along with completion, it also aids the Employees monitoring self-behavior and add a leveraged personal control sense. The characteristics of the perceived job are job attributes that attain employee motivational functions. The characteristics of core job as described include:

- **Skill variety**: The extent, to which a job seeks a worker to add its talent, different skills, or abilities,
- **Task identity**: The extent up to which a job incorporates performance of entire work piece from start to end;
- **Task significance**: The extent up to which the job influence the life or others People work
- **Autonomy**: The extent up to which the job gives the employees the required freedom and also the independence so that they can plan their work.
- **Feedback**: The extent up to work job gives the worker needed information pertaining to his or her effectiveness.

Job satisfaction

The thoughts and the feeling an employee has for his or her job and at work place is deemed as job satisfaction. It suggests satisfying the wants and needs of an employee.

Job performance

Each employee in the organization working must deliver in a desired way. He/she holds the responsibility of better task performance along with the involved duties as per the contract of the employment. Three accept specific job assignments and then agree to complete independently. Performance at Job is finishing those tasks comprising of the person’s job timely and effectively.

Job commitment

A force that mandates the employee to work in a particular way to attain target is Commitment [14]. The commitment of an organization is the willingness measure to stay for long in the firm. This also suggest that the employee belief in firms goals and mission and their willingness to lay effort for accomplishment, intentions to work in their organization.

Turnover intention

The intention of turnover is the psychological response for a particular job and the organizational conditions in it [17] also, the employee willfulness to opt for different job alternatives in advance. it is employee’s intention that showcases their intent to quit and not opt for actual turnover.

Absenteeism

The absence of an employee in his task of day to day as scheduled is Employee absenteeism.

Employee attitudes

Employee attitudes are mental state of the readiness for a motive arousal.
Perquisite
The benefits bundle tangible and intangible which boosts the employee performance in work place. Perquisite is the perception positive as viewed in the office working environment, characteristics of job and situations. Summing up, perquisites are also referred to as "Perks".

Irksome
The perception negative toward the work environment and the characteristics of job leading to employee frustration are the irksome [18]. Summing up, irksome is also referred to as "irks".

B. Statement of the Problem
Motivating employees to perform optimally and assimilate with the organizational goals are the most fundamental tasks of management [19]. The advancement of IT, the liberalization of business, working environment, nature of jobs and individual needs have brought several changes in the business environment. These factors can change the way employees behave and managers manage their departments or teams. Organizations offer rewards for good performance that acts as the motivating factor for the employees. Thus, for the better performance, of the organizations, the motivational levels of the employees and their needs should be known clearly.

There are many researchers who argue that all possible organizational practices that can be used to motivate employees are already in practice, just because competitors are using the same method many companies do not accept certain practices and in many situations the companies just lack sufficient information regarding the resources required for such practice hence they lag behind [6]. Thus, changing employee expectations and changing perceptions regarding organizational rewards have increased research works in HRM and Organizational Behavior (OB).

The empirical study of Grace & Thomas (2014) shows the different issues some Assamese organizations faced as they failed to motivate their employees to improve the quality of their work [8]. This study also shows that leaders had poor performance and leading competencies, the employees were extremely dissatisfied with the compensation packages, and the organizational environments were not capable enough to retain qualified staff for a long time. As Assamese organizations are facing different issues due to poor employee motivation, similar challenges are present in higher education institutions (HEI) in Assam. Except fora few technical institutes, people are questioning the academic standards and quality of the most education imparted by TU. People are also questioning the ability of faculty and supporting services. There is a severe lacking of active intellectual discourse. Education is mostly based on classroom lectures where learning is just a passive absorption of facts. Seminars or discussions are rare matters so also project work, field work, assignments, and case studies.

The professors and lecturers never rarely fulfill their roles or perform as per the schedule rather the qualified and experienced faculty member’s move around private institutions and consultancies for extra earning and due to an unsatisfactory work environment of Assam University. In spite of getting this huge budget, the management has failed to develop a good work culture and motivation for the qualified faculty members.

The high rates of absenteeism and moonlighting among faculty members, especially the experienced faculty members have resulted in poor education quality in Assam University including almost all their campuses. The professors and lecturers are already isolated from their international communities. Overall, the overall education system, the science and technology sector, and the ability of the Assamese students to compete
with the world have been deteriorating with time. Even the key decisions in the matters of science, technology, economic reforms, social matters, sports have been facing the shortfall of capable people [10]. The study of Werner (2001) shows that Assamese organizations are lacking the key motivational aspects and the organizations are in fact ignoring these aspects of the job environment [10]. Thus, the underutilization of human resource showing serious long-term damage in terms of production, manufacturing, and revenue. The author further added that most of the managers he surveyed think that people work for money only and they don’t need any other motivation.

While studying the literature in this field, no identical research was found relating to the impact of the work environment and job characteristics on employees’ attitude and work-related behavior in higher educational institutions in Assam. Keeping this caveat in focus, this research work will try to detect and address these issues in different higher education institutions in Assam.

C. The Significance of the Study

Individual’s achievements and organizational goals are independent processes. It is necessary to link these two for making an organization a high performing organization. Employee work motivation plays a significant role in this matter. Thus, an organizational should directly or indirectly be linked to individual needs and their individual level of motivation.

The concept of work motivation has been gaining wide exposure in recent time mainly due to increased levels of globalization in recent times. Changes in the composition of the workforce, changes in the work environment, and a growing emphasis on the service sector are the other reasons for the growing importance of work motivation. In the service industry, employees or human resource is the prime asset of an organization. Introduction of computer technology, the internet, and information technology have been reshaping the work-related activities. Manual activities are giving space to specialized services and automated activities. These have given rise to a large percentage of specialized high performing jobs. According to Karatepe and Vatankhah (2014), these changes have made most of the jobs, especially the jobs in the service sector employee-centric jobs where managers and top management losing control over the day-to-day activities. Thus, work motivation has become more important in the service sector including in the higher education institutions.

The manufacturing industry follows the mechanical process of operations. So, work processes are here predefined. But this is not so in the service industry; hence, this industry requires employees to be highly motivated towards their jobs. The efforts that employees put in their workplaces are determined by various motivational factors that have a long-term consequence on the employees as also on the organizations as a whole. Thus, in this research work, an attempt has been made to determine various motivational factors in the workplace and analyses have been made on the various determining factors of employee motivation and their effects on the job performance. For this study, a few government-run, communities supported, and private higher education institutions are selected for the survey.

Unless and until a favorable and positive working environment is provided, it is tough to keep the employees motivated or satisfied. When employees are highly motivated or they are satisfied with their work environment, they definitely put more energy in their job. In such situations, their work efficiency increases leading to greater output. All these matters require greater research efforts to understand them better and more intensely.

What motivates one employee may not motivate in the same way the other employees. People have individual needs, preferences, and aspirations. The preferences for organizational rewards differ from
employee to employee, so also perceived utilization of such rewards. Thus, organizational goals are intensely related to individual needs and interest. The present study will keep the focus on all these aspects of organizational work culture.

In the same manner, the job characteristics determine the motivational level of the employees at the individual levels. Job characteristics should include regular feedback process, the performance measurement process, and it should enable employees to monitor their own behaviors. Thus, jobs with rightly assigned characteristics can have an important impact on the work behavior of the employees.

In the conclusion, this study has selected job characteristics and work environment as a system perspective, i.e. instead of viewing them as static aspects, these are considered as variables that change over time in response to circumstances. Thus, these variables will help to determine what factors have been deteriorating the job performance in the various campuses of Assam University.

D. Hypothesis

Following hypotheses are developed to achieve the objectives:

**H01:** There is no remarkable difference current perception and expected perception of the faculty members related to physical environment of the institutes, behaviors of the co-workers, incentive systems, job characteristics, and behaviors of the supervisors in the higher education institutions in Assam.

**H02:** There is no mention-worthy difference existing between benefits and perks with attitudinal job performance, job satisfaction, and job commitment and work-related behavior absenteeism and turnover of the faculty members in the higher educational institutions in Assam.

**H03:** There is no significant difference between negative attitude towards the work with work attitudinal job performance, job satisfaction, and job commitment and work-related behavior absenteeism and turnover of the faculty members in the higher education institutions in Assam.

E. Aims and Objectives

The prime objective of this study is to find and analyze the key determinants of work motivation and their impact of the work-related behavior of the faculty members in higher education institutes. The positive opinion of the employee concerning the key determinants of motivation has been accepted as the source of work motivation; on the other hand, the negative perception of an employee concerning the determinants has been accepted as the source of demotivation. For making the proper explanation of the relationships among these various variables a comprehensive motivational approach has been chosen including work environment and job characteristics as the key independent variables taking work-related behavior and attitudinal variables as the key dependent variables.

The key objectives of this study are as follows:

1. To examine the relationship between employee motivation and employee performance of the faculty members related to the physical environment of the higher education institutes, behaviors of the co-workers, incentive systems, job characteristics, and behaviors of the supervisors.
2. To examine the relationship between the benefits or perks received and the attitudinal and work-related behaviors of the faculty members.
3. To examine the relationship between negative attitude towards the higher education institute and work-related behaviors of the faculty members.
**F. Research Questions**

On the basis of the research objectives, a set of research questions are developed. The purpose of these questions is a collection of information from the respondents. This entire research work has been categorized into three components depending on the research questionnaire:

The first component is particularly related to the measurement of present perception and expected perception of the faculty members related to independent variables.

The second component is the exploration of the causal relationship between the benefits and perks offered by an institution and the attitudinal and work-related behaviors of the faculty members.

The third component is related to the exploration of the relationship between negative attitude towards work with the attitudinal and work-related behavior of the faculty members.

1. Is there any remarkable difference existing between current perception and expected perception of faculty members related to the behaviors of the supervisors, behaviors of the co-workers, incentive systems, benefits and perks offered, job characteristics, and physical environment?

2. How the benefits and perks offered affect attitudinal and work-related behaviors of the faculty members in the higher educational institutions in Assam?

3. How do negative attitudes towards work affect the attitudinal and work-related behaviors of the faculty members in the higher educational institutes in Assam?

**II. LITERATURE REVIEW**

The above study focuses on the motivation’s theory of expectancy. Such a theory has blended ideas of Instrumentality, Valence, and Expectancy. Instrumentality is the condition that suggests the belief of a person to be rewarded on performing well. Valence is strength owned by an individual with income preference [21]. And Expectancy is the assurance that work an individual has done would help him attain the needed goals. The theory states cognitive variables property which suggests the difference prevailing between efforts and motivation. The above is source of the Innovation theoretical in the behavior of organization domain. Hence, the expectancy theory gives a common ground that provides an explanation for the employee’s motivation and club together the characteristics of job, individual and the environment.

Expectancy theory lays down the fact that acts of individual boosts the satisfaction of the same. This is in relation to the individual choice and behavior. Such a theory acknowledged the variation in the street by accepting the fact that not all deserve the service reward and each has its own variance. Further, they have different perspective pertain to the rewards equitability. It further focuses on owning various expectations or beliefs stating that little action would definitely account for rewards to employees.

Definition by Weiss (2002) states that the motivation to work is a bundle of forces energetic and arise in and beyond the being of an individual to set up behavior related to work and help determine the direction, form, intensity, and duration of such employees behaviors. It also refers to the effort type and the degree up to which an employee reflect a particular behavior. There exists plethora of motivational aspects within an organization. It is not necessary that one motivated person does the same to other as there exists various factors that have an impact on the employee motivation level. They are motivated naturally and only an environment is given by the organization to improve and enhance their capabilities. The employee motivation base in an organization, significant consideration has to be too given to effect motivation for instance the characteristics of environment and Job [11].

The variables to be change or altered first and had an impact on motivation takes into consideration the work done by a person, its nature. As an example, the task identity, skill variety, autonomy task
significance, and feedback appear determinants important to influence the employee at workplace as it boosts the satisfaction, performance, motivation at work and brings a decline absence of employee improving their turnover intention.

The next variable to be altered or changed influencing motivation has characteristics of work environment. This model of modified has been used to study the environmental characteristics. Factors of work environmental constitute of support from supervisor, co-worker, physical working environment, along with the system of incentives that determine the performance of employee at work.

Miner (2006) owing to the role motivation drafts impact on performance and behavior at workplace deeming it to be the crucial factor of all organizations when one needs to understand and also reframe the environment at work in a way boosting behavior of product and eliminating the unproductive behavior. It suggests that Organizations having an efficient atmosphere of work believe that people require motivation [22].

An employee is deemed as the best in the organization is he works more than the said task voluntarily. This is both a practical and theoretical idea that relates to the organization performance. An employee that is self-motivated shows more efforts. Efforts and motivation at work does not act as synonyms, however the constructs that are closely related and can be interchangeably are used [22] hence the word used.

The study reflects by exploring the economics assumption scope, it is achievable to draft a better word motivation model and likewise attain comprehensively better results. Considering human dimensions to be higher than the extrinsic one, explaining such facts turn easy. The perks or the positive characteristics of such variables promote negative employee performance which enhances job performance, job commitment, and job satisfaction whereas the irks or the negative characteristics blend employees de-motivation accounting to absenteeism and turnover. The study's conceptual framework is shown below:

**Fig 2.1: Model of Research**
III. RESEARCH METHODOLOGY

Locale of the study
The study proposed will be carried out in higher educational institutes in Assam.

Sample and its selection
The study sample will be around 300 faculty members comprising of both males and females from higher educational institutes in Assam. The method of convenient sampling will be used to attain the same.

Procedure of data collection
Both the primary as well as secondary sources will be used to collect data;

Primary source:
1. Data will be collected in the sequence given below
2. Researchers will prepares the set of self-structured questionnaire and the questions arranged in the sequence that is pre-determined
3. The application in written form would be handed over to the head of the colleges for permission so that the researcher can conduct a survey.
4. The information as attained from respondents will be collected on the basis of the mentioned sampling size
5. On the basis of the study results, suggestions will be given to the higher educational institutes in Assam.

Secondary source:
The data will be collected from several sources as magazines, books, journals, internet, and publications etc.

- Data Analysis
Data will be tabulated and analysed using SPSS software.

- Limitations of the study
The above study has various limitations even if it has been done systematically. There always exist biased responses by employee due to different ideals. Also, owing to the budget and time overheads, the population of study has been restricted to the campus of the Assam University North-east Development Region. Hence, the study findings of fails to be generalized in various circumstances and conditions.

- Delimitations of the study
The study owns the delimitations:
1. Selection of the region of North-east Development has been chosen owing to the bad background of education, less focus on research areas and backward areas.
2. This study has used the Design of cross-section hence differs from other.
3. The above survey has been limited to the campus faculty members.

IV. EXPECTED OUTCOMES
The present study will analyzed the study of factors affecting employee motivation and its impact on employee performance in higher education institutes in Assam. This study will make it clear whether the
positive opinion of the employee concerning the key determinants of motivation has been accepted as the source of work motivation; on the other hand, the negative perception of an employee concerning the determinants has been accepted as the source of demotivation. The study will also find that whether there is plethora of motivational aspects exists within an organization.

V. CONCLUSION
The review of literature conducted in the present synopsis presented the variables related to job and its attributes which serve as the intrinsic source of role clarity i.e. one can improve performance by stating the behavioral direction. Characteristics of job aid feedbacks along with task completion acts. Hence, job characteristics leverage the attachment an employee has with the organization. Having an understanding of a job contributing to the outcomes boost the accountability feeling. In a similar wit, the outcomes awareness calls for mutual responsibility feeling. Job that owns the autonomy degree and the lack of close supervision account to a trust backed situation.

Also, the review emphasizes on the influence of work environment on the performance of employee. It also lays its focus on the need to analyze the relationship that prevails between the variables as a requirement in order to understand the process of motivation.

It is not necessary that one motivated person does the same to other as there is various factors that have an impact on the employee motivation level exists. Thus, an employee is deemed as the best in the organization is he works more than the said task voluntarily. This is both a practical and theoretical idea that relates to the organization performance. An employee that is self-motivated shows more efforts.

The synopsis has presented the research objectives, hypothesis and questions of the proposed thesis. The limitation has been also clearly highlighted. The synopsis has also presented the key methods and techniques used for collection and analysis of data.

REFERENCES


