A Study on the factors influencing employee motivation and its impact on job performancein HigherEducation Institutions in Sultanate of Oman

Abstract

The study investigatesthe impact of intrinsic and extrinsic motivational factors on employee performance in a selected higher educationinstitutionin the SultanateofOman. Arandomsampleof186employeeswerechosenthroughthestratifiedrandomsamplingtechnique. The result showed thatthemostconsistentvariableamongtheintrinsicfactorsthatinfluencetheemployeeperformance is the working conditions and among the extrinsicfactorsitisthe Salaryandincrements.The least consistent intrinsic variable is the Staff development and least consistent extrinsic variable is promotion and growth. Thereisa weak positive relationship between the intrinsic variables and employeeperformanceexceptforemployeeempowermentshowingaweaknegativerelationshipwiththeperformanceoftheemployees. Similarly, thereisaweakpositiverelationship betweenallextrinsicvariablesandemployeeperformanceexcept for promotion and growth variable which shows a weak negativerelationship with the employee performance. The intrinsic variables namely employee engagement, employee empowerment and staff developmentand theextrinsicvariables namely promotion and growth and Job Security have significant impact on the performance of theemployees.The study recommendsthattheinstitutionshallfocuson employee empowerment and engagement strategies, design the staff development activities giving emphasis to relevance and suitability and improve promotion/growth opportunities so as to improve the motivation ofemployeeswhichcanleadtobetteremployeeperformance.

Key words : Intrinsic motivational factors, extrinsic motivational facors, employee empowerment, employee engagement.

Introduction

Job satisfaction and motivation are very important to continuing growth of educational system around the world. Motivation plays an important role in an organization as motivated employees can contribute their best to attain the objectives of the organization. Teaching is a noble profession and teachers are facilitators who mould the students into promising citizens of tomorrow. Teacher motivation is very important since it improves the skills and knowledge of teachers and it directly influences the students' achievements (Mustafa & Othman, 2010). Motivation and performance are very important factors in terms of success of higher education institutions and students' achievements. Lack of motivation results in low performance which adversely effects the students' performance in particular and the education system at large. However, the teachers need motivation to work efficiently and also to enhance their ability and knowledge. Organization's performance is made visible through the activities it conducts to achieve, its mission. In this regard, it is not only the academic staff performance that matters, the performance of all employees in an higher education institution is significant in achieving its mission and vision.

Significance of the study

The Sultanate of Oman, Education Council in the executive summary of The National Strategy for Education 2040 states that "Education is among the most important pillars of sustainable environmental, economic and social development. Education is a priority for the country in its quest to develop its human resources to enable it to compete in the open international economic arena.(Sultanate of Oman, The National Strategy for Education 2040- www.educouncil.gov.om) . It is understood that the vision of any nation would depend upon the education and growth of its youth. Universities do undoubtedly assist students in doing self-introspection and considering how they might benefit and grow as individuals. The university staff, both teaching and non- teaching, serves as a facilitator in the learning and growth process. Employees at higher education institutions require encouragement from management and superiors in order to put out their best efforts. Employees that are motivated are passionate, self-driven, and take pleasure in their job. They do things promptly, take action, and strive to do a good job for themselves and the organization for which they work. A highly motivated staff is critical to achieving the institution's or organization's objective and vision. A study of the elements that inspire workers and their influence on employee performance is highly relevant in this setting. The main purpose of the research is to figure out what motivates employees and how it affects their performance.

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Objectives of the Study
1.   To determine the relationship between the intrinsic and extrinsic motivational factors and employee performance
2.   To investigate the impact of the intrinsic and extrinsic factors on the employee performance.
3.   To identifythe intrinsic factors that have significant impact on the employee performance.
4.   To identify the extrinsic factors have significant impact on employee performance.

Literature review

Hanaysha, and Majid (2018) investigated the impact of employee motivation on productivity and organizational commitment in the higher education sectorfrom 242 employees from the public universities in northern Malaysia. The results prove that organizational commitment has a significant positive effect on employee productivity. Mustafa and Othman (2010) examined the perceptions of high school teachers about the effects of motivation on their performance at work. They found that there is a positive relation between motivation and working performance of teachers, i.e., the greater the level of motivation the higher will be the teacher's job performance or if provide a high level of motivation to a teachers then their job performance will be increase. Mustapha & Ghee, (2013) determined the influence of job Satisfaction on organizational performance among academics in four public Secondary Schools in Kelantan. There was negative significant relationship between daily faculty workload and job satisfaction. Organization should consider the amount of workload since reasonable daily load will determine the satisfaction of employees. High job satisfaction among employees will enhance organizational citizenship and loyalty. According to Nadeem, et.al (2011) social and economic conditions of teachers have an effect on their performance i.e. low salary., lack of facilities, status of teachers in society, teachers mental health and morale, stress of work, relation with staff and head teachers, working environment are all those factors that have an strong impact on females teachers performance. The level of motivation of teachers reduced, when there is a poor social and economic condition in the place where the school is located. Namazzi Christine (2008) concludes that teacher operant competences and their organizational citizenship behaviors (OCBs) have significant impact on teacher performance in secondary schools. The results also reveal that there is significant difference between gender of the respondents and organizational citizenship behavior (OCBs) though there is no significant difference between gender of respondents and, teacher operant competences and Teacher performance. Harriet KawesaKirunda (2004) found that the most commonly used types of performance-based rewards in private secondary schools are: public appreciation, promotion, packages/presents, and duty allowances and overtime pay. It was also established thatthe performance-based rewards affect the performance of teachers by motivating them thereby increasing their productivity and efficiency. Chika and Ebele (2008) in his explored that the principals of the institutions play their instructional leadership roles to high extent and these roles affect the work performance of their teachers. Adeyemi (2010) investigated the relationship between the leadership styles of principals and teacher's job performance in secondary schools. The study found that the principals mostly used democratic leadership style in schools as compared to autocratic style.
Shah, Rehman, Akhtar, Zafar, &Riaz, (2012) studiedto know the impact of reward and recognition, satisfaction with supervision and work itself on job satisfaction. The relationship between job satisfaction and work motivation on organizational performance was also explored with the help of responses collected from employees working in public educational institutions in Rawalpindi area. There is a significant positive relationship between reward and recognition, satisfaction with supervision and the work itself. The results also showed a high positive and significant relationship between job satisfaction and intrinsic motivation.Saka, & Salman,(2014).investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned Secondary Schools in North-Central, Nigeria. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. The study recommended that the management of Secondary Schools in the North- Central Nigeria should take note of the following areas: adequate job design, description and employees" participation in decision making/leadership training, recognition and in-service training program for library personnel. Other recommendation include: encouragement for library personnel to enhance job commitment and to be more predispose to critical thinking in order to be able to solve library related problems

Research gaps
Although many studies on employee motivation and productivity have been conducted in the past, compared to the study conducted in other organizations, very few have been conducted in higher education institutions. Moreover,

research studies in Oman is limited.Furthermore, there is no agreement on whether extrensic or intrinsic factors influence employee motivation and productivity. As a result, the current study aims to fill in these knowledge gaps.

Research Methodology

The study is study is explanatory/causal as it is an in-depth study of the relationship between the intrinsic and extrinsic motivational factors and their impact on employee performance. A cross- sectional research design is used. Stratified random sampling method was chosen to select items to constitute the sample of respondents (staff of University other than managerial staff). The ideal sample size constitute 186 staff (Krejcie and Morgan , 1970)consisting of 152 academic staff and 34 non acadenic staff chosen proportionately from the population of 357 employees of the University(souce: www.nct.edu.om). The purposive sampling method is chosen to collect data form the managerial staff of the university.The data collection method is primary wherein a structured questionnaire is distributed. The 36-item questionnaire consists of three subscales namely factors affecting motivation (intrinsic and extrinsic) and the employee performance . The items are scored on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly Agree).The scale reliability was considered good as indicated by the Cronbach's alpha coefficient of 0.88 which shows a very good level of reliability. The response rate obtained for primary data collection is 66%, consisting of 123 responses from the academic and non academic staffs. Secondary data was obtained from the findings stated in books, published documents and literature related to the research. The period of the study is from January 2022 to April 2022. Descriptive statistics are used to describe the characteristics of the sample such as the variables' mean, standard deviation, and coefficient of variation . Correlation and regression statistical methods are used to analyse the collected data. SPSS version 22 is used to extract the relevant statistical tools.

Results and discussion

Table 1. Intrinsic factors affecting employee motivation

Construct	Statements/items	Mean	Standard deviation	Coefficient of variation = (SD/Mean) x 100
Working Conditions	My work space is comfortable, safe and I have the tools and resources I need. These working conditions gives me a better feeling to perform more productively	4.0976	0.71763	17.51
Employee engagement	I can bring up concerns and ideas to my supervisors without fear that it could backfire on me. I feel well informed by what is going on at this institution giving a feeling of being connected to the big picture which motivates me to work towards the common goals.	3.9024	0.69145	17.72
Empowerment	I feel empowered to make decisions on my own and this autonomy motivates me to put in my best efforts to my work.	3.5772	0.89633	25.06
Supervisor and Colleague	The support from my supervisor to come up with	3.9715	0.71661	18.04

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Construct	Statements	Mean	Standard deviation	Coefficient of variation = (SD/Mean) x 100
support	ideas and to implement ideas and solutions to my work situations motivates me to give my best in work.			
	The co-operation of my colleagues motivates me to transform ideas in a way that become applicable in practice.			
Committee tasks and team work	I receive support from my team members and the committee chair with respect to committee work and this motivates me to perform better.	3.9228	0.73282	18.68
	I feel motivated to put in my best efforts for committee works because there is a strong sense of team work and equal involvement of every member in the committee tasks.			
Staff Development	The staff development activities and training sessions are relevant to my job requirements. The benefits I receive from attending these sessions motivates me to perform better.	3.2683	1.30618	39.97
Employee Recognition	My good work, efforts and achievements never go unnoticed and unrecognized. This motivates me to excel in my work.	3.7236	0.87122	23.40

Table 1 shows the descriptive analysis of the intrinsic motivational factors (independent variables). The mean value of variable, working conditions (4.09) is highest with a standard deviation of 0.71 and and the mean value of staff developmental activities is the lowest with the highest standard deviation of 1.30. The most consistent variable among the intrinsic factors that influence the employee performance is the working conditions. (CV value of 17.51). The second most consistent factor that influence the employee performance is the employee engagement in the institution with a CV value of 17.72. The analysis shows that the least consistent intrinsic variable is the staff development activites with the highest CV of 39.97.

Table 2 Extrinsic motivational factors affecting employee performance

Construct	Statements	Mean	Standard deviation	Coefficient of variation = (SD/Mean) x 100
Performance appraisal	I feel confident each time I achieve my goals and get good performance appraisal results and this motivates me to be a good performer	4.0732	0.75932	18.64

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Promotion & growth	There are chances for promotion and growth from my current position and this urges me to improve my performance.	2.9106	1.15239	39.59
Job security	I feel confident in my job security with this institution.	3.1463	1.1212	35.64
Awards & rewards	Awards and financial rewards motivate me to perform better.	3.4797	0.99465	28.58
Salary and increments	The salary I receives, motivates me to give my best to the institution	3.8232	0.58388	15.27
	I am motivated by the annual incremnet I receive to put my best efforts in work.			
	My employer grants an increase in pay scale for acquiring higher qualification (e.g. PhD) and this motivates me to contribute more for the institution.			
Financial allowances and benefits	I am motivated by the health care benefits offered by my employer	3.7586	0.66674	17.74
	I receive annual bonus and this motivates me to perform better.			
	Financial incentives increase my motivation level positively			
	I consider financial benefits as stronger motivators than non-financial factors			
	I rate housing benefit as important motivating factor that affects my performance			
	I rate the annual airfare allowance as important motivating factor that affects my performance			
	I rate compensatory offs as important motivating factor that affects my performance			

Table 2 shows the descriptive analysis of the extrinsic motivational factors (independent variables). The mean value of variable, performance appraisal (4.07) is highest with a standard deviation of 0.75 and the mean value of variable, promotion and growth is the lowest (2.91) with the highest standard deviation of 1.15. The most consistent variable among the extrinsic factors that influence the employee performance is the salary and increments (CV value of 15.27). The second most consistent extrinsic factor is the financial allowances and benefits with a CV value of 17.74). The analysis shows that the least consistent extrinsic variable is promotion and growth with the highest CV of 39.59.

Table 3 Employee performance

Construct	Statements	Mean	Standard deviation	Coefficient of variation = (SD/Mean) x 100

	I often perform better than what can be expected.			
	I always reach my performance to the target			
	I often meet my deadlines			
	I often expend extra effort in carrying out my job and extend beyond the normal working hours if necessary to meet deadlines.			
Employee performance	Overall, I am a very good performer in the department.	4.251	0.52175	12.27
	I consider my performance better than the average employee in this organization.			
	I feel that my performance is reflective of my abilities			
	I try to work as hard as possible			
	I quickly follow up on requests made relating to my job responsibilities/tasks.			
	I take initiative and am proactive in my work.			
	I often try to quickly adjust to changing priorities			
	I handle criticisms well, take it positively and work towards improvement if necessary.			

Table 3 shows that the mean value of employee performance (dependent variable) is 4.251 with the lowest standard deviation and CV of 0.52 and 12.27 respectively. The employee performance is the most consistent variable.

The Correlation Analysis helped to determine the relationship between the intrinsic factors (independent variable) and the employee performance (dependent variable). The Pearson's correlation coefficient is used to show the direction, strength and significance of the relationship. The p-value was based on a 95% confidence interval, meaning that if the p-value is lower than 0.05 (p<0.05), it is regarded as statistically significant, vice versa (Cohen, Cohen, West & Aiken, 2013).

Table 4. Correlations		
Independent variables (Intrinsic factors)	**Dependent variable (Employee performance)**	**Sig. 2 tailed**
Working conditions	264[**]	0.003
Employee engagement	.329[**]	<.001
Empowerment	-0.014	0.879
Supervisor-Colleague support	**.208[*]**	**0.021**
Committee tasks & teamwork	.314[**]	<.001
Staff development	.422[**]	<.001
Employee recognition	**.212[*]**	**0.019**
**. Correlation is significant at the 0.01 level (2-tailed).		
* Correlation is significant at the 0.05 level (2-tailed).		

The following hypothesis was tested.

H0: There is no significant relationship between the intrinsic motivational factors and the employee performance

H1: There is significant relationship between the intrinsic motivational factors and the employee performance

Based on the results in Table 4 above, it can be seen that there is a weak negative relationship between empowerment variable and the dependent variable, employee performance. The r value is -0.014. The analysis shows a positive relationship between all other intrinsic factors viz; working conditions, employee engagement, supervisor and colleague support, committee tasks and teamwork, staff development and employee recognition with the dependent variable, employee performance. The r-values are 0.264, 0.329, 0.208, 0.314, 0.422 and 0.212 respectively. It can be seen that there is a weak uphill (positive) linear relationship between these variables and the performance of the employees. The table shows that the correlation is significant at 0.05 level for 2 tailed test for the intrinsic independent variables such as supervisor -colleague support and employee recognition.

Regression Analysis was performed to determine whether the intrinsic motivational factors (independent variables) predict the employee performance (dependent variable). In addition, multiple linear regression analysis was used to determine which amongst the seven intrinsic factors contribute most to the variation of the employee performance .

Table No 5 Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.542[a]	.294	.251	.45156	1.785
a. Predictors: (Constant), Employee Recognition, Staff Development , Employee engagement, Empowerment, Working Condition, Committee tasks and teamwork, Supervisor and colleague support					
b. Dependent Variable: Employee performance					

Table 5 shows that the overall correlation of intrinsic motivational factors (independent variables) on employee performance is 0.542. The model summary illustrates the R square value, which helps in explaining variance in the dependent variable (employee performance). The R square value is 0.294. The R square value represents the coefficient of determination. This means that the intrinsic variables shown above predict the employee performance (dependent variable) by 29.4% only thus, leaving out 70.6% (100%-29.4%) unexplained. This means that there are other extraneous variables which are not considered in the study that can explain the variance in the employee performance (dependent variable).The Durbin Watson statistic detects autocorrelation in the residuals from a regression analysis. The Durbin-Watson value is less than 2 ie. 1.785. A value near 2 indicates non-autocorrelation in the residuals.

Analysis of Variance (ANOVA)

Tabe No 6ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.762	7	1.395	6.839	<.001[b]
	Residual	23.450	115	.204		
	Total	33.211	122			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Employee Recognition, Staff Development , Employee engagement, Empowerment, Working Condition, Committee tasks and teamwork, Supervisor and colleague support						

The ANOVA was performed to test the statistical significance of the regression model on whether it is a good descriptor for the relationship between the predictor variables (intrinsic motivational variables) and the dependent variable (employee performance). The ANOVA reveals that there is significant effect of intrinsic factors (independent variables) such as working conditions, employee engagement, empowerment, supervisor and colleague support, committee tasks and teamwork, staff development and employee recognition on the performance of the employees. Therefore, based on the results, the model is a good descriptor of the relationship between independent variables (intrinsic factors) and the dependent variable (employee performance). The F-ratio in the ANOVA tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F_{(7, 115)} = 6.839$, p =0.000). The p value is less than Alpha (0.05). i.e., the regression model is a good fit of the data. The ANOVA table, proves that the overall correlation 0.542 is significant. Hence the model is significant.

Table No. 7 Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	3.183	.297		10.717	<.001	
	Working Condition	.043	.074	.060	.583	.561	Insignificant
	Employee engagement	.228	.084	.303	2.718	.008	**Significant**
	Empowerment	-.171	.061	-.293	-2.778	.006	**Significant**
	Supervisor and colleague support	-.026	.100	-.036	-.262	.793	Insignificant
	Committee tasks and teamwork	.024	.079	.034	.309	.758	Insignificant
	Staff Development	.151	.040	.378	3.807	<.001	**Significant**
	Employee Recognition	.034	.065	.056	.516	.607	Insignificant
a. Dependent Variable: Employee performance							

The coefficients Table 7 helped the researcher to compare which of the seven intrinsic variables contribute the most to the variation of employee performance. Therefore, to make the comparison, the Beta standardized coefficients were used. The results indicate that three of the intrinsic variables viz; employee engagement, empowerment and staff development contribute to the variation in the employee performance. (employee engagement - β= 0.303*; p*= 0.008; empowerment - β= -0.293*; p*= 0.006; staff development - β= 0.378*; p*= 0.000). The rest four factors viz; (working conditions- β= 0.060*; p*= 0.561, supervisor and colleague support - β= 0.036; *p*= 0.793; committee tasks

and team work β= 0.034; *p*= 0.758; employee recognition- β= 0.056; *p*= 0.607)are insignificant predictors of employee performance. This means that the explanatory variables like working conditions,supervisor and colleague support, committee tasks and teamwork and employee recognition are no more useful in the model, when the other two variables are already in the model. In other words, with the employee engagement, empowerment and staff development intrinsic motivational variables present in the model, the other four intrinsic motivational factors no more adds to a substantial contribution in explaining the performance of the employees. This shows that three of the intrinsic variables, have significant impact on dependent variable, employee performance. Hence, H0 is rejected and H1 is accepted proving that employee engagement, employee empowerment and staff development have significant impact on the performance of the employees.

Therefore, the Regression equation is developed as follows:

$Y = a + bX1 + cX2 + dX3 + \epsilon$

Where 'Y' is the dependent variable employee performance , X denotes the independent variables, Values b, c, and d represent slopes of the regression line, a is the y-intercept (the point where the graph crosses the y-axis), and ϵ represents residual (error).

The model equation based on the analysis is given below:

$Y = 3.183 + 0.228(X1) + -0.171 (X2) + 0.151 (X3)$, where X1 represents employee engagement, X2 empowerment and X3 staff development

Extrinsic variables and employee performance

Table No. 8 Correlations		
Independent variables (Intrinsic factors)	**Dependent variable (Employee performance)**	**Sig. 2 tailed**
Performance appraisal	.234[**]	0.009
Promotion and growth	-0.068	0.456
Job security	.287[**]	0.001
Awards and rewards	0.046	0.61
Salary and annual increments	0.153	0.091
Financial allowances and benefits	.321[**]	<.001
**. Correlation is significant at the 0.01 level (2-tailed).		
* Correlation is significant at the 0.05 level (2-tailed).		

Based on the results in Table 8 above, it can be seen that there is a negative relationship between promotion and growth variable and the dependent variable, employee performance. The r value is -.068. The analysis shows a positive relationship between all other extrinsic factors viz; performance appraisal, Job Security, awards and rewards, salary and annual increments and Financial allowances and benefits with the dependent variable, employee performance. The r-values are 0.234, 0.287, 0.046, 0.153and 0.321 respectively. It can be seen that there is a weak uphill (positive) linear relationship between these variables and the performance of the employees. The correlation is not significant at 0.05 level for 2 tailed test for all six extrinsic independent variables with the dependent variable employee performance.

Regression analysis

Table 9 Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.473[a]	.224	.183	.47147	1.706

a. Predictors: (Constant), Financial allowances and benefits, Promotion and growth, Awards and rewards, Job Security, Performance Appraisal, Salary and annual increments
b. Dependent Variable: Employee performance

Table 9 shows that the overall correlation of extrinsic motivational factors (independent variables) on employee performance is 0.473. The R square value is 0.224. This means that the extrinsic variables shown above predict the employee performance (dependent variable) by 22.4% only thus, leaving out 77.6% (100%-22.4%) unexplained. The Durbin value close to 2 (1.706) indicates non autocorrelation in the residuals.

Table No. 10 ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.427	6	1.238	5.569	<.001[b]
Residual	25.785	116	.222		
Total	33.211	122			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Financial allowances and benefits, Promotion and growth, Awards and rewards, Job Security, Performance Appraisal, Salary and annual increments

The ANOVA reveals that there is significant effect of extrinsic factors (independent variables) such as performance appraisal, promotion and growth, job security, awards and rewards, salary and increments, financial allowance and benefits on the performance of the employees. Therefore, based on the results, the model is a good descriptor of the relationship between independent variables (extrinsic factors) and the dependent variable (employee performance). The table shows that the independent variables statistically significantly predict the dependent variable, $F_{(6, 116)} = 5.569$, p =0.000). The p value is less than Alpha (0.05). i.e., the regression model is a good fit of the data. The ANOVA table, proves that the overall correlation 0.473 is significant. Hence the model is significant.

Table 11 Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.060	.346		8.836	<.001	
	Performance Appraisal	.121	.065	.177	1.879	.063	Insignificant

	Promotion and growth	-.098	.043	-.217	-2.300	.023	**Significant**
	Job Security	.135	.044	.290	3.100	.002	**Significant**
	Awards and rewards	-.027	.047	-.052	-.585	.560	Insignificant
	Salary and annual increments	-.062	.097	-.069	-.639	.524	Insignificant
	Financial allowances and benefits	.237	.082	.302	2.872	.005	Insignificant
a. Dependent Variable: Employee performance							

The coefficients Table 11 indicate that two of the extrinsic variables viz; promotion and growth and job security contribute to the variation in the employee performance. (promotion and growth - β= -0.217; p= 0.023; job security - β= -0.290; p= 0.002). The rest four factors viz; (performance appraisal- β= -0.177; p= 0.063, awards and rewards - β= -0.052; p= 0.560; salary and annual increment β= -0.069; p= 0.524; financial allowances and benefits- β= 0.302; p= 0.005)are insignificant predictors of employee performance. This means that the explanatory variables like performance appraisal, awards and rewards, salary and increments, financial allowance and benefits are no more useful in the model, when the other two variables are already in the model. In other words, with the promotion and growth and the job security extrinsic motivational variables present in the model, the other four extrinsic motivational factors no more adds to a substantial contribution in explaining the performance of the employees. This shows that two of the extrinsic variables, have significant impact on dependent variable, employee performance.

Hence, H0 is rejected and H1 is accepted proving that promotion and growth and job security factors have significant impact on the performance of the employees.

Therefore, the Regression equation is developed as follows:

$Y = a + bX1 + cX2 + dX3 + \epsilon$

The model equation based on the analysis is given below:

$Y = 3.060 + -0.098(X1) + 0.135(X2)$ where X1 represents promotion and growth, , X2 job security.

Hence it is concluded that the future performance of the employees of UTAS is affected by intrinsic motivational factors like employee engagement, empowerment and staff development and the extrinsic motivational factors like promotion and growth and job security. Any variation in these factors will directly affect employee performance of the institution

Lastly, based on the results and discussion, it is proved that among the intrinsic factors studied, employee engagement, employee empowerment and staff development have significant impact on the performance of the employees. The results match with Adeyemi (2010) study which investigated the influence of leadership styles on teachers job performance andrevealed that the democratic leadership style had significant impact on job performance. The results of this study also matches with Saka& Salman (2014) study which concluded that employee participation and training had significant impact on job performance. This study concludes that the extrinsic variables such as promotion and growth and job security have significant impact on the performance of the empolyees. The results of this study correlates with the findings of Harriet (2004) study that proved that the performance based rewards affect the performance of teachers by motivating them thereby increasing their productivity and efficiency.

Findings of the study

1. The most consistent variable among the intrinsic factors that influence the employee performance is the working conditions.The most consistent variable among the extrinsic factors that influence the employee performance is the Salary and increments.

2. There is a weak negative relationship between the intrinsic variable empowerment and the dependent variable, employee performance.. There exists a positive relationship between all other intrinsic factors viz; working conditions , employee engagement , supervisor and colleague support , committee tasks and teamwork , staff development and employee recognition with the dependent variable, employee performance. The correlation is significant at 0.05 level for 2 tailed test for the intrinsic independent variables such as supervisor and colleague support and employee recognition.

3. The analysis proves that the intrinsic variables such asemployee engagement, employee empowerment and staff development have significant impact on the performance of the employees. Therefore the model equation is derived as $Y = 3.183 + 0.228(X1) + -0.171 (X2) + 0.151 (X3)$, where X1 represents employee engagement, X2 empowerment and X3 staff development

4. There is a weak negative relationship between promotion and growth variable and the dependent variable, employee performance. The analysis shows there is a weak uphill (positive) linear relationship between other extrinsic variables viz; performance appraisal , Job Security, awards and rewards , salary and annual increments and Financial allowances and benefits and the dependent variable employee performance. The correlation is not significant at 0.05 level for 2 tailed test for all six extrinsic independent variables with the dependent variable employee performance.

5. The analysis proves that the extrinsic variables such aspromotion and growth and job security have significant impact on the performance of the employees. Therfore, the model equation is derived as $Y = 3.060 + -0.098(X1) + 0.135(X2)$ where X1 represents promotion and growth, X2 job security.

Recommendations:

1. The importance of empowerment for employees should be considered, as empowerment provides an employee with intrinsic, or self-induced, rewards by allowing them to make decisions on their own and see the success that follows. Employees should be given opportunity to associate their success with their own abilities. This can motivate them to continue to strive for higher levels of productivity in future tasks.

2. The institution shall develop employee engagement strategies like recognizing the good performers, providingtransperancy in evaluation and soliciting the feedback from the employee on matters concerning them, sharing ideas etc. Employee engagement can bring about emotional comittment to the organization and its goals. The engaged employees actually care about their work and their organization. They don't work just for the pay, but work on behalf of the organization's goals, ultimately creating more success for the institution.

3. Staff development is found to be the least consistent variable. As staff development is having significant impact on employee performance, effectiveness of staff development activities shall be improved by focusing on relevant and fruitful training programmes that would add to the knowledge and skill of the employees which inturn can lead to better job performance and efficiency.

4. Even though the employees have rated empowerment, promotion/ growth opportunities and job security as low, it has not adversely affected their performance. Hence if these factors are improved, it can create an emotional commitment for the employees to the institution which can lead to better performance in the future.

Recommendations for future research

Future studies shall be conducted on other independent variables that were not put into consideration in this study that is significant in explaining variation in employee performance.In addition, the results were based on the self assessment of the performance of individual employees and not based on team performance. Therefore, the study

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Comment [a18]: Working conditions is INSIGNIFICANT

recommends future research to go deeper in this area. Furthermore, since the study only focused on the quantitative measure, future works are encouraged in several areas in both quantitative and qualitative measure.

Conclusion:

It is evident that most employees are satisfied with the intrinsic factors such as working conditions, employee engagement, supervisor colleague support, committee task and team work except for staff development and empowerment which are the least consistent motivational factors affecting the employee performance for which the mean indicates a neutral attitude. The most consistent extrinsic motivational factors include salary and increments, financial allowances and benefits and performance appraisal. Promotion and growth, job security and awards / rewards to employees are least consistent for which the mean indicates a neutral attitude. Hence there is still more that needs to be done by the institution in terms of improving the employee motivation and productivity.

The correlation results showed a weak negative correlation between intrinsic and extrinsic factors such as empowerment, promotion and growth respectively with the employee performance. There is a weak positive relationship between all the other intrinsic and extrinsic factors analyzed in the study with the employee performance. Lastly, based on the regression results, the study concludes that among the intrinsic variables studied employee engagement, employee empowerment and staff development have significant impact on the job performance of employees. Among the extrinsic variables studied, promotion and growth and job security have significant impact on the performance of the employees.

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