



Everyone's Smart University

Project (Spring 2021)

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1.Introduction

Leadership skills have a decisive impact on the progress and development of organizations. Motivation is a source of producing positive outlook in the individuals to achieve their desired goals and aims in life (Smith and Galbraith, 2012). A lot of literary research has been conducted in twentieth century mentioning the motivation in general and employees' motivation specifically. Maslow's hierarchy needs, Herzberg's two-factor theory, and Vroom's expectancy theory are the distinguished writings of last century covering the importance and effectiveness of motivation of individuals to achieve their aims and objectives (Emeka et al., 2017). In the contemporary, most of the organizations are effectively institutionalizing the literature on motivation in their working environment through their dynamic leadership. The availability of effective leader in the organizations is changing the thinking scenario of the employees (Lu and Wu, 2013). There is diversity in providing motivation because it is categorized as intrinsic and extrinsic motivation. They both have different contribution on the performance of the employees at workplace (Amabile, 1993).

1.1 Statement of Problem

To what degree the implementation of intrinsic and extrinsic motivational skills by leadership can impact the performance of the employees to successfully accomplish the tasks of the organizations?

1.2 Aim of Research

The aim of the research is to provide productive information to the leadership of the organization regarding the effectiveness of intrinsic and extrinsic motivational skills on the performance of the employees in the organizations.

1.3 Objectives of Research

The following are the objectives that would be achieved through the research on the impacts of different types of motivations used by leadership in the organizations to enhance employees' morale in working environment:

- To critically review the theories of different types of motivation
- To review the intrinsic and extrinsic motivation
- To analyze the effects of motivation on the employees' performance in organizations
- To provide recommendations to the organizations according to research findings

2.Literature Review and Conceptual Framework

According to Smith (1994), the survival of the organizations is dependent on the positive motivation of the employees. The extrinsic motivation is explained in the terminology of extrinsic reward system that includes financial and tangible rewards, i.e., increments, promotions, bonuses, and benefits (Yu, 2011). There would be minimum number of high performing employees in the organization if there is not any availability of motivation system in the organizations.

Rewards and compensation system is directly extracted from the expectancy theory as people are more motivated to work when they perceive that they would get rewards because of their performance in the organization (A.K, 2012). According to Abraham (1954), the productivity of the employees through extrinsic motivation factors that ultimately results in better performance of the employees. According to Emeka et al., (2017), extrinsic motivational factors have become essential part of improving the performances of the employees. According to Amabile (1993), Individuals are intrinsically motivated to achieve employment, fulfilling their self-interest, satisfaction, and accomplishing personal challenge at workplace. According to Story et al., (2009), individuals who are motivated through intrinsic motivation are having cognitive skills to accomplish their goals to gain rewards from the organizations.

3. Methodology

All the research objectives will be discussed and fulfilled through qualitative literary research and quantitative research. The comprehensive review of the published journal research works specifically focusing on the impacts of motivation and types of motivators on the employees' performance in the organizations. The empirical analysis of the employees of courier companies will be done to evaluate the statistical significance of the theoretical findings of intrinsic and extrinsic motivations on the employees' performance at workplace.

3.1 Research Population

The research was conducted on courier companies working in Saudi Arabia. The courier sector is selected because employees' performance in this sector is directly correlated with the motivation and rewards. Four courier companies were selected because of their large share of work force in the market, organizational share, and extensive operating network. A lot of 60 respondents were selected from (Alpha cargo services, post and courier services, FedEx, and Blue sky express courier companies).

3.2 Techniques of sampling

The stratified sampling method was used to collect the data from the employees working in the selected courier companies of Saudi Arabia. Questionnaires are distributed among the respondents of the courier companies. The data is analyze through the SPSS (Statistical Package for Social Sciences).

3.3 Data Instruments

The questions asked in the questionnaire were closed ended. The questions were mostly related to rewards and job performance. The questions in the questionnaire were divided into three section i.e., extrinsic rewards, intrinsic rewards, and job performance. Likert Scale rating is used in the survey questionnaires.

4.Result and Discussion

4.1 Results

A. Demographic Profile

Age

Age	Frequency	Percent
25-35	50	83.3
36-45	10	16.6

Gender

Gender	Frequency	Percent
Male	54	90
Female	6	10

Qualification

Qualification	Frequency	Percent
Higher school	7	11.66
Graduation	28	46.66
Masters	25	41.66

B. Correlation Coefficient Analysis

Variables		Extrinsic Reward	Intrinsic Reward	Job Performance
Extrinsic Reward	Pearson Correlation	1	.609**	.556**
	Sig. (2-tailed)		.000	.000
	N	60	60	60
Intrinsic Reward	Pearson Correlation	.609**	1	.368**
	Sig. (2-tailed)	.000		.004
	N	60	60	60
Job Performance	Pearson Correlation	.556**	.368**	1
	Sig. (2-tailed)	.000	.004	
	N	60	60	60

C. Regression Analysis

Model Summary ^b						
Change Statistics						
Model	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.450	26.339	2	117	.000	1.615

	Unstandardized Beta	Coefficient Standard Error	Standardized Coefficient Beta	T	Sig
(Constant)	4.318	1.406		3.072	.003
TER	.359	.066	.527	5.449	.000
TIR	.031	.064	.047	.484	.629

4.2 Discussion

The majority of the respondents were from age group 25-35. 90% of them were males. The majority of the employees were having master's qualification. The correlation analysis is showing an adequate relationship between the variables. The Job performance is strongly correlated with extrinsic rewards. There is a moderate relationship between job performance and intrinsic rewards. The regression analysis of the data is providing the evidence that job performance is directly affected by extrinsic rewards. The research study is providing statistical correlation of job performance with intrinsic and extrinsic rewards. The theoretical research on extrinsic and intrinsic motivations on the job performance of the employees in the organizations is empirically supported through on-going research study (Lu and Wu, 2013). The individual's aim to achieve positive reputation, recognition, financial benefits, and incentives is dependent on the motivation provided by the management and leadership of the organizations (Smith et al., 2012). The provision of extrinsic rewards by the employers directly impacts the job performance of the employees mentioned in the correlation efficient analysis in the results section. The empirical research has fulfill the research objectives by critically analyze the different types of motivations and their particular rewards, and effects of motivations and rewards on the performance of the employees in specifically courier industry of Saudi Arabia.

5.Recommendations

- Organizations should specifically design the compensation for the high performer employees
- Organizations should work on the training and development of the employees through dynamic leadership
- Organization should inculcate extrinsic and intrinsic motivations and their rewards to improve the involvement and performance of the employees
- Organizations should regularly measure the productivity, job satisfaction, and accomplishment of the employees
- Organizations should intensity the salary schemes of the employees
- Organizations should work on the provisions of facilities to the employees at workplace

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