

A Study on the relationship between employee motivation and work performance

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Abstract: Motivation is able to make employees to work hard, to pay more time and to encourage organizations to engage their employees in work to attain a common organizational and employee goal. Work motivation (intrinsic & extrinsic) and employee performance is the main issues for today's management and often considered as useful tool for employee performance.

This study explores any positive, negative, neutral or no relationship between (Intrinsic & Extrinsic) motivation and employee performance of VTB Bank of Russia. Moreover, this study examines the impact of (intrinsic & extrinsic) motivation on employee performance. The populations of the study were 100 workers of selected VTB Bank of Russia. The study used quantitative study in order to fulfill the research purpose. The Pearson Product moment Correlation Coefficient was used to test the two hypotheses that guided the study.

The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.

Keywords: Motivation, Intrinsic & Extrinsic motivation, Employee performance

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I. Introduction

HR management takes a great role in the success and failure of any company strategic business planning. There arise questions like why an employee is required to work hard? Why organization want their employees to be engaged in work? The answers of these questions we will find in motivation. The role of HR has become increasingly popular in motivation and employees performance.

One of the most important economic problems of Russia on the backgrounds of developing advanced technologies are low performance. The Russians are working less productively than citizens of the developed countries of the world. In our opinion, one of the reasons is the motivational factor. About 77% of employers of Russian firms and enterprises speak about insufficient motivation of employees that cause in low performance.

It is apparent from the above discussion that motivation and employee performance are the important aspects of organizational success. Much has been written and discussed on motivation and employee performance separately as an individual topic, but very few studies have made link between motivation and employee performance.

Purpose: This study investigates any positive, negative, neutral or no relationship between intrinsic and employee engagement, and extrinsic motivation and employee performance. Moreover, the study also examined the impact of intrinsic and extrinsic motivation on employee performance.

Research Questions: To what degree work motivation (intrinsic & extrinsic) is related to employee performance? We will consider intrinsic motivational factors such as an interesting work, job appreciation, satisfaction, stress and extrinsic motivational factors such as job security, promotion & growth, good wages and recognition. We will investigate the relationship of intrinsic and extrinsic motivation with employee performance. Data was collected from VTB Bank of Russia.

Significance of the study. The significance of the study includes both theoretical and practical contributions. This study will enrich the existing literature, as it would solve largely neglected areas of research of the relationship between motivation and performance of employees, demonstrate the impact of work motivation (intrinsic and extrinsic) and employee performance in banking organization.

Russia is a developing country in Eurasia and houses to many service firms, which contribute toward its economy. Moreover, Russia banking service organizations take significant roles both socially and economically. They should provide the service companies employees with motivating factors that would influence their job performance and make them more successful as the enterprisers. It is important that a

manager knows the primary needs of workers to manage and address them toward great job performance in banking organizations. When their needs are met, the employees are likely to take responsibility for their performance and thus they will perform well to achieve their organization's goals.

VTB Bank is one of the leading universal banks of Russia. VTB Bank and its subsidiaries form a leading Russian financial group – VTB Group, offering a wide range of banking services and products in Russia, CIS, Europe, Asia, Africa, and the U.S. 2018. Banking sector of Russia could use the findings of this study consisting useful information about motivation and performance, which will help to formulate policies accordingly for the better outcomes. Findings of this research provide instruction to employers who are interested in customer satisfaction and increase banking operations efficiently and effectively.

II. Literature Review

Employee Performance. Employee production and employee job performance seems to be related but performance is in some cases can be measured like the number and value of goods produced. However, in general productivity is associated with production-oriented terms (e.g. turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments) (Pincus, 1986). According to Hunter and Hunter (1984) crucial in job performance is the ability of the employee himself. The employee must be able to deliver good results and have a high productivity. According to Vroom (1964) an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities.

Job performance refers to how well someone performs at his or her work. Job performance has been defined as work performance in terms of quality and quantity expected from each employee (Khan et al., 2009). Oluseyi and Ayo (2009) argued that job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Job performance can be defined as "all the behaviors employees engage in while at work". A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Kreisman, 2002).

Chaudhary and Sharma (2012) think that motivated employees are more productive than non-motivated employees. If employee is satisfied and happy, then he/she will do his/her work in the best amazing manner. The result will be positive and will motivate other employees in office. In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job and increase their-job related wellbeing in general (Bogdanova & Naunivska, 2008).

There are the effective ways how to manage organizations, develop and stimulate their employees to let organizations perform well (Patterson, M.G. et al (1998)). HR management has a significant impact on performance, so employees work in a certain way or behave in a way that can lead to reach the organization goals. Employees are performing different jobs in an organization according to the nature of the organization. Mostly employee perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, HR, research and public relations (Viswesvaran, C. and Ones, D.S. (2000)). It's should be performed by the employees in the better after that they can give their best output at the job. It will be a great impact on the total production, sales, profit, progress and market position of the company in the market.

Measuring job performance. According to Kostiuk and Follmann (1989) in most organizations, performance is measured by supervisory ratings, but these data can't provide with right results since they are highly subjective. Breaugh (1981) states in his research that there are four different performance dimensions on which employees are measured, named: *quality, quantity, dependability and job knowledge*.

Employee motivation and performance. We already argued that managers need to motivate employees to perform better in the firm, (Ramlall, 2008). However, it is only later research that succeeded in establishing a positive correlation between employee motivation and job performance. In this study, relationship between employee motivation and performance will be explained. After that, it will be described how employees can be intrinsically/extrinsically motivated to perform well.

Motivation. The word 'motivation' was first time used by P.T. Young's in his book "Motivation and Behavior" (Heckhausen & Heckhausen, 2008, p.10). According to Robbins, motivation is "the willingness to exert high levels of effort towards organizational goals, conditioned by the effort's ability to satisfy some individual need" (p.187). "Motivation is inferred from a systematic analysis of how *personal task and environmental characteristics influence behavior and job performance*" (Jenica, 2007, p.29). Motivation is used to engage employees in the work. Human behavior mostly complex; Sometimes their needs are driven by their unconscious motives some by conscious. Maslow, whilst the more recent cognitive psychologists describe *motivation as a product of conscious decision* (Williams & Burden, 1997, pp.17-20). After reviewing all the related definitions we define motivation as "*a force that originates individuals to take actions to accomplish*

personal and organizational goals". According to Dr. Kamaljit Birdi'(2006) human are just like an iceberg, as the tip of the ice berg is visible (conscious), but the rest of the parts which is under the surface is not visible. These factors can be investigated deeper by going deeper into different types of motivation, i.e. intrinsic & extrinsic motivation. Both theories and empirical research contains a) need-based motivations are the most biggest factory that engage people in various behaviors, b) such kind of motivation can be divided into two major types: extrinsic and intrinsic (Jiming & Xinjian, 2013, p.156; Amabile, 1993, p.186). Motivational theorists identified and tested different intrinsic and extrinsic motivators in work environment. Powell, Symbaluk and Honey, (2005) find out some behaviors that could be motivated that are working for money, driving a car toward a destination, and reading textbooks for an upcoming exam (P.38-40). Many behaviors are motivated intrinsically f.e, arousal, excitement, enjoyment and flow (Holbrook et al., 1984, p.137). There are different opinion regarding intrinsic and extrinsic motivation, it is sure that, both of them play crucial role in motivating employees.

Employee motivation depends on many intrinsic and extrinsic factors like, interesting work, job appreciation, satisfaction, stress, job security, promotion and growth, rewards, work environment, punishment and recognition etcetera (Palaniammal, 2013, p.2). The main aim of these factors is to create an environment where people ready to work with initiative, interest and enthusiasm, with a high personal and group satisfaction, with the sense of responsibility and confidence to achieve their personal as well as organizational goals (Palaniammal, 2013, p.1).

Intrinsic and extrinsic motivation factors have been under discussion for long time. According to Locke (1969), more than 3300 articles have been written on this subject. A survey conducted from sales and banking employees showed that, monetary rewards (i.e. Good Wages) were the preferred factor for motivation in banking and sales employment (Jenica, 2007, p.34). In 1980, 1986 1992, 2000 and 2015 studies were conducted on employee motivation. Employees ranked monetary reward at first place, followed by job security and promotion and growth. A survey on American workers examined 16 aspects of worker motivation, respondents chose interesting work, and enjoying an opportunity to learn new skills (Spector, 1997, p.7-10). Another study investigated the importance of job security in organization by selecting a sample of 104 employees from the central personnel office of a large state agency. Job security was found as an important factor related to both intrinsic as well as extrinsic motivation (Kuhnert & Palmer, 1991, p.178) and so on.

Different researchers used different intrinsic and extrinsic factors to check employee motivation in banking sector. After investigating different motivational factors, we came that four intrinsic (such as: interesting work, job appreciation, job satisfaction, stress) and four extrinsic factors (job security, promotion & growth, good wages, recognition) will be consider for this study. These factors are taken on the basis of Maslow's Need theory, Alderfer ERG theory, Herzberg's two factor theory, Four-Drive Theory and Expectancy theory.

Intrinsic Motivation. Employees have intrinsic motivation, they search for the enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work (Amabile, 1993). Deci and Ryan (1985) argue that the main focus of intrinsic motivation is on the performance of employee task process only (P.113-140). Amabile (1993) disagree with this statement and suggested that "intrinsic motivation is completely compatible with certain kinds of product focus" (p.189). For this study we listed four intrinsic factors i.e. *interesting work, job appreciation, satisfaction and stress*:

Interesting work is a term that explains the experience of employees who are passionate about and energized by their work, know the meaning and the purpose in their jobs, sure that they can express themselves completely at job and feel connected to those with whom they work and elaborate. It has physiological positive effect, since there is a belief that one's work makes a contribution, a sense of connection to others and a common purpose, a sense of perfection and transcendence" (Saks, 2011, p.318).

Job Appreciation can be described as "acknowledge the value and meaning of an event, a person, a behavior, an object and positive feeling that has connection to it" (Fagley, 2012, p.168).

Job Satisfaction can be defined like feeling that reflects whether employee needs are or not fulfill by the individual job. Organization should organize, arrange and manage job to satisfy workers (Mahfood, 2012, p.311).

Stress can be described like "mentally or emotionally disruptive or there is upsetting condition occurring in response to adverse external influences" (Rosas, 2011, p.554).

Extrinsic Motivation. Employees have extrinsic motivation when they engage in the work in order to obtain some goal that is apart from the work itself (Amabile, 1993). This research is held by the help of four extrinsic motivational factors i.e. *job security, good wages, promotion & growth, and recognition*:

Job Security is described as "the perceived powerlessness to maintain desired continuity in a threatened job situation" (Sora, et al., 2009, p.126).

Good Wages can be defined as "the monetary compensation to employee who gets for the offering his or her services to a company" (Authors)

Promotion and Growth can be described generally like “an employee who has demonstrated exceptional performance or has developed the appropriate skills and knowledge that needs to take on the higher job responsibility” (Setzler, 2010, p.748).

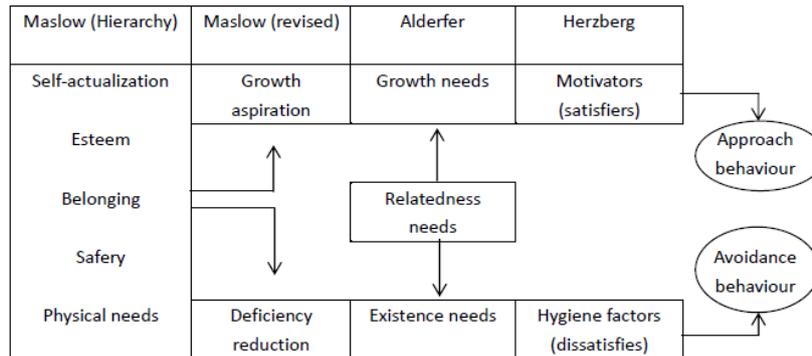
Recognition can be defined as “it is the organizational rewards that is given to employees cause of desire attitude. It can be greeting, approval, appreciation, financial reward etc.” (Authors).

III. Hypotheses

Types of Motivation and Linked theories

We summarized motivational theories and made a parallels among Popular Theories of Motivation Fig.No1.

Figure 1: Parallels among Popular Theories of Motivation



The similarities among Maslow’s need theory, Alderfer ERG theory and Herzberg’s two factor theory (Bloisi et al (2007)) focuses on their needs that are at the top of the model leads towards approach behaviors, while the needs that are at the bottom leads toward avoidance behavior and needs in the middle of model i.e. (Maslow’s and Alderfer) are unstable and can lead behavior either to approach behavior or avoidance behavior depending on the situation.

According to Yoo (2012) employees have different kinds of motivation i.e. intrinsic and extrinsic motivation (p. 944). Furthermore, the link between intrinsic & extrinsic motivation is interconnected and employee suppose them most important factors during their job performance.

After the deep analyze of the Popular Motivational theories we allocated common factors of Intrinsic/Extrinsic motivation Fig.No2

Table 1: Types of motivation and linked theories

Types of Motivation	Factors	Theories
Intrinsic	Interesting work Satisfaction Stress Appreciation	Maslow’s Need Theory Alderfer ERG Theory Herzberg’s two factor Theory Four-Drive Theory
Extrinsic	Job Security Promotion & Growth Rewards Recognition	Maslow’s Need Theory Alderfer ERG Theory Herzberg’s two factor Theory Four-Drive Theory

From these similarities we conclude that, Self-actualization need in Maslow’s need theory, growth need in Alderfer ERG theory, motivators in Herzberg’s two factor theory represent intrinsic motivational factors. All these needs are intrinsic in nature like interesting work, appreciation, satisfaction, stress, achievement and so on. Swinton (2006) and Bloisi et al (2007) also found relationship between motivational theories and associated these needs with intrinsic motivational factors (Swinton, 2006, pp.1-2; Bloisi et al., 2007, pp.199-205).

Christain, Ghaza and Slaughter (2011), Kahn (1990) and May, Gilson and Harter (2004) linked motivation and employee performance. Many studies found indirect relationship between motivation and employee performance. Motivation and employee performance increases a firm productivity; most scholars have linked motivation and performance to increase profit and employee performance. There was presumed the relationship between work motivation (intrinsic & extrinsic) and employee performance.

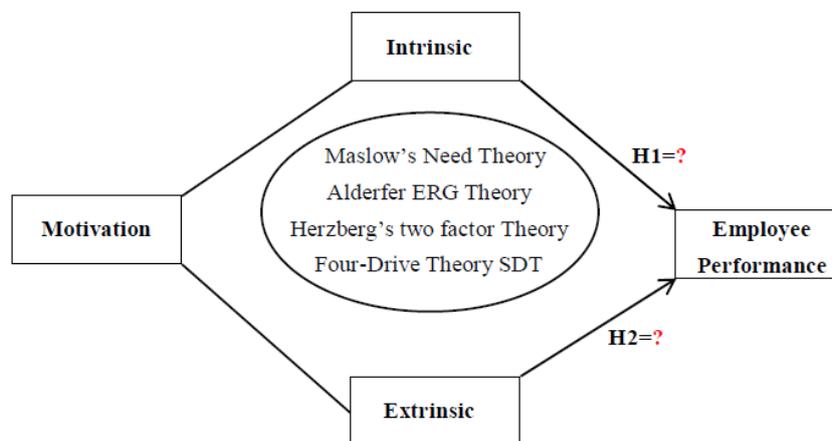
From the above literature review hypothesis were established

Ho 1: Adoption of extrinsic rewards does not have significant relationship on the employee’s performance.

Ho 2: Adoption of intrinsic reward does not have significant relationship on the employee’s performance.

These hypotheses will be tested to validate any positive or negative or neutral or no relationship between work motivation (intrinsic & extrinsic) and employee performance, which will further lead to development of theory. The acceptance or rejection of these hypotheses would be shown by significant or insignificant relationship between dependent and independent variables presented in the theory. The collected data will be analyze through statistical tool SPSS.

Figure.№ 2: Conceptual frame work for the study



The independent variables of this study we define intrinsic (interesting work, satisfaction, stress and appreciation factors) and extrinsic motivation (job security, promotion & growth, rewards, recognition factors) and dependent variable we define Employee Performance.

IV. Research Methodology

There was adopted quantitative study in order to fulfill the research purpose. It is purely an empirical study which relies on primary data through *questionnaire* as source of data. The first recorded participants' personal information (age, gender, level of education, degree of familiarity with using computer and internet). The second recorded the subjects' perception of each variable in the model using a five point Linkert-type scale, where 1 indicated strongly agree, 2 showed disagreement, 3 was for neutral, 4 disagree, and 5 indicated strong disagreement. The questionnaire consisted of 16 items measuring 9 variables, such as interesting work, job appreciation, satisfaction and stress, job security, good wages, promotion & growth, and recognition and performance. Altogether, 100 questionnaires were collected from employees of VTB Bank of Russia. Later on, SPSS (Statistical Package for Social Sciences) was used to run the required test of descriptive statistics, reliability analysis, bivariate correlation, ANOVA test and multiple regression analysis.

The descriptive statistics such as frequencies, percentages and graphs was used to make the analysis of the research questions while the hypotheses were tested by Pearson Product Moment Correlation Coefficient. SPSS (Statistical Package for Social Sciences) computer software also was used to run the analysis.

Research Design: This is essentially a correlation research that applies quantitative approach and uses the survey method to collect data. It was used self-designed questionnaire to collect the data from the respondents. This method was chosen to make references to phenomena as they occur in real life and it is more economical in terms of time and resources.

The research strategy was selected by matching research philosophies, methodology and research problem. The nature of our research question is to test the existing theory (deductive) rather than developing new theories. We also selected positivism stance of epistemology and objectivism stance of ontology; which match with quantitative research strategy. Since we make a research on a relationship between work motivation and employee performance by collecting quantifiable data through questionnaires and analyzing it by using statistical tool i.e. SPSS, therefore, it is appropriate to follow quantitative research strategy.

V. Results And Discussions

We are investigating relationship between work motivation (intrinsic & extrinsic) and employee performance. The data were collected from employees of VTB Bank of Russia, so the link for self-completion questionnaires were emailed to VTB Bank of Russia employees and shared on the bank website. After getting the responses into spread sheet, data was transferred into SPSS and the following statistical tests were decided to use:

- 1.Descriptive statistics (Frequency)
- 2.Bivariate Correlation
- 3.ANOVA Test

Note: There are some terms that will be use frequently in this chapter therefore they are listed below:

Intrinsic Motivation = IM, Extrinsic Motivation = EM, Employee Performance = EP

We used descriptive statistics to describe the characteristics of the sample. To obtain descriptive statistics we will use frequencies about respondent's age, gender, qualification.

From the output shown below we come to know that 39.6 % respondents were between 29 and 39 of age, 42.8 % respondents were between 18 and 28, and 17.6% respondents were 40 and above 40. We clearly can see that most of bank employees were in the age of 29 to 39 and 18 to 28. Most of the respondents were young. There were 66.8 females and 33.2 males and around 74.3% employees holding master degree, 15.5 % bachelor and 10.2% PhD degree.

Intrinsic Motivation. For this study we considered four intrinsic factors i.e. interesting work, job appreciation, satisfaction and stress as mentioned in literature review. On each of this variable there were designed questions. In the following part the results of survey regarding these factors are discussed.

Interesting work. In total sample of 100 respondents, 43% answered that they are interested in their work while only 11% disagreed with this statement; 42% agreed that management is making work more interesting by introducing unique job contents, while 20% disagreed with this statement.

Job Appreciation. 39% respondents (employees) answered that they often receive appreciation for good work and 14% disagreed with the statement. However, 34% of respondents were neutral in answering this question. 51% of employees agreed that management feedback convince them for more hard work only 3% disagreed with this statement. These results demonstrate that most bank employees get appreciation for good work and most of them also believe that feedback would increase their interest for more hard work.

Job Satisfaction. 46% of employees agreed that they are satisfied working in banking sector, only 13% disagreed and 29% were neutral while recording their responses. 41% agreed that they are satisfied with their job, only 14% disagreed and 36% respondent's recorded neutral response for the question. Our survey results demonstrate that most bank employees are satisfied with their job.

Stress. 49% respondents strongly agreed that heavy work load and long working hours high their stress and only 5% disagreed with this statement. It seen that employees working below their competences cause stress, when employees from VTB Bank of Russia was asked if they can work below their level of competences. Our results demonstrates that 40% respondents disagreed and only 26% agreed that they work below their competences. It is concluded from the results that large number of respondents consider heavy work load and long working hours as a cause of stress, whereas, most of them also claim that they are not working below their level of competences.

Extrinsic Motivation. For this research we considered four intrinsic factors i.e. interesting work, job appreciation, satisfaction and stress as mentioned in literature review. Questions were designed on each of these variables. In the following part results of survey regarding these factors are discussed.

Job Security. 48% employees agreed that job security give them a sense of performance in their job, whereas, only 4% disagreed with the statement. 45% respondents agreed that insecurity of job will decrease the quality of their work and only 9% disagreed with this statement. We concluded from our survey results that most bank employees take job security an important factor for their performance and if their job is not secure it may add low quality to the job.

Good Wages. 46% bank employees agreed that their salary is satisfactory in relation to their duties, 16% recorded disagreement with this statement. In the second questions respondents were asked whether they earn the same as compared to other people on same job. 39% agreed that they got the same salary as compared to other people on the similar job; only 18% disagreed with the statement. The results confirm that most employees in VTB Bank of Russia are happy with their salary.

Promotion and Growth. Employees of VTB Bank of Russia were asked are they getting promotion on fairly basis or not, 33% agreed, 27% disagreed and 26% were neither agreed nor disagreed with the statement. When employees were asked about training development, 39% respondents agreed that their organization provide training, 16% disagreed whereas 33% were neutral. From the results it is concluded that most of employees are getting promotion and training from their organization.

Recognition. 46% respondents strongly agreed that recognition is an effective method for employee motivation and only 3% disagreed with this question. Secondly, employees were asked that how often they get bonuses for good work, 41% agreed that they often get bonuses for their good work, whereas, 18% disagreed with this statement. The total results of the survey demonstrate that most employees consider recognition important for their motivation and most of them get bonuses for their good works.

Employee Performance 60% of the respondents agreed that they don't miss an entire work day because of problems with your physical or mental health their organization, only 9% disagreed with this

statement. In the second questions employees were asked concerning their accident that caused damage, work delay, a near miss, or a safety risk. Only 10% respondents agreed that they had an accident that caused damage, work delay, a near miss, or a safety risk. 40% respondents disagreed. Results of both of these questions show that most of bank employees are involved in working process in their organization. These results are surprisingly different from what we were thinking; it demonstrates that employees are now have high level of Performance in their duties.

There was another question to know about employees' performance. The question was concerning about whether they meets work deadlines and make them in a proper way. The percentages of survey results indicates that 32% respondents remarked good regarding their deadlines, 29% satisfactory and 23% unable to rate. The last question was asked to know that whether bank employees feel their high performance or not. The results show that 34% respondents agree that they are well performing during their duties whereas, 15% respondents disagree and 30 % were neutral about the statement. From these results it is concluded that most of employees neither agreed nor disagreed about their work deadlines and making them in a proper way. The percentages of agreement and disagreement are also very high as compared to other questions. These results also indicate that most employees feel that they well perform their duties.

VI. Analyze

Bivariate Correlation Analysis. Correlation between intrinsic motivation and employee performance, and correlation between extrinsic motivation and employee performance was calculated with the help of bivariate Pearson correlation coefficient.

Table 2: Correlation between IM, EM and PE

		Employee Performance	Intrinsic Motivation	Extrinsic Motivation
Employee Performance	Pearson Correlation	1	,499"	,597"
	Sig. (2-tailed)		,000	,000
	N	187	187	187
Intrinsic Motivation	Pearson Correlation	,499"	1	,447
	Sig. (2-tailed)	,000		,000
	N	187	187	187
Extrinsic Motivation	Pearson Correlation	,597"	,499"	1
	Sig. (2-tailed)	,000	,000	
	N	187	187	187

** Correlation is significant at the 0,01 level (2-tailed)

According to Pearson product-moment correlation coefficient there was a *strong, positive correlation between employee performance and intrinsic motivation* [$r = .499, n=187, p<.001$] and there was a strong, positive correlation between *employee performance* and extrinsic motivation [$r = .597, n=187, p<.001$].

Concluding remarks of the test: From the results of correlation table it is concluded that there is strong relationship between IM and EP, and EM and EP. EM shows more strong relationship with EP as compared to IM

Anova Test. The first hypothesis of the study concludes that there is significant relationship between intrinsic motivation and employee performance as shown below.

Alternate Hypothesis Hypothesis 1: There is a significant relationship between intrinsic motivation and employee performance.

Null Hypothesis Hypothesis 0: There is no significant relationship between intrinsic motivation and employee performance.

Table 3: ANOVA table for IM & EE

ANOVA						
Model	Sum of Squares	df	Mean Square	F	Sig	
1	Egression	460,812	1	460,812	61,448	,000"
	Residual	1387,349	185	7,499		
	Total	1848,160	186			

a. Predictors: (Constant), Intrinsic Motivation

b. Dependent Variable: Employee Performance

From the above ANOVA table it can be seen that F ratio is 61.448 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H0) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H1). The large value of F ratio and less value of significance level [F = 61.448, p<.0005] indicates that we have to reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between intrinsic motivation and employee performance. It also states that the population means are equal.

Extrinsic Motivation and Employee Performance

The second hypothesis of the study concludes that there is significant relationship between extrinsic motivation and employee performance as shown below.

Alternate Hypothesis Hypothesis 2: There is a significant relationship between extrinsic motivation and employee performance.

Null Hypothesis Hypothesis 0: There is no significant relationship between extrinsic motivation and employee performance.

Table 4: ANOVA table for EM & EP

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	659,302	1	659,302	102,595	,000 ^a
Residual	1188,859	185	6,426		
Total	1848,160	186			

- a. Predictors: (Constant), Intrinsic Motivation
- b. Dependent Variable: Employee Performance

Description:

From the above ANOVA table it can be seen that F ratio is 102.595 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H0) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H2). The large value of F ratio and less value of significance level [F = 102.595, p<.0005] indicates that we have to reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between extrinsic motivation and employee performance. It also states that the population means are equal.

Concluding remarks of the test: From the ANOVA test as performed above, it is concluded that the alternate hypotheses of the study are accepted. Hence proved that, there is strong positive relationship between IM and EP, and EM and EP.

VII. Findings

The results of the findings show that employees of VTB Bank of Russia prefer both intrinsic and extrinsic motivation for their performance. The hypotheses were tested using statistical tests (ANOVA); both hypotheses were accepted i.e. there is significant relationship between intrinsic and extrinsic motivation and employee performance.

Another statistical test was carried out (multi regression) to find the impact of intrinsic and extrinsic motivation on employee performance. The results of the tests demonstrated that intrinsic and extrinsic motivations both have positive impact on employee performance. The tests also showed that extrinsic motivation has more strong relationship with employee performance as compared to intrinsic motivation. Therefore, the impact of extrinsic motivation on employee performance is more as compared to intrinsic motivation.

The results of SPSS proved strong agreement of respondents to positive relationship between intrinsic motivation and employee performance, and extrinsic motivation and employee performance. Four intrinsic factors namely interesting work, job appreciation, satisfaction and stress, and four extrinsic factors namely job security, good wages, promotion & growth and recognition were considered important by respondents for performance.

VIII. Conclusion

Work motivation is the most important in any organization settings, so organization chooses for different kind of motivation strategies to make their employees performance more higher for better outcomes. Intrinsic and extrinsic motivation has a huge impact on organization performance; it is estimated the most

influential factors used by organizations for motivation of their employees. Therefore, it is concluded that there is strong positive relationship between work motivation (intrinsic & extrinsic) and employee performance.

Since intrinsic motivation was studied with its four factors i.e. interesting work, job appreciation, satisfaction and stress. Therefore, management of bank should consider these factors while making employee performance high. According to the results most of respondents want to find their work interesting, most of them want to be appreciated for their work, and most of them want to be satisfied working for banks. Stress was considered the big de-motivator and it is increased when employees face heavy work load and long working hours.

Similarly, extrinsic motivation was measured through job security, good wages, promotion and growth and recognition. As compared to intrinsic motivational factors extrinsic motivational factors were considered more important by bank employees. Therefore, management of the bank is recommended to concentrate more on these factors for employee performance as compared to intrinsic motivational factors.

Management should pay more attention towards extrinsic motivation as compared to intrinsic motivation. According to results of our research most of employees want to attain job security at their first place, most of them are attracted by good wages, most of them wanted to get promoted and trained to perform more better, and most of them expect recognition in the form of rewards, bonuses etc.

This study proved that both intrinsic and extrinsic motivation is to the greater extent relate to employee performance. Any changes in intrinsic and extrinsic motivation will take place in changes in employee performance, therefore, bank management needs to formulate such policies that can make balance between intrinsic and extrinsic motivation factors for employee performance. As a concluding highlights we can say that we have clearly answered our research question, meet our research purpose and accepted our hypothesis.

Since this study is delimited to under develop country, as our case banks is in Russia, therefore the results of this study could not be generalized to other countries. Secondly, banking sector of Russia has been selected as investigation firm; therefore, this put another limit to the study.

This literature also contributes that employee work engagement makes a difference that enable workers to give excellent performance and make banking organization towards productivity that comes from (intrinsic and extrinsic motivation). In short, this study contributes a roadmap for creating returns, optimizing performance and maximizing loyalty and performance among employees.

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