Impact of Intrinsic and Extrinsic Motivation towards Employee Engagement

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Introduction

Engagement is the aggregate feeling one has towards his job. It is a step far beyond commitment, an emotional bondage one has towards his job. An engaged employee — speaks positively about the organization to co-workers, potential employees and customers; have an intense sense of belonging and desire to be a part of the organization; and are motivated and exert effort toward success in one’s job and for the company (Aon Hewitt 2014 Employee Engagement Report) Work engagement is most often defined as “... a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli & Bakker, 2010; Schaufeli, Salanova, González-Romá & Bakker, 2002, p. 74). When employees are engaged they give their full potential for the organization which in turn acts as impeller in driving financial performance. The fact that some people are engaged while the others non-engaged is due to one important factor Motivation. Motivational dynamics have changed dramatically to reflect new work requirements and changed worker expectations with its dual factors Intrinsic and Extrinsic Motivation. Intrinsic motivation is the behaviour which is exerted when performing an activity for an inner desire rather than external desire of getting a reward or any benefits and Extrinsic Motivation is the behaviour which is exerted when performing an activity to earn a reward. Employee engagement is an individual employee cognitive, emotional, and behavioral state directed toward desired organizational outcomes (Shuck and Wollard, 2010, p.103). Both intrinsic and extrinsic motivational factors play a crucial role in motivating employees which in turn can act as a best tool for Employee Engagement.

Purpose: This study examines the impact of Intrinsic and Extrinsic Motivation on Employee Engagement.

Methodology: In order to fulfill the research purpose, quantitative study was adopted and 120 questionnaires were collected from employees of a private manufacturing concern in India. Later on, SPSS was used to perform the required test of Bivariate Correlation, ANOVA test and Multiple Regression analysis.

Findings: The results of SPSS revealed strong agreement of employees to positive relationship between intrinsic motivation and employee engagement, and extrinsic motivation and employee engagement. 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 engagement.

Conclusion: From the findings it is concluded that there is positive relationship between intrinsic motivation and employee engagement, and extrinsic motivation and employee engagement. Furthermore, it is also accomplished that both intrinsic and extrinsic motivation has strong positive impact on employee engagement. From the results it is also concluded that the relationship and impact of extrinsic motivation was stronger on employee engagement as compared to intrinsic motivation.

EMPLOYEE ENGAGEMENT: Employee engagement, according to the Corporate Executive Board (2004) is the “extent to which an employee commits to something or someone in the organisation and how long they stay as a result of their commitment”. Employee engagement is defined by Kahn as “the harnessing of organisational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Kahn, W.A. 1990). Workers
should be considering an essential asset of organization. In other words “individual involvement and satisfaction as well as enthusiasm for work”. Therefore, according to definition, engagement is employee level of obligation and participation for organizational sake and its value. Job disengagement is the “uncoupling of selves from work roles; in disengagement, employees withdraw and defend themselves physically, cognitively and emotionally during role performances”.

According to Kahn (1990, 1992, cited in Saks, 2006, p.601) job engagement means worker should be psychologically available during performance of organizational role. Schaufeli et al, 2002, discussed employee engagement as” a positive, fulfilling, work related state of mind that is characterized by vigor, enthusiasm and absorption, they further discussed that engagement is not a momentary and specific state but it is more persistent and pervasive affective cognitive state that is not focused on any particular event, object, individual or attitude” According to International survey research (2003), it is a practice by which an organization improves the contribution of their employees to achieve higher productivity. It is the combination of understanding, behavior and emotional enthusiasm to employee organization.

Employee positive engagement is a win-win approach because employees know how to identify organizational success and become successful in their contribution. When workforce is engage with their jobs, they invest their efforts in the form of hands, heart, head and emotionally occurrence in performing organizational work. When employees are psychologically presence in their jobs would lead to make them concentrating, associating, participating and focusing in their job roles. Kahn (1990, cited in Saks, p.321) used a term “self-in-role” means when employees engage in their jobs, they possess themselves in the task role they performs”. objectives, they are enthusiastic to keep effort that develop group performance. Schaufeli (2002, cited in Saks, p.321) stated that engagement is a “positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption”. Term vigor means more energy and psychological resilience during job performance, dedication means deeply involvement of job and contribution of interest, while absorption is concentration on job.High number of engage workers help an organization attracting more creative employees, whereas, disengage employees can lead to worsen production, higher turnover, recruitment and training cost.

**Dependant and independent variable of the study**
MOTIVATIONAL THEORIES:

Herzberg’s two-factor theory

Frederick Herzberg's two-factor theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life.

He distinguished between:
- Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and
- Hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demotivation.

Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: factors are contextual in nature, involving those things surrounding the job i.e. job security, working conditions, quality of supervision, interpersonal relationships, status salary etcetera. motivating factors (satisfiers) and hygiene factors (dissatisfiers). Some motivating factors (satisfiers) were: Achievement, recognition, work itself, responsibility, advancement, and growth. Some hygiene factors (dissatisfiers) were: company policy, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.

The name hygiene factors is used because, like hygiene, the presence will not improve health, but absence can cause health deterioration.

Herzberg's theory has found application in such occupational fields as information systems and in studies of user satisfaction such as computer user satisfaction.

Factors Selected for the Study

Intrinsic Motivational Factors

Interesting work

Interesting work encourage the group, organization and individual feelings towards satisfaction through perfection of goals.

Job appreciation

The appreciation is an important factor for wellbeing and success of any organization. Job appreciation may help employees feel appreciated and an aspiration to help peers, clients and management. This would be good for the workers and organizations because it makes the organizational structure according to vision of organization. Appreciation can be defined as “acknowledge the value and meaning of something an event, a person, a behavior, an object and feeling a positive connection to it”. When employees are appreciated, feel good about themselves and they have many things give to others, on the other hand when they are exhausted, less able to perform their job functions properly and performance level become worse. Job appreciation has a direct link with job engagement. It promotes development of trust between colleagues; they help each other’s and maintain good relation for the benefits of organizational objectives. Organization can make success business operations through promoting job appreciation. On the opposite side, the employees and organization might be affected negatively because of employee’s negative emotions that can adversely affected workers morale.

Job satisfaction:

The level of job satisfaction is associated with positive behavior of organization, for example, employee retention and growth in workers performance. Similarly, lower level of job satisfaction is associated with negative organizational behavior, such as downsizing etc. Job satisfy employees would satisfy from job and encourages the mission of the institution. Job satisfaction is individual level
feeling that reflects whether employee needs are or not fulfill by the individual job. Organization should organize, arrange and manage job to satisfy workers. Job satisfaction is very important relating with employee engagement because it has a connection with good wages, good quality job, job security, promotion & growth and training facilities to employees. Upper level management and scholars have to give support to employee satisfaction for productivity of organization and for helping employees to do their work according to standards develop by organizations. Increased turnover is due to lack of job satisfaction. Job dissatisfaction is the result of employee disengagement with their job, and disengagement of job can increase turnover of productive employees.

**Stress:**
Stress can be defined as “mentally or emotionally disruptive or upsetting condition occurring in response to adverse external influences” (Rosas, 2011, p.554). In the job environment, employee has different role demands that are connected with employee’s responsibilities for completion of task. The conflict exists when changeable demands created for the same worker in organization, job expectations are unclear. Today in business organizations, employees are pressurized to do performance with higher level of productivity which pressurizes other workforce to adopt same performance level. When these demands come between employees and organizations would lead to stress and disengagement of employees. Stress effect negatively on performance of employees. The organizations should realize that stress have serious consequences for organization and individual performance. Employee would be suffering with depression, disengagement, fierce attitude etc. absenteeism become increase when stress level rise up and sometimes being dismissed. Thus, employee turnover ratio becomes raise which is very costly and can delay operation of business. Even sometimes, workers lose their motivation and job satisfaction that make complication for them to continue participation with organizations and team. Thus the clear evidence shows for employee engagement with their jobs, stress level should be decrease. Therefore, the employees should be provided stress free environment, fulfill fix demands for every employees from job, standards for working. It doesn’t mean stress level should be totally eliminated, sometimes little stress require for achievement of task performance. When employees are not satisfied with their job would lead to increase stress level and vice versa.

**Extrinsic motivational Factors**

**Job security:**
It is an important factor because it has an influence on workers job attitude. It is defined as “the perceived powerlessness to maintain desired continuity in a threatened job situation”. It is interesting to know that it is related with the emotions of human being. Therefore, it is considered to be a job stressor factor with negative consequences for workers. Job in security has a negative impact on the health and wellbeing of workers. The in-security of job highlights the downscaling factor and is a source of uncertainty. The security of job is very important for the employee regarding job engagement. Insecurity of job reduces the benefits of job. Insecurity of job is harmful for the productivity of organization. It is a threat to the resources of organizations. Hobfolls COR theory illustrates “employment is valuable resource people strive to retain, protect, build and what is threatening to them is actual loss of these resources.”(Sora et al., 2009 p.141). Job security is very important for the workers. Insecurity of job means dissatisfaction of job and would have a negative relation with social relations. It directly effects negatively to employee attitude because he/she suffer in case of job insecurity. Therefore, it is very necessary for employee job engagement to be secure.

**Good wages**
Good wages are one of the significant factors for employee motivation. Organizations need to offer their workers a wage rate that should be more than market rate. This would increase workers efficiency, responsibility, trustworthiness and decrease shirking. Wage rate that is below than market rate leads to workers dissatisfaction. Organization should maximize the employee effort and reduce the production cost of their business by increasing the salary rate more than market rate. This is what
Efficiency model conclude. Workforce positive performance and low wages cannot continue together. Maximization of employee wage leads to increase in the efficiency. Wages and employee satisfaction is correlated factors. Employee’s satisfaction level becomes increase when organizations increase monetary benefits for their employees (Miller, 1980, p.363) The shortage of qualified personnel was due to the lower salary. Employee’s engagement is directly connected with good wages. “Employee engagement means energy, involvement and efficacy”. Workforce perform their functions creatively, involvement in task and show efficiency when they would get good salaries. Good salaries would engage workforce to make an effective link towards job related operation and they consider themselves capable to handle comfortably job demands. The organization should maintain good wages for employees. If employers do not consider good wages as an important factor for employees, would be harmful for employee job engagement. Consequently, workers would be disengaged and quit their jobs. Therefore, to increase the productivity and better performance, good wages should be maximize.

Promotion and Growth:
Promotion and growth factor can make a positive contribution to the development of any organization. Setlzer (2010) described in general as “a man of ability who applies himself conscientiously to his duties and studies may be reasonably assured of reaching a position of responsibility”. Organizations do not consider it important that is why many studies provide evidence of decline in promotion and growth. Sometimes the expansion of business networks create a hurdle in promotion of employees, because expansion of business with limited number of high level or low level positions would have restricted for many capable and deserve workers. It is important to know organizations become productive and efficient due to workforce. Organizations that do not give importance to their employees would not be efficient and productive. Employee engagement exists when workers are involved with, loyal to and enthusiastic about their job. The promotion of employees would change the job place to employee positive engagement. Those employees who are properly motivated have higher engagement levels in their job than those who have not. The fact is that it is very difficult for employees to get promotion and growth because of higher no. of employees. On the other hand, employee’s positive engagement relates with promotion and growth.

Recognition:
It is a positive importance given to workers for a positive behavior. It can be greeting, approval, appreciation, financial reward etc. The organizational rewards given to employees due to desire attitude. It is normally given to worker when they accomplish a specific goal and complete the specific task. The recognition can be formal (years of award), informal (sincere thanks, pass around trophy), financial incentives etc. The aim of recognition is to satisfy workforce. Profitable organization knows achieving their mission requires creativity, good business plan and action and these operation can come from their workforce. Employees supposed to be recognized when they perform good job. Workers, who recognized are likely to feel more valued and committed to their organizations. Recognition is appropriate factor of worker engagement. It motivates employees that satisfy customers, trustworthiness and effectiveness of organization. Organizations with engage workers feel better productivity than disengage employees, minimize turnover risk, and diminishes stress and increase confidence.

Statement of the Problem
This study seeks to find out relationship between work motivation (Intrinsic & Extrinsic) and employee engagement. This study will investigate any positive, negative, neutral or no relationship between intrinsic and employee engagement, and extrinsic motivation and employee engagement. Moreover, the study will also examine the impact of intrinsic and extrinsic motivation on employee engagement.
OBJECTIVES OF THE STUDY

- To find out the impact of intrinsic and extrinsic motivation towards employees engagement at a small manufacturing unit at Chennai, TN, India.
- To what extent intrinsic factor impact on employee engagement.
- To what extent extrinsic factor impact on employee engagement
- To find out if any Positive, Negative, Neutral or no relationship between work motivation (intrinsic and extrinsic) and employee engagement.

SCOPE OF THE STUDY

- The study will be conducted among 120 employees at a private manufacturing concern. The study will explore the factors such as intrinsic and extrinsic motivation on employee engagement.
- Through the analysis of such factors the organisation will come to know the employees view point opinions and attitudes on engagement strategy.
- The main aim of the study followed is to motivate the employees and to improve the productivity and profitability in the organisation.

REVIEW OF LITERATURE

- 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 (Holbrook, 2013, p.2).
- Intrinsic motivation arises from the intrinsic value of the work for the individual (for example, its interest value), whereas, extrinsic motivation arises from the desire to obtain some outcomes (for example, as rewards) that are apart from the work itself (Amabile, 1993, p.186).
- Intrinsic motivation refer to perform a behavior for own sake for pleasure and satisfaction, whereas, extrinsic motivation refers to perform a behavior for instrumental values such as monetary rewards, that are apart from the behavior (Young, 1961, p. 171; Deci and Ryan, 1987, p.1026).
- Workers psychology and monetary rewards recommend that, good wages are suitable to maintaining personnel motivation in organization (Leete, 2000, p.423).
- According to Schaufeli and Bakker’s (2004), engagement is a “positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (p.295).
- Perrin (2003), defined engagement as the „employee willingness and ability to contribute to company success, through putting extra time, brainpower and energy to their work” (p.1).
- Motivation can be defined as the human behavior which is thrilled, aimed and is continuous (Meija, Barkin & Cardy, 2004) whereas, Tyson (2006) argues that motivation is a force inside the humanbeings which pushes them to behave in variety of ways.
- Robbins and Judge (2008) agree that motivational process reports how much a person tries hard and for how long he tries to achieve a beneficial goal. Motivation in employees serves as a competitive advantage in many of the successful organizations.
- Kuhnert and Palmer (1991) suggested that job security is an important factor for both intrinsic as well as extrinsic motivation of employees (p.178).
- Leete (1999, p.423) and Islam & Ismail (2008, p.447) also considered good wages as strong extrinsic motivational factor.
- According to Locke (1969) intrinsic and extrinsic motivation not only affect employee productivity and performance, but it have huge impact on organization performance (p.310-311).
According to Luthans (2000), there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non financial rewards are non monetary/non cash and it is a social recognition such as acknowledgment, certificate, and genuine appreciation etc. The non financial rewards is also called materials award (Neckermann and Kosfeld, 2008).

According to Perry et al (2006) financial rewards is not the most motivating factor and financial results have a de-motivating effect among employee (Roberts, 2003).

Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation.

According to Kular et al (2008), this misunderstanding can be partly attributed to the fact that there is no definitive definition, resulting in engagement being operationalised and subsequently measured in varying ways.

Kahn (1990) was credited with conceptualising the term personal engagement which he defines as “the harnessing of organisational members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances”.

Kahn’s study started with the work of Goffman (1961), as well as looking across disciplines such as psychology (Freud 1922), sociology (Merton 1957) and group theorists (Slater 1966, Smith & Berg 1987) who all documented the natural resistance of an individual, concerning becoming a member of on-going groups and systems. The individual seeks to prevent total isolation or engulfment by being in a constant state of flux towards and away from the group (Kahn 1990).

### DATA ANALYSIS AND HYPOTHESIS

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<td>Post Graduate</td>
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**BIVARIATE CORRELATION ANALYSIS:**

**CORRELATION BETWEEN IM, EM AND EE:**

<table>
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<th>Correlations</th>
<th>employee engagement</th>
<th>intrinsic motivation</th>
<th>extrinsic motivation</th>
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<tr>
<td>employee engagement</td>
<td>Pearson Correlation</td>
<td>.896**</td>
<td>.953**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>120</td>
<td>120</td>
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<td>Pearson Correlation</td>
<td>.896**</td>
<td>.890**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>120</td>
<td>120</td>
<td></td>
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<tr>
<td>extrinsic motivation</td>
<td>Pearson Correlation</td>
<td>.953**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>120</td>
<td>120</td>
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</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

**Intrinsic Motivation and Employee Engagement**
The relationship between employee engagement and intrinsic motivation was investigating using Pearson product-moment correlation coefficient. There was a strong, positive correlation between employee engagement and intrinsic motivation \([r = .896, n=120, p<.001]\).

**Extrinsic Motivation and Employee Engagement**
The relationship between employee engagement and extrinsic motivation was investigating using Pearson product-moment correlation coefficient. There was a strong, positive correlation between employee engagement and extrinsic motivation \([r = .953, n=120, p<.001]\).

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

**ANOVA**

**INTRINSIC MOTIVATION AND EMPLOYEE ENGAGEMENT:**

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

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

**ANOVA TABLE FOR IM AND EM**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>.233</td>
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<td></td>
<td>Total</td>
<td>107.167</td>
<td>119</td>
<td></td>
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</table>
ANOVA b

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
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<td>Regression</td>
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<tr>
<td>Total</td>
<td>107.167</td>
<td>119</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), INTRINSIC MOTIVATION
b. Dependent Variable: EMPLOYEE ENGAGEMENT

Description:
From the above ANOVA table it can be seen that F ratio is 342.467 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 = 342.467, 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 engagement. It also states that the population means are equal.

EXTRINSIC MOTIVATION AND EMPLOYEE ENGAGEMENT

Alternate Hypothesis Hypothesis 2: There is a significant relationship between extrinsic motivation and employee engagement.
Null Hypothesis Hypothesis 0: There is no significant relationship between extrinsic motivation and employee engagement.

ANOVA table for EM & EE

ANOVA b

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
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</table>

a. Predictors: (Constant), EXTRINSIC MOTIVATION
b. Dependent Variable: EMPLOYEE ENGAGEMENT

Description:
From the above ANOVA table it can be seen that F ratio is 383.495 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 = 383.495, 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 engagement. It also states that the population means are equal.
Concluding 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 EE, and EM and EE.

MULTIPLE REGRESSION ANALYSIS:

TABLE NO.31 SUMMARY OF MODEL REGRESSION

<table>
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<tr>
<th>Model</th>
<th>R</th>
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<td>.923</td>
<td>.922</td>
<td>.305</td>
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</tbody>
</table>

a. Predictors: (Constant), extrinsic motivation, intrinsic motivation

Description:
The value of r square (regression coefficient) is .922 (.922x100=85.008 percent) indicating that how much of the variance in the dependant variable (EE) is explained by the model (which includes IM and EM). This also means that our model (which includes IM and EM) explains 85.008 percent of the variance in employee engagement or in other words IM and EM explains 85.008 percent variation in employee engagement.

ANNOVA TABLE FOR REGRESSION MODEL

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
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<th>Mean Square</th>
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<td></td>
<td>Total</td>
<td>141.700</td>
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<td></td>
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</tbody>
</table>

a. Predictors: (Constant), extrinsic motivation, intrinsic motivation
b. Dependent Variable: employee engagement

description:
The higher F value and less significance value (p<.0005) indicate that the model reaches statistical significance and this tests the null hypothesis that multiple R in the population is equal to zero.

COEFFICIENT TABLE FOR REGRESSION MODEL

<table>
<thead>
<tr>
<th>Model</th>
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<th>Standardized Coefficients</th>
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<th>Sig.</th>
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<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>Beta</td>
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<tr>
<td>extrinsic motivation</td>
<td>.441</td>
<td>.054</td>
<td>.432</td>
<td>13.666</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee engagement
In order to find the contributions of each independent variable to dependent variable included in the model we have to notice the value of standardized coefficient (Beta). The greater value of beta and less value of significance level (p<.05) of each independent variable will show the strongest contribution to dependent variable (Pallant, 2005, p.153). The largest beta coefficient for EM is .432 at significance level 0.000 (p<.05), meaning that extrinsic motivation (independent variable) makes the strongest unique contribution to explaining employee engagement (dependent variable) as compared to intrinsic motivation.

Concluding remarks of the test:
The table of model summary indicates that both intrinsic and extrinsic motivation have some impact on employee engagement. The ANOVA table indicates that the model of the study is statistically significant and valid. Furthermore, the coefficients table indicted that extrinsic motivation has more impact on employee engagement as compared to intrinsic motivation. The purpose of the study is fulfilled by getting these results.

RECOMMENDATIONS

- From this study we come to know that employee expect more extrinsic motivation than intrinsic motivation for the employee engagement. So the organization has to provide more monitory benefits to them to improve their engagement level.
- Organization has to give job security to their employees to motivate the employee
- Reduce the working hour to motivate and to reduce stress level
- Providing proper transport, food facilities make employees the employees to highly motivate and engage in their work
- Increase the promotion level periodically in order to improve the intrinsic motivation.
- Improve new training technology program to motivate the employees.

LIMITATIONS OF THE STUDY

The study has been conducted with the particular reference to employees of a Manufacturing Concern at India

- Sample size was limited as the workers were to be interviewed while at work.
- The time duration for the study was less.
- Some of the answers given by the respondents may be biased.

CONCLUSION

The research question is answered by stating that **To the large extent work motivation(intrinsic & extrinsic)is related to employee engagement.** It is concluded that **there is strong positive relationship between work motivation (intrinsic & extrinsic) and employee engagement.** Both intrinsic and extrinsic motivation has some impact on employee engagement. Since intrinsic motivation was measured with its fours factors i.e. interesting work, job appreciation, satisfaction and stress. Similarly, extrinsic motivation was measured through job security, good wages, promotion and growth and recognition. This study proved that both intrinsic and extrinsic motivation is to the greater extent relate to employee engagement. Any changes in intrinsic and extrinsic motivation will occur changes in employee engagement.
As a concluding remarks we can say that we have clearly answered our research question, meet our research purpose and accepted our hypothesis. Both intrinsic and extrinsic motivation has impact on employee engagement.

REFERENCES


