

Extrinsic Factors as Determinants of Employees' Motivation: A Study of IT Professionals in Islamabad

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The study aimed to investigate employee motivation in the IT sector of Islamabad by assessing extrinsic factors that boost or reduce employees' motivation. The study was cross-sectional in nature. The data were collected through a self-administered questionnaire through convenience data sampling technique as the sampling frame was not available. A total of 350 questionnaires were distributed among the employees of different IT companies out of which 139 were completely and correctly completed with a response rate of 39.7 percent. The data were analyzed in SPSS (Statistical Package for Social Sciences version 20). The study analyzed the data through reliability, correlation, and regression analysis. Significant relationships appeared among the study variables. The results of simple linear regression analyses showed that extrinsic factors (viz., monetary compensation, leadership, and Job enrichment) significantly predicted employees' motivation and accounted for 9.9 percent; 5.8 percent, 9.7 percent variance respectively. Implications of the study have been analyzed.

Keywords: Employee motivation, monetary compensation or salaries, leadership, job enrichment

Organizations consider employees as a vital asset and as the main contributors and actual factors for production. Motivation is an attribute that is influenced by different factors ranging from senior to junior statuses. It is the sole responsibility of the manager to initiate the process of motivation by giving importance to the employees who add their contributions and should be used as a strategy to successfully achieve the organizational goal (AL Jasmi, 2012). Motivation is all about convincing employees to achieve organizational goals through rewards (Gardner & Lambert, 1972).

Every organization aims to become successful in today's cut-throat business environment (Tooksoon & Mudor, 2011). Organizations regardless of their size, strive in the retention of their best employees, recognizing their significant roles, and impact on organizational productivity (Njambi, 2014). Researchers have compared intrinsic motivation along with extrinsic motivation, which is represented through strengthening opportunities (Davis & Bukist, 2008). Extrinsic motivation deals with the job, the environment, and surroundings in which the task is carried out which include leadership, salaries, and interpersonal relationships (Njambi, 2014). Herzberg et al. (1959) argued that extrinsic factors itself do not provide motivation but if not handled with care can result in demotivation. Extrinsic factors should be treated as a requirement to permit motivating constituents to empower motivation (Filak & Sheldon, 2008).

The government of Pakistan decided to facilitate the software industry in 1995 (PSEB, 2016). The mission of PSEB (Pakistan software export board) is to facilitate and promote the information technology sector both nationally and globally along with making Pakistan the 2nd largest software exporter in the region (PSEB,

2016). Pakistan's export in Information technology accounts for \$2.2 billion with a turnover of \$2.5 billion (Baloch, 2015), while FDI increased by \$2.7 billion in 2015 (Economies, 2015). In the 2003-04 fiscal year, an investment of more than \$200 million was made by the financial sector for the development of the information technology industry. The software house start-up trend is increasing day by day both nationally and internationally. But unfortunately, the Pakistani software industry is failing to attract clients nationally and internationally (Khan & Qureshi, 2010). It indicates that there is a need to upgrade service quality among all the running projects. PSEB (2015) issued the number of registered software firms in Lahore is 10 while 25 in Karachi and Islamabad. In comparison with other nations, the productivity of software is minimal in Pakistan (Khan & Qureshi, 2010).

Problem Statement

The purpose of carrying out the study is to investigate the variables that impact employee motivation in software houses of Islamabad, Pakistan. Employee motivation is of vital importance for both academia and businesses (Judge, 2001). Studies in the past identified the factors that influenced employee motivation. Subsequently, not many factors have been identified that can lead directly towards employee motivation. Past studies have been completed on employee motivation and to a very low extent studies carried out in the software industry of Pakistan. This brings a huge gap in knowledge which ought to be filled with impressive research concerning the employees operating in different workplaces and those who are attached to other cultures and environments cannot procure motivation from similar components and elements. For this reason, the proposed study intends to fill the gap.

Research Objectives

Organizations ought to strive for continuous improvement in their products and services for survival (Leland & Bailey, 2011) and for this purpose, organizations need to keep their employees motivated (Grant, 2008). According to the above conclusion, the objectives are:

- To investigate the association of monetary compensation and employees' motivation.
- To investigate the association between leadership and employees' motivation.
- To investigate the association of job enrichment and employees' motivation.

Literature Review

Extrinsic Motivational Factors and Employee Motivation

Extrinsic motivational factors refer to the benefits such as monetary rewards, job environment, and promotion. Extrinsic intentions cannot be justified by the work itself, which implies that motivation begins from something the undertaking prompts to which is money. The impact of work along with the contributing factors leads towards motivation (Khan et al., 2010). The following are the extrinsic factors that enhance employee motivation.

Monetary compensation/salaries and employee motivation.

Financial rewards are admissible commitments in the administration association and are genuine motivators to fascinate and protect employees. Anything that comes for free has no value.

It is human nature that whenever something is done without monetary benefits has no value. Nobody works for free. Employees desire to procure a sensible pay and organizations crave that their employees' contribute with their maximum efforts for it. Money is the only primary incentive; similarly, no other motive is closer to its importance. Money possesses the power to attract, maintain, and keep employees motivated towards higher productivity. Money is described as the most basic component in persuading cutting edge laborers to fulfill more prominent profitability (Abadi et al., 2011). Numerous studies have stated that monetary benefits increase motivation (Khan et al., 2010).

Offering benefits stands a powerful management tool that assumes a critical part in the adequacy of an organization by encouraging a group or individual behavior. Almost every business uses advancement, salaries, benefits, or different rewards to motivate and boost employee performance levels. To utilize monetary compensations as a tool for motivation, the manager ought to consider pay structures that should incorporate the significance organization connects to every job, salaries based on performance, individual or extraordinary recompenses, incidental advantages, and annuities. (Manzoor, 2012). Therefore, it is hypothesized that:

H1: Monetary compensation/salaries have a positive relationship with employees' motivation.

Leadership and employee motivation. Leadership is a vast subject that has different definitions depending on the situation. In case of the proposed study, leadership is the process where a leader communicates goals, gain agreement on the organizational goals and motivates employees for assistance and carrying out thoughts through others (Lussier & Achua, 2015). Leaders should possess all the necessary skills required to influence employees. It is not necessary, a person who possesses appropriate leadership qualities is a manager, but a manager out to possess leadership skills. Leadership is a personal competence, a born skill. According to Tyler and De Cremer (2005) leadership is the extent to which individuals display authority relies on upon the attributes and individual capacities, qualities of the area, and environment in which the leader gets himself. Leadership is all about motivating individuals to perform things in the right manner. To achieve leadership, the leader needs several fans following, while people need to have blind faith in their leader. For blind faith, the leader needs to convince and motivate individuals in case the leader desires to get maximum efforts of the employees.

Previous studies have proved that leaders help employees in reaching a better level of motivation. Simply, motivation is a pure leadership practice. Leadership comes from taking the right decision for employees and the organization. Leadership and motivation both have a strong association. Therefore, it is hypothesized that:

H2: Leadership has positive association with employee motivation.

Job enrichment and employee motivation. Job enrichment is the assigning of employees to perform managerial duties of the higher positions (Saleem et al., 2012). Then again broadened jobs permit employees to perform more responsibilities by having the same position (Saleem et al., 2012). Job enrichment additionally builds self-completion, restraint, and a sense of pride in the employees. Job enrichment increases employee motivation and their propensity in achieving goals turn out to be more conceivable (Bryan & Locke, 1967; Herzberg & Frederick, 1968; Myers, 1970; Ronan et al., 1973; Latham & Kinne, 1974; Raia, 1974; Latham &

Baldes, 1975; Latham & Yukl, 1975). Job enrichment programs should be made sense of how to guarantee that the participation of employees should be compulsory in operational decisions.

Job enrichment is defined as the level of sovereignty that allowed the employees to accomplish their tasks, by assigning employees more responsibility (Njambi, 2014). Job enrichment is viewed as a process in which organizations assign additional responsibilities that are regularly assigned by the management (Salau et al., 2014). The substance of this is to support workers in manufacturing the sentiments of autonomy and self-control (Salau et al., 2014). Job enrichment is a basic part of empowering employee efforts by growing employment charges and assigning expanded self-governance over the assignment procedures, execution, and implementation (Carlson et al., 2009). In other words, job enrichment is an orderly method that tends to inspire employees by offering to utilize various diverse types of abilities and skills in executing a task (Feder, 2000).

Job enrichment empowers motivation, productivity with a decreased turnover and inadequacy. The reason is that employees who possess the power and obligation over their work can be more productive, take alternatives, and an increase in overall organizational performance. A few studies also highlighted job enrichment might lead to employee demotivation because additional responsibilities might expect extra benefits or increased monetary compensation and in failure, the employee might feel irritated which results in decreased motivation. Job enrichment might not be appropriate for all employees. Therefore, it is hypothesized that:

H3: Job enrichment has negative association with employees' motivation.

Method

Sample

The sample comprised Islamabad especially software houses and IT companies' employees. The main reason to choose these individuals and the software industry was that because of the author's interest and background in the IT sector. As mentioned earlier that employees of different software houses from Islamabad were the desired target population of the study. Respondents of this study were highly expected to be aware of the operations of software houses.

The proposed study cannot fulfill the criteria for probability sampling due to insufficient funds and non-availability of sampling frame so the non-probability sampling technique for the proposed study was adopted. Furthermore, a convenience sampling technique of non-probability sampling was used.

The sample size that is under 500 and more than 30 is appropriate for examination in social sciences (Roscoe, 1975). Considering Roscoe's (1975) statement, 350 questionnaires were dispersed among the employees of various software houses and IT companies of Islamabad out of which 139 were filled with a response rate of 27.8%.

Measurement Instruments

The related variables were measured by using different items. All the questions were measured by using a 5-point Likert scale as follows.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Employees' Motivation

Motivation is described as an individual's passion, guide, and continuity in efforts toward achieving a specific outcome (Robbins

et al., 2009). The scale was adopted from Deresk (2000) which was a 5-point rating scale. The items for measurement consisted of three items and are:

I feel a sense of personal satisfaction when I do my job well.	5	4	3	2	1
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I feel pride in doing my job as well as I accept challenging tasks.	5	4	3	2	1
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I like to look back at a day's work with a sense of either a job done well or not.	5	4	3	2	1
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Monetary Compensation/Salary

Salary is an important matter though since it provides substantial inspiration to employee's work (Bohlander et al., 2001; Petcharak, 2002). The scale was adopted from Spector (1985) which was a 5-point rating scale. The items for measurement consisted of four items and are:

I feel I am being paid a fair amount for the work I do.	5	4	3	2	1
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Raises are too few and far between.	5	4	3	2	1
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I feel unappreciated by the organization when I think about what they pay me.	5	4	3	2	1
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I feel satisfied with my chances for salary increases.	5	4	3	2	1
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Leadership

Leadership is the process where a leader communicates goals, gain agreement on the organizational goals, and motivate employees for assistance and carrying out thoughts through others (Lussier&Achua, 2015). The scale was adopted from Spector, 1985 which was a 5-point rating scale. The items for measurement consisted of four items and are:

My supervisor is quite competent in doing his/her job.	5	4	3	2	1
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My supervisor is unfair to me.	5	4	3	2	1
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My supervisor shows too little interest in the feelings of subordinates.	5	4	3	2	1
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I like my supervisor.	5	4	3	2	1
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Job Enrichment

Employee's involvement in the higher managerial rank is known as job enrichment (Saleem et al., 2012). The scale was adopted from three different authors and consisted of three items.

The job gives me a considerable opportunity for independence and freedom in how I do the work.	5	4	3	2	1
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The job allows me to make decisions about what methods I use to complete my work.	5	4	3	2	1
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The job allows me to decide on my own how to go about doing my work	5	4	3	2	1
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Procedure

Estimated 350 questionnaires were dispersed among the employees of various software houses and IT companies through a convenience sampling technique. The covering letter with the questionnaire was attached explaining the aim of the study and ensuring the safety of the respondent's identity. The questionnaire is the most effective mean of data collection from the desired respondents (Sekaran&Bougie, 2010). The names of the software houses and IT companies targeted are:

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|----------------|-------------------|-----------------|
| 1. Parus Media | 2. Jin Technology | 3. Abacus |
| 4. Ciklum | 5. Orbit Software | 6. M-Interactiv |

7. E-Mumba	8. Predictify	9. e IVY Lounge
10. Trivor Software	11. Longhorn Innovations	12. Digital Signal Processing
13. AKSA Soft Solutions	14. Web Solutions	15. PARAL
16. APEX	17. M7 System	18. 7 Technology
19. Secore Tech	20. Pakistan Software Export Board (PSEB)	21. Datum Square
22. Discreet Logic	23. X-Flow Research	24. Longhorn
25. Zigron	26. Viz Tech	27. Smart IS
28. Knowledge Platform	29. Engineering Development Board	

Pilot testing and Main Study

Cronbach alpha dissects the dependability of the variables of a study which illustrates to what items of a study are correlated with each other (Sekaran, 2006). Sekaran (2006) additionally explained that the reliability of a variable is sufficiently close to 1, the reliability would be higher. For this reason, pilot testing was driven keeping the goal in mind to inspect the reliability of the scales. 30 questionnaires out of 70 were completed and chosen for analysis. Each of the values was up to the default degrees and after total affirmation, the settled surveys were disseminated for the collection of data.

Results

The demographics included gender, marital status, employment, age, qualification, and experience. The results indicate that 83.5% of the sample consisted of males and 16.5% female respondents. Also, 71.9% sample consisted of single, 27.3% of married, and 0.7% of separated respondents. And 12.2% sample consisted of employees at the managerial level, 9.4% at the supervisory level, 53.2% as programmers, and 25.2% as an internee. The results also indicate that 47.5% of the sample consisted of between 20-25 age group, 28.8% "between" 26-30, 15.8% between 31-35, and 4.3% between 36-40 while 3.6% were 40+ age group of the respondents. Qualification wise 2.2% of the sample at matriculation, 2.9% at intermediate, 50.4% at bachelors, 31.7% at masters, 12.2 at MS/M. Phil and 0.7 at the doctorate level. Experience on the job showed that 68.3% of the sample possessed experience ranging from 0-4 years, 23% possessed experience of 5-9 years, 4% possessed experience of 10-14 years, 2.9% possessed experience of 15-19 years while 1.4% possessed experience for above 20 years.

Employee motivation was measured through three items with reliability of .65. Monetary compensation and leadership were measured through four items each with a reliability of .49 and .52,

respectively. Job Enrichment was measured through three items with reliability of .76 (see Table 1).

Table 1
Cronbach's Alpha Coefficients

Variables	K	Cronbach's Alpha
Employee Motivation	3	.65
Compensation/Salary	4	.49
Leadership	4	.52
Job Enrichment	3	.76

Table 2 depicts the relationship among the variables used in the study. A positive and significant relationship exists between monetary compensation/salary and employee motivation with a relationship of .32 with significant at .01 level, Leadership and employee motivation are positively correlated at .25 with a value of .02 and are a clear indication of statistical significance while a positive relationship of .46 exists with monetary compensation and salary which is statistically significant at .01 level. Job enrichment has a positive relationship with employee motivation of .32 and is statistically significant at .001 level while a relationship of .05 exists with job enrichment and salary/salary compensation and is statistically significant at .53 level.

Table 2
Correlation Analysis of Variables

Variable	Employee Motivation	Salary	Leadership	Job Enrichment
Employee Motivation	--	.32**	.25**	.32**
Salary		--	.46**	.05
Leadership			--	.31**
Job Enrichment				--

**p<.005

Table 3 depicts significance ($F = 16.21$, $p < .05$) and independent variable i.e. monetary compensation or salary appears to have explained around 9.9% variance in the dependent variable ($\Delta R^2 = .09$). The value of R^2 which is .10 indicates that the model is effective. R-value signifies the correlation coefficient between monetary compensation and salary and employee motivation. R-value which is .32 denotes hypothesized association among variables. The adjusted R^2 value which is .09 shows that the adjustment of R^2 indicates the reality.

Monetary compensation or salary appears to have statistically significant ($p < .001$) impact on the dependent variable i.e. employee motivation. The t value also indicates the effect of independent variables on the dependent variable. The beta value of monetary compensation and salary is .29 indicates the effect of the independent variable on the dependent variable. Thus, H1 is accepted.

Table 3
Simple Regression Analysis to Study the Impact of Monetary Compensation on Employee Motivation

Variable	B	R	R ²	ΔR^2	F	T	Sig.
MCS	.29	.32	.10	.09	16.21	4.02	.000

DV: Employee Motivation
 MCS: Monetary Compensation
 Source: Field Data N= 139, $p < .05$

Table 4 depicts significance ($F = 9.56$, $p < .05$) and independent variable i.e. leadership appears to have explained around 5.8% variance in the dependent variable ($\Delta R^2 = .05$). The value of R^2 which is .06 indicates that the model is effective. R-value signifies the correlation coefficient between leadership and employee motivation. R-value which is .25 denotes the hypothesized relationship between the independent and dependent variables used in the study.

Leadership appears to have statistically significant ($p < .001$) impact on the dependent variable i.e. employee motivation. The t value also indicates the effect of independent variables on the dependent variable. The beta value of leadership is .23 indicates the effect of the independent variable on the dependent variable. Thus, H2 is accepted.

Table 4

Simple Regression Analysis to Study the Impact of Leadership on Employee Motivation

Variable	B	R	R ²	ΔR^2	F	T	Sig.
Leadership	.23	.25	.06	.05	9.56	3.09	.02

DV: Employee Motivation

Source: Field Data N= 139, $p < .05$

Table 5 depicts significance ($F = 15.86$, $p < .05$) and independent variable i.e. job enrichment appears to have explained around 9.7% variance in the dependent variable ($\Delta R^2 = .09$). The value of R^2 which is .10 indicates that the model is effective. R-value signifies the correlation coefficient between job enrichment and employee motivation. R-value which is .32 denotes the hypothesized relationship between the independent and dependent variables used in the study.

Job enrichment appears to be statistically significant ($p < .01$) to the dependent variable i.e. employee motivation. The t value also indicates the effect of independent variables on the dependent variable. The beta value of job enrichment is .24 indicates the effect of the independent variable on the dependent variable. Thus, H3 is accepted.

Table 5

Simple Regression Analysis to Study the Impact of Job Enrichment on Employee Motivation

Variable	B	r	R ²	ΔR^2	F	t	Sig.
JE	.24	.32	.10	.09	15.86	3.98	.00

DV: Employee Motivation

JE: Job Enrichment

Source: Field Data N= 139, $p < .05$

Discussion

The present study analyzed the factors that contributed to keeping the employees motivated in the IT sector of Islamabad. Employees feel motivated not with just a single factor, but it involves several elements that are discussed in the current study. Extrinsic factors are variables that influence an employee's motivation which radiates from outside a job or an assignment. Employee motivation is believed to be one of the success factors for an organization. It is a

general understanding that such organizations that believe in keeping their employees motivated and interest in the factors contributing found their organizations successful.

Extrinsic and intrinsic factors are the most studied and discussed factors that contribute to motivation. An organization's profitability and productivity are purely based on these factors. All of these factors contribute to employee motivation. Monetary compensation or salary has a positive impact on employee motivation. The results derived from regression analysis supported H1 (see Table 3). The result is consistent with the previous literature. Similar outcomes have been noticed by researchers in studies in various contexts. De Vito, Brown, Bannister, Cianci, and Mujtaba (2016) found similar results where monetary compensation acts as an extrinsic motivational factor in higher education institutes in South Florida. Katz, Jaeggi, Buschkuehl, Shah, and Jonides (2018) found similar results in Nigerian Higher education sector. In context of leadership having a positive impact on employee motivation, the results derived from regression analysis supported the H2 (see Table 4). The result is consistent with the previous literature i.e., Pawirosumarto, Sarjana, and Muchtar (2017) found similar results in Indonesian multinationals corporations. Their study showed that leadership plays an integral part in employee motivation. The hypotheses formulated are synonymous with the findings of Khuong and Hoang (2015) in Vietnam in govt audit office. Job enrichment has a positive impact on employee motivation results derived from regression analysis supported H3. The result is consistent with the previous literature Rastogi & Chaudhary, (2018) showed that factor of job enrichment does play a role in motivation the employees to perform at work. Similarly, Lee Peng (2015) found that job enrichment is one of the main factors to motivate employees in Malaysian public sector universities.

Practical and Theoretical Implications

The study aimed to explore the effectiveness of extrinsic motivation factors on employees' motivation. Almost all extrinsic factors after analysis indicated positive and significant results except for information availability and communication and work environment. Monetary compensation and salary, leadership, job enrichment, have a positive and significant association with employees' motivation.

From the theoretical standpoint, the positioning of variables in this study tries to fill the gap that has been left in the literature and comes up with encouraging results. Although abundant literature is available on motivation factors for employees in various fields, still the gap exists when a particular context is examined. From practical standpoint organizations need to understand that employees are their most valuable assets. Organizations should admire the significance of extrinsic indicators in exploring the factors involved in keeping employees motivated. Organizations need to recognize and utilize extrinsic indicators in their management policies and practices to assure their employees are propelled enough to play out their responsibilities integrally. Organizations ought to consider that extrinsic indicators that impact motivational levels additionally do effect on an employee's personality or the intrinsic indicators and generally affects employee motivation level. In any case, the organization ought to practice warning in managing extrinsic issues while tending to these elements may demonstrate sacrificially and might not result in employee motivation because of the intrinsic issues.

Limitations

The conceptual framework applied to the study was tested through a self-administered questionnaire. The respondents might have recorded biased reviews (Tax et al., 1998). To overcome biases, additional surveys can be conducted. As the sampling frame involved employees of software houses of Islamabad while the outcomes are not to be generalized on other services or sectors. The study used a convenience sampling technique as no other option was available for data collection. The sampling frame indicates typical employees of the software houses of Islamabad. Although this limits the researcher to generalize their findings, therefore, the researcher recommends carrying out a probability sampling technique for improved reliability. Numerous other variables can be used to explore and investigate those issues that increase or decrease employee motivation.

Conclusion

Employee motivation exceedingly is a complex notion influenced by a set of indicators. Some of the indicators are extrinsic which rises inside the organization and is an outer commitment on the employee. Simply extrinsic factors are natural. Extrinsic factors are mostly in the control of an organization's management and can in that capacity be abused by an organization's management remembering the true objective to support the different stages of employee motivation. The manner extrinsic indicators are dealt with by an organization is to be sure critical deciding, not just the level of employee motivation all alone additionally do impact certain indicators, particularly intrinsic indicators that additionally act out as indicators of the level of employee motivation. Intrinsic indicators are likewise critical in deciding an employee's level of motivation. This is most likely because they go to the center of the employee's perception about their employments and significant and important their responsibilities are to them. The motivation that is mostly considered as an individualistic issue or an inborn element of an employee and impacts employees to build up a specific outlook concerning their occupations. Such recognition regulates the stages of an employee's motivation. Thusly being natural, such issues as the impression of an employee about being respected by the organization and evaluation about employments among other subjective segments are along these lines vital in deciding the level of motivation that an employee may feel in regards to their employments.

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