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TECHNOLOGY****EMPIRICAL STUDY MEASURING EMPLOYEE MOTIVATION AND
ORGANIZATIONAL PERFORMANCE IN HIGHER EDUCATION INSTITUTIONS****Priyanka Singh^{*1}, Dr. Rajesh Kumar Upadhyay² & Dr. Monika Srivastava³**^{*1}Research Scholar, Uttarakhand Technical University, Dehradun²Assistant Professor COER School of Management, Roorkee³Associate Professor, Dr. Gaur Hari Singhania Institute of Management and Research (GHS-IMR), Kanpur

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ABSTRACT

As per the government statistics Indian higher education system is estimate to be the largest in the world, and is expected to increase to US\$ 37.8 billion by 2020. Thus India can emerge as the strong intellectual hub of the world which direct our study to focus towards the academic excellence of Higher education Institution. The drivers to this academic excellence witnessed in organization performance of the organizations are the employees of the organization. Hence our research focus on investigation the relation between the employee motivation and Organizational performance in higher education institutions. The paper has two major objectives to identify the factors of motivation existing in higher education institution and 2) to investigate the relation between the employee motivation and organizational performance Higher education institutions in India. The study utilizes factor analysis to get the understanding of our objective. A self administered questionnaire was gathered from 204 respondents as faculties of higher education institution with diverse discipline. Research showed a significant relation between the various and provide an opportunities to management of the institution to understand the policies to effective governance so that organization academic excellent can be achieved.

KEYWORDS: 2 Employee Motivation, Organizational Performance, Higher Education Institution, Factor Analysis.

I. INTRODUCTION

Today Organization are characterize by the most multifaceted social structures for the reason that of their dynamic nature. employees are said to be the drivers of these institution as their involvement and commitment is the organization stay competitive in today's business environment. (Boeyen, 1985) elaborate that the relationship between the organization and its employees are mutually dependent and both the parties may influence on one another's ability to accomplish encouraging results.

Extensive research shows that motivation is not happening in isolation it depends upon the other organizational variables as working environment, supervision, organizational culture, organizational policies, compensation payment, and fringe benefits by organization.

Organization has attained an in-depth knowledge of understanding the facts and dimension of retaining talented workforce in the organization and utilizing their (KSA) knowledge, skills and abilities in enhancing the organizational effectiveness.

However Organizations are facing critical issues in attaining the aforesaid. Thus to compensate it organizations are focusing in maintaining a harmonic relations with their employees and motivation is playing a significant role in directing the employees towards the organizational goal.

In order to complete with the dynamic business environment and to fetch the competitive advantages over the competitor thus organizations are looking forward in developing a strategic approach bringing together the human capital of the organization as the core assets of the organization.



If the management need to fix the want of the employee they can sense have a clearly defined path of directing human capital effort toward increasing organizational performance.

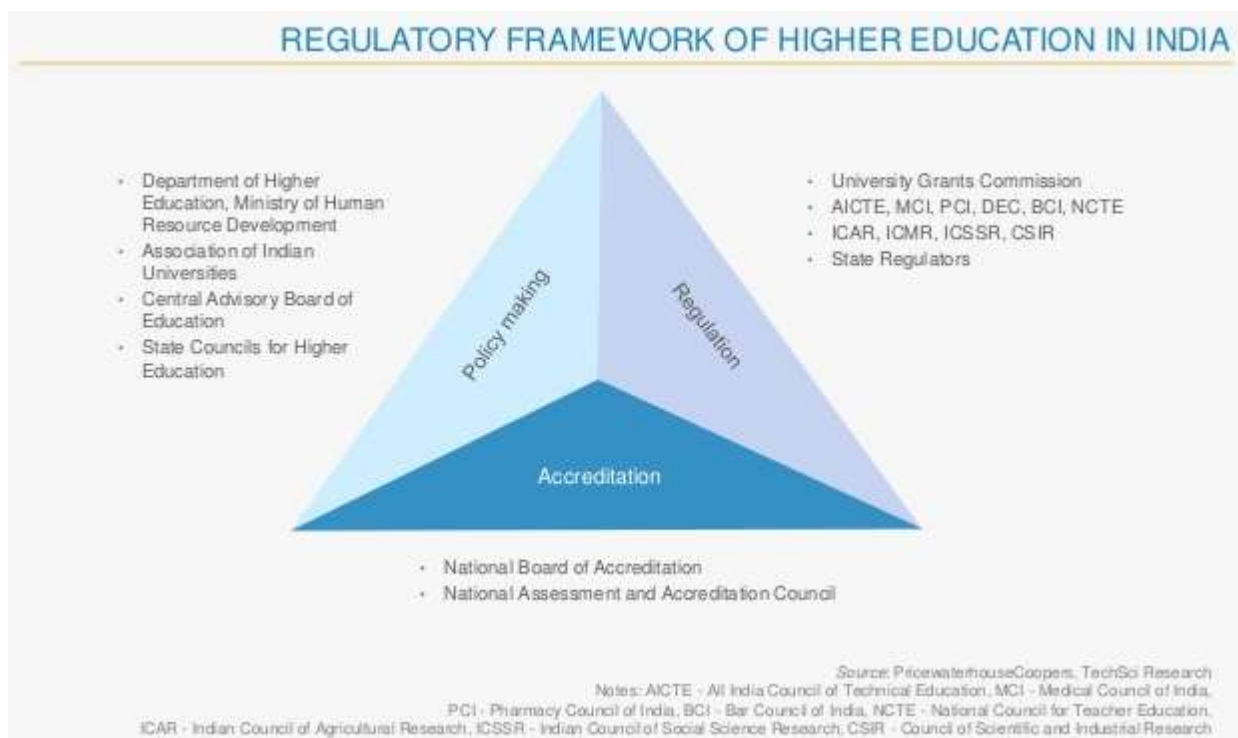
II. HIGHER EDUCATION INSTITUTION IN INDIA.

Indian higher education institution is going to witness huge growth in upcoming year. With the globe largest tertiary age population enjoying its demographic dividend as well as second largest graduate talent pool by end of 2025.

As per MHRD data the strength of Indian Education Sector counts as 70 million students which is said to be largest in the world. To reach the heights of success and to fulfill the needs of the capital in maintain the quality & other standards. Education sector has also welcomed the FDI in Indian as of US\$1383.62 million from 2000 to Dec 2016 as per the data arrived from department of Industrial Policy & Promotions.

The Government of India has taken major initiatives to upgrade the quality of Technical Education as in association with world bank government signed US \$ 201.50 million IDA credit agreement for Technical Education Quality Improvement program (TEQIP-III) focusing an quality & effectiveness of engineering education.

III. REGULATORY FRAMEWORK OF INDIAN HIGHER EDUCATION INSTITUTION



Indian Higher Education Institutions is governed by three tier machinery

1. **Policy maker :** The regulatory machinery consist of list of policy maker of Indian education system, the develop policies for the betterment of education system in India to name the few are:
 - ❖ Department of Higher Education
 - ❖ Ministry of Human Resource Development
 - ❖ Associations of Indian Universities
 - ❖ Central Advisory board of Education
 - ❖ State Council for Higher Education
2. **Accreditation Authorities:** This regulator machine has two tier set, up focusing on the improving quality and effectiveness of the education system. It fixes the benchmark of the education system. The authorities to it are:



- ❖ National Board of Accreditation
- ❖ National Assessment and Accreditation Council
- 3. **Regulation Authorities :** These authorities tries to frame the regulations for smooth functions of the sectors providing guideline as restrictions for the higher educational Institutions in India, they are:
 - ❖ University Grant Commission
 - ❖ AICTE , MCI, PCI, DEC, BCI, NCTE,
 - ❖ ICAR, ICMR, ICSSR, CSIR
 - ❖ SATE REGULATORS

IV. ROAD AHEAD FOR HIGHER EDUCATION INSTITUTIONS IN INDIA.

- ❖ Building academic community MORE STRONG, rational and dedicated towards the their Universities and Institutions
- ❖ High Academic records of academician
- ❖ Continuous Academic Industry Interface.
- ❖ Academic Community awareness of their roles and responsibility
- ❖ University and Academic community Association
- ❖ Student faculty Communication

V. EMPLOYEE MOTIVATION

Motivation is the process that determines the inclination of an individual towards a certain objectives or goal. It is the inner drive that paves the action and behavior of the person towards the attainment of a particular target. Employee motivation is explained as a set determination that employee reflect in their work towards the enhancement of the organizational goal.

Employee motivation follows a process of satisfying its need and want by define action and behavior manner with consistency persistency and set directional goal which in large help organization to fulfill their targets viz- a- via individual goal accomplishment . Kreitner 1995 defines motivation as a psychological process for the attainment of goals in set directions.

Some researchers also articulates that one of the most complex functions of managers is to motivate the employees of their organizations (Linder, 1998)The reason identified can be the the needs and wants which motivates employees keep on changing. (Bower & Radhakrishana , 1991).

VI. ORGANIZATIONAL PERFORMANCE

It is apparent that the higher education environment had considerably changed in the dynamics of the business environment ,the requirement of it are also changing in terms of roles and responsibilities, skill requirement , matching the benchmarking, quality measures .

The skills that were once attributes of the business world are currently getting to be noticeably critical essentials for instructive pioneers too. The above can't be attainment without the support of the human capital of the organization and understanding the functionality and significance of the Academic community which can only be the path to attain high organizational performance (Boyet 1997)

Organizational performance of higher education Institution aim at by Quality Assessment and Accreditation , well-integrated cross-Cultural themes for developing Leadership, Governance and Management, enhancing and Physical and Technological Infrastructure Development.

Over a Decca Indian education system has witness mushroom growth of higher education institution however the high performance is shown by limited institution , that to credit lied in the hand of the dedicated & motivated academic community of the institution.

Literature Review

Table : Theories on Motivation

<i>Study</i>	<i>Author</i>	<i>Year</i>	<i>Outcomes</i>
Performance measurement and theory	F Landy, S Zedeck, J Cleveland	2017	Researchers investigate the role of motivation with trait variable of personality psychology on performance. Researcher empirically demonstrates that motivated employees help in better organizational performance.
Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach	Michael T. Leea, Robyn L. Raschke	2016	Researcher developed current motivation theory based on conventional quantitative analysis and considered social phenomena holistically. Scholar investigates the motivational level of school students in changing school environment and focus on relationship between academic self-regulations and motivational strategies in increasing students performance.
The Relationship Between Self-Regulation, Motivation And Performance At Secondary School Students	Popa Daniela	2015	Author advocates the importance of intrinsic motivation as a natural human propensity for learning and extrinsic motivation helps in external control and proper self-regulation. Both relate to the basic human needs.
Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions	Richard M. Ryan, Edward L. Deci	2000	Researcher discussed the importance of motivational factor in terms of ranking them in an order; it turns out to be a helpful result for the organization in employee motivation perspective.
Understanding Employee Motivation	James R. Lindner	1998	Author investigate the role of variable acting as drivers to motivation as emotions, incentive values conscious and unconscious motives.
Human Motivation	David C. McClelland	1987	Focus on drivers of motivation and relate to Affiliation Need, Achievement Needs and Power Needs.



Twenty years of research on motivation theory of managerial effectiveness	J .B. Miner	1978	Author relates only to managerial study focusing towards role motivation theory that one professional activity at time focuses on meeting ones certain individual needs.
Hierarchies, clans, and theory Z: A new perspective on organization development	William G. Ouchi. , Raymond L. Price	1978	Researcher elaborate the role of cultural values in having a substantiation influence on the motivation, acceptance norms of employees.
A path goal theory of leader effectiveness	RJ House	1971	Author focused on the path goal theory and discussed about the driver as internal environment, External environments and roles of the Leader in motivation employees towards a defined direction or path.
An empirical test of a new theory of human needs	C. P. Alderfer	1969	Author investigates the role of variable acting as drivers to motivation as EGR theory existence, growth and relatedness.
One more time you motivate an employees	Frederick Irving Herzberg	1968	Researcher elaborate upon the functions of Hygiene Factors and Motivation Factors in the organizations. Researcher elaborates upon the understand of motivation as a result of once expectation and was define by the variable Expectancy, Instrumentality and Valence and their relationships as:
Expectancy theory	Victor Vroom	1964	Expectancy: effort → performance (E→P) Instrumentality: performance → outcome (P→O) Valence: V(R) outcome → reward
Theory X and theory Y	D. McGregor	1960	Author illustrate about the management practices focus two opposite values of individual categorizing them as theory X and Theory focusing towards likeness of individual towards the work.

Motivation and Personality	Abraham H. Maslow	1954	Focused on the concept of learned and unlearned behavior via the help of motivation, and the role of psychological need, security need, social need, esteem and self actualization needs
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- **Research Objectives**

The research issues are included as follow:

1. To identify the motivational factors in higher education Institution.
2. To assess the relation between Organizational Performance and Employee Motivation.

- **Research Methodology**

From the fore going discussion and research prevailing in the field our study intended to infer the relations among the variables in practical context. Our study embodies both qualitative and quantitative methods, study focuses on usage of descriptive research design for analysis of comparative analysis of employees motivation and work performance among higher education Institutions in Uttar Pradesh. Using qualitative and quantitative method reduces the weakness and improves the quality of the study (Malhotra, 2007).

Questionnaire & Sampling Survey

The study dwells on primary source of data because it provides empirical information for the study. Self administered questionnaires were designed to explore the effectiveness of the motivational variables and performance factors in the higher education institutions. The questionnaire was divided into three sections. The first section is covering the demographical variables as age, gender, marital status, education, tenure and the department of the academic community of the Higher Education Institution. The second sectional covers 16 statements covering the effectiveness of motivational variables. The questionnaire used Likert- type scaling techniques to rate the level of their agreements towards a given statement. The responses were given in terms of ticking the statement on priority on a scale 1-5 by indicating 1, 2, 3, 4, or 5 where 1=Strongly agree, 2=Agree 3=Neutral, 4=Disagree, 5=Strongly disagree

Data Collection

Before getting onto the data collection research made prime contact with the academic community to get into the insight of the study variables. Personal contact was established with professor, assistant professor and assistant professor and lecturer of all departments.

VII. DEMOGRAPHIC ANALYSIS

A total 250 members of the academic community were surveyed using stratified sampling samples technique was used in our study as describe below:

Table : Sampling description

Region Department	Engineering	Management	Pharmacy	Medical	Others(fashion, textile, Pluses veterinity, Agriculture , Law & politics , Films Animation
UP East	25	25	25	25	25
UP West	25	25	25	25	25

Total Sample Covered : 250

Only 230 employees responded and returned the survey questionnaire. This is a ninety two percent response rate. Out of this, only 204 were usable, as rests were rendered unusable because of incomplete data. All

respondents were the employees of the higher education institution as Professors, Associate Professor, Assistant professor and Lecturer, Respondent include both male and female of the higher institutions consisted of 40 female (19.6 percent) and 164 male (80.4 percent) with an age group ranging from 25-30 years (5.9 percent) , range of 31-40 years (27 percent) range of 40 – 50 years (89 percent) and range of above 50 years category i.e. 76 percent of total sample .

In reference to the academic qualification of the respondents the majority of the respondents (49.0 percent) were postgraduates in their respective discipline . The level of doctorate employee was (38. 7 percent) and remaining were the graduate employees with 12.3 percent. The average tenure of the employees of the organizations are 8 years with year of service segregate as 1-2 years with 4.4 percent , employees with 3-5 years of service contribute 6.9 percent of the sample , 24 percent were the employee with 5-8 years of tenure and maximum share was with employee with above 8 years of association with the organization that was (64 percent) . The departmental variation of Academic community respondent was marked as maximum percentage was 30.9 percent from medical institution academic community, followed by 21 percent by engineering institution The management respondents are 18.6 percent. The pharmacy institute respondents are 15.2 percent and 14.2 percent of respondent are from other institutions including institute of agriculture, fashion, textile, veterinary, pluses etc.

The entire collected data was processed & analyses and summaries of the result were done by computer data analysis packages such as (SPSS) the statistical; packages for social sciences.

Table 1 : Respondents demographic profile

Demographics	Description	Frequency	Percentage	N	Minimum	Maximum	Mean	Std. Deviation
					Statistic	Statistic	Statistic	Statistic
Gender	Male	164	80.4	204	1.00	2.00	1.1961	.39801
	Female	40	19.6					
Age	25-30	12	5.9	204	1.00	4.00	3.1225	.85367
	31-40	27	13.2					
	40-50	89	43.6					
	Above 50 Years	76	37.3					
Education	Doctorate	79	38.7	204	1.00	3.00	1.7353	.66476
	Postgraduate	100	49.0					
	Graduate	25	12.3					
Department	Management	38	18.6	204	1.00	5.00	3.0098	1.35730
	Engineering	43	21.1					
	Pharmacy	31	15.2					
	Medical	63	30.9					
	Others	29	14.2					
Year of Service	1-2 Years	9	4.4	204	1.00	4.00	3.4853	.80929
	3-5 Years	14	6.9					
	5-8 Years	50	24.5					
	Above 8 Years	131	64.2					

Source: Primary Data

VIII. RESULTS AND ANALYSIS

Reliability Analysis

The total questionnaire was divided with three segment part one caters to demographic variables, second part relates to 16 statements of motivational variables and organizational performance variable and the third segment deals with open-ended question to measure any other aspect which was left untouched by the researcher .The reliability of the data was measured Cronbach's Alpha reliability represented in Table 3 no as $\alpha=0.744$ which proves the data is reliable and further research can be conducted in our study.

Table 2: Case Processing Summary

		N	%
Cases	Valid	200	98.0
	Excluded ^a	4	2.0
	Total	204	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3:Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.792	16

Factor Analysis

This study made use of the sampling adequacy of Kaiser Meyer- Olkin (KMO) and Bartlett's test of sphericity to measure and examine whether constructs of this study were fit for factor analysis.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	2705.581
	df	120
	Sig.	.000

- To test the sampling adequacy, Kaiser-Meyer Olkin measure of sampling adequacy is computed, which is found to be 0.883 represented in Table 4. It is indicated that the sample is good enough for sampling
- The overall significance of correlation matrix is tested with Bartlett test of sphericity foe our variables (approx. chi square = 2705.581 significant at 0.000) as well as support for the validity of the factor analysis of the data set.

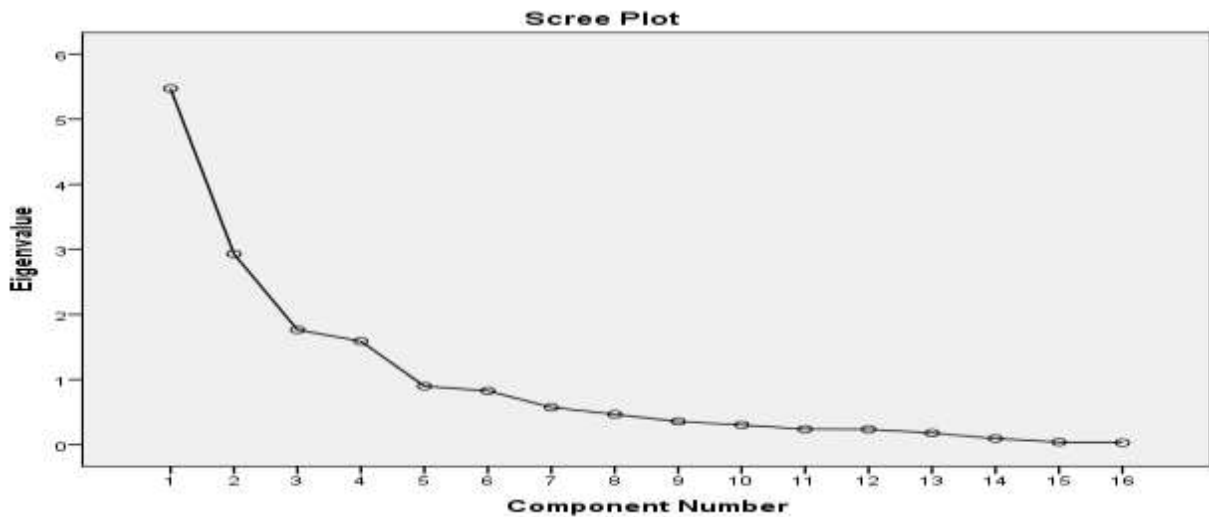
Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.472	34.203	34.203	5.472	34.203	34.203	3.652	22.826	22.826
2	2.931	18.321	52.523	2.931	18.321	52.523	3.416	21.350	44.176
3	1.765	11.030	63.553	1.765	11.030	63.553	2.806	17.538	61.714

4	1.589	9.930	73.483	1.589	9.930	73.483	1.883	11.769	73.483
5	.900	5.622	79.105						
6	.827	5.171	84.276						
7	.574	3.590	87.866						
8	.466	2.911	90.777						
9	.356	2.224	93.001						
10	.303	1.897	94.898						
11	.238	1.487	96.385						
12	.236	1.473	97.858						
13	.179	1.120	98.978						
14	.095	.592	99.570						
15	.039	.242	99.812						
16	.030	.188	100.000						

Extraction Method: Principal Component Analysis.

Table 6 : Screen Plot



The total variance explained and interpretations arrived by screen plot reflects that only four factors having latent roots or Eigen value greater than 1 are considered significant and all others are discarded as represented in Table 5 and Table 6 .

The Data revealed only four motivational factors have been arrived with Eigen value above 1 and the total variance explained as 73.483 percent.

It is nice extraction because we are able to reduce the number of choice factor (i.e 16 statement to four underlining factor) . The percentage of variation explained by factors are F1 = 34.203 percent the second factor accounts for (F2= 18.321 percent) third factor explain the variance as (F3= 11.030 percent) and last factor stands with F4= 9.930 percent .

Table 7 :Communalities

	Initial	Extraction
gift for extra efforts	1.000	.751
company pays me well	1.000	.721
Seniority based payments	1.000	.820
Friendly working Environment	1.000	.806
Allowances received for Special Duties	1.000	.658
staff who does not perform risks immediate sack	1.000	.832

activities are is closely monitored	1.000	.842
Employees are dedicated to work for the company	1.000	.658
There is job security	1.000	.440
Proper Appreciation in Job	1.000	.779
way the company does its management makes me to put in by best always	1.000	.728
Penalties for improper working	1.000	.389
Company sponsor seminar for training	1.000	.868
encouragement for further education	1.000	.913
Feeling of staying with organization	1.000	.740
motivation from the company help me to meet my needs	1.000	.814

Extraction Method: Principal Component Analysis.

Table 8 : Rotated Component Matrix^a

	Component			
	1	2	3	4
Friendly working Environment	.878	.093	.077	-.141
Seniority based payments	.857	.275	.015	-.104
company pays me well	.836	.070	.119	-.054
gift for extra efforts	.832	.054	.231	-.044
Allowance received for Special Duties	.649	-.061	.395	-.277
encouragement for further education	.112	.947	-.035	-.054
Company sponsor seminar for training	.089	.926	.036	-.029
motivation from the company help me to meet my needs	.092	.779	.446	-.006
Feeling of staying with organization	.154	.762	.348	-.118
Proper Appreciation in Job	.191	.097	.847	-.123
Employees are dedicated to work for the company	.108	.047	.798	-.091
way the company does its management makes me to put in by best always	-.037	.483	.690	.129
There is job security	.166	.134	.626	-.043
activities are is closely monitored	-.176	.012	-.126	.891
staff who does not perform risks immediate sack	-.225	-.082	.006	.880
Penalties for improper working	.350	-.329	-.125	.378

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table no 7 and table 8 represents the extracting factors principal components analysis and latent root criterion was employed. Rotation methods, orthogonal rotation with Varimax were also applied. Large communalities in

the Table indicate that a large number of variance has been accounted by the factor solution. They are bigger than 0.5 for all the questions. This is the indicator of suitability of the questions.

Table 9 : Represents division of 16 statements among 4 derived factors

Factor Number	Factors	Motivational Dimensions	Factor Loading
F1	Rewards & Allowances	Friendly Working Environment	.878
		Seniority Based Payments	.857
		Company Pays Me Well	.836
		Gift For Extra Efforts	.832
		Allowance Received For Special Duties	.649
F2	Management Support	Encouragement For Further Education	.947
		Company Sponsor Seminar For Training	.926
		Motivation From The Company Side In Helping Me To Meet My Needs	.779
		Feeling Of Staying With Organization	.762
F3	Employee Engagement	Proper Appreciation In Job	.847
		Employees Are Dedicated To Work For The Company	.798
		Way The Company Does Its Management Makes Me To Put In By Best Always	.690
		There Is Job Security	.626
F4	Work Monitoring	Activities Are Is Closely Monitored	.891
		Staff Who Does Not Perform Risks Immediate Sack	.880
		Penalties For Improper Working	.378

Findings

Factor Discussion

1. F1 : Rewards & Allowances

This factor has emerged as a most important determinant of research with a total variance of 34.203. Major element of this factor includes), Friendly Working Environment with factor loading (0.878) , Seniority Based Payments with factor loading (0.857), Company Pays Me Well with factor loading.836 , Gift For Extra Efforts with factor loading (0.832), Allowance Received For Special Duties with factor loading (0.649) .

2. F2: Management Support

This factor has emerged as the second most important determinant of research with a total variance of 18.321. Major element of this factor includes encouragement for further education with factor loading (0.947), company sponsor seminar for training with factor loading (0.926) , motivation from the company side in helping me to meet my needs with factor loading (0.779) , feeling of staying with organization with factor loading (0.762).

3. F3: Employee Engagement

This factor has emerged as the second most important determinant of research with a total variance of 11.030. Major element of this factor includes Proper Appreciation In Job with factor loading (0.847), employees are dedicated to work for the company with factor loading (0.798), way the company does its management makes me to put in by best always with factor loading (0.690), there is job security with factor loading (0.626).

4. F4: Work Monitoring:

This factor has emerged as the effective determinants of research with a variance of 9.930. The elements consisting this factor include activities are closely monitored with factor loading (0.891), staff who does not perform risks immediate sack with factor loading (0.880), penalties for improper working with factor loading (0.378).

Motivation & Organizational Performance:

Further our study focus on identifying the relation between the motivation and employee performance the table 10 shows the correlation is 0.734 that indicate a significant relation between motivation and employee performance. The p-value, denoted by "Sig. (2-tailed)", is .000.

Table 10 : Correlations

		Motivation	Employee Performance way the company does its management makes me to put in by best always
Motivation	Pearson Correlation	1	.734**
	Sig. (2-tailed)		.000
	N	204	204
Employee Performance way the company does its management makes me to put in by best always	Pearson Correlation	.734**	1
	Sig. (2-tailed)	.000	
	N	204	204

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

IX. FINDING AND CONCLUSION

The major findings of our study elaborate as the study thus identified four major factors that contributes towards the increment in the motivational level of the employees and the factors explains as

- Rewards & Allowances:** one of the major contribution is the rewards and allowance provided by the organization to the faculty member of the organization which include proper payment as per there qualification, experience, and years of association with the organization. It also included the other allowance given to them as the remuneration of other addition work as evaluation, invigilation examining etc by them and also the remuneration provident for special lecture FDPs, Trainings for institute or other Institutes in collaborate with the present organization.
- Management Support :** The member of the academic community also appreciate the support that is laid by the management people of them , this intellectual community welcome the encouragement provided to them in terms of facilitating them to pursue further educations for their academic development. Motivating them to satisfy their individual need, helping them to out go for various seminars and conference which are organization sponsored.
- Employee Engagement:** Next important determinant identified was employee need to feel connected to their organization and as we are considering intellectual community thus they focuses on proper

appreciation for their work done. The sense of security provided by management strengthens this affiliation. The motivational sessions and support in performing employee day towards active enhances their performance.

4. **Work monitoring:** the supervisor also came up as a prominent factors as employee perceive that any employing enjoying the leniency should be monitored by the organized , suitable action are taken against employees for their improper working. This helps the organization in making a distinction between efficient and inefficient employees of the organization which also indirectly motivates the efficient employees of the organization.
5. Relational between motivation and organization performance has been identified in our study which state that significant role is being played by motivation in increasing the performance of the academic community of the organization.

X. IMPLICATIONS & RECOMMENDATIONS

According to the analytical conclusions the study recommends the following suggestion for the Organization and Management of Higher Education Institution

- That they need to focus on the factor determined in the as proper appreciation is to be given to this intellectual community in term to identifying their effort and rewarding suitable to their employees,
- The Institutions need to recognize the association with the institution and pay them accordingly.
- Management also need to understand the support for healthy harmonic working environment will help then in attaining a better results towards the motivating their employees.
- The higher education Institution do also need to focus that the base of any academic institution is their academics community knowledge bank which need to be upgraded on a regular basis and it can't be accomplished without the management support. Thus they need to provide financial and well as not financial support to employee for their intellectual growth by sending them various institute sponsored seminar workshops and conference.
- The Job security is one of the major concerns which were visible in the employees of higher education's institution if it is properly catered that it will play a significant role in increasing the motivation of employee.
- Although being in Academic institution, knowledge is turned to the superior most in identifying the efficiency of the employees of the organization it's a strict monitoring/ supervision is recommended to remove any bilateral negligence and leniency show by the faculties. Academic community also prevails this mindset that organization should differentiate between their efficient and inefficient faculties, which acts as a major motivational factor in the organization.

XI. FURTHER RESEARCH SCOPE

The research scope identified can be the study can be extends to a specialized study with respect the motivation and organizational performance for medical and veterinary, Institution faculties as their working environment is quite a different from the other academic institution and also the stress level is also different .

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