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EXTRINSIC WORK-VALUES AND EMPLOYEE PRODUCTIVITY

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ABSTRACT

The global economy currently has a predominant competitive environment where companies spend considerable resources to ensure that their employees are motivated to contribute towards enhanced employee commitment. Employees have been recognised as the overall most useful resource. How a company performs is usually heavily affected by its employees through their engagement, attitudes and motivation which influence the company. To extrinsic motivation relate incentives or rewards that come from external sides. Such rewards like money, promotion, recognition, career opportunities and others. In other words, it is something usually tangible or a purpose that come needs to be chased by an employee. Extrinsic rewards are external to the job itself. They comprise such elements as pay, fringe benefits, job security, promotions, private office space, and the social climate.

Keywords: Extrinsic Work-value, Employee Productivity

INTRODUCTION

Researchers and managers have believed that organizational objectives and goals are unachievable without enduring commitment of members and employees of the organization. The worlds are going through an enormous change. Globalization of businesses is increasing and information technologies are advancing (Dockel, 2003). These major changes reshaping our significantly, for better and for worse (Keritner, 2004). They lead to changes in the way business is done, the way employees behave and the way managers manager their employees. For companies to remain successful, they are required to adapt to these changes (Vercueil, 2001). The changes that are reshaping the world have altered the way organizations operate and have also led to changes in employee characteristics (Robbins, 2000). When employees have high autonomy, receive feedback about their performance, and have an important, identifiable piece of work to do which requires skill variety, they may experience feelings of happiness and therefore intrinsic motivation to keep performing well (Hackmam & Oldham, 1980).

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory SET

Social Exchange Theory SET (Blau, 1964) involves generation of responsibilities brought about by a sequence of interactions that generate responsibilities (Lee, 2008). This theory sees these interactions as dependent on another person's actions. This theory also stresses that these transactions can result to good relationships but as we later see on certain conditions as stated by Rusell and Marie, (2005). SET as stated by Greenberg and Scott, (1996) is generally used by studies to foresee work behaviour in the organizational field. SET suggests that affirmative or negate behaviour portrayed by employees is influenced by treatment accorded by those who have employed them. According Lee (2008) concurs with Greenberg and Scott's assertions and states that this theory is mainly based on how one attribute results to the other and vice versa. SE influence among an employer and an employee aids in sustaining a good connection hence elicit good attributes like trust, motivation etc. hence aid in influence in employees doing better in their work. Employers hence ought to treat their employees fairly so that in turn the employees can exhibit good attitudes and attributes which will in turn enhance organizational influence effectiveness. SET also faces prejudices; it is stated that it reduces interaction between people because of what is transpired to arise from one's economic needs (Miller (2005) He further states that the theory favours freedom and openness which are sometimes preferred but are not usually the best in cementing a good relationship. Employees' motivation and engagement is influenced by how they perceive being rewarded for their skill, knowledge and contribution. As stated by Lee, (2008) Reward strategies reflect the company's organizational culture hence companies tailor these strategies to their specific business objectives employees' motivation and engagement.

Concept of Extrinsic Work Values

It is argued by Amabile (1993) that there exist numerous jobs which are purely extrinsic motivated. However, when taking Hertzberg's (1959) Two-Factor theory into account, it is argued that extrinsic factors (or hygiene factors) cannot cause motivation or satisfaction, so it is likely that those factors are not causing high performances (Brass, 1981). SAPRU, (2013) argue that an exclusively increase in extrinsic factors will not lead to an increase in performance. However, it seems that there are some extrinsic factors which can (in combination with intrinsic factors) lead to higher performances (Ansar et al., 1997). Extrinsic motivators are not a logically inherent part of the work, as Amabile (1993) describes. She states that they are intended to control the performance of the work. Examples are: promised rewards, praises, critical feedback, deadlines, surveillance and specifications on how the work needs to be done. An example of a purely extrinsic task is doing formal performance reviews of B. Keijzers; Employee motivation related to employee performance in the organization an employee; that's a task which is barely intrinsically motivated. In Seligman's (2002) theory, a person who is extrinsically motivated can be described as an employee who perceives his work orientation as "a job"; this kind of worker performs his job for the paycheck at the end of the month. Salary is an extensively researched extrinsic motivator. Since it is labeled as an extrinsic factor, it is not perceived as causing motivation in the workplace (Herzberg, 1959). However recent research of Lauby (2005) resulted in considerable evidence that higher wages directly affect job performance. They also argue that in the case that labour turnover is costly for an organization (because of severance, training and hiring costs), firms could pay higher wages to decrease quit rates and save on turnover costs. These statements are confirmed by Rynes et al. (2004); they argue that pay is probably the most important motivational factor. And Jurgensen (1978) concluded that job applicants seemed to believe that pay is the most important attribute to everyone except themselves. Ansar et al. (1997) also argue that that lowering wage levels to market parity can even reduce worker productivity.

However, Deci (1972) argues that pay can decrease intrinsic motivation. Deci (1972) proved in his research that if payments are non-contingently presented it decreases intrinsic motivation and it does not if payments are contingently presented. However, it not only seems that pay increases job performances but a high commitment to supervisors and a high job security can obtain the same results (Becker et al., 1996; Kraimer et al., 2005). Becker et al. (1996) concluded in their research that a high overall commitment to an employee"s supervisors and peers increases job performance. But, they state that overall commitment to organizations is uncorrelated with job performance. Kraimer et al. (2005) argue that when organizations succeed in providing employees a high job security, job performances will increase. And the other way around; they concluded that the less job security an employee has, the fewer obligation the person has to perform well. However, Miner, (2007) argue that job security can be expensive for firms if they rely on temporary workers. But according to Lindner (1998), managers should begin by focusing on pay and job security before focusing on the five intrinsic job characteristics.

Lindner (1998) also argues that the reinforcing circle of performance is applicable to salary, commitment to supervisors and peers and job security; through one of these factors a higher performance is established, which causes satisfaction for the employee and results in a higher motivation to perform well in the future. B. Keijzers; Employee motivation related to employee performance in the organization it is argued by researchers that extrinsic factors do not contribute to an increase in performance.

However, it seems that for some forms of extrinsic factors the opposite is true. It is stated that salary, commitment to supervisors and peers and job security can increase job performances.

Through providing one or more of these factors a higher performance is established, therefore the employee gains external satisfaction and is motivated to perform well in the future. But managers should be careful with extrinsic motivational factors, since in some cases they can decrease intrinsic motivational factors.

Working Conditions as a Dimension of Extrinsic Work Values

Long ago since the advent of organizations, the concept of effectiveness has been considered as the basic purpose of various organizations. Organizational researchers, managers, and administrators, in an effort to improve the organizational effectiveness, developed the science of organizational behavior and human resource management. In an effort to improve organizational effectiveness, or in other words improve the behavior and attitude outcomes, organizations and managers have been trying to identify what is affecting on these variables and in a way manage them effectively. The workplace environment plays a crucial role for the employees. Nowadays when employees have more working alternatives, the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job. Although compensation package is one of the extrinsic motivation tool (Ryan and Deci, 2000) it has a limited short term effect on employees" performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Cummings (1998)estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and networking regardless to job boundaries by allowing communication freely across departmental groups. (Schermerhorn 2010) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (William Pride, 2011).

Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Fox, 2007; Griffin, 2012) as well as levels of job satisfaction and the perception of fairness of pay (Schermerhorn, 2010)). From a safety perspective, Jain, (2005) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment.

Extensive scientific research conducted by (Mukherjee, 2005) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Robbins,(2009) in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of (SAPRU, 2013) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability

and particularly productivity. Fox, (2007) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself.
An attractive and supportive work environment can be described as an environment that attracts individuals into the health professions, encourages them to remain in the health workforce and enables them to perform effectively. The purpose of providing attractive work environments is to create incentives for entering the health professions (recruitment) and for remaining in the health workforce (retention). In addition, supportive work environments provide conditions that enable health workers to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality health services. This is the interface of the work environment and quality of care. Working environment can be divided into two components namely physical and behavioral components.
The physical environment consists of elements that relate to the office occupiers" ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

Promotion as Dimension of Extrinsic Work Values

Promotions appear to be the most important form of pay for performance in most organizations, especially in hierarchical, white-collar firms. They are the primary means by which workers can increase their long-run compensation (Schermerhorn, 2010; Mwaura, 1999). They are usually given to the best performers (Robbins, 2009; Müller, 2011). Therefore, promotions should generate substantial motivation in many settings. Moreover, there often does not seem to be strong pay for performance within jobs, which only increases the apparent importance of promotions for organizational incentives (Pareek, 2007). It follows that in order to analyze the systems firms use to motivate employees, it is essential to fully understand the incentive effects of promotions.
It is worth considering why firms might use promotions for incentives. Individualistic schemes, especially ones that do not depend on job assignments, allow more flexibility in providing incentives. In other words, promotions are often used to achieve two goals simultaneously that in principle might be separated: putting employees in the right jobs, and generating motivation. Thus, it is not immediately obvious why promotions should be used as incentives. An important reason that promotions are sources of incentives is worker reputation, or "career concerns" (Numerof, 2003; Pareek, 2007; Miner, 2007; McBurney, 2009). Suppose that a worker's ability is not publicly known, and the labor market pays wages based assessments of ability (reputation).
If effort and ability are substitutes at producing output or ability signals, then the worker has an incentive to improve reputation by increasing effort. Where does reputation come from? Often it is the worker's history of position s promotions which provides the greatest evidence on productivity and potential (SAPRU, 2013). Thus promotions can play a key role in incentives, even when firms do not intend them to. A second reason that promotions maybe important motivators are that they can be self-enforcing incentives schemes (Mwaura, 1999). Assume, for example, that the firm attaches wages to jobs, not to individuals, and fills slots by promoting the best performers. If this is done, then the firm's wage bill is fixed, regardless of who is promoted. In order for this system to provide incentives, the firm needs to credibly promote good performers rather than poor performers. Because the wage bill is fixed, the firm has no reason not to; thus, the incentive contract is self-enforcing. This may give a contracting advantage over other incentive mechanisms.

Salaries and Rewards Policy

Jain (2005)states that "human resource management (HRM) is the planning, organizing, directing and controlling of the procurement, development compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished." HRM strives to achieve organizational goals and the goals of employees through effective personnel programs policies and procedures. Successful performances of the personnel function can greatly enhance the bottom line of any organization. The personnel practitioners however are challenged more today than at any time in the history by a changing and more demanding labor force that has high expectation about the work place. At the same time, rapidly advancing technologies and outside influences are changing the nature of modern jobs. It is thus more critical and more difficult to maintain a work environment that motivates and satisfies human resources (William Pride, 2011).

According to Fox, (2007) "compensation which includes direct cash payment, and indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship”. He added that compensation is affected by forces as diverse as labor market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits". A good compensation package is a good motivator. Hence, the primary responsibility of the HR manager is to ensure that the company's employees are well paid. Other objectives of compensation include; to attract capable applicants; retain current employee so that they don't quit; motivate employees for better performance; reward desired behavior; ensure equity; control cost; and facilitate easy understanding by all i.e. employees operating manager and HR personnel (Robbins, 2009).

According to (SAPRU, 2013) the following factors influence compensation: the organization's capacity to pay; prevailing pay and benefits in the industry; compensation in the industry and availability of special competent personnel; flexibility, i.e. kind of competencies and abilities in managers; performance/productivity/responsibilities of individual; organization philosophy such as to be leader or pay prevailing rates; qualifications and relevant experience; and stability of employment and advancement opportunities. Compensation literally means to counterbalance, offset, and to make up for. It implies an exchange. Schermerhorn, (2010) argues that compensation translates into different meaning among countries and even overtime. He offers the following alternative. According to Jain, (2005) there are several prerequisites to the effective installation and operation of payment system: a.) It should be developed and introduced with the involvement of the workers concerned in a harmonious climate of industrial relations. b) Work-study precedes the installation of incentive programs. c) The wage structure should be rationalized on the basis of job evaluation before devising an incentive plan. d) The objective to be accomplished through incentives should be defined and accordingly, an attempt should be made to select a scheme, which is most suitable to accomplish them. Social security system provides benefits such as provident fund, employees“ state insurance (ESI) scheme, retrenchment compensation, employment injury compensation, maternity benefits, gratuity, pension, dependent allowance and contribution toward pension and gratuity claims. Workers include medical and health care, restaurants, cooperative credit societies and consumer stores, company housing, house rent allowance. Recreational and cultural services, clubs, cash assistance. Some employers also provide education, transport facilities and conveyance allowance (Williams, 1998).

The remuneration strategy success is very much linked with corporate responsibility. Employers and designated managers should apply and realize useful objectives and targets that are linked to the workers pay and performance that implies effective performance management system connecting the achievement of workers group, department and individual objectives and targets in order to remuneration and bonus schemes. (Lockwood, 1994) The implantation of remuneration strategies for business organizations adheres to their corporate governance structure and provides a framework for implementing the strategies, policies and procedures that have their roots in the statement of business principles such as the way organizations do their business that will positively motivate employees to do better in work and perform beyond standards and expectations that are expected of them in the diverse workforce as of the present (Lockwood, 1994).

According to Msoroka (2013), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. An intrinsically motivated individual, according to Müller, (2011) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic. Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee. An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc. And, in some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person's ability to perform on he job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. And based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee"s performance can uncover weak-nesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, these deficiencies may be remedied through additional training or the provision of the needed rewards. The view that specific rewards will encourage increases in production has not always been substantiated, even though management has often attempted to spur production by such offerings and has often attributed production increase to them.

Training and Development

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Schermerhorn, 2010; Müller, 2011) while others have extended to a general outlook of organizational performance (Robbins, 2009; Schermerhorn, 2010). In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, (Robbins, 2009) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship.

Training has been proven to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (koonz, 1990; Schermerhorn, 2010; Griffin, 2012). Moreover, other studies for example one by William Pride, (2011), elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance. According to Thomas Cummings (1998), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps. According to Numerof (2003), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Schermerhorn, 2010).

Concept of Employee Productivity

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). (Crouse, 2005), stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Crouse, 2005) as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002).

Efficiency and effectiveness- efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 1996). Productivity is expressed as a ratio of output to that of input (Fox, 2007). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Mwaura, 1999). It is increasingly achieving better products and services at a progressively more competitive price (Jain, 2005). As noted by (William, 2011), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Lauby, 2005). Further still, Miner, (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. Effect of training on performance in the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not.

CONCLUSION

The level of satisfaction an employee perceives by receiving an extrinsic reward is expected to influence the reward attractiveness in the same manner as a fixed pay salary does. This implies that an employee who prefers a fixed pay over a performance based pay, will also be more attracted to a tangible reward than to a non-tangible reward. All organizations and institutions whether profit making or not have a major concern and challenge of how to effectively achieve high productivity levels among their employees. Human resources are greatly considered to be a crucial element in public administration since their output greatly influences service delivery. Reward is achieved in many ways including cash and non-cash based rewards and awards.

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