

Drivers Leading To The Performance Of Intellectuals In Education Sector

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Abstract

Purpose

The aim of this research is to identify the factors that encourage university intellectuals. The study concentrates on the major factor i.e. the working climate and its influence on the motivational level and performance of intellectuals at educational Institutes

Design/methodology/approach

Data was collected from 376 Professors from different reputed universities and higher education institutes of India. First the reliability of the data by using the Cronbach 's alpha test was done and it was found to be greater than 0.7 which confirms the reliability of the research instrument.

Findings

The results show that working climate is positively associated with the overall score for motivation and the performance of intellectuals. The results showed that the workplace climate had a substantial positive impact on the performance of employees working in Higher education institutes.

Practical implications

These findings include advantageous recommendations for policy makers to devise relevant work environment policies in order to boost employee efficiency and favorable outcomes in higher education institutions. The findings show that the organization may be better able to increase the morale of teachers and improve their efficiency by involving workplace-based interventions.

Keywords: Engagement, Motivation, Leadership, Performance, Working Climate.

Introduction

The education sector in India is one of the sectors that significantly contribute to the economy. The backbone of this sector are academicians who lays the foundation of students. But in the present time educational institutions are failing to motivate this fraternity. Based on that issue, this research focuses on the working climate as a motivational driver working climate has the greatest influence on the motivation level of the Professors that further impacts the performance of the academicians

Highly motivated workers are considered to be more performance oriented, happy and highly dedicated to their jobs and organizations. Some

organizations assume that success can be significantly influenced by their motivation, attitude and actions in order to increase performance and appropriate motivation for workers are the best ways to achieve the organizational goal with the optimum usage of intellectuals. (Belle et al., 2017) (Nguyen, 2017). Both employers and decision- makers need to recognize the requirements and concerns of their team members and better appreciate what makes them more effective (Jayarathna, 2014). The enabling conditions for cooperation between levels such as supervisors, subordinates and those with the same official rank should be represented by the organization. A family climate, good

communication, and self-control are conditions that should be established.

The "feel" of your office, the environment as perceived by your workers, is the working climate. The working climate may have a great impact on employee efficiency. This reflects their awareness of how their working environment supports, or hinders, their ability to do their job. In reality, it takes into account their sense of mission and engagement, the climate is part of a company's organizational culture, it is a more quantifiable element than culture.

So the working climate is an employee's perception of the work environment. When they are at work, it's how they feel, which has a direct connection to how driven they are to do well. The actions of a manager towards his or her workers significantly affects the atmosphere of the workplace and can make or break the morale and efficiency of a team. Paying close attention to the working climate and constantly trying to make things easier for workers is the hallmark of an exceptional boss. Workplace Climate reflects the present state of the atmosphere of the company. Therefore, the corporate culture shifts as leaders create and maintain activities that strengthen the organizational environment.

Literature Review

Motivation

Motivation increases the participation of workers by making the work more enjoyable as well as engaging and therefore by keeping employees more active organization can boost their work performance (Kamery, 2004).

Motivation helps individuals to work better for the organization's well-being by offering them with motives focusing on their wants. Because of the company's sustainability managers need to inspire employees.

In the present and future decades, engaged workers are the foundations of effective organization. Unmotivated workers are likely to make no effort in their careers, remain as far as possible away from the workplace, exit the company and produce poor quality work. (Hanaysha et al., 2018). The inspired staff help to expand the business at a rapid rate. Employee motivation is a result of the degree of energy,

dedication, and ingenuity that employees of an organization bring to their work. A manager's job in the workplace is to get workers to do stuff. The boss should be able to inspire staff to do this. (Mohamud et al., 2017). Motivation is believed to be an entity that compelled one to action (Forgas, 2005).

Intrinsic and extrinsic motivation

In the root of pressure or enjoyment that boosts both of them, the two reasons vary. When they search for fun, interest, gratification of curiosity, self-expression, or personal challenge in the job, individuals are intrinsically motivated. Individuals are extrinsically driven to participate in the job in order to accomplish some purpose other than the job itself. (Robbins, 2017).

Intrinsic Motivation

This kind of motivation derives from an individual's enjoyment or involvement in the task and does not entail focusing on tasks for the sake of external benefits, but rather includes the feeling of inner enjoyment in the activity itself. It can be seen as a force without an external motivation that requires performing activities. (Vinichenko et al., 2018).

Extrinsic Motivation

It is the opposite of intrinsic motivation; in order to attain external benefits, it concerns the carrying out of an action. The source of extrinsic motivation is from the physical environment of a person. More job benefits, bigger salary, incentives and job promotion are some rewards that leads to extrinsic motivation. (Khahan et al., 2018).

Individuals high in intrinsic motivation tend to prefer tough cognitive tasks and are able to self-regulate their actions, but providing incentives, setting external goals or deadlines, unless they are also high in extrinsic motivation, would do little for them. (Story et al., 2009). that introverts are more extrinsically motivated and extraverts are more intrinsically motivated. (Furnham, 2009) However, it does not only seem that persons are differently motivated but intrinsic and extrinsic

motivation also has effect on each other (Kajura, 2015).

The relationship between intrinsic and extrinsic motivation

Researchers argues that intrinsic and extrinsic motivation also have an effect on each other (Deci, 1998) Many researchers respond to this debate by arguing that while extrinsic motivation can work toward intrinsic motivation, it can work. Intrinsic motivation can contribute to elevated levels of happiness and success until the scaffolding of extrinsic motivation is taken care of. Intrinsic and extrinsic ideals can also inspire workers to do their respective jobs. (Gebremichael, 2017). In conclusion, it can be stated that employees can be intrinsically and or extrinsically motivated to carry out certain work.

The difference between intrinsic and extrinsic motivation is also explained. Namely, individuals are intrinsically motivated when they look for pleasure, interest, satisfaction, enjoyment and curiosity, self-expression or personal challenges in the work. And individual is extrinsically motivated when they engaged in the work in order to gain some goal that is apart from the work itself (Amabile, 1993).

Many researchers respond to this topic by arguing that it should work while extrinsic motivation can work against intrinsic motivation. Until the scaffolding of extrinsic motivation is taken care of, intrinsic motivation may lead to elevated satisfaction and success levels. Intrinsic and extrinsic principles would also motivate employees to do their respective work. (Saiyadain, 2009).

PERFORMANCE

Organizational performance is determined by the performance of employees in the organization itself, for that every organization will try to improve the performance of employees who are human resources in

achieving organizational goals that have been set (Wong et al., 2020).

According to Nmadu (2013), employees 'performance is a degree of accomplishment of task(s) that make up an employee 's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees 'activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employee 's morale and to meet expectation (Nmadu, 2013)

Working Climate

A fair number of research studies on the relationship between the different dimensions of the organizational environment and job motivation have been carried out. Although the criteria for improving performance are comfortable working environments. In many organisations, working conditions such as improper lightening and ventilation, excessive noise and excessive emergencies may present problems of lack of security, health and comfort. (Sunitha, 2016). The social, organizational and physical background acts as the impetus for tasks and activities and greatly affects the performance of employees. Quality of work life research has also demonstrated the importance of secure and healthy working conditions in assessing the job performance of employees. (Strong, et al, 2001). Individuals working under uncomfortable circumstances can end up with poor performance and face health problems that cause absenteeism and Employee disengagement. The effect of the organizational environment on the output of teachers in Punjab's public and private sector colleges. An open environment has a positive correlation with the performance of the teacher, according to most public college principals, where closed climates have been shown to have a negative correlation with the performance of the

teacher. The investigator proposed that teachers be given opportunities in groups, workshops, and conferences to address their academic problems (Raza,2010). The study used different dimensions of organizational environment, such as employee attitude, job characteristics, working conditions, personal policies, management structure and policies, performance-reward relationship, participatory management, external factors, social values, and review of new technology. The study results indicate that the organizational environment affects the productive efficiency of an organization's employees because it is related to motivation and job satisfaction (Lakshmanan,2014).

From the analyzed research literature however, it has been clear that studies had been conducted to assess the effects of motivation on the performance of employees in many industries. However, education industries have not been given much attention. Therefore, a research gap was evident in investigating whether motivation in the educational institutions have the effect on the performance of Professors. Hence, the present study aims to fill this gap by empirically examining the most significant factors that could affect the motivation level of Professors that would lead to build strong human capital. Academic literature indicates that the perceptions of workers about their work environment may play a role in their performance.

Drivers of Working Climate

The process of establishing a working atmosphere in which individuals are allowed to perform to the best of their abilities (Heath field 2009). Work climate focused on the inclusion of psychosocial aspects, including employer relationships, motivation, career requirements and social support (Vischer,2007). The nature of a working environment has a significant effect on the degree of employee engagement and efficiency. The level of creativity, relationships with other colleagues, absenteeism and willingness to remain with the organization to a large extent, especially with their close environment, affects how well they feel involved with their organization. (Sehgal, 2012). Three

major sub-environments compose the work setting or climate are: the human, the organizational and the technological environment. The human environment represents the colleagues whom the employees connect with, the team of the work group, interpersonal communication issues, style of leadership, and an organization's management. The human world is built in a way that could improve the possibilities for sharing information and exchanging ideas. The organizational climate relates to the systems, policies, procedures, principles, and philosophies governed by management. Finally, software, facilities, technological resources and other technical elements forms the technical climate (Opperman,2002). In order to create a working atmosphere that can influence the efficiency of employees, supervisory support, decent relationship with colleagues, training systems, enticing benefits, recognition and rational workload are important (Awang and Tahir, 2015).

Leadership

Employees can be encouraged by leaders by enhancing creativity at work requirement, offering inputs, incentivize employees when creative results are achieved (DeStobbeleir et al.,2011). Authentic leaders promote a pleasant and harmonized work environment by sharing their beliefs these values help in changing the values of the entire organization (Luthans et al., 2006).

Most of these studies found that an intimate relationship between both the workplace environment and leadership style empowered the wellbeing and performance of employees, particularly when the organization provides transparent communication approach to work-related activities (James et al., 2008). Henceforth, leaders are especially crucial in transforming climate attitudes.

Knowledge Sharing

Leaders who involve in transparency, honesty and are open for knowledge sharing, get attention from followers (Avolio and Gardner, 2005).

Fair Decision Making

leader's ability to gather, evaluate and process appropriate and valuable information before any

decision, i.e. rational decision-making processes, both on positive and negative fronts impacts the work climate.

Motivation and Working Climate

In a complex and competitive world, the organization's leaders used to provide the workplace where people feel trusted and are motivated to take decisions in the organization that lead to improving employee motivation and eventually improving performance.

Motivation and Performance

Researches shows that the Motivation and performance is positively correlated. According to the researchers, it is the duty of management to identify the motivational drivers needed and use them to motivate their employees, which would directly affect their efficiency. Management will devise successful motivational programs and performance evaluation systems when a company is able to correctly recognize motivational factors.

The institutional motivation was also recognized and discussed by Ludivine (2002). He claimed that the organization should motivate its employees in order to achieve gains in productivity. The value of institutional motivation was stressed by Ahmad et al., (2012). He found out that success is very critical for the organization or company employees to make every single effort to help small performers. But if the company is unable to successfully inspire its staff, it is very challenging for an enterprise to cope up with competitive business climate.

The hypothesis that motivation has a major impact on job performance was strongly supported by the previous studies carried out by Jen, H. Et al, 2004, Kuvaaset al, 2005, Chadwick et al, 2009 and Azar, et.al.,2013. They showed that motivation prejudices the success of individuals, as if workers are satisfied or motivated, they will work with more dedication, and performance will eventually increase. Employee's motivation is one of the required efforts for building the quality human capital even to be able to use, develop and master in science & technology with management skills (Ma'ruf, et al, 2019). Individuals are pleased with their employment, and therefore have higher

job performance than those who are not satisfied with their jobs. It is further mentioned that if they are not satisfied and less driven to show improved results (Landy,1985). Employees with high performance rates are enthusiastic and offer the company additional effort when needed (Spurgeon et al., 1989). Sometimes, more motivated employees tend to be more dedicated to their company and therefore produce attractive results. (Ono et al, 1991).

Working Climate and Performance

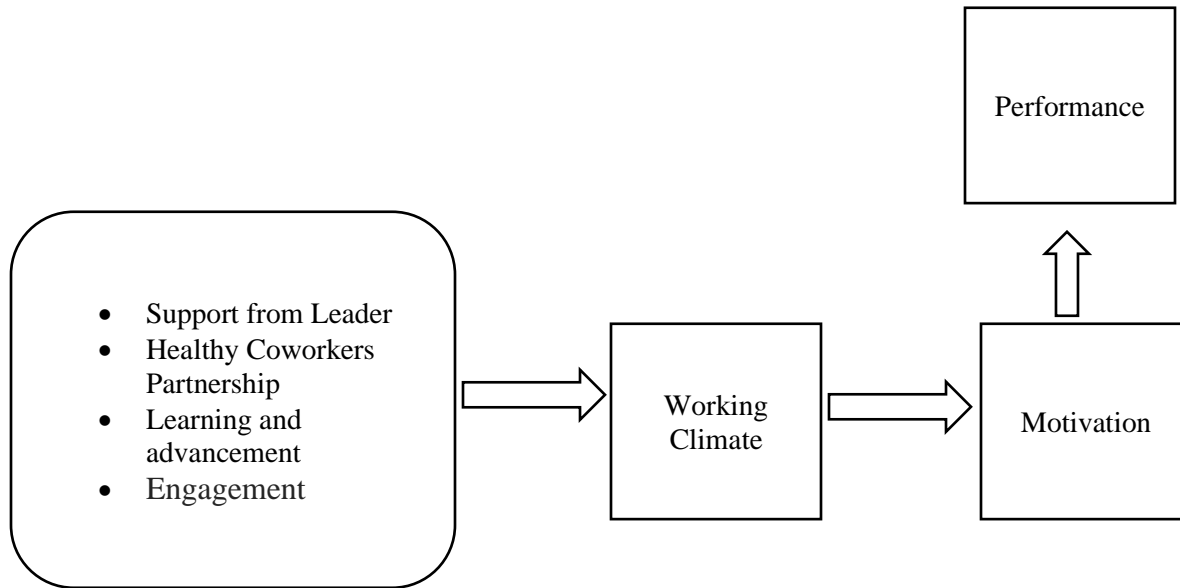
Employee performance is affected by numerous factors in the workplace and one of the most commonly used techniques has been noted as working climate. The working climate is a significant determinant of Employee performance and allows workers to focus on their jobs. Many organizations relate their employees' performance with the skill development however, in most of the cases employees' performance are originated from the work climate of the organization. The key factor that could influence the performance of employees is the working climate (Taiwo, 2010). The working climate should be designed to meet employees' satisfaction and should ensure the free flow of sharing of ideas, this motivates employees to achieve higher efficiency. (Brenner,2004). A large number of studies indicate that the workplace environment such as job satisfaction, dedication, job performance and leadership has an impact on performance of employees (Carr et. al.,2003, Ostroff et. al.,2003 and Parker et al., 2003).

The following hypothesis is suggested, based on the above discussion

H1: The working climate has a positive impact on the performance of intellectuals in higher education institutes.

The relationship between working environment and performance is shown by most authors. some authors say that successful leaders need to have a great flexibility of behavior so that they can respond to the various needs of the people. Few studies have looked at the variables that may play a role in flexibility in leadership. On the basis of above discussions, the following conceptual framework can be drawn:

Conceptual framework



The conceptual framework below represents the significant relationship between the Motivation, working Climate and the performance of employee.

Considering the gaps mentioned above, this study is designed to empirically test the impact of working climate as a motivational factor on the professor's performance at higher education institutions.

H1: There is significant correlation between the dimensions of the working climate, motivation and the performance of professors.

H2: The working climate and motivation has a positive impact on the performance of teaching fraternity.

Data Analysis

Cronbach's alpha was used to test the reliability of constructs. results showed that the alpha values of items were reasonable, going from 0.77 to .89 which shows highly accurate and consistent. Specifically, the working climate was reported at an alpha value of 0.83 that demonstrates the outputs will be consistent and more accurate. In addition to the literature on the relationship between the working climate, motivation and the performance of the employee, their relationship was examined on the collected data and it came to .859 and .791, which indicates a positive

relationship between all the variables in higher education institutions.

Therefore, (H1) is accepted that There is significant correlation between the dimensions of the working climate, motivation and the performance of professors.

Further we used Multiple regression analysis between the performance of Professors and the working climate in the higher education institutes. The results of the regression equation can be determined as follows.

Multiple regression is generated as

$$Y = 10\ 654 + 1.055 X1 + 1.22 X2$$

The model illustrates that the output of the workers would increase by 10654 if the variable motivation and the working climate are presumed to remain constant.

Job motivation coefficient (X1) is 1.055, which is accompanied by an improvement in employee performance by 1.055, stating that if there was an increase in every one score in motivation performance will be increased by 1.055.

The working Climate coefficient (X2) is 1.22. It

indicates that an increase of 1 score for the workplace climate would effectively increase in the output of the performance by 1.22.

Drivers of the Working Climate in workplace

Table 1 Working Climate

	Working Climate Variables	Mean Score	SD
Support from Leader	I always receive the information that is needed to perform my job	3.01	.801
	Clarity and instructions on assignments by supervisors help me to carry out my job.	3.2	.821
	My managers are helping me figure out how to learn and educate.	3.1	.751
	I have clear understanding of my organization's vision and mission.	3.00	.792
	The participatory style is promoted in my Institute	3.01	.789
	This institution's leaders are committed to making it a better place to work.	2.99	.653
Engagement	Are you encouraged to contribute in improvement of work processes?	3.2	.951
	Engage employees with meaningful work.	2.8	.854
	Opportunities to use skills and abilities.	3.25	.659
	Do you think that your role is necessary in order to achieve institutional objectives?	3.30	.987
	Do you feel fulfilled professionally when you ends your day ?	3.11	.985
	Do you wish there were more senior roles for you?	4.01	.801
	Are almost all staff involved in making decision making?	2.75	.911
	Does the environment of the organization promote the employee relationship?	2.8	.891
	Do you have a career goal that encourages you to work for this corporation?	3.8	.835
Healthy Coworkers Partnership	Are your colleagues able to support each other at all times?	4.21	.821
	Do you trust your colleagues?	4.23	.831

	Do this organization's employees have a healthy relationship with each other?	3.99	.764
	Do your coworkers share knowledge?	3.12	.784
	When you need their help, do other employees come instantly?	3.85	.987
	I have a strong interpersonal relationship with my colleagues	3.15	.923
Learning and advancement	Are you always ready to learn new things in your job?	4.15	.851
	Does your institute provides training opportunities for everyone?	4.20	.879
Motivation	Atmosphere in my workplace is very good	4.21	.821
	Good work team	3.85	.987
	Further financial reward	3.15	.923
	Physical effort at work	3.12	.784
	Job security	3.8	.835
Performance	I kept looking for new challenges	4.23	.831
	I took extra responsibilities	3.99	.764
	I worked at keeping my job knowledge up to date	3.12	.784
	I came up with creative solution to new problem	3.85	.987

It can be inferred from the Table that the mean is high for the item Do you trust your colleagues with a score of 4.23 that comes under the Healthy Coworkers Partnership. It is followed by the variable Are your colleagues able to support each other at all times having a mean value of 4.20. This indicates that the respondents agree that interpersonal relationships at the work place is main contributing variables for Workplace climate. Learning and advancements got slightly lesser value but it is not having big difference. While leadership and engagement's elements have less mean score. The standard deviation for all the variables is lesser than one indicating that

the dispersion of the respondent 'opinion is low that is closer to the mean value.

Discussions

The study revealed that the availability of resources are the key contributing factors to the workplace environment that affect motivation and contribute to work efficiency. The study also showed that the environment in the workplace has a strong positive impact on morale and job performance. It notes that the physical work environment elements need to be right so that workers are not stressed when doing their job.

The study found that monetary incentives have an important positive effect on job success and motivation.

Conclusions

The climate decision is a political one. What is important and what should be stressed should be determined by top management. Policies should be articulated through the company clearly. It is not enough just for policies to be written. They must be disseminated around the company and discussed.

Corrective steps should be taken by managers. Supervisors should take effective disciplinary measures when workers participate in activities that are discouraged. This might be just a casual discussion of the situation and how the employee could have done it differently, depending on the severity of the violation. These events may also be the focus of discussion at a staff meeting, not to humiliate people, but to help staff understand what is anticipated. Activities in team building can raise productivity and help retain employees. A way to cultivate healthy relationships and create trust within the workplace can be achieved through team building exercises.

Hostility and conflict are not to be taken lightly in the workplace. Left unaddressed, unresolved conflicts between employees can lead to dissatisfaction, decreased productivity, and even attrition of employees. In certain situations, if organizations or entities are unable to settle disputes internally, management should consult a competent mediation service. Conflicts resolved in a fair and professional way will build trust and establish a healthier environment in the workplace.

In order to enhance results coaching and mentoring is necessary in which one person shares experience and skills with another. It provides the opportunity for managers to engage colleagues in a more reflective learning process, facilitates personal growth and professional development, and creates a healthier environment for the workplace.

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