

AN EMPIRICAL ANALYSIS OF THE MEDIATION EFFECT ON INTRINSIC MOTIVATION AND EMPLOYEE ENGAGEMENT

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ABSTRACT:

While motivation has depicted a noteworthy administrative issue for quite a long time, employee engagement has generally as of late been recognized as a subject of developing ubiquity in the realm of business and the board investigated. This research explores that interfaces the ideas of employee motivation and engagement have had attention on quantifiable examination and the employee's point of view, researching what components are of significance to employees in their engagement at work. As no investigations were investigating the administrative point of view of how intrinsic motivation related to employee engagement, we had the option to distinguish a hole in the existing examination. The reason for our investigation was to build up a more profound comprehension of how Management of Government Telecom Organization in India with Special Reference to Andhra Pradesh State to see the impact of internal motivation on employee engagement, Further Research extended by analyzing different research discoveries is distinguished and dependent on this an upheld model was created to be distinguished. Path Analysis examination estimated the mediation impact of seriousness lying on Intrinsic Motivation and Employee Engagement. Results escalating that initially a strong relation identified among Intrinsic Motivation and Employee Engagement, further findings explores the full mediating role of meaningfulness on the relation.

Keywords: *Exogenous and Endogenous Variables Mediation Effect, Employee Engagement*

INTRODUCTION:

Work motivation has advanced to one of the focal problems organizations are focusing on around the world (Amabile, 1993). Since the mid-twentieth century many researchers have been attracted and fascinated by the connection between employees and their work, and the survey of work motivation today forms a crucial piece of professional and mechanical brain science (Wiley, 1995). Furthermore, when thoroughly investigated, the researchers realized that the nature of the execution can be distinctive when a representative is typically aroused and when a worker is pushed externally (Ryan and Deci, 2000), making it a significant qualification to the inside the work motivation.

Many researchers have proposed the existence of a correlation between motivation and employee involvement, and one of these researchers has proposed that the advancement of motivational plans, including intrinsic and motivational elements, could improve worker

engagement within a association (Silvera, 2013). While most researchers choose the idea of examining employee involvement and motivation independently, the connection between employee motivation and involvement has not been widely investigated (Putra, 2015), especially in government organizations. A significant number of the exams that were directed were performed by large human resource consultancies, examining a huge number of representatives around the world with an emphasis on the decision of the significant drivers behind employee engagement and up to there is now a moderately minimal exact material (Macey and Schneider, 2008), (Robinson, 2004).

IMPRESSIONS OF MOTIVATION ON EMPLOYEE ENGAGEMENT

The motivation alludes to the fundamental reasons for the Parashar conduct (2016). As indicated, motivation is one of the most significant components for understanding and controlling authoritative conduct since it clarifies why representatives act or act with a certain goal in mind George and Jones (2012). When taking a look at the motivation, the supervisors must ensure that the course of their representatives' practices is related to the side with the association, which implies that they come to do one shot at a time, they are free when they perform their errands, are inventive and invented imaginative thoughts, as well as helping other people in the George and Jones association (2012).

Motivation is characterized and studied by classifying them into two major classes: extrinsic motivation and intrinsic motivation Lin (2007), Amabile (1993), Ryan and Deci (2000). Motivation is characterized in two different components for common sense purposes, managing the course, the power and the determination of the execution practices of Cerasoli (2014). The main quality that differentiates extrinsic motivation and intrinsic motivation is that while extrinsic motivation is developed by powers external to an individual, intrinsic motivation is developed by internal powers and within that single Giancola (2014).

Intrinsic motivation includes playing out an action and taking part in it for the action itself as opposed to for outer prizes (Baer, Oldham, and Cummings, 2003), (Wasko and Faraj, 2005). A feeling of self-esteem is another incredible case of intrinsic motivation, characterized by (Bock, 2005) as the level of one's certain perception dependent on one's inclination of individual commitment to the association. Additionally, the stream is an encounter of the movement as intrinsically fulfilling, under which, people will, in general, be interested,

psychologically adaptable, ready to face challenges, and persevering despite obstructions (Baer, 2003). Stream is characterized as a comprehensive impression that individuals feel when they act with complete inclusion (Csikszentmihalyi, 1975), an ideal experience, the best emotions, the most agreeable encounters conceivable in human lives that originate from individuals' view of difficulties and abilities in given circumstances (Csikszentmihalyi, 1975), (Csikszentmihalyi and LeFevre, 1989). Stream is described by a match between apparent difficulties and saw aptitudes (Csikszentmihalyi, 1989).

IMPRESSIONS OF MEANINGFULNESS ON EMPLOYEE ENGAGEMENT

Meaningfulness of work is a potential segment of the expand and-fabricate process. Positive impression of significant work is an incredible spark since they give a method of reasoning to the engaged exertion that work requires and yield duty to the association (Hackman and Oldham, 1980). Also, individuals ready to discover importance in unfavorable occasions are bound to recoup quickly (Folkman and Moskowitz, 2000) because significance gives a positive asset to recapturing vitality just as an open door for learning and pulling together subjective exertion (Tugade and Fredrickson, 2004). Interestingly, saw the absence of significant work can be negative since it doesn't empower the structure of assets portrayed here, nor does it permit genuine self-articulation (Shamir, 1991).

Kahn (1990) recognized meaningfulness as one of the key precursors of engagement and also he depicted meaningfulness as an inclination that one is getting an arrival on ventures of one's self in cash of physical, intellectual, or passionate vitality. Despite the resulting expansion of engagement inquire about, there is moderately minimal hypothetical improvement concerning the full of feeling psychological part of the commitment. The Broaden-and-build theory gives a structure to see how positive influence joins with psychological action to yield an establishment for engagement. The structure part of the hypothesis prompts a positive winding of assets and results (Fredrickson and Branigan, 2005). Expanded individual assets may, thus, improve commitment further since they give strengthening input and proceeded with the beneficial outcomes (Salanova, Bakker, and Lorens, 2006).

Experimental help is there to establish the relationship between meaningfulness and engagement. May, Gilson, and Harter (2004) expanded Kahn's proposals of engagement based

upon different models that have proved that meaningfulness improves intrinsic motivation. They contended that meaningfulness will be improved when occupations are properly advanced (Renn and Vandenberg, 1995), there is acceptable individual employment fit (Shamir, 1991) and when representatives feel socially identified with their associates (Florian and Snowden, 1989), (Locke and Taylor, 1990). This is because every one of these variables builds the association among representatives and their work. May (2004) quantitative investigation of workers in a protection association upheld their model and indicated that meaningfulness was a solid partner of commitment.

LITERATURE REVIEW

Amabile (1993) bases its meaning as an intrinsically motivated worker on a person's point of view on an assignment and on the reasons why the person is carrying it out, and states that people are intrinsically driven when they seek pleasure, intrigue, realization of interest, self-articulation or individual test at work. As indicated by Ryan and Deci (2000), intrinsic motivation is characterized by making a movement for its natural realization rather than for a distinct result. When intrinsically persuaded, an individual is moved to represent the fun or challenge in question rather than as a result of external objects, weights or rewards. Houston (2000) in his investigation clarifies the wonder of the motivation of open help, that the people who are used in the open part are stimulated by a feeling of open assistance that is not found among the people used secretly; an ethics that privileges the intrinsic motivation to the extraneous motivation.

The explanation behind the worker to take part in a specific action will be over-legitimized and in this circumstance, the extraneous prizes are probably going to supplant the intrinsic motivation as the principal reason for participating in the action because the outward rewards will be the more remarkable of the two inspirations (Urdan, 2003). Earlier research has shown that “expanded intrinsic motivation can be identified with worker eagerness to make a positive mind-set, thus prompting expanded learning and information sharing” (Lin, 2007). Some past research that has proposed that “intrinsic prizes are better than outward ones has done as such with the thinking that representatives see them as a more certain result of playing out an undertaking than extraneous results” (Nasri and Charfeddine, 2012). Further, George and Jones

(2012) notice that “representatives who are intrinsically inspired express that their work gives them a feeling of fulfillment, achievement, and accomplishment”.

In association with the workplace, a representative would be intrinsically inspired by playing out an undertaking relying upon the degree that the specific errand is fascinating, testing, and has individual significance dependent on the fulfillment they get from playing out the action itself Giancola(2014). Swathi.S (2013) purported as Occupation attributes including assortment along with self-rule be bound to give mental meaningfulness and conditions to worker commitment. Occupation gets significant and appealing to workers as it gives him/her assortment and challenge, in this way influencing his/her degree of commitment. While Perrin (2003) characterized engagement as eagerness or excitement that the employee holds to burn through discretionary energy towards the activity. In an investigation about the precursor and results of employee engagement, Bakkar and Scheufeli, (2010) have characterized the term employee engagement that it is a mental state where employees feel a personal stake in the association's prosperity and perform to an exclusive requirement that may surpass the expressed prerequisites of the activity. A connected with the employee knows about the business setting and works with partners to improve execution inside the activity for the advantages of the association Sharma and Anupama (2010).

Lova Kumar. P & Tulasi Das. V (2019) explored the job of intra correspondence in accomplishing Employee engagement inside BSNL HYD Telecom Dist. After investigating the components of correspondence and engagement scientists discovered that a relationship exists. The outcomes demonstrated that BSNL should use intra Communication to improve employee engagement. It surely needs further social logical research in this region, perhaps inside a whole BSNL. Puneet Kumar (2019) said that "employee engagement is an unpredictable and ambiguous idea characterized under alternate points of view and diverse hierarchical conditions. Although the development of employee engagement needs exactness in conceptualization, yet inquires about shows that employee engagement significantly affects authoritative execution and hierarchical viability. Research articles included here characterize that helpful and positive hierarchical culture prompts a more significant level of employee engagement. Force separation, vulnerability evasion, cooperation, job culture, accomplishment culture, and bolster culture essentially influence hierarchical execution and consequently affect employee engagement".

RESEARCH GAP

Extensive studies have been conceded out on employee engagement practices with various impact factors but the mediation effect of Meaningfulness practices on Intrinsic Motivation and Employee Engagement has not been measured, especially in the Government Telecom Organizations. This research pursues a line of examination on the mediation effect of meaningfulness on the relation with intrinsic motivation and employee engagement in the Government telecom organizations of Andhra Pradesh State

STATEMENT OF THE PROBLEM

The Indian telecommunications is the third-biggest on the terrain and the second-biggest among the developing economies of Asia. The telecommunications area has been one of the quickest developing segments in the Indian economy in recent years. The expansion in the number of market players has likewise prompted huge scope movement of capital among associations. Employee turnover in this way, become a significant impact on the telecommunications industry, especially in India, and simultaneously employee motivation additionally significant, basically because it permits to meet the organization's objectives. Without motivation in the work environment, organizations could be put in an unsafe position. In this way, the current research centers around the relationship between Intrinsic Motivation and Employee Engagement with an extra intervening impact of Meaningfulness

OBJECTIVES OF THE STUDY

Chalofsky and Krishna (2009) believe that significance is a deeper level of intrinsic motivation that predicts employee engagement levels. As was shown some time ago, commitment to entertainment is chosen through the degree of vigor, dedication and absorption. In this way, he focuses on the way of execution in general, which should create great results. Intrinsic motivation is also a quality of the test phase, and the happiness that is present in the general execution of an action, which again has no doubts in providing immaculate results. Our exam expands on made by Chalofsky and Krishna using the measurable review of the immediate relationship between intrinsic motivation and employee engagement

Objective 1: to identifying the relationship among Employee Engagement and Intrinsic Motivation

Based on this Hypothesis developed as

Hypothesis-H_a1: Strong correlation exists between Intrinsic Motivation and Employee Engagement

Thinking about Meaningfulness as a key piece of Intrinsic Motivation and Employee Engagement, Chalofsky (2003), Chalofsky and Krishna (2009) it will, all in all, be anticipated that Intrinsic Motivation and Employee Engagement depends upon how much individuals discover their work basic

Objective II: To examine the Mediating Effect on the relationship between Intrinsic Motivation and employee engagement.

Based on this Hypothesis developed as

Hypothesis-H_a2: Meaningfulness Plays Mediator role between Intrinsic Motivation and Employee Engagement.

RESEARCH METHODOLOGY

Source of Data

To complete the abovementioned objectives the information has been collected from primary and secondary sources. The secondary data were collected from a variety of journals, periodicals, magazines, books. The researcher used a survey to collect primary data on the focus of Exogenous and Endogenous Variables in Government Telecom Sector employees of Andhra Pradesh State.

Sample and data collection

A quantitative approach was followed in this investigative study. The participants selected for this study consisted of executives working in Government Telecom organizations in Andhra Pradesh State. 325 questionnaires were circulated via Google forms. Purposive sampling method was utilized in sample collection. The respondents were solicited to complete the Questionnaire. The resultant response rate of useable questionnaires was 92.3% (300).

Variables of the study

The questionnaire was formulated based on various research instruments for all variables. About this research Endogenous Variable is Employee engagement which was measured using the Utrecht Work Engagement Scale. The UWES evaluates three fundamental proportions of employee engagement: VIGOR, DEDICATION, and ABSORPTION. The exogenous variable is

Intrinsic motivation which was measured using The Work Preference Inventory (WPI) presented by Amabile, Hill, Hennessey, and Tighe (1994) was make use of a quantity of intrinsic motivation. The intrinsic motivation important scale built-in 15 things that were divided into two sub-factors: Challenge (5 things) and Enjoyment (10 things). Based on Chalofsky and Krishna's (2009) mediator was identified as Meaningfulness which was evaluated with the support of Spreitzer (1995). All variables are assessed on a Likert scale as 1 = Strongly Disagree to 5 = Strongly Agree.

DEMOGRAPHIC DATA ANALYSIS USING PERCENTAGE ANALYSIS

Table I Demographic Details

	Frequency	Percentage		Frequency	Percentage
Gender			Age(Years)		
Male	194	64.7	Below 25	79	26.3
Female	106	35.3	26- 35	35	11.7
Education			36- 45	79	26.3
Diploma	56	18.7	46- 55	80	26.7
Other Graduation	40	13.3	Above 55	27	9
Other Post Graduation	61	20.3			
B.Tech	110	36.7			
M.Tech	33	11			

Table I discriminates the details of 300 participants of the survey. As Per Gender Criteria Male Participants are 194(64.7 percent) and females are 106(35.3 percent). Similarly coming to age discrimination less than 25 years are 79(26.3 percent), between 26-35,36-45 and 46-55 are 35(11.7 percent),79(26.3 percent), and 80(26.7 percent). Very few percipients are found in more than 55years of age (27,9 percent) because of the recent VRS scenario. As part of education Non-technical Education (UG = 40,13.3 percent , PG = 61,20.3 PERCENT) ,Where a Technical Education (Diploma = 56,18.7 percent, B.Tech =110,36.7 Percent, M.Tech = 33,11%)

DATA ANALYSIS

H_a1 TESTING

Table ii is evident by endogenous variable Employee Engagement, Exogenous Variable Intrinsic Motivation be extremely interconnected among both other with correlation coefficient is in lies 0.693 (P is below 0.01) - 0.790 (p below 0.01), it explains that they are interconnected.

Table ii Correlation Coefficients

	MEAN	SD	1	2	3	4	5
VIGOR	3.86	0.947	0.775				
DEDICATION	4.2	0.916	.790**	0.713			
ABSORPTION	3.88	0.71	.743**	.707**	0.771		
ENJOYMENT	3.63	0.603	.732**	.695**	.693**	0.723	
CHALLENGE	3.78	0.799	.763**	.727**	.766**	.725**	0.781
**. Correlation is significant at the 0.01 level (2-tailed).							
Alpha value for reliability test is shown at the intersection.							

FINDINGS

Discoveries pursue contour examination by investigating connection among Employee Engagement and Intrinsic Motivation. Relating to the information above its finds a positive relationship among Employee Engagement, Intrinsic Motivation. The relationships are introduced in Table ii. Subsequently Hypothesis 1 is confirmed.

H₂-TESTING

Exploratory factor Analysis:

Exploratory Factor analysis is used for structure of assessment contrasting with each component. Specifically, examination use key part investigation PCA (Principal Component Analysis) as the extraction approach and VARIMAX Rotation. Identified factors for all variables shown in Table iii.

Findings:

The KMO adequacy, more prominent at .8 for each and every components, separately, and satisfies possibility of investigation. For Reliability Assesment a turned factor load is 0.5 loads in as a border. All effects have loadings more than 0.7 and most things have .7 which is sufficient.

Confirmatory factor analysis

A confirmatory factor analysis support on the acquired data was accumulated using the AMOS 20 to look at the fit of the estimated model shown in Figure ii. The model is over-identified (df=86) and Absolute model fit based that the speculation χ^2 (86, N = 300) = 167.45, p is below 0.05. And also identified goodness of fit index is 0.936, root mean square error of approximation is 0.056

Validity Assessment:

Construct validity validated by validating Convergent and discriminate validity. To verify the convergent validity, Average Variance Extracted coefficients are tabulated. All Average Variance Extracted coefficients recommended more than .7. For Validating Discriminant validity

Average Variance Extracted coefficients are compared with Correlation Coefficients and those findings are listed below.

Table.iii. Factor Loadings and Reliability

Item	Sub Factors	Factor Loadings	Cronbach's α	AVE	Squared Correlation Coefficients	Item	Sub Factors	Factor Loadings	Cronbach's α	AVE	Squared Correlation Coefficients
VIGOR	V1	0.812	0.775	0.729	0.166		E1	0.845	0.781	0.715	0.174
	V2	0.865					E2	0.839			
	V3	0.831					E3	0.862			
	V4	0.878					E4	0.882			
	V5	0.881					E5	0.882			
DEDICATION	D1	0.811	0.713	0.718	0.110	ENJOYMENT	E6	0.816			
	D2	0.828					E7	0.801			
	D3	0.861					E8	0.829			
	D4	0.881					E9	0.851			
	D5	0.853					I1	0.814	0.759	0.734	0.149
ABSORPTION	A1	0.821	0.771	0.724	0.162	IMPACT	I2	0.889			
	A2	0.819					I3	0.841			
	A3	0.853					I4	0.881			
	A4	0.832					CM1	0.821	0.773	0.713	0.164
	A5	0.889				COMPETENCE	CM2	0.834			
	A6	0.887					CM3	0.898			
CHALLENGE	C1	0.858	0.723	0.734	0.118		CM4	0.821			
	C2	0.878				SELF DETERMINATION	SD1	0.801	0.781	0.727	0.176
	C3	0.801					SD2	0.858			
	C4	0.886					SD3	0.863			
	C5	0.859					SD4	0.886			

Findings:

The Average Variance Extracted (AVE) coefficients from Table iv (lies between 0.713 to 0.734). Leads convergent validity is valid. Discriminant validity inquiry the AVE for each construct is higher than the correlation values in Table iv (lies between .110 - .176) so model leads to Discriminant Valid hence model Construct Validity is verified found enough.

MEDIATION EFFECT ANALYSIS AND FINDINGS:

The Direct effect looks forward to Endogenous Variable (Employee engagement) from Exogenous Variable (Intrinsic motivation) is not significant (.51, p above .05) however indirect effect anticipating Endogenous Variable (Employee engagement) as of Exogenous Variable (Intrinsic motivation) with the mediator as meaningfulness was significant (.82, p below .05). This reveals (Fig. iii) the role of Meaningfulness completely mediation in Government Telecommunication company in Andhra Pradesh.

Table iv Validity Assessment

Variable	Sub Factors	Factor Loadings	AVE	Squared Corellation Coeffints	Variable	Sub Factors	Factor Loadings	AVE	Squared Corellation Coeffints
EMPLOYEE NGAGEMENT	V1	0.812	0.729	0.166	INTRINSIC MOTIVATION	C1	0.858	0.734	0.118
	V2	0.865				C2	0.878		
	V3	0.831				C3	0.801		
	V4	0.878				C4	0.886		
	V5	0.881				C5	0.859		
	D1	0.811	0.718	0.110		E1	0.845	0.715	0.174
	D2	0.828				E2	0.839		
	D3	0.861				E3	0.862		
	D4	0.881				E4	0.882		
	D5	0.853				E5	0.882		
	A1	0.821	0.724	0.162		E6	0.816		
	A2	0.819				E7	0.801		
	A3	0.853				E8	0.829		
	A4	0.832				E9	0.851		
	A5	0.889							
	A6	0.887							
MEANIMGFULNESS	I1	0.814	0.734	0.149					
	I2	0.889							
	I3	0.841							
	I4	0.881							
	CM1	0.821	0.713	0.164					
	CM2	0.834							
	CM3	0.898							
	CM4	0.821							
	SD1	0.801	0.727	0.176					
	SD2	0.858							
	SD3	0.863							
	SD4	0.886							

SUGGESTIONS

The research is conducted to examine the employee engagement in Government telecom organizations in Andhra Pradesh. The research examines the demographical factors of the respondents, especially after VRS Scenario and identified as most of the Employees are less than 55 years of age and with good Technical qualifications. Later a good positive relationship identified among Intrinsic Motivation and Employee engagement which was a good sign of the Organization. But after Introducing Mediator Researcher Identified the effect is more precious than the direct relationship among the variables. Hence researcher Suggest that Meaningfulness is good Mediator for Intrinsic Motivation and Employee engagement for this organization

CONCLUSION

This research examined the mediating effect of meaningfulness between Intrinsic Motivation and Employee Engagement. The outcome validates all the hypothesized dealings, that is initially researcher identified very good relation between Intrinsic Motivation and Employee Engagement further researcher examined model by introducing meaningfulness as a mediator based on disclosures strengthens the sensible structure of (Chalofsky and Krishna, 2009) by giving authentic confirmation to importance as an indicator of Intrinsic Motivation and employee engagement and results show that Meaningfulness was a Full Mediator of Intrinsic Motivation and employee engagement. This discovering gives accurate verification to the sensible structure presented by Chalofsky and Krishna (2009), which suggested that Meaningfulness is an increasingly significant level of Intrinsic Motivation that relates employee engagement. The Researcher proposes that the organization expected to meticulously watch Intrinsic Motivation and Meaningfulness elements to update.

LIMITATIONS

This assessment was Limited Government Telecom Organizations in Andhra Pradesh State, in like manner, the revelations are Limited to this Organization. Future examinations should consolidate employees from various associations so the disclosures can be summarized to a more noteworthy people. Likewise Companies, websites, and published data are used for research purposes. Therefore, it is subject to the built-in limitations of the published aspects. More over Variables and factors included in the study are compacted to make the study more elegant. Therefore, the generalization of the results obtained from research may not be applicable other than the study area

FUTURE SCOPE OF STUDY

Future examinations should think about having additional components, for instance, particular factors as these factors are acknowledged to choose engagement. For example, age differences may accept an occupation in the association between intrinsic motivation and employee engagement. In doing also investigate fill the present gap on the clashing revelations on the association between employee engagement and age (Fig iii) (James, 2007), (Pitt-Catsouphes and Matz-Costa, 2008) (Robinson, 2004). Following further disclosures which expresses that progressively matured specialists engagement levels are less affected by the closeness of characteristic influential work regards. Strikingly, increasingly energetic employee's engagement levels are logically impacted by low natural inspiration. From a definitive perspective, this is a huge issue to consider, especially in selecting practices.

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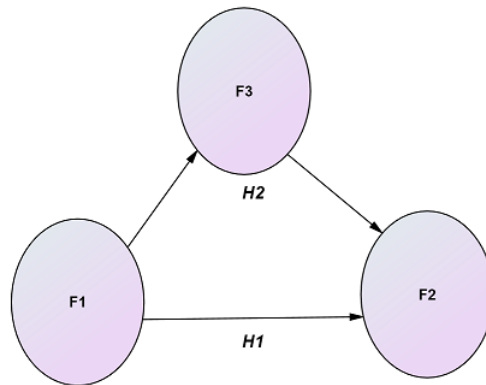


Fig.i. Hypothesis Model

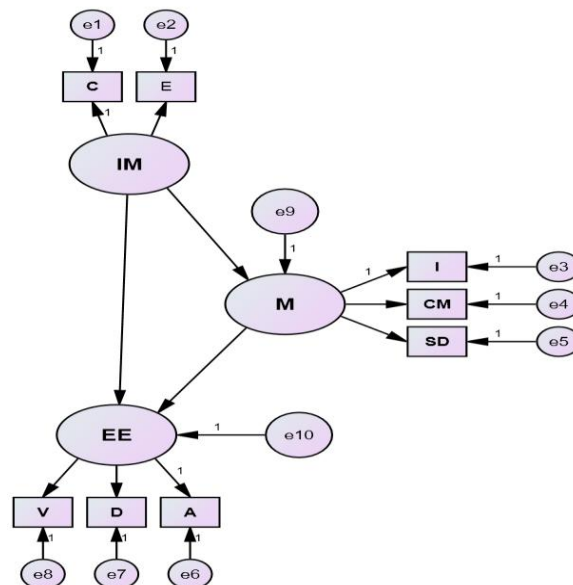


Fig ii Expected Model

Note:

IM : Intrinsic Motivation(IC=Challenge, IE=Enjoyment)
 EE:(Employee Engagement(V=Vigor, D=Dedication, A=Absorption),
 M : Meaningfulness (I=Impact, C=Competence, S= Self Determination.)