

EXAMINE THE ROLE OF INTRINSIC AND EXTRINSIC NEEDS OF EMPLOYEES IN AN ORGANIZATION

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ABSTRACT

The significance of the current study is primarily to recognise tools and techniques that enhance the strategic role of HRM, and from the research studies it is found that High Performance Work Practices found to be one of the methods in this context. Additionally, the significance of the present study is fundamentally to recognise tools and techniques which enhance the strategic role of HRM. The following parts investigate the idea of HPWPs, highlighting the importance of the current research in the process: Workplaces that prioritise high performance need novel approaches to the organisation of work, the provision of incentives for success, and the participation of workers in the decision-making process. The goal of implementing High-Performance Work Practices is to transform individuals and supervisors into lifelong learners who are able to successfully adapt to changing circumstances. These practises' purpose within organisations is to establish an ongoing process of evaluation, modification, development, implementation, and reassessment that can keep up with the pace of change in the external market conditions. Their role in this regard is to play a role in creating a continuous process. In the current research, both the workers' intrinsic needs and their extrinsic requirements, also known as their contemporary needs, were analysed to determine which of these needs had the most significant bearing on employee motivation. The Ranking technique and t-test (paired two sample) are used in order to conduct an analysis of the many kinds of demands that are now present in the various sectors.

Keywords: Team; employees; values etc.

INTRODUCTION

There is a significant body of literature dedicated to growth and development. The bibliography has more than two hundred separate entries. The major objective of this chapter is to conduct a literature review. In some instances, it takes the form of an optimistic assessment, while in other instances, it takes the form of a critical evaluation. A portion of the material is thought-provoking, inventive, founded on empirical research, and methodologically robust. There have been a number of different efforts made to formulate hypotheses and to speculate. Even yet, there is a degree of coherence among the findings.

Research interest is piqued in growth and development for a number of reasons, one of which is the potential to unearth traits that are applicable generally to organisations of a wide variety of types. Business businesses, military units, social movements, government agencies, and hospitals are all examples of organisations that may have their size and age measured in units that are similar to one another (people and years, respectively). It is debatable whether a private company that has

been in operation for four years and has eighty employees can be compared with a government agency that has been in operation for the same amount of time and has the same number of employees, but the majority of the research done in this field operates under the assumption that such comparisons are accurate and are likely to result in significant generalisations.

Comparing organisations based on straightforward independent variables such as size and age is a good place to begin if one holds the belief that large groups of organisations share common denominators. If one does not hold this belief, then there is no point in pursuing the study of organisations as there is no point in studying organisations if one does not believe this. In addition, this kind of comparison often results in significant correlations.

The finding that some organisational traits correlate with size and age does not, however, mean that one can confidently assign these qualities to size and age. There is still a significant distance to go in this regard. In most cases, other characteristics may be found that connect with age and size to provide an explanation for the discrepancies that were seen. The research that Thomas did on welfare offices serves as an example.

Given the correlation between worker personality traits and welfare bureau size, it's reasonable to assume that the labour pool in counties with large populations is distinct from that in counties with low populations. Existing data suggests that there are at least some disparities between individuals who work in smaller bureaus and those who work in larger agencies, analogous to those seen between rural and urban populations (1959: 36).

A minority of scholars, however, share Thomas's level of caution and detail-orientedness. Science relies heavily on correlations, yet researchers frequently take them as proof of causation. Readers are then left with the challenging task of proposing competing hypotheses and searching for studies that support the findings. This chapter may make the latter work easier to complete by offering information on prior study and highlighting areas in which more research may be particularly valuable. This information may be found in this chapter.

This work will inevitably gloss over a few pieces of research. My primary area of expertise is in research that has been published in the United States and has direct application to commercial enterprises. Apart from these inherent biases, the selection of papers for the review was governed by the following three rules:

At the beginning, the chapter places more of an emphasis on descriptive research and ideas rather than normative ones. Even though it is essential to generate prescriptions for how an organisation should grow and develop, it is difficult to make prescriptive claims due to the limited nature of the knowledge that is currently available.

REVIEW OF LITEARTURE

Anoke, Amechi (2021) The performance of the National Assembly in Nigeria is improved in a way that is both favourable and noteworthy thanks to career advancement. According to the

findings of the research, the National Assembly in Abuja need to raise the educational bar for its staff in order to boost both the capabilities of those workers inside the organisation and the general effectiveness of the National Assembly as a whole.

Mehek, Afreen & Baker, Syed (2020) The articles also provide an overview of the many phases that a team progresses through. This will help you get a better understanding of how any team may be properly managed as well as the challenges that come with the process of team development. The majority of companies and organisations make use of various methods of team management in order to complete their tasks as quickly and effectively as possible.

Masanja, Ndalahwa & Chambi, Witness (2020) The quantitative technique was used to conduct the research, and the descriptive correlation design was used for the research design. In the techniques for analysing the data, both descriptive statistics and inferential statistics were incorporated. According to the findings, the most significant and widespread obstacles are ineffective communication and leadership, as well as disagreements that originate from inside the team.

Prasad, Prabhu (2020) The articles also provide an overview of the many phases that a team progresses through. This will help you get a better understanding of how any team may be properly managed as well as the challenges that come with the process of team development. The majority of companies and organisations make use of various methods of team management in order to complete their tasks as quickly and effectively as possible.

Waleed, Mohammad (2020) In this paper, a variety of tactics and methods relating to the formation of teams inside the company as well as their management are dissected and examined. For example, in a group, individuals work on their own and then combine their efforts to produce an output, whereas in a team, everyone works together and accomplishes more than they could in a group alone. It cannot be denied how important it is for any firm to have a team that works successfully together.

Waal, André & Van Nierop, Erjen & Sloot, Laurens (2020) The findings of the research made it abundantly evident that certain kinds of managers are critical to the organisational performance of businesses operating in the grocery industry. In the sense that these managers have distinct responsibilities they perform and specific change methods they implement, some kinds of managers seem to be more successful in the process of establishing and sustaining an HPO.

Ahiaga-Dagbui, Dominic & Tokede (2020) Strong inter-organizational ties are crucial for generating new ideas and completing infrastructure projects on schedule and accurately. As a result, relationship-based contracts are widely used to promote best-for-project principles and smooth over the often contentious dynamic between customers and contractors. In this study, we examine the potential and limitations of a project facilitation model used as a coaching tool to foster the formation of inter-organizational relationships helpful to the successful completion of building projects.

Zafar, Ammad & Khawaja (2020) This research aims to examine the connection between gender diversity and the development of organisations, with a specific focus on the impact of succession planning. Three hundred management employees were surveyed using a questionnaire developed from a pilot research and based on a Likert scale with five points. Convenience sampling was used to choose the sample of 150 males and 150 females. Using logistic regression, we were able to measure the impact of succession planning on business growth. According to the study's conclusions, a well-thought-out succession plan may help businesses succeed in their missions.

Alatailat, Maher & Elrehail, Hamzah (2019) The banking sector in a third world country was the focus of this study, which employed a structural equation modelling (SEM) strategy. Information was compiled using cross-sectional data taken from commercial banks in Jordan. Participants filled out questionnaires in order to collect their own data. Findings show that hypothesis-driven analysis, thinking forward, having a clear goal in mind, and being able to spot and capitalise on opportunities all help businesses succeed. The only time this is not the case is when a systems perspective is used.

Alhmeidiyeen, Mohammad (2019) The conceptual literature doesn't shed much light on the origins of organisational development and change management since it focuses on the development of CM as a service given by some advising organisations in the private sector whereas OD has evolved predominantly in the public sector. The contrast between the two approaches underscores the fact that CM developed as a service initially in the private sector before spreading to the public sector.

RESEARCH METHODOLOGY

RESEARCH DESIGN: This research will use both descriptive and exploratory research methodologies in order to collect the fundamental data necessary for the study from the respondents, who consisted of workers and managers from a variety of industries that will be chosen for the investigation.

DATA COLLECTION METHODS:

Primary Data:

The main data will be gathered by the administration of three independent structured questionnaires, which are as follows:

- i. Executives / Managers
- ii. HR Managers – managers involved in Human Resource management operations
- iii. Non Executives i.e., not below the first level employees

Secondary Data:

Collection of data in general from sources such as journals, academic publications, reports, files, case studies, documentation reviews, articles, projects, annual reports, analysed information that

is available on the websites of the sample organisations, etc., are examples of the types of sources that are included in the secondary data. In order to establish the goals of the research and also to develop questionnaires for it, the aim is to investigate the ideas using these sources and to enrich the data. This will be done in order to fulfil the aforementioned purpose.

QUESTIONNAIRE CONSTRUCTION: As was just said, there will be three distinct kinds of questionnaires developed for the purpose of gathering primary data for the investigation. In order to acquire relevant data that can be used to evaluate the many hypotheses outlined for the research, the purpose of administering different sorts of questionnaires to different groups of personnel in an organisation is to achieve this aim.

DATA ANALYSIS & INTERPRETATION

Intrinsic and Extrinsic Needs Of Employees

The respondents, who are the workers, are given a list of 14 requirements and asked to rank them according to the importance they attach to each one in the context of the workplace.

The related hypothesis is stated as follows:

Ho 5: There is no association between extrinsic and intrinsic needs of employees at workplace.

Table 1 depicts the ranks which are summed as given by the employees in the selected sectors.

Table 1

CONTEMPORARY NEEDS	*RANK TOTAL
1. Job security	797
2. Adequate salary	904
3. Fringe benefits	1543
4. Opportunities for Promotion	1524
5. Comfortable working conditions	1331
6. Interesting work	950
7. Sound company policies and practices	1994
8. Respect and Recognition	1338
9. Responsibility and Independence	1485
10. Providing facilities for Higher education or technical skills	2101
11. Considerate supervisor	2142

12. Compassionate colleagues	2377
13. Flexible work hours	2068
14. Pay according to ability and competence	2176
*Ranks Summed up.	

The ranking approach was helpful in determining which demands were deemed the most significant by the participants in the research. The requirement with the lowest score is the one that is seen as having the most importance at the workplace; for example, if the score for job security is 797, as shown in the table, then this need is chosen as Rank 1 by the majority of workers working for select organisations. The most critical requirements are as shown below.

The Combined Scores for Each Need Have Been Rated, with the Lowest Score Being Given Priority (Rank 1) and the Highest Score Being Given Priority (Rank 14):

S.No.	Contemporary Needs	Score	Rank
1.	Job security	797	1
2.	Adequate salary	904	2
3.	Interesting work	950	3
4.	Comfortable working conditions	1331	4
5.	Respect and Recognition	1338	5
6.	Responsibility and Independence	1485	6
7.	Opportunities for Promotion	1524	7
8.	Fringe benefits	1543	8
9.	Sound company policies and practices	1994	9
10.	Flexible work hours	2068	10
11.	Providing facilities for Higher education or technical skills	2101	11
12.	Considerate supervisor	2142	12
13.	Pay according to ability and competence	2176	13
14.	Compassionate colleagues	2377	14

It was beneficial to divide the requirements into intrinsic and extrinsic needs by using the Ranking technique. The difference between these two types of needs is the foundation for why workers choose certain types of wants.

Intrinsic Needs:

S. No.	Contemporary Needs	Score	Mean	Standard Deviation
1.	Opportunities for Promotion	1524	7.023041	3.505871
2.	Interesting work	950	4.37788	3.43256
3.	Respect and Recognition	1338	6.165899	3.211688
4.	Responsibility and Independence	1485	6.843318	3.216474
5.	Providing facilities for Higher education or	2101	9.682028	3.139548
	technical skills			
6.	Compassionate colleagues	2377	10.95392	2.982619
7.	Pay according to ability and competence	2176	10.02765	3.317905

Extrinsic Needs:

S.No	Contemporary Needs	Score	Mean	Std. Deviation
1	Job Security	797	7.336406	3.069993
2	Adequate Salary	904	8.276498	3.39664
3	Fringe Benefits	1543	14.17972	3.603847
4	comfortable working conditions	1331	12.20737	2.92746
5	sound company policies and practices	1994	18.31336	3.55203
6	Considerate supervisor	2142	19.72375	3.118335
7	Flexible work hours	2068	19.70968	3.608154

Table 2 t-Test: Paired Two Sample for Means:

TESTS	INTRINSIC NEEDS	EXTRINSIC NEEDS
Mean	7.8676761	14.15076
Variance	5.71994673	26.12964
Observations	7	7
Pearson Correlation	0.86499691	
Hypothesized Mean Difference	0	
Df	6	
t Stat	-5.0820053	
P(T<=t) one-tail	0.00113054	
t Critical one-tail	1.94318027	
P(T<=t) two-tail	0.00226107	
t Critical two-tail	2.44691185	

FINDINGS AND CONCLUSION

There is a noteworthy distinction to be made between wants that are extrinsic and those that are intrinsic. As a result, the hypothesis cannot be supported. And the intrinsic needs received a high score, indicating that they have a high potential to impact the motivation of workers in the sample organisations. This was shown by the fact that they received a high score. This output demonstrates the importance of understanding the needs and types of needs of employees, and these observations are helpful for managers in analysing the types of needs that employees were unable to satisfy at work. This output also demonstrates the importance of understanding the needs and types of needs of employees. The fact that the intrinsic needs received a high score indicates that modern employees place a higher priority on needs such as opportunities for promotion, interesting work, respect, recognition, and responsibility, etc., rather than having a considerate supervisor, fringe benefits, flexi hours, etc. The study found that employees today place a higher priority on needs such as opportunities for promotion, interesting work, respect, recognition, and responsibility. These inputs may be helpful in gaining an understanding of the change in the demands of workers, and the management must also make actual efforts to accommodate these requirements at the place of employment.

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