

Role Intrinsic And Extrinsic Motivation On The Performance Of Employees' A Case Study Of Teaching Faculty Public Sector Of Colleges Of Pakistan

Amir Bux Pirzada¹ Shaman Ali² & Syed Akram Ali Shah³

amir.pirzada.ggdc@gmail.com, 2 jumani_001@yahoo.com 3 jillaniakram@gmail.com

Abstract

The purpose of article is to contribute the knowledge in the field of human resource management the importance of intrinsic & extrinsic motivation in connection with employee' s performances how of employees can be more motivated towards the increasing the their performance through means of of intrinsic & extrinsic motivation

Teacher' s motivation can be judged in conveying knowledge and skills to learners. As in this study effects of intrinsic and extrinsic motivation on the performance of College teachers in public sector has been examined. Specifically in this study it was found out whether motivation of teachers had any effect on their morale to perform.

Quantitative approaches was used in this study and 278 sample size of teaching staff were selected from total population by using the Mark Saunder' s table of, selection of sample size through the convenient sampling,

Research Frame work was developed in the light of Adams (1965) Maslow (1943) and vroom (1964) theory of motivation. They suggested that pay, recognition, promotion, social relationship and intrinsic reward are the result as of work. Before developing the hypothesis, Research framework was developed in which Employee Job Performance was selected as Dependent Variable, (DV) some factors of extrinsic motivation (Salary, Financial Benefits, Promotion, and intrinsic motivation and Recognition were considered as independent variables.(IV). Statistical Package for Social Science version 18.0 was used. Exploratory Factor Analysis test, ANOVA, Pearson Correlation and regression analysis were applied

Study will guide the top level management of Education and Literacy Department, Government of Sindh in making strategy for improving the performance of teacher, and it will be guide lines for them that, how to get work done through teachers' by the means of motivation

It is observed that there is significant & positive relationship between extrinsic and intrinsic motivation and job performance of college teachers except recognition.

Keywords: *Extrinsic & Intrinsic Motivation and Employee Performance*

Introduction

Mostly institutes meet the question of motivation either they are in the public or a private sector. The object of this article is to contribute some efforts in field of motivation of teachers and to firm an idea of the motivational levels of teaching faculty of government colleges of Sukkur Region and to know how much teachers are motivated in their job. Through this article we will be able to know, the importance of motivation that how it is important for the employees performance. To judge how the reward scheme motivates the teachers.

And to know the philosophy of motivation. And how motivated force is beneficial and important for any organization. This type of ideas and questions mostly arises in the mind of management, and ultimately they try to find out solution to answer these questions usually. For finding the answer of these question. Almost many researches have been conducted on the field of motivation and motivational factors by different scholars broadly. It is clear that management must be aware from the perception of motivation of employees. And the answer to "Why Teachers motivation is essential?"

What is Motivation

Motivation is combination of two words intentional and directional. Intentional refers do the any task with action and with enthusiasm, and directional refers externally force which insist the employee to do happily. OR Motivation is employee' s energetic contribution and commitment to achieve the agreed consequences.

It is concluded after studying and reviewing the definition of different researchers my point of view about the Motivation is that: the motivation is " general wish /initiatives or enthusiasm /willingness of someone to do something" . Means motivation is driven force and motion for halted (stopped) machine of mankind, when any halted mind get a single drop of motivation, would get speed and boot towards the desire goals, destination and achievement.

Means art of getting work from employees according to the own wish is motivation. In order to create motivated force in any organization there are two types of motivation which play vital role, such as intrinsic motivation and extrinsic motivation.

Intrinsic Motivation

Intrinsic Motivation is inner driving force that stirs up one' s internally. Means intrinsically motivated persons' working the for their own purposes, satisfaction, happiness and social status.

The examples of , intrinsic motivation sepcillay in teaching profession are as satisfaction of job, enjoyment of teaching, appreciation, personal growth, cogool of life to become a teacher these are examples of intrinsic motivation. which also considered in this study.

Extrinsic Motivation

Extrinsic motivation when the employees work with interest for externally directed returns, which are included as salary, financial benefits, promotion, and recognition of the employees, and social status, and respects from society.

Normally the extrinsic motivational factors which effects on the teachers' performance are, the Increase in salary, extra teaching remuneration, transport facility, housing facility, free penal medical facility, timely promotion and social status. These factors were considered in this study.

Couple of years back many researchers worked on the motivation and management also gave full focus on the motivation of employees. Because it need of today' s era or survival of any organization to get highly well-organized and creative employees.

When intrinsic or inner emotions of an employee absolutely grow weaker and covered up due to some any reason then, here role of management start to motivate them, it possible when management must be well known about motivation and types of motivation and factors of motivation which can form a motivated force for better performance.

The success of any organization either private or public depends upon the motivated force. Means motivation is bridge between employees and success of organization. Because motivated force do work with commitment and keep assigned task as guide line for him/her.

Employee Performance

There are two sides of performance one is management performance and others is employee performance. Mainly employee performance depends upon work done by employee in any organization. Usually it is measured individually. And conclusion of discussion of Otley, 1999 that there two separate performances in any organization Job performance and organizational performance.

And survival of an organization depends upon the better performance of employee and it is possible when employees were more motivated. Thus the objective to study the above literature knows the relationship between motivation of the employees and their performance.

Importance of Job performance

Better performance of employee' s is compulsory for the success of institution as the survival and success of any institution is rely upon the inspiration, modernization and dedication of the employees. And motivated teachers find the different strategies and new technical methods to teach the students. And result of this quality education, many doctors, engineers, solders, and good businessmen come in to society.

Hunter pointed out that on different times and situations, only job performance consist on “**personality, skills, knowledge, experience and abilities.**”

Literature Review

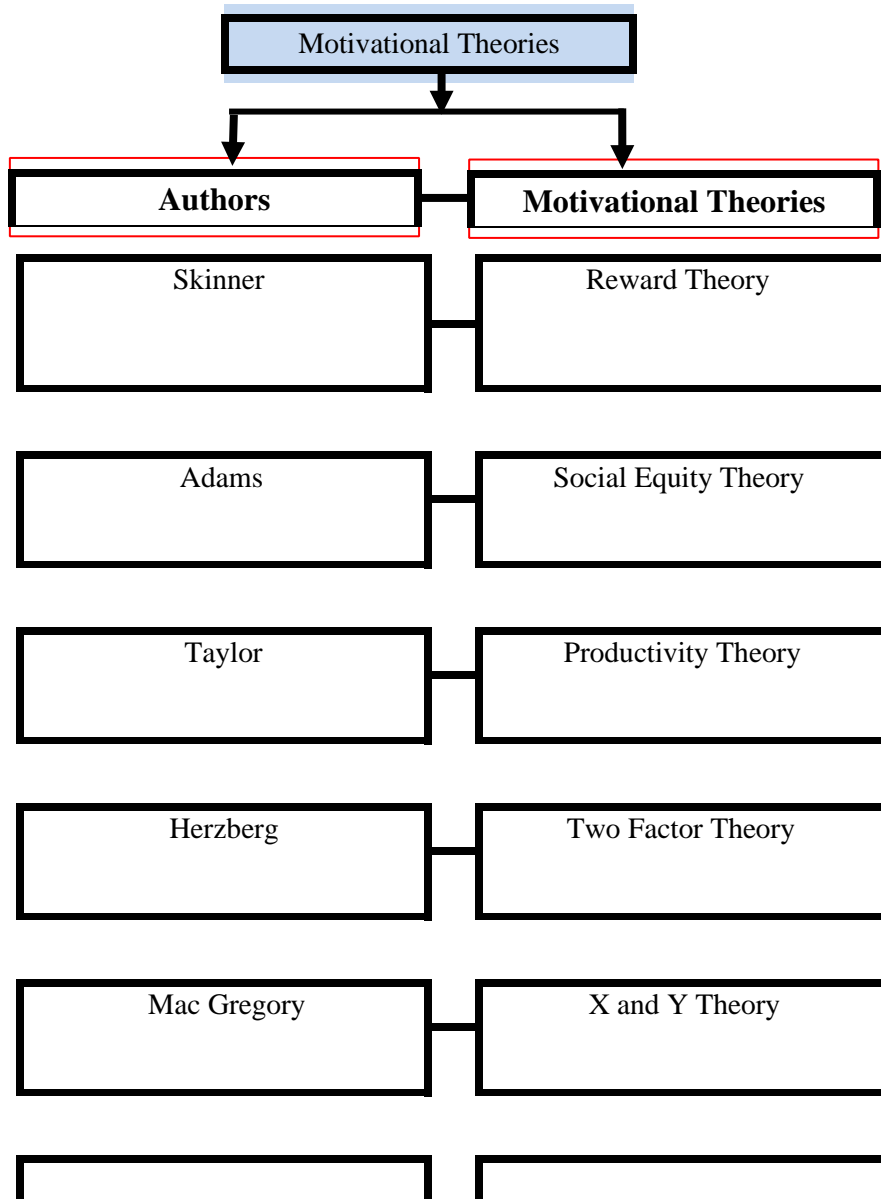
In order to understand the research questions and objectives of the research study this included as to know the importance of motivation on the performance of college teachers in Sukkur Region.

To know the results on the basis of which, recommendations are made to improve the motivational factors and overall motivational levels through which, performance of teachers can be enhanced. To know the relationship between motivation and employee performance.

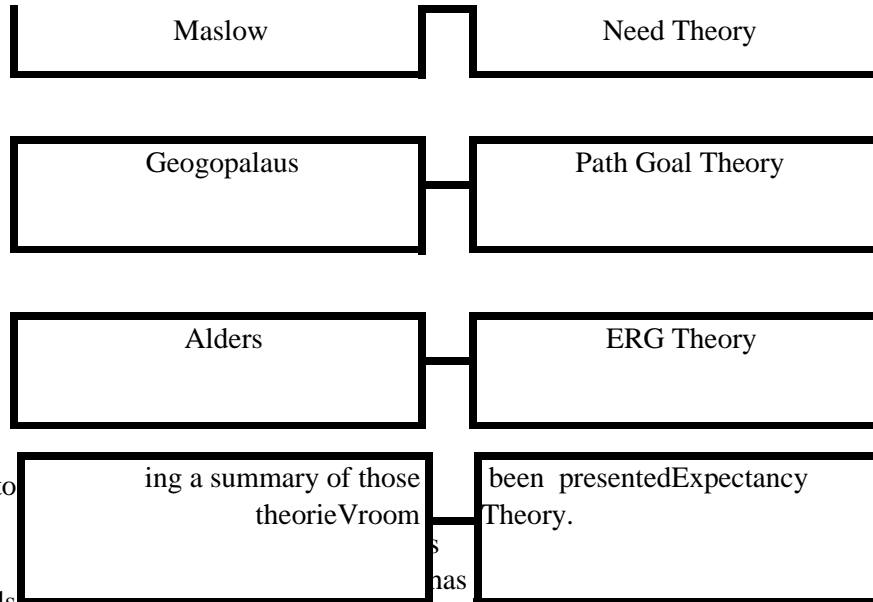
To describe the importance of certain motivating factors which play vital role in an increasing the teachers' performance, various models, theories literature was reviewed which was very close to my topic.

Motivational Theories

There many theories and models given different researchers and scholars on the perception of extrinsic motivation factors specially financial, which are playing vary vital role in increasing the employee's performance in either public sector or public sectors. And those models and theories are used as guide lines and para- meters by the different organizations and accepted by top level management. Some of them theories were studied and were included in this research study.



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Better to understand
 ing a summary of those theories has been presented
McGregor X and **Y Theory**
 X theory tells that naturally every employee is intrinsically lazy will not happy with work, here role of management arises, that how they are getting desire results from the employees. This theory suggests that, for getting the predetermined goals and objectives there should be close monitoring of employees.

As x theory tells that without attractive incentives, employees do not demonstrate aspiration towards the doing of the responsibility assigned to them.

X theory managers believe that all proceedings can be sketched reverse and the person accountable for them, wants to be in a straight line pleased depend on the proceedings consequences. And mostly this approach is applied in those occupations, wherever no promotion policy and delay in promotion yet not possible, and this approach is applied where nature of work cyclical. So the defect of this managerial style is that this stop the creativity and potential of employees and also disheartens the employees.

According to Y theory administration think that employees may be proactive, intrinsically motivated & work out himself. And supposed that employees in any organization take pleasure in their assignments cerebrally and bodily. As y theory suggests that job is while natural at the same time as take part in. because employees have the capability of to solve the trouble, however inner ability of them under estimated in the majority of the institutions.

Management of Y theory suppose that if good environment is given to the employees in any organization then employees can achieve predetermined objectives, and happily admit the task, and wok with commitment by going in right track.

Management of Y theory think that, if good and working environment is provided to the employee at work place, then employees will work with great sense of responsibility and commitment. And this theory tells that pleasure of completing the task is an effective motivation.

Y theory managers deal and communicate with their subordinates explicitly with, they always try to create a happy atmosphere by reducing the disparity among the employees and management, in this environment employees can build up and utilized their skills and capabilities. Y theory managers believe that employees

may be involved in decision making, and ideas and decisions were shared with employees in this they can be motivated.

Motivation of Teachers and its Effects over Performance

After reviewing the above literature it is founded that lot of work and research has been conducted on motivation of teachers, quality of education, effective teaching methods, classroom management, but role of extrinsic factors of motivation as salary, promotion, benefits, recognition and intrinsic motivation as whole variable at job place was not researched. Specially the influence of motivation on teachers' performance in Public Sector Colleges of Sukkur Region.

Due to the low packages of the Teachers do not focus on their primary responsibility [Teaching] and do not spare some time for extra-curricular activities, best alternative teaching methods preparation of lectures according to the syllabus, lesson plan and the assessment of his/her daily progress and students' assignment.

From this research it is observed that most of the teachers were low motivated due to low salary (through which even routine expenses of daily life cannot be meet.), lack of recognition, therefore majority of teachers were in the search of secondary income. Teachers were busy in “**survival activities**” They were trying to generate additional income through secondary employment for self-sufficiency. They were doing other activities for income, these activities influence their performance they were focus on their secondary employment other than primary responsibility. As it is common saying “**you get what you pay**”

Role of Intrinsic Motivation in Performance of teachers

Intrinsic motivation has vital role in increasing the performance of teachers' . Like appreciation. As keeping the view of Bennell intrinsic motivation was taken as independent variable to check relationship with the performance of teachers in Government Colleges of Sukkur Region.

It is observed that many principals were not well trained, not any managerial, and financial, and communicational and technical training has been given to them. Many teachers were unhappy with the behavior of management. Because their grievances are not noticed and solved by the management on time, there most of them intrinsically de-motivated. If some teachers are performing well according to target assigned they must be rewarded with recognition and appreciation.

Study pointed out many teachers wishes their posting at colleges of cities. This research paper consists on both urban and rural. The teachers who were posted in rural areas more away from their residence were intrinsically less motivated, on contrast the teachers who were posted to urban areas main cities' colleges were some highly intrinsically motivated. Because of many reasons.

As quality education, good working atmosphere and social network, it was “It is experimental that usually it was the wish of many teachers that they should be posted at city areas. Behind that there are many reasons; there may good and quality education for their kids. There may be chances of the secondary employment, social contacts, because city life style is better than rural style of life, and there may be other reasons teachers wants to be posted at city colleges. Whereas teachers posted to rural colleges were utilizing their efficiency and time on secondary employment for generating additional income. Research was conducted to know the role of intrinsic motivation in the performance of teachers in Public sector Colleges Sukkur Region.

Role of Extrinsic Motivation in Performance

This research was conducted to know the role of extrinsic motivation on the teachers' performance in Public sector Colleges Sukkur Region. In the views of Wayne (1998) a return in the shape of salary is very physically powerful collision on the performance of employee.

By applying the above philosophy it was concluded that newly appointed staff was highly satisfied with their pay, but in contrast senior staff of colleges was not satisfied with their salary. Means satisfaction leads to the motivation, satisfied teaching faculty was more productive, they can perform better. And overwork load leads to de-motivation which was complained by teaching faculty in many colleges. After reviewing and studying the above literature in deeply, it is concluded that, no any such research has been conducted for judging the belongings of motivation with the performance of college teachers in Colleges of Sukkur Region. Whereas many researchers have done outstanding work in this topic. And they have identified the importance and impacts of motivation on the employee performance.

As it is clear from above researches. That there is some gap in research on to judge the connection of motivation with the performance of college teachers. And know which factors of motivation which can increase the morale of college teachers to perform better. As well as the effect of intrinsic and extrinsic motivation on the performance of teachers. Therefore this research was carried out to get the useful information which will contribute some efforts to close the research gaps.

Research Methodology

The study was a quantitative in nature . Quantitative research was conducted by using adopted questionnaire as research instrument. Throughout research work, all accessible books, articles, web sites, and official data form Regional Directorate office Sukkur were consulted.

The study area was the Government colleges of Sukkur region. 278 sample size of teaching staff were selected from total population of 1286, by using convenient sampling,

The research study was conceded out amongst the 36 government colleges of Sukkur Region. Respondents were college teachers as lecturers, Assistant Professors, Associate Professors and professor (grade 17, 18, 19 & 20).

Selection of Respondents

Respondents of study incorporated college teachers as main respondents; Simple convenient sampling was used to select the teacher respondents. 278 college teachers from 36 colleges were participated as respondent from the target population. According to Mark Saunders Philip Lewis Adrian Thornhill 2009. If targeted population is in between 1000 to 1999 then 278 samples may be selected on 95% accuracy of results.

As total population was 1286, by following the Mark Saunder' s table of, selection of sample size, 278 respondents were selected on 5% error. 278 respondents are 22% of percent of total population 1286, therefore, this ratio in selecting the respondents from each college, was followed, randomly 22% teaching staff of each college was given the Constructive and adopted questionnaire for data collection. Two questionnaires were incomplete therefore 276 questionnaires were interred in SPSS.



Table 1.2 Ratio of male and Female Respondents

Description	No.	%
Male	213	78
Female	63	22
Total	276	100

Theoretical Research Framework

Research Framework was developed in the light of Motivational theories of Adams (1965) Maslow (1943) and Vroom (1964), in this study model some factors of extrinsic motivation like Salary, Promotion, Recognition and Financial Benefits and intrinsic motivation were considered as independent variables and Employee Job Performance was selected as Dependent Variable

Hypotheses

On the basis of research framework 5 hypotheses were developed.

H1: *there is significant association between Salary and employee job performance.*

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	246.217	2	123.109	1167.667	.000
	Residual	28.783	273	.105		
	Total	275.000	275			

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Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
Salary H1	1	.931 ^a	0.867	0.866	0.36564546

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
EJP	(Constant)	1.79907E-17	.022		.000	1.000
	Benefits	.931	.022	.931	42.224	.000

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Co linearity Statistics
						Tolerance
1	Salary	.169	8.629	.000	.463	1.000
	Intrinsic Motivation	-.039	-1.777	.077	-.107	1.000
	Promotion	-.079	-3.649	.000	-.216	.998
	Recognition	-.027	-1.206	.229	-.073	.990

ANOVA By seeing Analysis of Variance, this table shows the significance level of Model No. 1 that is @ **.000** level. **Model Summary** By looking at the value of **Adjusted R Square** which shows over the fitness of Model No. 1 that is **0.895** it means approximately 89% Model is fit. Because according to parameters of fitness if value of adjusted r square is greater than .5 the model is strongly fit. **Coefficient B** As this table shows the Relationship of Independent Variable with Dependent Variable in two prospective. As value of Beta in Model No. 1 Salary is **0.169** in +ve. Means relationship of Salary with employee Job Performance is positive, but strength of relationship is **Modest effect**.

Salary is significantly associated with employee job performance.

H2: *there is significant association between promotion and employee job performance.*

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	247.876	3	82.625	828.575	.000
	Residual	27.124	272	.100		
	Total	275.000	275			

Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
Promotion H2	2	.949 ^c	0.901	0.9	0.31578459

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
EJP	(Constant)	1.52242E-17	.019		.000	1.000
	Benefits	.935	.019	.935	49.026	.000
	Salary	.168	.019	.168	8.847	.000
	Promotion	-.078	.019	-.078	-4.079	.000

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Co linearity Statistics
						Tolerance
2	Intrinsic Motivation	-.043	-2.270	.024	-.137	.998
	Recognition	.043	1.832	.068	.111	.666

ANOVA By seeing Analysis of Variance, this table shows the significance level of Model No. 2 that is @ .000 level. **Model Summary** By looking at the value of **Adjusted R Square** which shows over the fitness of Model No. 2 that is **0.9** it means 90% Model is strong fit. Because according to parameters

of fitness if value of adjusted r square is greater than .5 the model is strongly fit. **Coefficient β** As this table shows the Relationship of Independent Variable with Dependent Variable in two prospective. As value of Beta in Model No . 2 Promotion is **-.080** in -ve. Means relationship of Promotion with employee Job Performance is negative, but strength of relationship is **Weak effect**. Means Promotion is significantly associated with employee job performance

H3: *there is significant association between promotion and employee job performance.*

Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
Benefit H4	3	.931 ^a	0.867	0.866	0.36564546

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
EJP	(Constant)	1.79907E-17	.022		.000	1.000
	Benefits	.931	.022	.931	42.224	.000

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Co linearity Statistics
						Tolerance
3	Salary	.169	8.629	.000	.463	1.000
	Intrinsic Motivation	-.039	-1.777	.077	-.107	1.000
	Promotion	-.079	-3.649	.000	-.216	.998
	Recognition	-.027	-1.206	.229	-.073	.990

ANOVA Stand for Analysis of Variance, this table shows the overall significance of Models that is @ .000 level. **Model Summary:** By looking at the value of **Adjusted R Square** which shows over the fitness of Model that is 0.866 it means approximately 87% Model is fit. Because according to parameters of fitness if value of adjusted r square is greater than .5 the model is strongly fit.

< **0.1** = Poor Fit. 0.11 – 0.3 = Modest Fit. 0.31 - 0.5 = Moderate Fit. > 0.5= Strongly **Fit . Coefficient**
B As this table shows the Relationship of Independent Variable with Dependent Variable in two prospective. **As parameters of relationship are as**

- a. **0 - 0.1** = Weak Effect. 0.1 - 0.3 =Modest Effect. 0.3 - 0.5= Moderate Effect
- b. > 0.5 =Strong Effect

As value of Beta in Model No 1 Benefit is **0.931** in +ve. Means relationship of Benefit with employee Job Performance is positive. And also strength of relationship is strong effect. Means financial **benefits are positively associated with employee job performance.**

H4: *there is significant association between recognition and employee job performance*

H5: *there is significant association between intrinsic motivation and employee job performance*

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	247.876	3	82.625	828.575	.000
	Residual	27.124	272	.100		
	Total	275.000	275			

Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
Intrinsic Motivation H5	4	.950 ^d	0.903	0.902	0.31340194

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
EJP	(Constant)	1.37168E-17	.019		.000	1.000
	Benefits	.935	.019	.935	49.404	.000
	Salary	.168	.019	.168	8.914	.000
	Promotion	-.080	.019	-.080	-4.216	.000

	Intrinsic Motivation	-.043	.019	-.043	-2.270	.024
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Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Co linearity Statistics Tolerance
4	Recognition	.041	1.775	.077	.107	.665

ANOVA By seeing Analysis of Variance, this table shows the significance level of Model No. 4 that is @ .000 level. **Model Summary** By looking at the value of **Adjusted R Square** which shows over the fitness of Model No. 4 that is **0.902** it means 90% Model is strong fit. As parameters of fitness. **Coefficient β** As this table shows the Relationship of Independent Variable with Dependent Variable in two prospective. As value of Beta in Model No. 4 Intrinsic Motivation is **-.043** in -ve. Means relationship of Intrinsic Motivation with employee Job Performance is negative, but strength of relationship is **Weak effect**. Means **Intrinsic Motivation is significantly related with employee job performance and recognition is insignificant associated with employee job performance.**

Data Analysis, Diagnostic Test and Argument

This section shows analysis of data which include the reliability test of instrument, factor analysis, in order to know the importance and relationship of motivation on the performance of college teachers Sukkur Region. This is presented in such a way that specific objectives can be achieved. Such as. That how motivation affect on teachers' self-esteem to perform, and what is impact of intrinsic motivation & extrinsic motivation on the performance of teachers.

Diagnostic Test

Subsequent to gathering the data through questionnaires, data was planned and arranged for computer analysis. And Reliability Analysis, Factor Analysis, and Multiple stepwise Regression tests, were applied to find out the results. For that SPSS version "18.0". "Statistical Package for Social Science" was used.

Reliability Analysis ($\alpha = 0$ to 1) (Alpha = equation constant)

Reliability test was conceded out on likert scale of questions and which shows the reliability as Chronbach $\alpha = 0.871$, it means that instrument for data collection is 87% reliable. Which should be $\alpha = 0.1$. Whereas some researchers & some books suggest, that reliability of the instrument should be $\alpha = 0.60$, $\alpha = 0.70$ but reliability of questionnaire is Chronbach $\alpha = 0.871$, WHICH means questionnaire is valid for data collection.

Cronbach's Alpha	No. of Items
0.871	37

Factor Analysis

Exploratory Factor Analysis test was applied and found Component Matrix/ **Score of questions**. In which 37 items (Questions) were entered in exploratory factor analysis test, then 9 question came in to cross loading, and 28 questions and 6 factor were finalized.

- F1= Salary,
- F2= Intrinsic Motivation,
- F3= Benefits,
- F4= Promotion,
- F5= Recognition,
- F6= Employee Job Performance

Table 1.3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 ^a	.867	.866	.36564546
2	.946 ^b	.895	.895	.32470183
3	.949 ^c	.901	.900	.31578459
4	.950 ^d	.903	.902	.31340194

- a. “ Predictors: (Constant), Benefits”
- b. “ Predictors: (Constant), Benefits, Salary”
- c. “ Predictors: (Constant), Benefits, Salary, Promotion”
- d. “ Predictors: (Constant), Benefits, Salary, Promotion, Intrinsic Motivation”

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Salary	.169 ^a	8.629	.000	.463	1.000
	Intrinsic Motivation	-.039 ^a	-1.777	.077	-.107	1.000
	Promotion					.998
	Recognition	-.079 ^a	-3.649	.000	-.216	.990
		-.027 ^a	-1.206	.229	-.073	
2	Intrinsic Motivation	-.039 ^b	-2.004	.046	-.121	1.000
	Promotion	-.078 ^b	-4.079	.000	-.240	.998

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	Recognition	-.016 ^b	-.803	.423	-.049	.986
3	Intrinsic Motivation Recognition	-.043 ^c	-2.270	.024	-.137 .111	.998
	Recognition	.043 ^c	1.832	.068		.666
4	Recognition	.041 ^d	1.775	.077	.107	.665

Hypothesis Summary Acceptations/Rejection

H	Hypothesis	Accepted/ Rejected
H1:	Salary is significantly related with Teachers' performance.	Accepted
H2:	Promotion is significantly related with Teachers' performance.	Accepted
H3:	Recognition positively and significantly connected with Teachers' performance.	Rejected
H4:	Benefits are positively connected with Teachers' performance.	Accepted
H5:	Intrinsic Motivation is significantly linked with Teachers' performance	Accepted

Conclusion and Recommendations

Précis, winding up and suggestions of the learning' s from the research study have been highlighted here. The suggestions are projected for the motivating the college teachers and also recommendations for enhancing the performance of teachers in colleges. As it is common saying that “ motivation must be a never-ending process.” Means motivation cannot be completed at any one point but it repetitive process. Management should always be aware about the motivation of employees. It was founded during the research that performance of college teachers was somehow was better, regardless of the reality that, their motivation was insufficient and very low in the colleges of Sukkur region.

A momentous & optimistic association among “intrinsic motivation and performance of teachers was also found “to survive in colleges of Sukkur Region.

In conclusion if and when if and when extrinsic motivation factors will not present in the colleges, can lead to de-motivation of teachers and Intrinsic motivation factors can lead to motivation when they are present in the colleges.

And it is concluded that, there is lack of recognition and it is observed that performance of Teachers cannot be enhanced with recognition only.

It is very difficult to separate human behavior and values. For that management should deeply study the motivation and motivational theories of different scholars which relates with objectives of institution. Because is repetitive un ending process, so management always review the motivation factors. Because the factors which are motivating at present may not have the parallel effect tomorrow.

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