

**“The Impact of Intrinsic and Extrinsic Motivation Factors on
Employee Engagement in the Mediating Role of Top Management
Support in Oman's Private Universities”**

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Abstract

The goal of this study was to examine the impact of intrinsic and extrinsic incentive variables on employee engagement in Oman's private institutions, as well as the role of top management support as a mediating element. Explanatory survey research design and a quantitative and qualitative study survey were used to accomplish this. A total of 349 questionnaires were collected from the study's target population, which consisted of all management office personnel at four private universities, as well as primary and secondary data. The study used proportionate stratification with simple random sampling in order to acquire relevant data and ensure that all employees had an equal opportunity. Once the reliability analysis, bivariate correlation, ANOVA and multiple regression analysis were completed, the statistical program social science was used to conduct further inferential statistics tests (SPSS). According to the study's findings, extrinsic motivation is more important than intrinsic motivation, and there is a correlation between intrinsic and extrinsic motivations and employee engagement. According to the findings, extrinsic motivation is more closely linked to employee engagement than intrinsic motivation. As a suggestion, the university should figure out which approaches work best for encouraging individuals and what inspires them, and then make sure that each employee gets the right kind of motivation. Managers should also make an effort to inform personnel about the university's mission. Finally, businesses should take the initiatives to align their vision with that of their employees towards universities.

Keywords: Motivation, Intrinsic motivation, extrinsic motivation, Employee engagement, private sector, Management.

الملخص

كان الغرض من هذا البحث هو النظر في تأثير عوامل التحفيز الداخلية والخارجية على مشاركة الموظفين في الجامعات الخاصة في عمان والدور الوسيط لدعم الإدارة العليا. للقيام بذلك تم استخدام تصميم بحث مسح توضيحي وأجرى مسحًا دراسيًا كميًا ونوعيًا. تم استخدام مصادر البيانات الأولية والثانوية في البحث. تم اختيار أربعة موظفين إداريين جامعيين خاصين كمجموعة مستهدفة للدراسة، بما في ذلك جميع موظفي مكتب الإدارة، وتم ملء 349 استبيانًا وجمعها من هؤلاء الموظفين كحجم عينة. للحصول على البيانات ذات الصلة والتأكد من أن جميع الموظفين لديهم فرصة متساوية، استخدمت الدراسة تطبيقية متناسبة مع أخذ عينات عشوائية بسيطة. في وقت لاحق، تم استخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) لإجراء اختبارات الإحصاء الاستنتاجية المطلوبة، مثل تحليل الموثوقية، والارتباط ثنائي المتغير، وتحليل التباين (ANOVA)، وتحليل الانحدار المتعدد. تبين أن الدافع الخارجي أكثر أهمية من الدافع الداخلي، وكان هناك ارتباط إيجابي بين الدوافع الداخلية والخارجية ومشاركة الموظفين وفقًا لنتائج الدراسة. وفقًا للنتائج، وجد أن الدافع الخارجي يرتبط ارتباطًا وثيقًا بمشاركة الموظف أكثر من الدافع الداخلي. كافتراح يجب على الشركات تحديد الأساليب الفعالة في تحفيز الأشخاص وما الذي يحفزهم، ثم التأكد من أن كل موظف يتلقى العلاج التحفيزي المناسب. يجب على المديرين أيضًا بذل جهد لإعلام الموظفين بمهمة الجامعة. أخيرًا يجب على الشركات اتخاذ المبادرات لمواءمة رؤيتها مع رؤية موظفيها تجاه الجامعات.

الكلمات المفتاحية: الدافع، الدافع الداخلي، الدافع الخارجي، مشاركة الموظفين، القطاع الخاص، الإدارة.

Introduction

The term "motivation" is used to describe how people act. It depicts the reasons that drive people's activities, wants, and needs. Motivation may also be defined as a person's driving force behind their activities, or what drives them to repeat a behavior or vice versa. Most motivation theories reflect these concerns by seeing motivation as a cohesive trend ranging from a lack of motivation to a great deal of motivation. Motivation, like a few other psychological concepts, has a long and famous history. There are two sorts of motivation: intrinsic (internal) and extrinsic (external). Since the early 1970s, researchers have been investigating intrinsic motivation. The urge to learn new skills, take on new tasks, appraise one's abilities, observe, and learn is intrinsic motivation. It is influenced by personal interest or satisfaction in the activity at hand, rather than external causes or a desire for reward. Extrinsic motivation is the polar opposite of intrinsic motivation, and it relates to doing something solely for the purpose of accomplishing a goal. Extrinsic motivation is obtained from factors beyond the control of the individual (Makki, 2017).

The workforce is the most crucial aspect of every university. Private universities that want to succeed in a competitive market must-have factors that motivate them to work hard to achieve their objectives. Any private university can grow by motivating and increasing the efficiency of its employees through the use of appreciation strategies. One of the most useful appreciation ways is the reward management system. Human resource management is responsible for attracting and retaining top performers by providing them with the tools and encouragement they need to do their employees well. The ability of employees to use their creativity, abilities, and knowledge determines an organization's performance. Employer-provided benefits and incentives are effective tools for raising employee standards of work. Organizations utilize numerous human resource approaches to naturally and extrinsically encourage their employees and improve their task performance. Unfavorable employee performance compensation can lead to decreased motivation and enjoyment at work. Any business should invest in developing its employees' ability to perform a given activity if it wants to succeed. According to social exchange theory, when a university invests in staff development, it contributes to its overall success (Baker, 2013).

Unmotivated employees are more likely to put less effort into work obligations, create lower-quality work, avoid the workplace, and, if allowed, leave their employment. Employees that are highly motivated, on the other hand, are more likely to take on new responsibilities with enthusiasm, produce high-quality work, and be tenacious and innovative. Employees might be motivated in two ways: intrinsically or externally. Because of the intrinsic value of the work to an individual (i.e., its interest and interest value), the individual is motivated by intrinsic motivation. Extrinsic motivation, on the other hand, arises from a desire for non-work-related results (such as monetary incentives) (such as rewards). Every employee in a university is driven differently. Employee motivation is influenced by a variety of factors, both internal and external, such as interesting work, admiration for one's work, contentment, stress, job stability, progress, and rewards (Reiss, 2012).

All of these motivational features aim to create an environment in which employees are eager to work enthusiastically and enthusiastically and enthusiastically and enthusiastically to achieve their goals for both their own careers and for the company as a whole. According to the study, the relationship between intrinsic and extrinsic motivation and employee engagement varies. Employee engagement is more strongly influenced by extrinsic motivation than by intrinsic motivation. A person's level of cognitive, emotional, and behavioral involvement in relation to an organization's goals is referred to as their level of employee engagement. Full employee engagement is characterized by a balance between personal fulfillment and the ability to make a significant impact on the organization's success. Employee satisfaction and contribution to company performance were the focus of all definitions (Sansone, 2000).

Most people believe that a key factor in a worker's output and effectiveness is their level of motivation. It is unavoidable that university employees give it their all in order to be the most successful they can be. It is commonly acknowledged that highly motivated employees will perform better at work. When employees receive praise from management, they are more inclined to perform. Employees can be motivated and perform to their maximum capacity when their triumphs are recognized and rewarded. Previous research has demonstrated a beneficial correlation between employee motivation and job performance. Employee motivation, both intrinsic and extrinsic, and performance in the financial and trade employees, as well as administrative managers (Ryan, 2020).

In order to meet its goals, a private university will need a combination of monetary, physical, and human resources. That goal can only be reached by utilizing the full potential of highly engaged employees. Employees who are highly engaged and ready to accomplish their obligations are driven employees who embrace responsibility. Lack of understanding or implementation of motivation. Human nature is vital for understanding motivation, yet it is not as simple to explain because each person is unique. Private institutions employ a wide range of human resource strategies and employees to keep their staff engaged and motivated. The deployment of a reward management system in a private university helps attract, retain, and inspire employees to perform at high levels. Reward management systems and employee participation in decision-making are two of the most common tools used by organizations to motivate and retain employees. Salary, bonuses, recognition, acclaim, flexible working hours, and social rights are among the intrinsic and extrinsic rewards contained in the reward management system (Heimer, 2019)

The Mediating Role of Top Management Support in Engagement The impact of efficient incentive management on employees' performance in Oman's private universities service management. A significant and positive impact on employee performance can be attributed to intrinsic employee factors such as employee development, recognition, and pay/salary. According to them, encouraging employees is essential to any institution's operations because it increases the production of both employees and managers as well as that of universities. The Impact of Intrinsic and Extrinsic Motivation Factors on Employee Engagement and the Mediating Role of Top Management Support in Oman's Private Universities was explored to

effectively engage employees in their job and keep them pleased with their work environment. In the majority of studies, motivating and rewarding employees leads to increased rates of employee retention, productivity, and happiness at employee. Extrinsic incentives help companies meet their immediate financial needs, whereas intrinsic incentives help them recognize their employees' contributions. Employees are motivated to work harder because of this praise. Furthermore, perceived organizational support is used as a mediator, which affects employee job satisfaction, gradually increases organizational commitment, and positively changes employees' toward work. Organizations whose employees believe they are treated fairly will have their employees put out their best effort at work. Employees treated well, for example, are more involved in their work and more dedicated to the company. Employees treated like robots are more likely to leave or work less dedicated to the university. Employees' commitment to their jobs is influenced by their perceptions of organizational support, which affects their attitudes toward work and satisfaction levels (Knight, 2019).

Employee attitude refers to how employees behave about their aims and goals. Affective, cognitive, and individual attitudes are the three essential components of employee attitude. The emotional aspect, employee feelings, and values or conventions contribute to an effective attitude. The cognitive attitude is concerned with the employee's perceptions of correct and incorrect conceptions. Finally, the attitude of the behavioral employee reveals their intentions and their decision-making will and power. Employee job satisfaction can be raised in various employees using various strategies. In a rewards system, intrinsic and extrinsic motivational factors are the two significant aspects that increase employee work satisfaction. Job satisfaction impacts both intrinsic and extrinsic rewards due to favorable employee attitudes and effective employee performance. Employee output regarding remuneration and other organizational support is referred to as job satisfaction (Locke, 2019).

The Research Problem

Employment motivation has become one of the most pressing concerns confronting businesses and managers worldwide. Since the early twentieth century, psychologists and behavioral scientists have been fascinated by the relationship between people and their jobs. Today, occupational and industrial psychology include the study of motivation at work. Furthermore, research has shown that the quality of performance can differ depending on whether an employee is intrinsically motivated or extrinsically motivated, highlighting the importance of distinguishing between work motivation and how intrinsic and extrinsic motivation factors impact employee engagement, as well as the mediating role of top management support in Oman's private universities.

Research Hypotheses

First hypothesis: The mediating role of top management support has a relationship with employees' engagement in intrinsic incentives and job performance.

- There is a relationship between intrinsic incentives and intrinsic motivation of employees' engagement in the Mediating Role of Top Management Support.

Second hypothesis: A link exists between employees' engagement in the mediating role of top management support and their task performance, which is referred to as "intrinsic motivation."

- To determine whether the private university's employees are more engaged because of their intrinsic or extrinsic motivation.

Third hypothesis: Employees' engagement in the Mediating Role of Top Management Support shows a link between extrinsic motivation and task performance.

- There is a relation between intrinsic reward and job satisfaction of employees' engagement in the Mediating Role of Top Management Support.

Research objectives

The primary goal of this investigation was to discover the role that motivation plays in (intrinsic or extrinsic) on employee engagement in the Mediating Role of Top Management Support in private universities

- To learn more about the impact of intrinsic motivation on staff engagement among private university administrators.
- Determine whether or not chosen private university administration office employees are more engaged as a result of extrinsic motivation.
- To identify which motivation element (intrinsic or extrinsic) most significantly affects employee engagement in the private university.
- Examining the mediating role of top management support in employee engagement as a way to determine the impact of overall motivation.

Research importance

- Analyzing the relationship between employee task performance and intrinsic and extrinsic motivation, as mediated by support from Oman's top management.
- - Assessing the impact of intrinsic and extrinsic motivation on employee task performance in the Mediating Role of Top Management Support in Oman's Private Universities.
- Investigating the difference between male and female employees on intrinsic motivation.

Research limits

Thematic limits: The Impact of Intrinsic and Extrinsic Motivation Factors on Employee Engagement in the Mediating Role of Top Management Support in Oman's Private Universities

Time limits: 2021\2022

Spatial limits: private universities in Oman.

Research Terminologies

Motivation: Motivation is a crucial part of personnel management. Motivation is a vital component that pushes people to deliver their best effort and contributes to attaining corporate goals. Employees with high positive motivation will create more, whilst those with low motivation will perform poorly (Koenka, 20200).

Intrinsic Motivation: The term "intrinsic motivation" refers to the act of doing something just for the enjoyment of doing it. When a person is intrinsically driven, they are inspired to perform because of the fun or challenge it entails rather than by external items, pressures, or incentives (Liu, 2020).

Extrinsic Motivation: Extrinsic motivation is described as action that is impacted by external rewards. These incentives can be monetary, academic, or intangible, such as acclaim or celebrity. Extrinsic motivation is distinct from intrinsic motivation in that it is purely motivated by external incentives (Chang, 2020).

Management: Management is a branch of social science that deals with the process of achieving objectives by making the greatest use of available resources while adhering to a certain plan in a given setting (de Camargo Fiorini, 2018).

Employee engagement: Employee engagement is a term used in human resources (HR) to define a worker's level of dedication and enthusiasm for their job. Employees that are engaged care about their jobs and the company's success, and they believe their contributions are valuable (Sun, 2019).

Private sector: The private sector is run by individuals and businesses rather than the government. As a result, any for-profit university that is not owned or operated by the government is included (Aitken, 2020).

Theoretical framework and previous studies

Motivation

The Concept of Motivation

Motivation is the term used to describe the reasons behind one's actions. Motivation is one of the most important elements for understanding and regulating organizational behavior since it explains why employees behave or act in various ways. Employee motivation is the energy that propels employees toward achieving a specific motivation; it enhances employees' enthusiasm to work, boosting the efficacy and competency of the university. Motivated employees are more ambitious, innovative, creative, and tenacious in their pursuit of their objectives, resulting in more successful work. When it comes to motivation, managers strive to ensure that their employees' activities align with the organization's goals, such as being on time, self-sufficient in their jobs, innovative and coming up with unique ideas, and assisting others in the organization (Paais, 2020).

The terms motivation and performance are commonly used interchangeably. Performance, according to the definition, is evaluating an employee's behavior by identifying how well or poorly they executed a task or job. These are the outcomes of motivation, which describes what employees do and how far they will go to achieve a goal. As a result, it's sometimes confused with an employee's performance at work. As a result, we'll give a fast summary of performance as well as the difference between job performance and motivation (van der Kolk, 2019).

Motivation, on the other hand, is a factor that has an impact on one's ability to perform. Motivation must be a major component of any plausible model of human performance. Because motivation is just one of several factors that influence employee performance, high motivation does not always imply high performance and vice versa. When evaluating performance levels, the ability to complete impending work or tasks is typically taken into account. It's also possible that employees aren't motivated to perform well because they don't believe it will lead to desirable results. Employees' motivation to achieve at a high level is often low when they perceive their exceptional performance goes unnoticed (Hanaysha, 2018).

Intrinsic and Extrinsic Motivation

Extrinsic and intrinsic motivation, the two basic types of motivation, have been found and researched in a variety of circumstances across time. For practical purposes, motivation is characterized in two ways: it directs the direction, intensity, and persistence of performance actions. Extrinsic motivation is influenced by factors beyond an individual's control, One of the most important distinctions between extrinsic and intrinsic motivation is this. Intrinsic motivation, on the other hand, is driven by the individual's own internal energies. Extrinsic motivation, on the other hand, is concerned with goal-oriented elements such as the rewards and advantages of completing a task. Employee intentions for actions and behaviors are influenced by both intrinsic and extrinsic motivation. Despite the development of various theories to explain

why people are motivated to undertake work-related tasks, little is known about the elements that drive intrinsic and extrinsic motivation. Intrinsic motivation, on the other hand, is often defined by an employee's pleasure and satisfaction while executing a task (Giancola,2014).

Because intrinsic motivation exists in the relationship between an employee and management, some researchers have defined intrinsic motivation as management that works with the employee. Others, In contrast, define intrinsic motivation as the satisfaction an employee feels after completing a task satisfactorily. Intrinsic motivation is described as the sense of satisfaction that an employee experiences after successfully completing a task. Intrinsic rewards motivate employees who want to learn and grow as individuals while at the employee. According to altruism studies, people enjoy serving others, and intrinsic motivators are crucial in explaining human behavior. When extrinsic incentives are weak or absent, intrinsic motivation becomes the sole viable performance motivator. It has also been proposed that proactive personnel with high self-esteem and intrinsic motivation can be recruited to create an efficient workforce. In contrast to intrinsic motivation, extrinsic motivation refers to when an activity is carried out to get a distinct result. Extrinsic motivation can take numerous forms; some reflect active employee moods, while others signal low motivation. Extrinsic motivation differs depending on autonomy; for example, an employee might perform a task out of fear of being penalized or fired. The employee can participate in a certain activity since it will lead to future promotions, incentives, or pay hikes. Both tasks involve external instruments, but the autonomy differs; the first entails a greater duty to external control, whilst the second includes personal endorsement and the employee's choice. From the standpoint of extrinsic motivation, employee behavior is influenced by the anticipated benefits of the action they will take or the anticipation of instrumental gain or loss. Extrinsic motivation, on the other hand, is said to vary widely and can suggest external control or true self-regulation (Nasri,2012).

The major motivation of extrinsically motivated employees is to receive rewards or benefits from fulfilling any corporate goal or job. Because extrinsic rewards are the more prominent of the two motivators, extrinsic incentives are more likely to supplant intrinsic motivation as the major reason for participating in the activity in this scenario. Extrinsic outcomes are benefits provided by a company's external agent; for example, a monetary incentive for putting in extra effort at work, job security, and promotions are examples of extrinsic outcomes. This indicates that people who are intrinsically motivated can use organizational rewards to attain their goals. Extrinsic rewards, on the other hand, appear to achieve only temporary cooperation, according to previous studies. Furthermore, when intrinsic motivation and extrinsic rewards are present, research shows that an employee's motivation to engage in a certain activity is over-justified (Cerasoli, 2014).

Intrinsic motivation

It is described as doing something for the sake of doing it rather than for the purpose of doing it. Intrinsic motivation Getting excited about something only for the sheer enjoyment of doing it is

what is known as intrinsic motivation. Intrinsic motivation, they continued, is concerned with internal forces based on human needs. Employees receive intrinsic rewards such as job satisfaction, interesting work, job appreciation, or the satisfaction of assisting a client directly from their work; Workers that are genuinely motivated like their jobs and enjoy finding new ways to solve problems, and are more likely to spend time recognizing problems and generating inventive solutions. Managers believe that intrinsic motivation has a greater impact on employee engagement's psychological components. They found out that, as part of the whole package supplied by the company and the management, extrinsic incentive is required for employee engagement, albeit at a lower psychological level. Extrinsic motivation, according to managers, has a bigger impact on employee engagement's psychological components than intrinsic motivation (Habte, 2016).

Extrinsic motivation

Extrinsic motivation refers to doing something only for the pleasure of doing it rather than for the benefit of doing it. It is a concept that applies whenever an action is undertaken in order to attain a different goal. More alternatives are "an employee is inner-directed, captivated or intrigued with a task and engaged in it for the task itself" or "an employee is attracted or interested by a task" To motivate staff to complete a task, universities offer monetary incentives and other concrete benefits. Extrinsic benefits are mentioned in a positive light. Management should figure out what inspires its staff and tailor motivational techniques to their needs. This would aid employers in identifying, educating, and retaining creative and productive workers. Universities should implement both extrinsic and intrinsic reward systems in order to become better products and function more efficiently. Understanding motivation (intrinsic vs. extrinsic) has the purpose of determining which motivation influences and is linked to job engagement. When it comes to job motivation, employees consider both intrinsic and extrinsic factors. Extrinsic motivation is preferred by some over intrinsic motivation, and vice versa (Zhang, 2010).

Extrinsic motivation is a sort of motivation that is obtained from external stimuli and leads to a specific outcome. The notion has been widely used to motivate employees, with the results indicating that extrinsic factors motivate people, particularly when reinforcement in the form of a reward is used. Extrinsically motivated employees will do their duties in the workplace if they feel they will be rewarded with monetary incentives, job promotions, bonuses, or a raise in wages or income. Organizations frequently utilize a free weekend vacation or a gift card as a motivator to get staff to motivate a goal. Several studies have shown extrinsic motivation to help employees be more productive at work. Employees were told that performance feedback and pay-for-performance were two aspects that had to be implemented to improve their work performance. Employee productivity was boosted by extrinsic motivation, such as compensation, wages, bonuses, and other incentives.

Motivation and Employees' Job Performance in the Mediating Role of Top Management Support

Motivation is a term that refers to a person's desires, needs, wants, and drives, among other things. It is persuading others to take the necessary actions to achieve one's goals. Employees are motivated by two types of motivation: extrinsic and intrinsic motivation. Intrinsic motivation is defined as action motivated by internal incentives and directed by internal attitudes. They're also known as "motivators" or "satisfiers," to name a few terms. Internal variables include a sense of accomplishment, responsibility, personal growth, acknowledgment, and effort. Employee job satisfaction is also boosted as a result of these employees. Extrinsic influences, on the other hand, are forces from outside the workplace that affect it. "Hygiene" or "dissatisfaction avoidance" are terms used to describe these extrinsic motivators. Furthermore, the lack of these sanitary characteristics can reduce motivation while also failing to ensure contentment. Motivation is a fantastic instrument for improving job performance and, as a result, university efficiency. Building long-term relationships with employees involves both intrinsic and extrinsic motivation. Employee output is positively influenced by both intrinsic and extrinsic motivation. Different aspects influence human motivation, according to the "Human Motivation" theory. There are other factors to consider, including physiological safety, social recognition, self-esteem, and self-actualization. As a result, administrative managers must create and apply numerous incentive techniques to fulfil the unique needs of their employees from an university standpoint (Liu, 2021).

When employees feel motivated and competent, their excitement will naturally increase, resulting in increased production. As a result, staff motivation is critical in defining the success of any university, as it guarantees that work is completed efficiently and without hindrances. The role of extrinsic motivation in task and context performance was examined, and it was shown that extrinsic drive was advantageous to both. A positive link between task and contextual performance and intrinsic motivation was found if leaders' motivating language had a positive effect on employees' task and contextual performance (Gift, 2020).

Management Support Rewards and Employees' Job Performance

According to social exchange theory, employees owe a significant portion of their loyalty to the organization's management when their financial demands are supplied in the form of rewards. As a result, it is reasonable to conclude that the quantity and quality of university awards are directly related to employee retention and performance. As a result, the remuneration of the working relationship is crucial. Incentives were divided into two categories: monetary and non-monetary. Non-monetary incentives include flexible scheduling, childcare, commissions, bonuses, and other monetary incentives, whereas monetary incentives include flexible scheduling, childcare,

mentoring programs or educational aid, and other monetary incentives. Both sorts of incentives can improve employee behavior and performance. University lards, on the other hand, were finally split into extrinsic and intrinsic categories. Promotion, professional advancement, a variety of growth opportunities, monetary recompense, and a healthy work-life balance are examples of extrinsic rewards. Intrinsic rewards, on the other hand, are meaningless because they are more closely linked to completing tasks and gaining coworker support (Koralege, 2019).

In order to achieve the best degree of performance, management seeks out superior techniques for boosting staff morale. Employee performance, on the other hand, is a complex subject. Training and development, working conditions, job security, the employee-employer relationship, organizational norms, and employee incentive plans are all elements that can affect it. Taking all of these elements into consideration, the motivational component linked with awards has an impact on employee performance and, as a result, plays a significant role in increasing workplace productivity. A university's overall financial and non-financial incentives have a significant impact on employee retention. Employees that are fairly compensated for their achievements will stay longer and work with the greatest dedication and commitment. Employees who are valued and recognized for their contributions strive to go above and beyond their managers' expectations in order to be fairly compensated for their efforts. As a result, productivity improves. It also inspires employees to strive for perfection; the optimal level of performance can only be achieved if employees experience a feeling of mutual trust, respect, and personal achievement. As a result, dynamic businesses developed an effective reward and recognition programs to enhance staff morale and motivation, resulting in long-term business success (Ngwam 2019).

Literature review

The effects of intrinsic and extrinsic rewards on employee attitudes; mediating role of perceived organizational support.

The term "intrinsic reward" refers to non-cash benefits or rewards that do not exist in the physical world. Employee recognition, acknowledgment, professional progress, direct task authority, respect, and gratitude are just a few of the intrinsic benefits. When it comes to extrinsic rewards, cash-based perks are an example of extrinsic reward. Examples include wages, bonuses, and other indirect forms of compensation, such as the ability to work from home. Employees' belief and perception of accepting organizational ideals and goals as their aims and values is called commitment; employees adopt administrative regulations and agreements to remain attached to the organization. Wages, job advancement, the organization's social climate, and job stability are examples of extrinsic remuneration; bonuses, increments, and overtime payments are also included. The research The favorable association between organizational commitment and performance was also supported. It stated that a lack of devoted staff could cause the organization's performance to suffer and result in fewer productive outcomes. Various forms of incentives may be used to increase commitment. And they characterized commitment as

having anything to do with the rewards system. It was determined that intrinsic rewards were critical in integrating employee commitment. Employees receive opportunities for recognition and appreciation due to their success at the organization. As a result of the acknowledgment, the employee feels emotionally tied to the organization. Employers have found that intrinsic and social rewards are more effective in developing and maintaining emotional attachments among employees to organizational goals and objectives. Supportive businesses have more dedicated staff because of the social acknowledgment offered to employees. Employees were found to be more emotionally integrated into work, more trusting in their job, and loyal to the organization when management interacted with them in a well-organized manner and paid them praise and appreciation in return for their effective performance. The perception of support of the organization was found to be favorably associated with employee attitude (Ajmal, 2015).

Relationship of Intrinsic, Extrinsic Rewards, Employee Attitudes, and Perceived Organization Support

Previous research has shown that both extrinsic and intrinsic rewards have a significant impact on job satisfaction and organizational commitment. Extrinsic rewards provided to employees had a significant positive impact on their attitude since the factor of job satisfaction was found to be active in employee motivation. Another study found that monetary incentives were essential in motivating employees to perform harder. He also stated that if extrinsic rewards were provided, the marginal value of effort would equal the marginal cost. Extrinsic rewards are rewarded value, encouraging employees to put in extra effort at work and improving their view of organizational commitment and job happiness. The notion that the employee's attitude was influenced by the perception of administrative support Employees' expectations for rewards must be comparable to the benefits the organization offers. Otherwise, employees may have a divided attitude toward their jobs and display unhappiness with them. Member activation might be increased by encouraging people to perform pro-social acts on behalf of the organization, which could be accomplished by instilling a good view of the organization's support among employees. Employee views and an effective rewards system developed a good and meaningful link. The sense of value offered to employees by the organization has a favorable impact on their performance. Due to these expectations of incentive reciprocity, employees are encouraged to work successfully and efficiently on behalf of the organization. Employees' impressions of the company's support for them are one factor that can increase organizational commitment. Employee involvement in the company was found to be correlated with a positive perception of organizational support, which was corroborated by this study (Cho, 2012).

Influence of Intrinsic and Extrinsic Motivation on Employee's Task Performance

Motivation is one of the essential parts of any organization since it motivates people to go above and beyond. Employee motivation is the process of people behaving in a way that allows them to do jobs efficiently. The entire efficiency and efficacy of employees, as well as the organization's performance, are all dependent on employee motivation. On the other hand, demotivated personnel do not attempt to get an opportunity to leave the office. When there is a lack of motivation, employee turnover is also higher. Intrinsic and extrinsic motivation are the two types of motivation. Intrinsic motivation is a feature of a job that encourages employees' internal contentment. It includes acknowledgment, new work challenges, nice and gentle behavior from the employer, and job succession. On the other hand, extrinsic motivation can be defined as pay, bonuses, promotions, and job security. Intrinsic motivation is vital in increasing employee motivation and their desire to stay with the company. Employees in any industry require intrinsic and extrinsic motivation, and the banking industry is no exception. To improve employee performance and organizational efficiency, management must pay greater attention to engaging employees internally or extrinsically (Makki, 2017).

Methodology

An explanatory survey research design and a quantitative and qualitative study survey were both used by the researcher to meet the study's objectives. As a survey tool, standard closed-ended questionnaires were employed. The study's data was gathered from both primary and secondary sources. Personnel from four municipal administration offices, including all private university employees, were the target group for this study, and 349 questionnaires were gathered from them. To acquire relevant data and offer all employees an equal chance, the study employed a proportionally stratified with simple random selection.

Since the organization under the study has four private university administrations, the sample was drawn from all Oman administrative offices proportionally (Table 1).

Descriptive and inferential statistics were used to assess the study data after it had been properly collected, coded, and organized. Bivariate correlation was performed in order to discover if the independent components (intrinsic and extrinsic motivation) were linked to the dependent variable (i.e., academic performance) (employee engagement). The independent variables (intrinsic and extrinsic motivation) were examined using multiple linear regression analysis (student retention) (employee engagement).

Table 1 Sample proportion of respondents

No.	University name	No of employees	Percentage/proportion (%)	Sample size
1	A'Sharqiyah University	725	26.95	94
2	Al Buraimi University College	1076	40	140
3	Arab Open University	574	21.34	74
4	German University of Technology	315	11.71	41
Total		2690	100	349

Measurements of variables

Employee engagement is the dependent variable in this study, with intrinsic and extrinsic motivation as independent variables. The primary data sources were collected using standardized closed-ended and open-ended questionnaire forms. Employee engagement questionnaires were created using 12 standard questions, while intrinsic and extrinsic motivation questionnaires were utilized. At Oman's private universities, the mediating role of top management support was assessed using a Likert-style rating scale with five points to gauge employee agreement on the influence of motivation (both intrinsic and extrinsic) on staff engagement.

No.	Items used to measure variables
1.	I am interested in my work
2.	By presenting specific job topics, organizational management is making work more exciting.
3.	I often receive appreciation from management for good work
4.	Organizational management's feedback on my job performance encourages me to work harder.
5.	I get a sense of accomplishment from working for the organization's upper executives.
6.	In the grand scheme of things, I'm happy with my employment.
7.	Exhaustion sets in after a long day at the office.
8.	Having a sense of security in my career will motivate me to work more.
9.	Earnings are comparable to or higher than those of other employees in my position.
10.	Recognition is a powerful tool for boosting staff morale and productivity.
11.	In light of what I perform, my salary is adequate.
12.	I am well aware of the expectations placed on me by my managers at work.
13.	I perform at a level below my abilities.
14.	It appears that someone at work genuinely cares about my well-being.
15.	Every day at work, I get to do what I do best.
16.	At work, my opinions seem to count

17.	Insecurity of job may add low quality to my work
18.	My coworkers were steadfast in their commitment to producing high-quality work.
19.	Somebody at work just brought up my advancement to me in the last six months.
20.	I often get bonuses for good work
21.	I have a best friend at work
22.	Management is promoting me on an equitable basis.
23.	My university's mission/purpose makes me feel like my work is important.
24.	In the last seven days, I've been recognized or praised for my efforts.
25.	At work, there is someone who supports my growth.
26.	I have all of the materials and tools I'll need to complete my assignment properly.
27.	My university management gives me with training that allows me to develop new skills.
28.	This last year, I had opportunities at work to learn and grow

Results

Discussion

In four of Oman's private universities, researchers looked at the impact of incentive factors on employee engagement and the mediating influence of top management support. For both the dependent and independent variables, employee engagement and intrinsic and extrinsic motivation had modest mean scores. More than half of those polled agreed or strongly agreed on all of the measures. It also shows that the variables in the study did not have any issues with multi-co-linearity, normalcy, or linearity.

Table 2 Correlations result

	Employee engagement	Intrinsic motivation	Extrinsic motivation	Over all motivation
Employee engagement Pearson correlation	1	.329**	.444*	.499*
Sig. (2-tailed)		.000	.000	.000
N	349	349	349	349
Intrinsic motivation Pearson correlation	.329**	1	.255*	.733**
Sig. (2-tailed)	.000		.000	.000
N	349	349	349	349

Extrinsic motivation Pearson correlation	.444*	.225*	1	.828**
Sig. (2-tailed)	.000	.000		.000
N	349	349	349	349
Over all motivation Pearson correlation	.499**	.733**	.828**	1
Sig. (2-tailed)	.000	.000	.000	
N	349	349	349	349

** Correlation is significant at the .01 level (2-tailed)

According to Table 2, Employee engagement was shown to be positively correlated with intrinsic motivation at .329 sig.000, according to the Pearson product-moment correlation study. This means that if employees' intrinsic motivation is improved, their engagement level will also rise. Employees who have lower levels of intrinsic motivation are less engaged. Extrinsic motivation and employee engagement were found to have a moderately positive bivariate connection with a sig level of .000. This indicated that raising intrinsic motivation in the workplace would have a significant impact on the level of employee participation. Extrinsic motivation will have a negative impact on employee engagement. The study found that motivation and employee engagement had a moderately positive association. Furthermore, when compared to intrinsic motivation, the extrinsic drive had a moderately positive relationship with employee engagement.

Table 3 Model summary

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	.502a	.252	.248	.63446	.252	58.318	2	346	.000

a: Predictors: (Constant), extrinsic motivation, intrinsic motivation

Table 3 shows that the R square is .252 and the adjusted R square is .248 in multiple regression analysis. This meant that a 24.8 percent variation in employee engagement may be explained by motivation in specific university administrations. Furthermore, the significance value of F statistics is .000, which is less than p.05, indicating that the model is significant.

Table 4 Regression coefficients

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig
	<i>B</i>	Std. error	Beta		
1					
(Constant)	1.272	.181		7.021	.000
Intrinsic motivation	.249	.049	.242	5.062	.000
Extrinsic motivation	.331	.041	.389	8.156	.000

Using multiple linear regression analysis, Table 4's unstandardized Beta value of 0 shows that intrinsic motivation has a considerable impact on employee engagement (.249, sig. level .000). According to the regression coefficient, a rise in intrinsic motivation correlates with a rise in employee engagement.

Extrinsic motivation has a moderately positive significant effect on employee engagement, according to regression analysis results. Furthermore, when compared to intrinsic motivation, extrinsic motivation showed a moderately positive significant influence on employee engagement, with a beta value of .389 and a significance level of .000.

Regression analysis was performed to examine the influence of motivation on employee engagement. Employee engagement, it appears, is positively correlated with total motivation, as summarized by the regression model.

As a result, the regression coefficient shows how a change in motivation affects the average change in employee engagement. In comparison to extrinsic motivation, intrinsic motivation had a significant impact on employee engagement, according to the study.

There is a severe lack of working materials, the administration does not clearly delegate authority or responsibility, the workplace is unattractive, there is a high workload with unsatisfactory compensation, and managerial intervention is unnecessary at work, as stated in open-ended questions. Even so, demotivation in the workplace is a result of a variety of problems, including late payments, harsh attitudes, a lack of incentive packages, bad customer discipline, and more. These institutions also face extra challenges.

Recommendations

Employees of selected university administrations were driven by both extrinsic and intrinsic incentives, according to the findings; nevertheless, intrinsic motivation factors were more motivating than extrinsic motivation aspects. While a result, as they develop and amend their organization's strategies and policies to promote employee engagement, the management of such offices should pay particular attention to these factors. Making the workplace more appealing, recognizing good performers, and increasing employees' extrinsic motivation through job security, promotion, benefits, and a good salary are all ways in which city administrators can encourage workers to be more engaged in their work, as well as increase their intrinsic motivation for better work engagement. The university should discover which strategies are effective in motivating people and what motivates them, and then ensure that each individual receives suitable motivational treatment. Managers should also make an effort to inform employees about the company's objective. Finally, companies should make sure that their employees' aspirations for the company are in sync with their own. As a result, employees will be more engaged and contribute to the company's goals.

These universities should provide a fair promotion and other related benefits, address the issue of a lack of working materials, establish clear authority and responsibility delegation, create an appealing work environment, prepare a clear work plan, reduce workload, avoid unnecessary managerial intervention at work, address the issue of unpunctuality, and develop managers' skills through development. Payments must be made on time, motivating packages must be offered in such colleges, and staff participation must be improved. Periodic performance evaluations, as well as short and long-term work-related training, should be made available by the university. In order to increase employee motivation or foster a sense of ownership, it is necessary to address issues with poor time management and tardiness, improve benefits packages and implement equal reward systems, increase participation in decision-making, provide induction training for new hires, and lower the average wage.

Select university administrations should speak with their employees about what inspires and engages them, what needs to be done, and how university management can study more variables that are most important to enhancing employee engagement at work. It should take significant corrective efforts to improve employee involvement, strengthen their relationship with the institution and motivate and retain staff. It should.

Conclusion

The workplace and employees of today are radically different from those of the past. Two of the most major changes are employee expectations and their connection with work. Libraries, like other colleges, have their own special way of motivating its staff. This study demonstrates that if library directors, managers, and supervisors want to effectively deal with today's workforce and make their universities productive, they must renounce traditional beliefs and incentive approaches that have an impact on employee motivation. At the same time, it's crucial to remember that both intrinsic and extrinsic drive exist, and striking a balance between the two could be the secret to managerial success.

Extrinsic and intrinsic employee motivation were also explored in the study. In order to get to the bottom of the research question and achieve the study's goals, four hypotheses were explored. A quantitative and qualitative study survey was undertaken by the researcher in order to achieve this purpose. A standard, closed-ended questionnaire was utilized in the study's investigation. Data from both primary and secondary sources was gathered for the research project. There were 349 questionnaires filled out and gathered from the study's target group of four university administrative office workers (which included all university office employees). To ensure that all employees had an equal opportunity to participate in the study, the researchers utilized proportionally stratified random sampling. Analysis of variance (ANOVA) and multiple regression were among the inferential statistics tests that were later performed with the SPSS statistical software package. Extrinsic motivation and employee engagement were shown to have a substantial positive link at.444 and sig.000, whereas intrinsic motivation was found to have a significant positive relationship at.329 and sig.000.

According to the findings, employee attitude is critical in increasing the production of corporate motives. As a result, our study's alternative hypotheses, backed up by extensive literature and survey data, also point to a substantial conclusion. We've discovered that intrinsic and extrinsic management recognition is critical for pleasing employees and boosting retention and job happiness. Employees that are happy in their jobs are more loyal and committed to the company because they perceive the company to be supportive. Employee attitudes vary depending on how they perceive the organization's support and motivational approaches, such as intrinsic and extrinsic rewards. This knowledge also aids in spotting the negative repercussions of high employee satisfaction. This research aims to demonstrate the significance of employee job satisfaction and organizational commitment. It outlines how employees' honest efforts affect the overall performance of universities through time and how employees' sincere efforts affect the overall performance of universities. The study's result emphasizes the necessity of intrinsic and extrinsic rewards in motivating employees to perform harder. Both intrinsic and extrinsic rewards substantially impact employee perception, resulting in a significant increase in employee satisfaction and motivation. Employee happiness requires intrinsic and extrinsic benefits; if

employees are suitably paid for their hard work with salary, bonuses, and increments, they will be highly driven to achieve their representative objectives.

Employees will be more satisfied and happy with their official aims if they are adequately recognized for their efforts. This study will aid private colleges in developing intrinsic and extrinsic compensation systems that will improve employee morale. This research will focus on the meaning of employee perceptions of organizational support and the theoretical underpinnings of literature that show that highly satisfied employees will perform successfully and efficiently for universities.

The goal of this study was to find a link between a management system feature (intrinsic incentives), major motivation elements (intrinsic and extrinsic motivation), and task performance. The current study discovered that intrinsic motivation was mildly related to task performance, that extrinsic and intrinsic motivation were completely mediated, and that work satisfaction was moderately mediated with the study's dependent and independent variables. Employees who are paid with intrinsic rewards at the university are motivated to assist the university flourish in addition to performing well in their employment. When their employer values their work, compensates them, respects them, and sees them as valuable members of the university community, employees struggle. Employees work hard, act professionally, and are committed to the university. Strengthening reward management systems and performance appraisal procedures can be achieved by paying attention to human resource management tactics that will improve the university's performance.

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