

## The Influence of Motivation's Dimensions on Faculty Members' Productive

**Mr. Maan Yousef Al Saati,**

Head of General Education, [maansaati78@gmail.com](mailto:maansaati78@gmail.com)

Umm Al Quwain University

### Abstract

As the overall performance of any organizations is connected to the performance of the human resources. This research is striving to examine the influence of three different motivation's dimensions (work environment, moral support and rewards and compensation) on faculty members' performance of the higher education's institutions. The study included the areas related to the work environment which can impact the staff members. The research utilized the quantitative approach by collecting data from 130 faculty members in different universities of Middle East. The main idea of the study's framework was taken based on the social exchange theory. The findings of the study showed that the motivations' dimensions are positively influencing the faculty members' performance, the finding also illustrated the main areas that higher educational institutions should implement in order to maintain a high level of performance which will be reflected on the overall performance of the academic institutions.

**Keywords:** Motivation, moral support, rewards and compensation, work environment, faculty members.

### Introduction

The motivation of the faculty members is considered one of the most important factors that can enhance their performance. The higher education institutions are trying to motivate the faculty members in different ways by implementing different channels (Busse & Walter, 2013). However, it was confirmed that the motivation is not related only to what will be offered by the organization but to the personality of the staff member (Perry & Vandenabeele, 2015).

This research is striving to investigate the relationship between the motivation and the performance of the faculty members. The motivation will be investigated through three different dimensions First, rewards and compensation provided to the faculty members, second, moral support and finally, work environment. While the performance of the faculty members will be investigated taken from the ABC university HR department (Boo, Dörnyei, & Ryan, 2015).

### Literature review

The motivation of the faculty members is a broad context that was investigated by the previous scholars, the main aim of this research is to investigate the main three dimensions of the motivations which are the

rewards and compensation, work environment, and moral support provided by the higher educational institutions (Sekhar, Patwardhan, & Singh, 2013).

### Motivation

The motivation was defined as the extent to which people initiate or continue a specific behavior (Hsieh & Yu, 2022; Kleinginna & Kleinginna, 1981). While motivation in the context of higher education refers to the ability of the staff member to produce greater than their usual productivity. The motivation is accrued in the event of different kinds of support (Teixeira et al., 2020).

### Rewards and compensation.

The rewards and compensation provided to the faculty members is playing a vital role in the enhancement of the faculty members' feeling toward their organization that they consider it is a signal given by their institution that it cares for them (Farhan, Salamzadeh, & Richardson). This kind of feeling can improve their performance and uplift their productivity to the next level (Irlenbusch & Ruchala, 2008).

The previous research in the field of organizational management confirmed the importance of the different types of rewards and compensation. An example of that is the rewards provided to the faculty members in

the form of money, another type of reward is the off days given to the staff member (Heidi Ritchie, 2006).

It was confirmed that the rewards and compensation have a significant positive impact on the performance of the faculty members (Paulson, 2002).

H1: rewards and compensation have a positive impact on the performance of the faculty members.

### **Moral support**

Moral support is one of the ways that are used to push the performance of someone to a better level. The scholars stressed the fact that moral support if used correctly can be more effective than any other channel of motivation (Auerbach, 2006; Spinrad et al., 1999).

Moral support includes words, appreciation, representing the organization on the different official occasions, and many other forms of appreciation (Ismail, Osman, & Akramin, 2020). The research in the field of motivation confirms the significant and important role of moral support (Fuse & Bergen, 2018). The literature shows that the moral support is connected positively with the performance of the faculty members since it impacts their personality and their willingness to give more to the organization, the scholars also confirm that the moral support increases the level of commitment of the faculty members toward their organization where they might get the better opportunity but still they prefer to stay with the same organization because of the different kind of support that they are receiving (Waldbillig, 2021).

H2: moral support has an appositive impact on the faculty members' performance.

### **Work environment**

The work environment is the environment where the staff member spent more than half of their day time, the overall satisfaction is built based on the work environment. The work environment was defined as the setting, social features, and physical conditions in which staff perform their tasks (Takemura, Kunie, & Ichikawa, 2020).

There are different elements that can regulate the work environment

#### **A) Physical features**

This element is referring to all the physical items that the organization has, an example of that is the building that is used for the operation, the color of the walls, and the furniture used (Yakhshiboyevich, 2022).

#### **B) Leadership stays**

The leadership stay of the higher education institute is considered a key element of the work environment, it was confirmed that the leadership style can impact the behavior of the different staff members which will be in the turn reflected on their performance (Wibawa & Takahashi, 2021).

#### **C) Polices and produces:**

The policies and protocols are also considered a key element that can impact the behavior of the faculty members since it regulates their interaction with each other, the way that the tasks will be performed accordingly, and many other aspects that are related directly or indirectly to the performance (Sunarsi, Akbar, Rozi, Khoiri, & Salam, 2021).

As a result, all of the above-mentioned elements are connected to the performance of the faculty members.

H3: work environment has an appositive impact on the performance of the faculty members.

### **Social exchange theory**

The study framework is built based on the social exchange theory which concluded that the organizations form a kind of trade-off between the staff members (in our case faculty members) and the organization itself (de Souza Meira & Hancer, 2021).

The trade-off process can be seen in the form of time from the side of the faculty members, whereas it can be seen as a salary from the side of the organization (Xia, Wu, & Zhou, 2021).

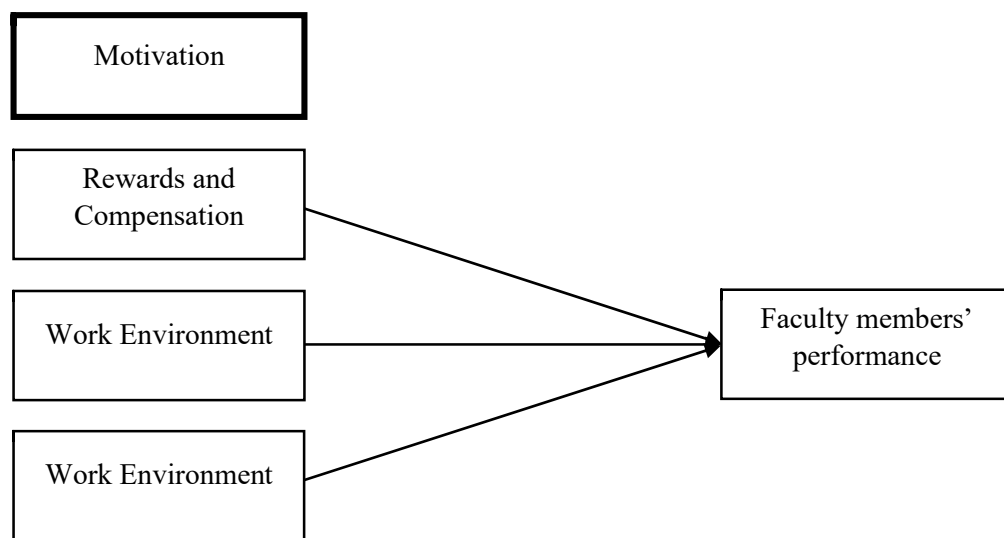


Figure 1 Research Framework

### Methodology

The research considered the quantitative approach where the data was collected using a questionnaire tool the questionnaire was built

based on previous research the below is a summary of the responses collected(Mura & Hajduová, 2021).

Gender	Mean	Percentage
Male	83	63%
Female	47	37%
<b>Age</b>		
25-35	22	16%
36-45	21	16%
46-55	78	60%
56-65	9	8%
<b>Academic rank</b>		

Lecturer	32	24%
Assistant professor	61	46%
Associate professor	32	24%
Full professor	5	6%

Table1 Respondents profile

### Conclusion

The tests implemented show that all the hypotheses developed were supported which confirms the result of the previous studies that the motivation is linked positively to the performance of the faculty members working in different higher education institutions.

The study results also confirm the importance of motivation as a tool that can be used to increase and enhance productivity which will be in turn reflected on the overall performance of the organization.

The findings of this study also shed light on the importance of maintaining a good work environment that can ensure a positive impact on the staff members' behavior.

The research investigated the role of rewards and compensation as the major motivators for the faculty members. The study reveals that the rewards and compensation can be used to enhance, improve and increase the overall performance.

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