

**Effectiveness of extrinsic and intrinsic rewards in motivation as a case of
Benadir University**

This report is submitted as part of the Master of International Human Resource Management degree requirements.

Submitted to

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LETTER OF ACCEPTANCE

This is to verify that **Abdullahi Mire Mohamed**, ID No. **115202008**, MIHRM Program, School of Business and Economics, United International University (UIU) has effectively complete his project effort under my supervision. The theme of his study was “**Effectiveness of extrinsic and intrinsic rewards in motivation as a case of Benadir University**”

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DECLARATION

I, the undersigned, hereby declare that I have completed my project under the supervision of Md. Musharrof Hussein, president, FBHRO and professor UIU, international university Dhaka, Bangladesh. I have prepared a report on **Effectiveness of extrinsic and intrinsic rewards in motivation as a case of Benadir University.**

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

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ACKNOWLEDGEMENTS

First praise belongs to Allah who simplified me the completion of this project second, without the help of Professor. Sir Mosharrof Hussein, Md. President, FBHRO, Chairman program MIHRM UIU, this study would not be possible. His entire guidance and supervision were very helpful during my project. He was not only good at communication but very kind and supportive as well.

I also send my best regards to the staff of UIU likewise, I am thanking to my coworkers at Benadir University especially Mahad Khalif Dhaqane, and Nor Abdulle Afrah for their constant encouragement and cooperation. Thanks to my classmates, Finally, I want to thank my wife for her support during my study.

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1.0 Chapter One: Introduction

1.1 Background of the study

Employee motivation has always been an issue of standing out among a company's top and most influential personnel (Amabile, 1993, p. 185). Over time, incentives have been defined in a variety of ways, resulting in a wide range of interpretations (George & Jones, 2012, p. 156). Last but not least, motivation is the process of persuading someone to do something (Ryan & Deci, 2000, p. 54). An inspired person feels stimulated and activated toward something, according to Ryan and Deci (2000, p. 54), whereas an unmotivated person lacks both inspiration and motivation. This is a broad definition of motivation that can be used to a variety of scenarios; however, because this thesis is focused on workplace motivation, it is required to delve deeper into the concept of work (Emma & Martne, 2016).

A reward is commonly something helpful, such as money. Firms benefit from rewards for a number of reasons. They contribute to the creation of a better employment deal, the keeping of good staff, and the decrease in turnover. The main goal is to raise employees' willingness to work in one's enterprise and thus increase productivity. Most people can identify "rewards" with salary increases or bonuses, but there are two types of rewards: intrinsic and extrinsic. Salespeople prefer pay raises because they are upset by their inability to acquire other benefits, according to studies, but this tendency can be adjusted by providing a holistic pay system. There are two types of stimuli (Rizwan, Lodhi, Sabir, & Nosheen,

Extrinsic gains, or real rewards, are earned for employees.

Bonuses: Bonuses, Employees who are paid once a year are encouraged to put up their best effort throughout the year in order to get more than a passing grade, increasing their chances of obtaining multiple payments for a single payment. Within firms, incentive systems vary; some give preset incentives, avoiding the issue of asymmetric knowledge; on the other hand, some

organizations deal with subjective performance bonuses, which can lead to bias, discourage personnel, and cause setbacks. As a result, directors must be cautious and objective in their decision-making.

Gives employees pay raises as a reward for their efforts and hard work, as well as their achievement and development of new skills or academic credentials, and as a symbol of appreciation for their service in a business (yearly increments). This type of incentive is fantastic because it motivates employees to improve their skills and competence, which is a terrific investment for the company because it increases production and performance. Employees that get this type of reward will be happier for a longer period of time. Managers, on the other hand, must treat employees fairly in order to avoid the risk of adverse selection, which arises when some employees are treated better than others.

Gifts are seen as transitory. Usually given as a token of appreciation for a good job or the attainment of a company's desired aim. A object that boosts an employee's self-esteem as a result of management recognition and appreciation would be valued by any employee. This form of reward primarily provides a clear picture of the employee's correct route and pushes the employee to keep putting forth greater work in order to accomplish higher returns and attainments.

Promotion: This is a reward that is pretty similar to this. Promotions have a long-term influence on employee satisfaction. Employees may be promoted to a higher level and given a title with greater responsibility and accountability as a result of their efforts, conduct, and time spent working for the organization, they are held accountable. Because of the recurrence and regularity, this type of incentive is required. Employees are motivated to go above and above in order to acquire management's trust and be given greater responsibility using this type of incentive. When it comes to promotions, managers must be fair and reasonable, and adverse

selection is a topic of debate. Other sorts of monetary incentives intrinsic incentives are those that give people a sense of accomplishment.

Knowledge: One important form of support that successful and effective managers never overlook is information/feedback. Staff are offered positive (stay on track) or negative (stay on track) guidance thru this form of reward (guidance to the correct path). This also improves and adds value to the supervisor relationship.

Recognition: The verbal statement of appreciation for an employee's performance is known as recognition. This type of payment can be formal, such as a meeting, or informal, such as a "pat on the back" to raise employees' self-esteem and happiness, that leads to increased productivity.

Trust/empowerment: In order to provide value to any interaction, trust between live individuals is vital in every society or organization. To execute tasks effectively, this level of trust is essential. When managers delegate duties to staff, managers are also encouraging them. The importance of an employee's decisions and actions grows as a result of this. As a result, this incentive has become available

.The concept "rewards" has been used to describe a wide variety of benefits, from cash payouts to working conditions (Eric 1994: 46). In order to improve human resource outcomes, company gives members both with intrinsic and extrinsic incentives (Mahaney and Lederer 2006). The incentive system should be intended to inspire employees to adhere to the company's plan, to recruit and retain individuals with the appropriate knowledge, skills, and abilities to accomplish the company's strategic goals, and to foster a positive culture and structure. (Allen and Killman 2001a: 114). Furthermore, connecting the reward system with the organizational plan, according to literature, aids in analyzing the organization's effectiveness. Strategic planning occurs when reward systems are linked to behaviors, qualities, and work outputs that support the organization's strategic orientation and promote the achievement of strategic goals. Employee

learning and skill development, flexibility, commitment, retention, and productivity can all gain from these connections. (Howard and Dougherty).(Özutku, 2012)

The word motivation derives from the Greek word motive, which refers to a person's needs, desires, or motives (Sharma, 2016). Taylor's findings on the motivation of Portuguese higher education employees, according to de Lourdes Machado-(2016), the physical work environment, working conditions, and personal relationships drive employees to perform more productively. Similarly, Alonderiene and Majauskaite (2016) found that higher job rank and a protracted career are predictors of increased job satisfaction among higher education personnel. Furthermore, when employees have faith in their bosses and leaders, they feel empowered in a positive way (Hasani &Sheikhesmaeili, 2016). Human capital, according to Fisher (2012), is the most crucial asset capable of propelling an organization to success, and if it is not effectively managed, it can lead to organizational failure and substantial employee turnover. Sharma (2016), Alonderiene and Majauskaite (2016), and Hasani and Sheikhesmaeili (2016) all conducted study in different business settings. As of August 31, 2017, the total number of staff at IUKL was 365, according to the Registrar Office (229 Lecturers and 136 academic staff). The university lost 28 employees between February 2016 and January 2018. (academic 19, non-academic 9). Lack of motivation could be one of the key reasons they left. There hasn't been current research into the elements that influence motivation in higher education institutions, and Infrastructure University Kuala Lumpur is one of them (Ashiqur, Abidin, & Mahadhi, 2018)

1.2 The Study's Objectives

The main goal of this project proposal is to figure out just how fringe benefits affect employee motivation. The purpose of this study is to see how tangible motivators affect employee motivation. The purpose of this study was to look into the effects of intrinsic rewards on employee motivation.

1.2 Methodology of the study

In the report, quantitative data will be used. It was proposed to prioritize and establish operational definitions, as well as develop the final study design, data gathering instrument, and subject selection, to better understand the research area done for a topic that had never been researched before. The report may use surveys to gather information on the impact of extrinsic and intrinsic rewards on employee motivation. Quantitative is a phrase that relates to numbers.

Data source

❖ **Primary data and Secondary data**

1.3 Scope and limitation

Based on the impact of extrinsic and intrinsic rewards on employee motivation, the research's purpose is to determine the effectiveness of extrinsic and intrinsic rewards on Benadir University staff

1.4 Conclusion

It's feasible to conclude that both extrinsic and quality of play a big part in employee productivity and organizational long-term viability. The researcher will make a few recommendations to improve the motivation structure based on the study's findings.

Chapter Two

2.1 Literature Review

Extrinsic rewards include pay, working conditions, benefits, security, promotions, service contracts, work atmosphere, and working circumstances that are completely unrelated to the job's responsibilities. Individual managers may have little control over these concrete benefits, which are usually established at the corporate level. Extrinsic motivation, per the Hellriegel, is salary, status, fringe benefits, and job security as a result of performance. Extrinsic rewards involve pay, job security, fringe benefits, promotions, and working conditions. Also included are competitive salaries, pay raises, bonuses, and other forms of indirect payment. Employee performance is defined as the completion of tasks assigned to employees by their employers in a timely and efficient manner. Performance is measured by the quantity, quality, and timeliness of output, as well as the individual's presence on the job, the efficiency in which work is completed, and the effectiveness by which work is completed. The effectiveness of a person's performance is determined by how well he or she completes the job at hand. As a result, employee performance can be defined as the efficient and timely completion of tasks while supplying successful performance. Several studies find that benefits have a significant impact on employee performance. Organizations achieve their goals when their employees perform well. Employee motivation is positively when they are compensated, and motivated employees perform better. (A, 2016).

Individual performance is affected by its perceived values and the benefits of the action from an extrinsic motivational viewpoint. Extrinsically motivated behaviors are motivated by a desire for organizational rewards or crucial positive. Individuals can be motivated to engage in desired behaviors by using organizational rewards. Organizational incentives can range from financial rewards such as wage rises and bonuses to non-monetary prizes such as promotions and job

stability. Several manufacturers have set up incentive programs to encourage employees to communicate. (Lin, 2005).

Through both extrinsic and intrinsic motivation, we are motivated to join and contribute to organizational improvement. One-size-doesn't-fit-all, and everyone has different motivational needs and preferences. Low job motivation leads to poor performance, dissatisfaction, and increased staff turnover and absenteeism. Extreme job dissatisfaction will have a significant impact on the company's overall success. Even when there is a high level of employee turnover, high job dissatisfaction is typically associated with a higher level of complaints and work grievances.(Bahrulmazi, Benjamin , Behrooz , & Thiam Kah, 2013).

Institutions that want to succeed in a competitive market must address key concerns that motivate employees to work hard to achieve their objectives. Every company's most important asset is its workforce. Through the use of appreciation strategies, any business can grow by inspiring and improving the efficiency of its employees. The fundamental characteristic of human resource management is to attract and retain outstanding people by inspiring them to perform effectively through a reward management system, which is one of the most possible ways of appreciation. According to Markova and Ford (2011), an organization's performance is determined by its employees' willingness to apply their creativity, skills, and expertise. Benefits and incentives can be an effective tool for increasing employee performance. Organizations use a variety of human resource methods to try to organically and extrinsically encourage their employees and improve task performance. Unfavorable pay for poor Inadequate performance can lead to a lack of motivation. Danish, Khan, Shahid, Iram, and Humayon (2015)

The term "rewards" was used to describe a variety of incentives ranging from monetary compensation to working conditions (Eric 1994: 46). Organizations provide followers with both internal and extrinsic rewards in order to improve human resource outcomes (Mahaney and Lederer 2006). Employee performance that is in line with the company's strategy should be

rewarded in order to attract and retain workers with the knowledge, skills, and abilities needed to fulfill the company's strategic goals, as well as to create a supportive culture and structure (Allen and Killman 2001a: 114). Furthermore, according to the literature, aligning the reward system with the organizational strategy aids in the regulation of organizational effectiveness. When awards are tied to behaviors, traits, and work outcomes that support the organization's strategic direction and facilitate the achievement of strategic goals, reward systems are strategically planned. (Özutku, 2012).

A reward obtained by an individual in exchange for executing a specific activity or job that increased the employee's and the organization's performance and productivity is referred to as a reward. Employees are compensated for their efforts, and this system is classified into two categories: intrinsic and extrinsic incentives (Legault, 2016). Extrinsic rewards, on the other hand, are monetary incentives such as salary, commission, improved working conditions through distinct cabins, opportunities to advance in their careers, and other bonuses and perks for employees. Extrinsic incentives are those that can be used to increase employee motivation at work (Gerhart and Fang, 2015). Similarly, previous research has discovered that low-wage employees are less daring, devoted, and productive, and that the pay gap between low- and high-wage employees makes people less daring, devoted, and productive. (2015) (Ajmal et al.). As a result, effective extrinsic compensation exists. (Al-Smadi, 2020).

Reward is linked to positive employee outcomes such as engagement and plays a significant role in determining an organization's significant performance. The term "reward" relates to what a someone expects to receive from their effort, as well as how they interpret monetary pay and working conditions (ur Reham et al., 2010). According to Luthans and Peter (2002), there are two forms of rewards: extrinsic and intrinsic. Extrinsic reward (also known as monetary reward, financial reward, or physical reward) is largely monetary in nature. It's called "extrinsic" since it's independent from the assignment itself, and it's decided by others how big it is and whether

it's granted. It includes salary, fringe benefits, work stability, advancement, social climate, competitive salaries, pay hikes, merit bonuses, compensatory time off, and other advantages. (Mahoney and Lederer, 2006). Employees receive intrinsic compensation (also known as nonfinancial compensation) for doing meaningful work and successfully completing it. (Obicci, 2015). Employee benefits, as well as important components of employee job attitudes like organizational loyalty, motivation, and job satisfaction, are referred to as rewards (Kalleberg 1977, Mottaz 1988). (Steers and Porter 1991). Every company needs rewards because they help to build and maintain employee loyalty, which promotes high performance and consistency in the workplace (Wang 2004). Individuals enter companies with a specific set of capabilities, wants, and objectives, and they expect a reasonable working environment in which to apply their abilities, satisfy their interests, and achieve their goals, according to the individual–organization exchange theme (Mottaz 1988). Most businesses have seen significant increases by sticking to the organization's goal and implementing well-balanced reward and recognition systems for their employees. The term "reward" refers to all monetary perks, tangible services, and benefits received by an employee as part of their employment relationship with the organization. Gold and Bratton (1994) Lawler is a member of the police force (2003) Two factors influence how appealing a reward is: the amount of reward provided and the weight an employee assigns to a specific incentive. Employees are undeniably more committed to their companies and perform better, while also receiving higher pay and accolades. Employee efficiency and performance on the job improve as a result of rewards, and the organization's success rises... (, Prof. Mazen F, Anwar , & Alamzeb, 2012).

Motivation is necessary in all areas of life and at all stages of growth. Our capacity to strive and achieve in life is determined on our drive. It is constantly there at the center of every human endeavor, in some form or another. Because all learning involves motivated learning, motivation is referred to as the "heart of learning," the "golden road to learning," and a "potent component in

learning." Appropriate motivation enables youngsters to think, pay attention, be engaged, and work hard, all of which lead to enhanced learning. Motivation is necessary in all areas of life and at all stages of growth. Our capacity to strive and achieve in life is determined on our drive. It is constantly there at the center of every human endeavor, in some form or another. Aspiration has emerged as a prominent construct in both educational and psychological research, and it is a critical component of several learning and development programs. It is a driving force that propels people's actions. It is the ability to arouse students' interest in a variety of activities. Motivation is defined as a source of inspiration that inspires a person to act. BORAH et al., 2021).

To explain learning behaviors, both extrinsic and intrinsic motivation have been proposed. Intrinsically motivated actions are those that are performed primarily for the pleasure and satisfaction they provide, whereas extrinsically motivated behaviors are those that are performed primarily to achieve a goal. Another way to evaluate whether self-determination and autonomy are elements that impact behavior, analyze the contrast between intrinsic and extrinsic motivation. Extrinsic motivation was supposed to apply to behaviors committed when self-determination is not available, whereas intrinsic motivation was thought to apply to actions taken in the presence of self-determination. Since the introduction of these motivational concepts, there has been a widespread belief that.(HAYAMIZU, 1997).

The contrast between intrinsic and extrinsic motivation has received much attention, and it has offered critical insight into both educational and developmental processes. In this paper, we review the traditional conceptions of intrinsic and extrinsic motivation in light of current research and theory. Intrinsic motivation, which reflects the human inclination to learn and assimilate new knowledge, is still a relevant concept. Extrinsic motivation, on the other hand, is considered to have a wide range of relative autonomy, indicating either external control or true self-regulation. Both types of motives are investigated in connection to fundamental human

needs for competence, autonomy, and connectedness. To be truly motivated, one must feel pushed to take action. Motivated individuals are inspired or energized toward a goal, whereas unmotivated people lack the motivation or inspiration to act. Motivation is an issue for almost everyone who works or plays with others, and practitioners of all kinds are faced with the recurring dilemma of fostering more vs less desire in those around them. Most motivation theories reflect these issues by describing motivation as a single phenomenon that can range from a complete absence of drive to a high level of motivation.(Dec, 200).

Many experts consider extrinsic rewards and performance to be inseparable components of any organization. According to (Armstrong, 2007), extrinsic rewards are how employees are compensated based on their contribution to the company. People will work where they expect to be recognized, according to (Ratzbury, 2008). As a result, businesses must pay employees fairly so that they can contribute to the achievement of the company's goals and objectives to the best of their abilities. In this study, extrinsic benefits were defined as recognition, learning opportunities, and promotion. Employee performance, on the other hand, is viewed as merely a record of accomplishments by (Micahhel & Onell, 2014). (Karmha, 2016), on the other hand, takes a broader view of employee performance, referring to it as both the actions and outcomes of personnel when performing a task. (Jacqueline &Paul , 2015).

It's critical to understand the distinction between internal and extrinsic motivation because they lead to very different types of behavior. People who are naturally motivated take more active actions. People who do something for the sake of pleasure and satisfaction are more likely to do it in the first place. Furthermore, they are more effective in their conduct once engaged in the activity because intrinsically driven people are more hopeful, exert more effort, and persevere for a longer amount of time. (Ryan & Deci, 2000b; Ryan, Kuhl, & Deci, 1997). People who are intrinsically motivated, on the other hand, behave more passively. People are more likely to suffer tension and anxiety when they engage in an activity as a means to an aim rather than for

its own sake. Furthermore, because extrinsically motivated people are less interested in their task, getting started takes more effort. Externally regulated conduct is also less effective since people put out less effort and have a harder time dealing with failures. (Ryan & Connell, 1989; Sheldon & Kasser, 1995). Much research has been undertaken to demonstrate the impact of motivation on performance (see for overviews, Hardre, 2003; Vallerand, 2007). Finally, these research show that intrinsic motivation is linked to greater vitality, positive affect, self-esteem, absorption, attention, effort, and perseverance (Vallerand, 2007). Extrinsic motivation, on the other hand, has been linked to lower levels of engagement, performance, attention, stability, and risk-taking. Anxiety and exhaustion are symptoms. (Lieke L. ten , Claartje L. ter , Arnold B., & Bram , 2011).

Jennifer and George (2006) define performance as a mental force that controls an individual's conduct in an organization, as well as their degree of effort and determination when confronted with difficulties. She also remarked that a company can only be effective if its personnel are adequately driven to execute at a higher level, even if proper strategies and administrative structures are in place. Hellriegel (1996) defines motivation as "any influence that brings out, guides, or sustains a person's goal-directed behavior." According to Ivancevich (1994), motivation is the set of forces that trigger certain behaviors and regulate their form, course, intensity, and length. According to Obikeze (2005), motivation is the process of directing an employee's actions toward a specific goal by manipulating rewards. Agreed (2002) According to the author, motivation is "everything that propels an individual toward a specific goal." Furthermore, the term "motivation" refers to a person's drive, yearnings, needs, and desires, according to Koontz (2008). According to the aforementioned definitions, motivation is concerned with the forces or elements that cause specific human acts or behaviors. It can also be argued that creating a work environment that is sufficiently motivating has a positive effect on

employee performance. Employee motivation is at the heart of an organization. Various organizations and institutions provide employees with a wide range of occupations and activities. Every institution should have the necessary structure and facilities in place to provide a motivating environment and working conditions. Each employee has his or her own set of motivating aspects and factors, as we assess various motivating aspects and factors. Employees have a wide range of personal goals because they are so diverse. As a result, the goals they hope to achieve through their work in the organization are as varied as they are. One of the most general definitions of workplace motivation is the forces that drive people to perform well on the job and complete important tasks assigned to them by their bosses. In the field of motivation, there are various theoretical models that explain and treat motivated behavior in a variety of work settings. Herzberg (1957) distinguishes two types of motivation: intrinsic and extrinsic motivation. Internal motivation consists of.(Beqiri, 2019).

Chapter Three Methodology

3.1 INTRODUCTION

this chapter covers topics such as research design, research population, and sample size, sampling procedure, research instrument, instrument validity and reliability, data collection procedure, data analysis, ethical considerations, and study limitations.

3.2 DESIGN OF RESEARCH

This study employs a descriptive research design. It's a cross-sectional, quantitative study. In analytical research, the researcher analyzes previously available facts or information to produce a critical assessment of the content (kothari, 2006). Because most research projects for academic courses are time-limited, the researcher conducted this cross-sectional survey on a large number of people at the same time.

3.3 POPULATION FOR RESEARCH

The term "population" refers to the entire group of people being studied by the researcher (sekaran, 2003). The study population consists of 85 employees from benadir university. This area was chosen because it may provide relevant data to the study under consideration type size

The researcher chose 70 employees from an 85-person target group. The researcher chose 70 respondents as the sample size from a target demographic of 85 employees. Respondents for the study were drawn from the general population using slovene's formula, which is as follows:

The sample size is n , the population size is N , and the standard error or level of significance is e , which is commonly known as $\alpha=0.05$ or 5%. Because $n = 85$ was used in this study, the sample size was determined as follows:

3.4sampling procedure

This study will employ a purposive sampling strategy. According to Amin (2005), purposeful sampling is a type of sampling in which the researcher relies on his or her judgment or common sense when selecting people from whom data is collected. Purposive sampling was used by the researcher to select respondents who he believes have relevant information for this study based on his own assessment, and then he delivered the questionnaire to them. Furthermore, the researcher used purposive sampling because he intended to collect the study's main informants; thus, selecting respondents is more important for this study than sample representativeness.

3.5RESEARCH METHODS

The researcher designed the study's questionnaire to collect information on the effects of extrinsic and intrinsic rewards on employee motivation at Benadir University.

3.6RELIABILITY

The degree to which a measuring device consistently measures whatever it is supposed to measure is referred to as repeatability.

Chapter Four

Data Analysis, Findings and Interpretation

4.1 Introduction

The results of Benadir University's questionnaires are presented in this chapter. In relation to the study topics, the findings are presented using bar graphs, tabulations, and narrations. The statistical program for social science (SPSS) was used by the researcher, which is an important tool for research analysis.

4.2 Demographic profile of the Respondents

Table 1 Gender of Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	53	75.7	75.7	75.7
Valid	Female	17	24.3	24.3	100.0
	Total	70	100.0	100.0	

According to Table 1, males accounted for 75.7 percent of the responses, while females accounted for the remainder (24.3 percent). According to the survey, the majority of respondents were men, and there was a gender imbalance because neither gender is balanced. As a result, the researcher predicted that many campaigns and efforts to eliminate gender inequality would be launched, and that parents in developing and least developed countries would send their daughters to educational institutions to achieve gender equality and inclusive development.

Table 2 Age of Respondents

Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-25	25	35.7	35.7	35.7
26-34	37	52.9	52.9	88.6
35-Above	8	11.4	11.4	100.0
Total	70	100.0	100.0	

Table 2 shows that the majority of respondents (52.9 percent) were between the ages of 26 and 34, with the second largest group aged 20-25 (35.7 percent) and the smallest group aged over 35. (11.4 percent). As a result, the majority of respondents between the ages of 26 and 34 fell into this category (52.9 percent).

Table 3Level of Education

Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PhD	8	11.4	11.4	11.4
Master	31	44.3	44.3	55.7
Bachelor	31	44.3	44.3	100.0
Total	70	100.0	100.0	

Table 3 displays the educational levels of the respondents, revealing that Master's and Bachelor's degree holders scored the same proportion (44.3 percent), while the least educated respondents (11.4 percent) had a PhD. The majority of respondents had a master's or a bachelor's degree, respectively..

Table 4 Marital Status

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	24	34.3	34.3	34.3
Married	46	65.7	65.7	100.0
Total	70	100.0	100.0	

Table 4 shows that the majority of respondents (65.7%) were married, while 34.3 percent were single. Because the respondents were employees, the majority of them were married; people usually marry after finishing their studies and getting a job, rather than being single.

4.3 Extrinsic Reward

Table 1

Extrinsic reward motivates employee performance of Benadir University

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	36	51.4	51.4	51.4
Agree	26	37.1	37.1	88.6
Neutral	3	4.3	4.3	92.9

Disagree	2	2.9	2.9	95.7
Strongly Disagree	3	4.3	4.3	100.0
Total	70	100.0	100.0	

The first question, as shown in table 1, asked respondents whether extrinsic compensation influences employee performance. According to the Linkert scale, the participants demonstrated that extrinsic incentives encourage employee performance. Strongly Agree 36 (51.4 percent), Agree 26 (37.1 percent), Neutral 3 (4.3 percent), Disagree 2 (2.9 percent), and Strongly Disagree 3 were the most common responses (4.3 percent). As a result, the vast majority of respondents believed that extrinsic motivation motivates employees. The bar graph below shows

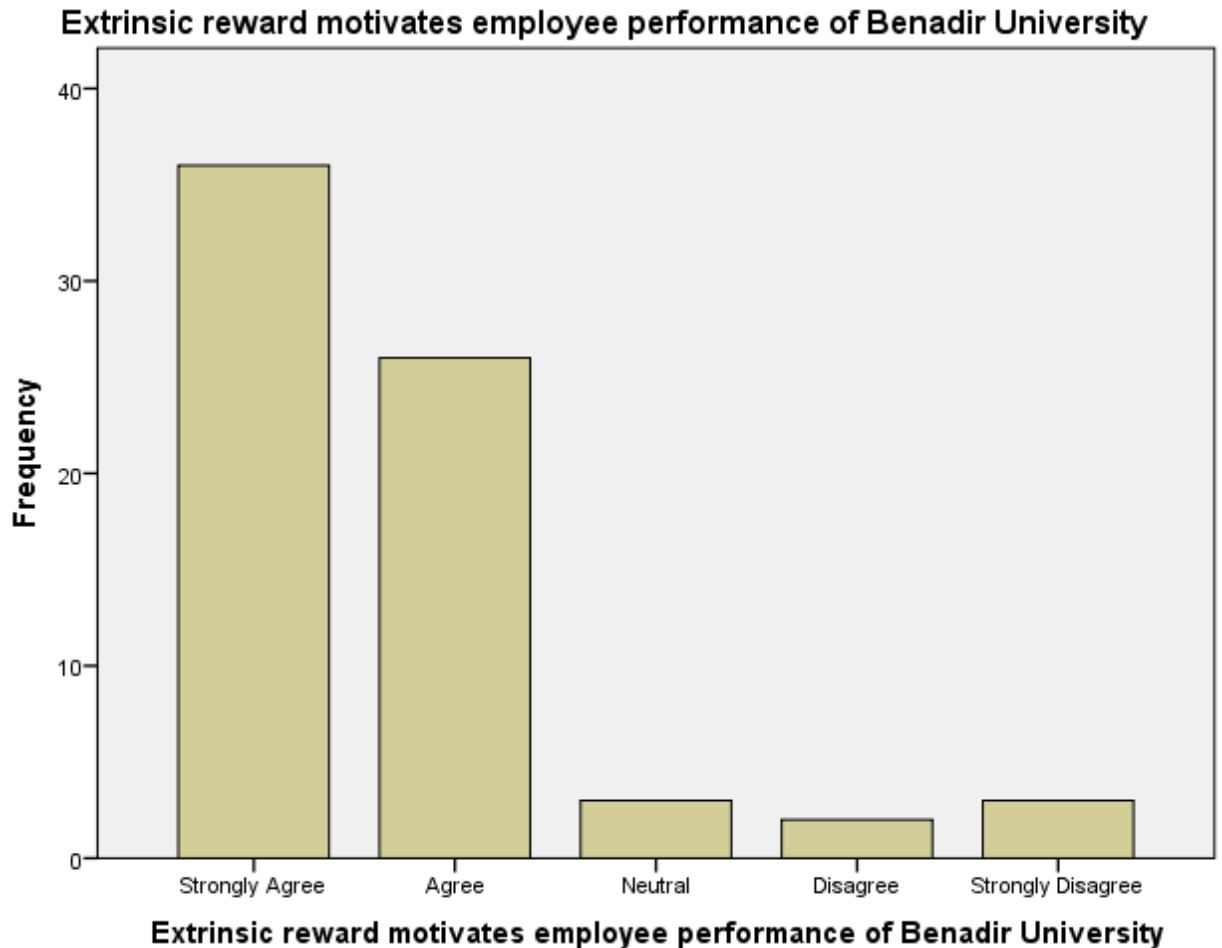


Table 2

Extrinsic reward makes Benadir University employee more productive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	23	32.9	32.9	32.9
Agree	34	48.6	48.6	81.4
Neutral	8	11.4	11.4	92.9
Disagree	2	2.9	2.9	95.7
Strongly Disagree	3	4.3	4.3	100.0
Total	70	100.0	100.0	

The second question in Table 2 asked respondents if extrinsic rewards increased employee productivity. According to the Linker scale, the participants demonstrated that extrinsic compensation increases employee productivity. Strongly Agree 23 (32.9 percent), Agree 34 (48.6 percent), Neutral 8 (11.4 percent), Disagree 2 (2.9 percent), and Strongly Disagree 3 were the most common responses (4.3 percent). As a result, as shown in the graph below, the majority of respondents believe that extrinsic motivation increases staff productivity.

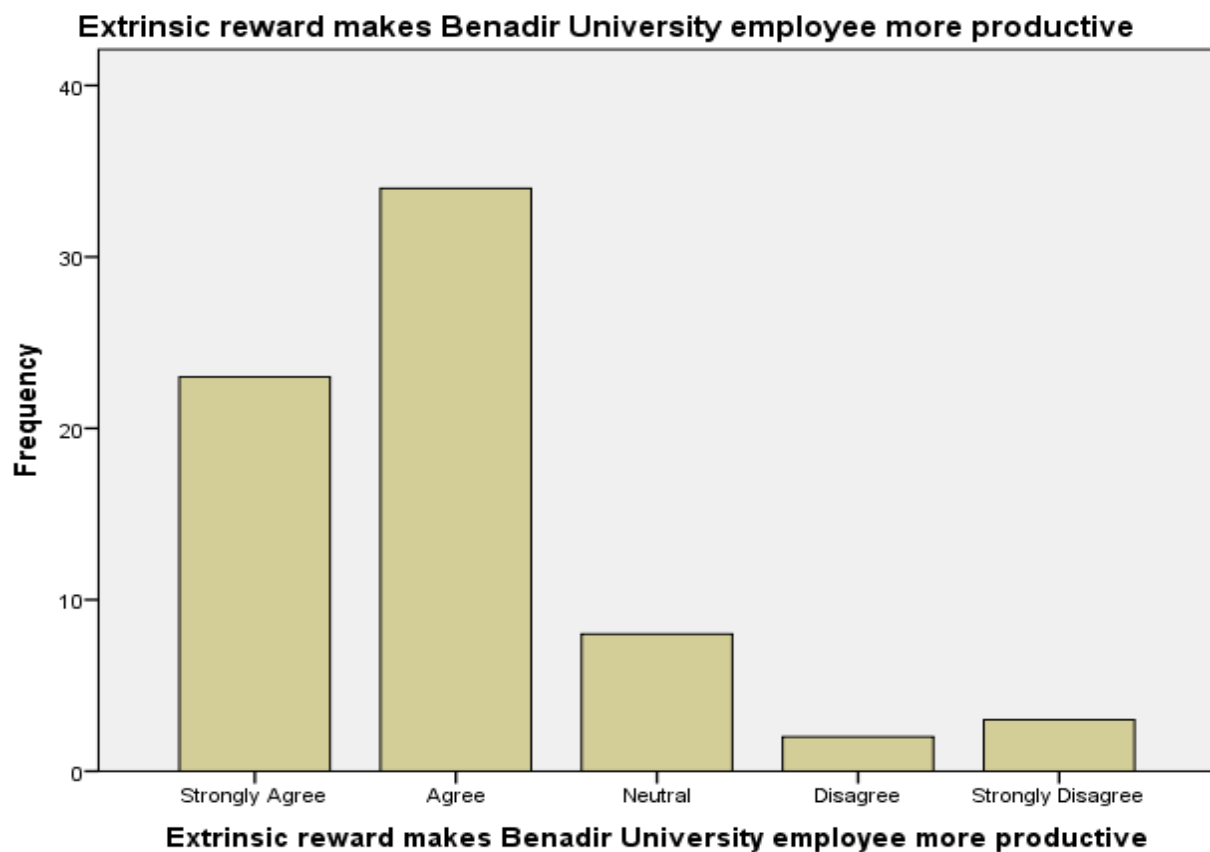


Table 3

Extrinsic reward participates Benadir University employee satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	40.0	40.0	40.0
Agree	25	35.7	35.7	75.7
Neutral	7	10.0	10.0	85.7
Valid Disagree	8	11.4	11.4	97.1
Strongly Disagree	2	2.9	2.9	100.0
Total	70	100.0	100.0	

The third question is: Is intrinsic reward a factor in employee satisfaction? They responded as follows: strongly agreed with 28 (40.0 percent), agreed with 25 (35.7 percent), neutral with 7 (10.0 percent), disagreed with 8 (11.4 percent), and strongly disagreed with 2. (2.9 percent)

The graph below also explains everything..

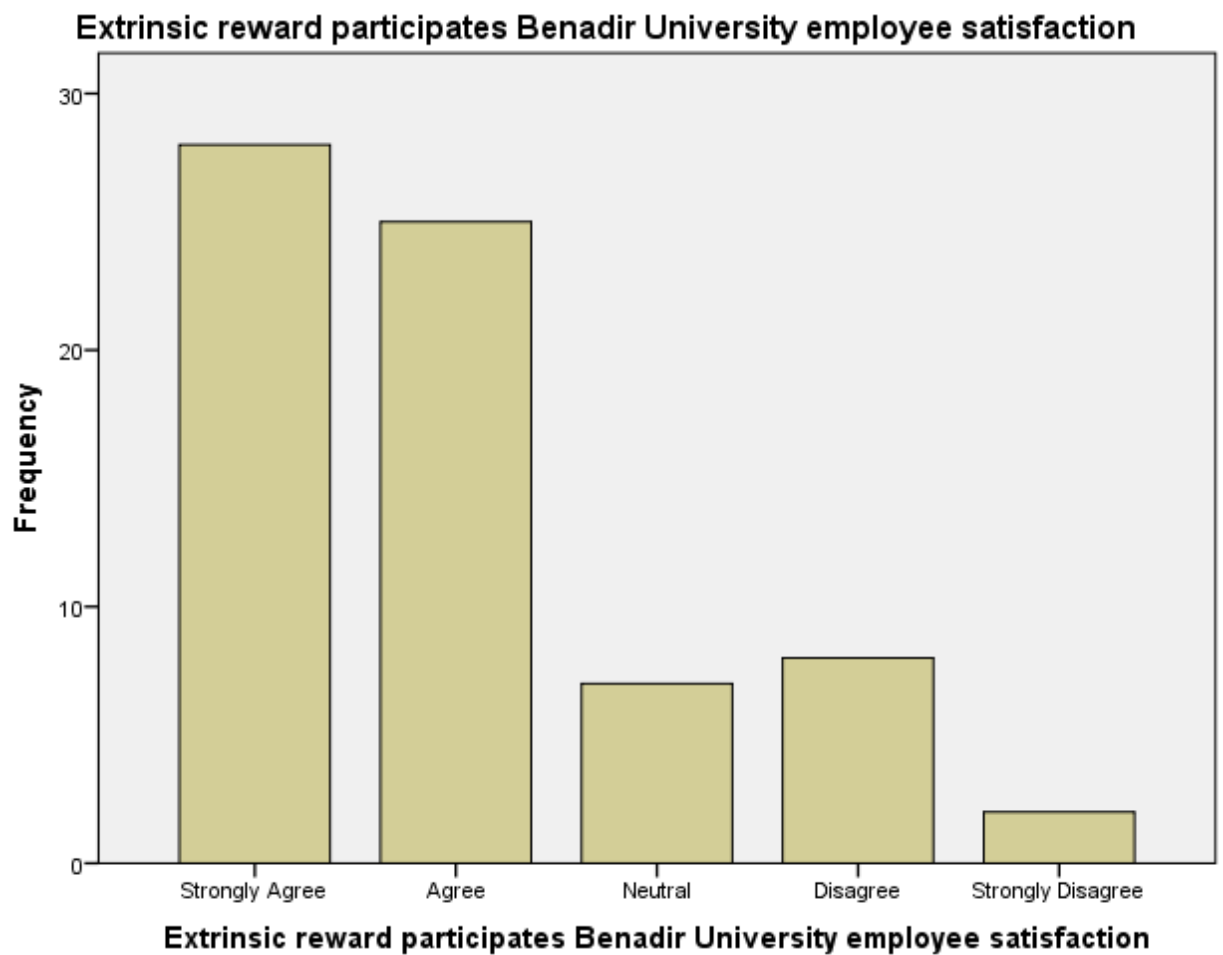


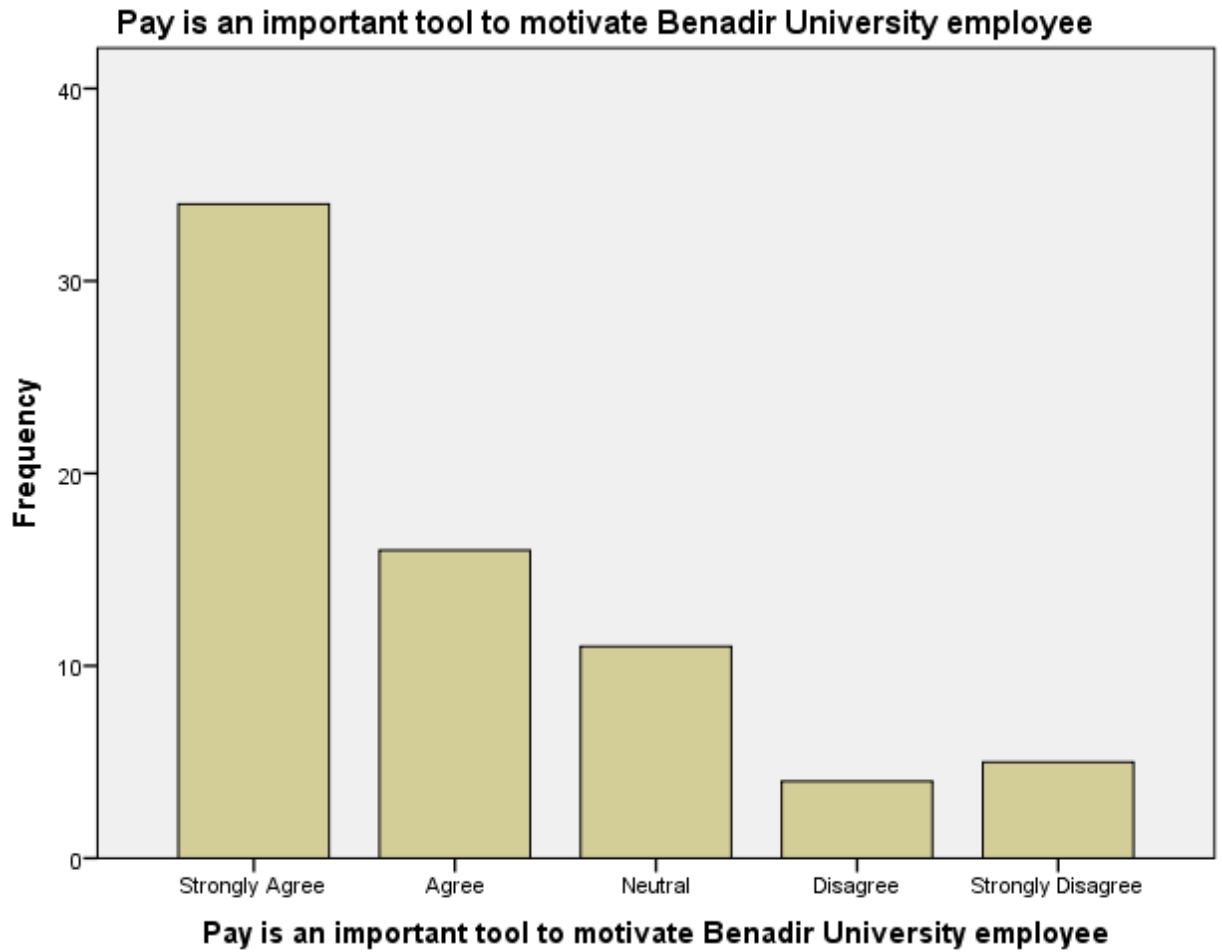
Table 4

Pay is an important tool to motivate Benadir University employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	34	48.6	48.6	48.6
Valid Agree	16	22.9	22.9	71.4

Neutral	11	15.7	15.7	87.1
Disagree	4	5.7	5.7	92.9
Strongly Disagree	5	7.1	7.1	100.0
Total	70	100.0	100.0	

The fourth question was whether salary is an important tool for motivating employees, to which they responded as follows: highly agreed 34 (48.6%), agreed 16 (22.9%), neutral 11 (15.7%), disagreed 4 (5.7%), and strongly disagreed with 5 (strongly disagreed with 5). 7.1% Furthermore, the graph below shows



4.4 Intrinsic Reward

Table 1

Intrinsic reward is to give employee appreciation of Benadir University Employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	37	52.9	52.9	52.9
Agree	25	35.7	35.7	88.6
Neutral	4	5.7	5.7	94.3
Disagree	3	4.3	4.3	98.6
Strongly Disagree	1	1.4	1.4	100.0
Total	70	100.0	100.0	

The first question asked was whether intrinsic incentives are used to show appreciation to employees, to which they replied: 37 (52.9%) strongly agreed, 25 (35.7%) agreed, 4 (5.7%) neutral, 3 (4.3%) disagreed, and 1 strongly disagreed (1.4 percent). Furthermore, the graph

below illustrates

Intrinsic reward is to give employee appreciation of Benadir University Employee

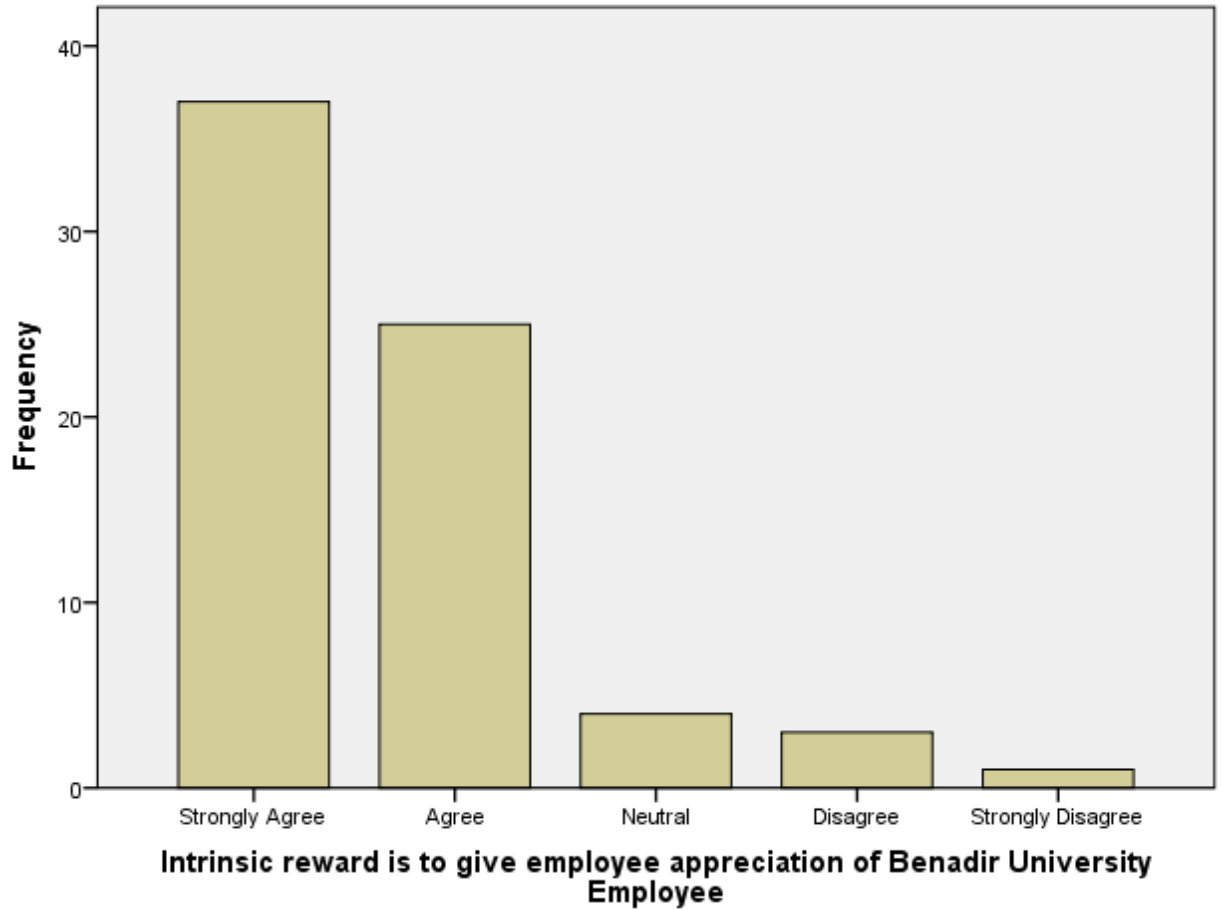


Table 2

Intrinsic reward is announcement of working environment title by employee of Benadir University

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	20	28.6	28.6	28.6
Agree	32	45.7	45.7	74.3
Neutral	15	21.4	21.4	95.7
Disagree	1	1.4	1.4	97.1
Valid				

Strongly Disagree	2	2.9	2.9	100.0
Total	70	100.0	100.0	

The second question was whether the announcement of a job title is an intrinsic reward, to which they responded as follows: strongly agreed 20 (28.6%), agreed 32 (45.7%), neutral 15 (21.4%), disagreed 1 (1.4%), and strongly disagreed with 2 (1.4 percent). 2.9 percent Furthermore, the graph below shows.

Intrinsic reward is announcement of working environment title by employee of Benadir University

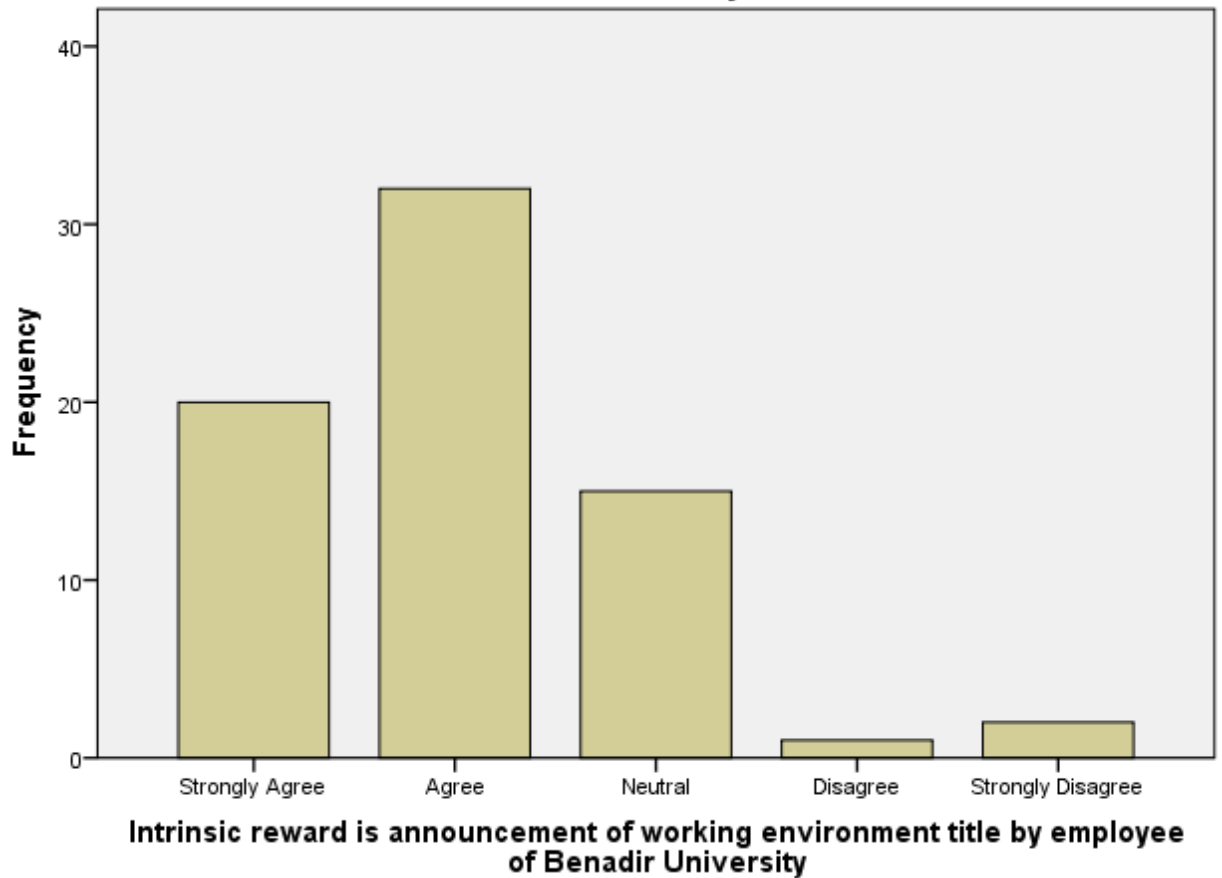


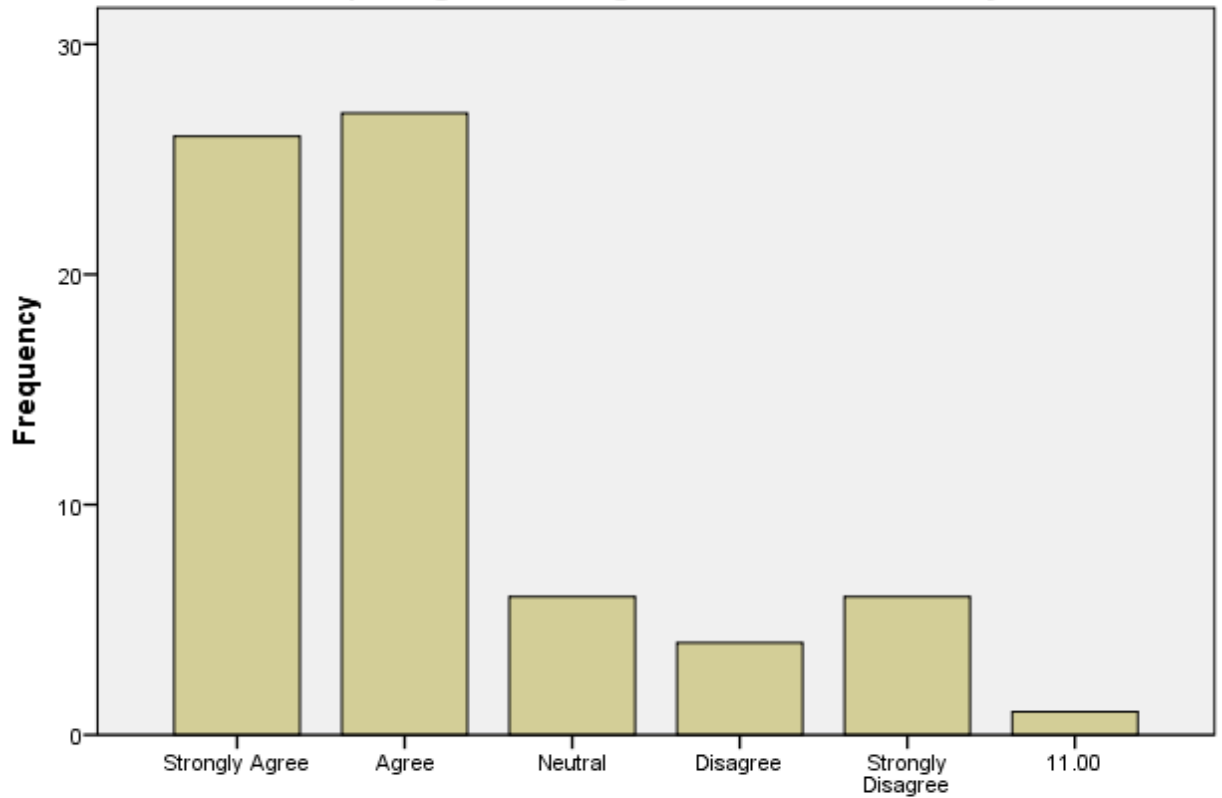
Table 3

Intrinsic reward is about giving authority to the employee of Benadir University

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	29	41.4	41.4	41.4
Agree	16	22.9	22.9	64.3
Neutral	16	22.9	22.9	87.1
Disagree	5	7.1	7.1	94.3
Strongly Disagree	4	5.7	5.7	100.0
Total	70	100.0	100.0	

The third question asked whether they agreed or disagreed with the statement that intrinsic motivation is about giving employees control, and they responded as follows: highly agreed 29 (41.4 percent), agreed 16 (22.9 percent), neutral 16 (22.9 percent), disagreed 5 (7.1 percent), and strongly disagreed with 4 (5.7 percent). Furthermore, the graph below shows.

Intrinsic reward is good behavior from boss and moving from one job to another after completing certain targets of Benadir University



Intrinsic reward is good behavior from boss and moving from one job to another after completing certain targets of Benadir University

Table 4

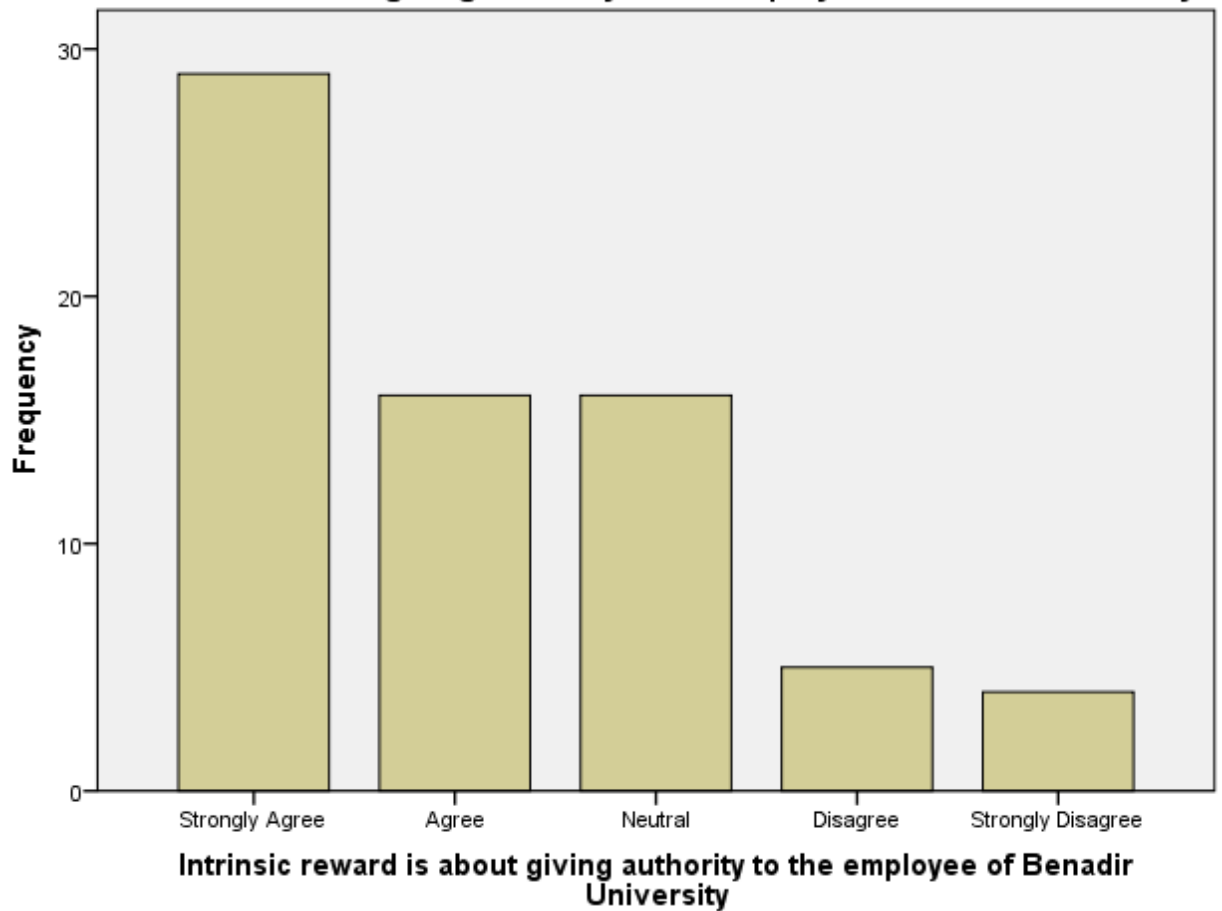
Intrinsic reward is good behavior from boss and moving from one job to another after completing certain targets of Benadir University

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	26	37.1	37.1	37.1
Agree	27	38.6	38.6	75.7
Valid Neutral	6	8.6	8.6	84.3
Disagree	4	5.7	5.7	90.0
Strongly Disagree	6	8.6	8.6	98.6

11.00	1	1.4	1.4	100.0
Total	70	100.0	100.0	

The fourth question concerned intrinsic reward, which they defined as good boss behavior and moving from one job to another after meeting certain goals, and they responded as follows: Strongly agreed 26 (37.1%), agreed 27 (38.6%), neutral 6 (8.5%), disagreed 4 (5.7%), and strongly disagreed with 6 (6.6 percent). 8.6 percent Also depicted on the graph is.

Intrinsic reward is about giving authority to the employee of Benadir University



4.5 Motivation

Table 1

Motivation re-energizes Benadir University employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	44	62.9	62.9	62.9
Agree	20	28.6	28.6	91.4
Neutral	3	4.3	4.3	95.7
Disagree	2	2.9	2.9	98.6
Strongly Disagree	1	1.4	1.4	100.0
Total	70	100.0	100.0	

The first question was whether employee motivation can re-energize them. The respondents strongly agreed 44 (62.9 percent), agreed 20 (28.6 percent), neutral 3 (4.3 percent), disagreed 2 (2.9 percent), and strongly disagreed with 1. (1.4 percent). This is also depicted in the graph

below..

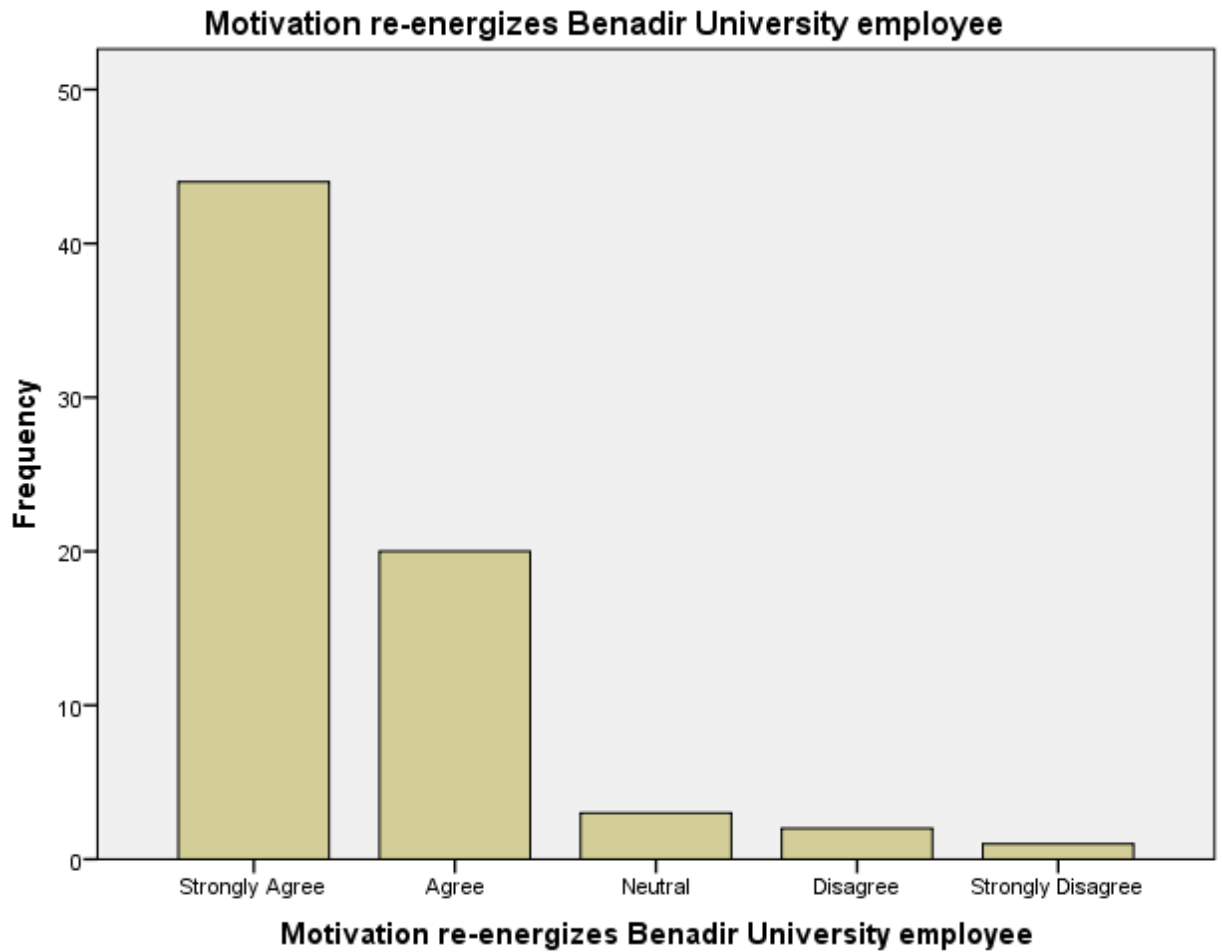


Table 2

Motivation builds employee morale of Benadir University

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	29	41.4	41.4	41.4
Agree	31	44.3	44.3	85.7
Valid Neutral	6	8.6	8.6	94.3
Disagree	1	1.4	1.4	95.7
Strongly Disagree	3	4.3	4.3	100.0

Total	70	100.0	100.0	
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Per the second question, incentives boost employee morale. and the following responses were given by the respondents: 29 (41.4 percent) strongly agreed, 31 (44.3 percent) agreed, 6 (8.6 percent) neutral, 1 (1.4 percent) disagreed, and 3 strongly disagreed (3.4 percent). 4.3 percent This is also depicted in the graph below..

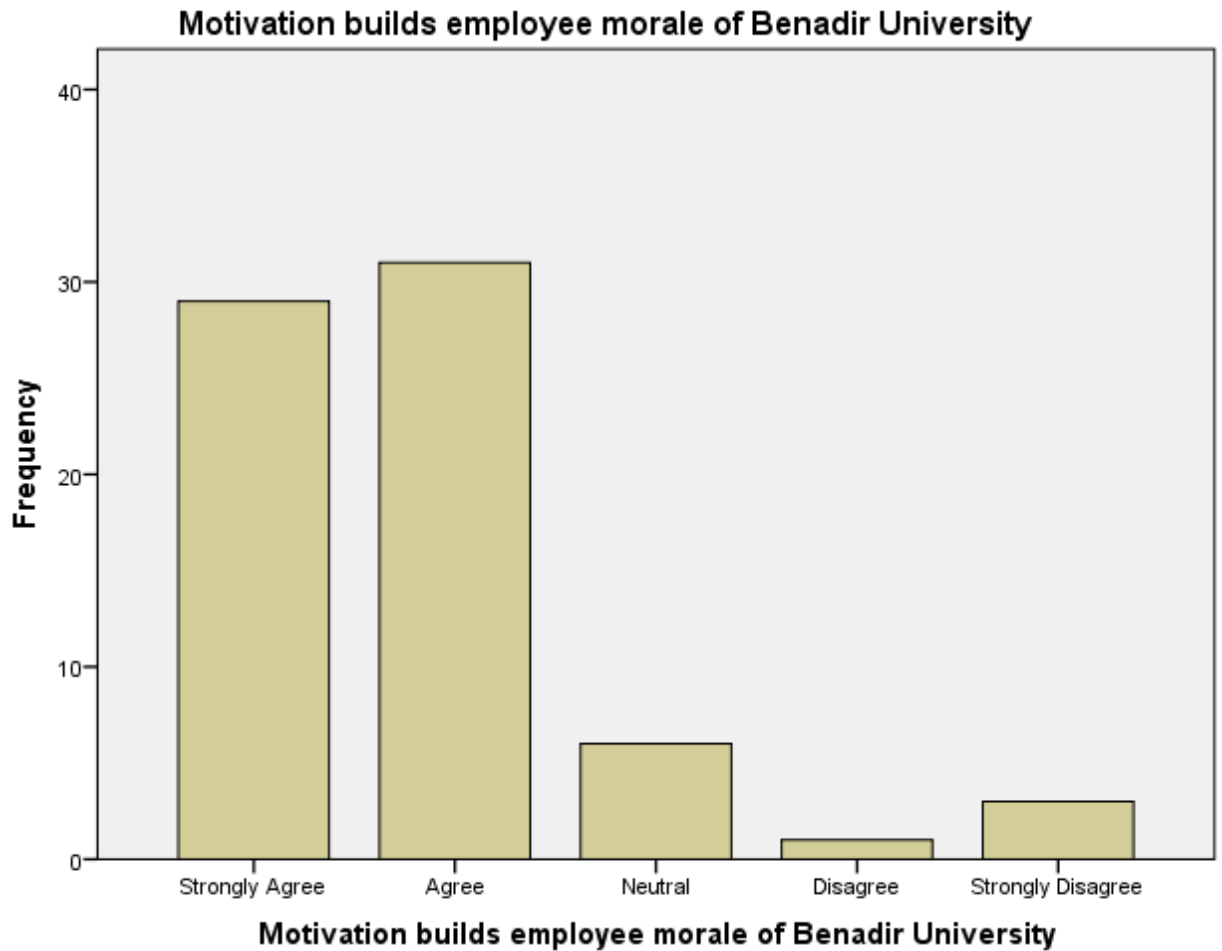


Table 3

Motivation increases the productivity of Benadir University employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	37	52.9	52.9	52.9

Agree	21	30.0	30.0	82.9
Neutral	9	12.9	12.9	95.7
Disagree	2	2.9	2.9	98.6
Strongly Disagree	1	1.4	1.4	100.0
Total	70	100.0	100.0	

The third question asked if employee motivation promotes productivity, and the following responses were given: highly agreed 37 (52.9 percent), agreed 21 (30.0 percent), neutral 9 (12.9 percent), disagreed 2 (2.9 percent), and strongly disagreed with 1. (1.4 percent). This is also depicted in the graph below.

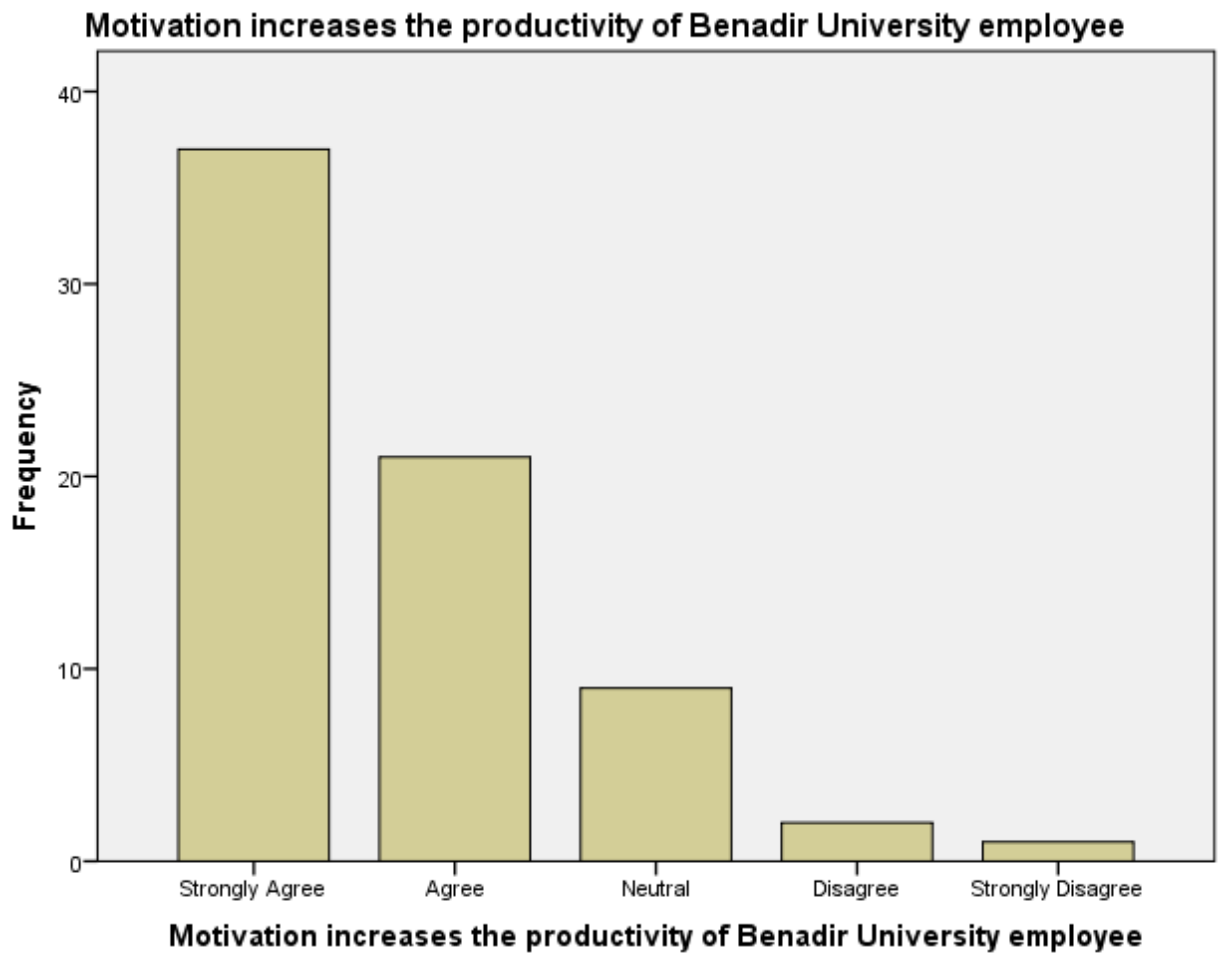


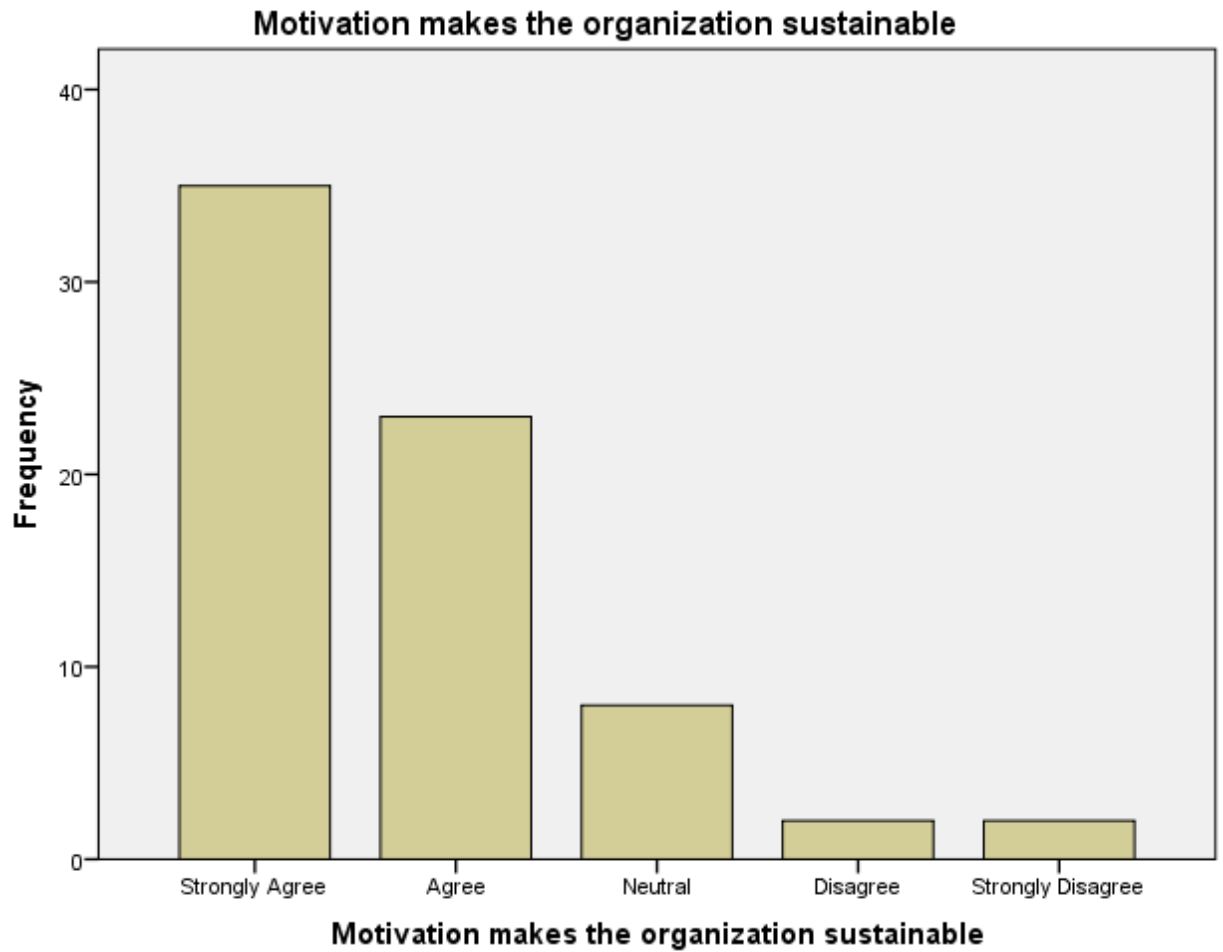
Table 4

Motivation makes the organization sustainable

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	35	50.0	50.0	50.0
Agree	23	32.9	32.9	82.9
Neutral	8	11.4	11.4	94.3
Disagree	2	2.9	2.9	97.1
Strongly Disagree	2	2.9	2.9	100.0
Total	70	100.0	100.0	

The fourth question was whether or not motivation makes an organization viable, and the respondents responded as follows: 35 (50%) strongly agreed; 23 (32.9%) agreed; 8 (11.4%) neutral; 2 (2.9%) disagreed; and 2 (2.9%) strongly disagreed (2.9 percent). 2.9 percent This is

also depicted in the graph below.



4.6 Effectiveness of Extrinsic and Intrinsic Rewards in Motivation of Benadir University

S/N	Survey Question	Response Categories				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		%	%	%	%	%
1		36(51.4%)	26(37.1%)	3(4.3%)	2(2.9%)	3(4.3%)

	Extrinsic reward motivates employee performance of Benadir University					
2	Extrinsic reward makes Benadir University employee more productive	23(32.9%)	34(48.6%)	8(11.4%)	2(2.9%)	3(4.3%)
3	Extrinsic reward participates Benadir University employee satisfaction	28(40.0%)	25(35.7%)	7(10. %)	8(11.4%)	2(2.9%)
4	Pay is an important tool to motivate Benadir University employee	34(48.6%)	16(22.9%)	11(15.7%)	4(5.7%)	5(7.1%)

5	Intrinsic reward is to give employee appreciation of Benadir University	37(52.9%)	25(35.7%)	4(5.7%)	3(4.3%)	1(1.43%)
6	Intrinsic reward is announcement of working environment title by employee of Benadir University	20(28.6%)	32(45.7%)	15(21.4%)	1(1.4%)	2(2.9%)
7	Intrinsic reward is about giving authority to the employee of Benadir University	29(41.4%)	16(22.9%)	16(22.9%)	5(7.1%)	4(5.7%)

8	Intrinsic reward is good behavior from boss and moving from one job to another after completing certain targets of Benadir University	26(37.1%)	27(38.6%)	6(8.6%)	4(5.7%)	6(8.6%)
9	Motivation re-energies Benadir University employee	44(62.9%)	20(28.6%)	3(4.3%)	2(2.9%)	1(1.4%)
10	Motivation builds employee morale of Benadir University	29(41.4%)	31(44.3%)	6(8.6%)	1(1.4%)	3(4.3%)
11	Motivation increases the productivity of Benadir University employee	37(52.9%)	21(30.0%)	9(12.9%)	2(2.9%)	1(1.4%)
12	Motivation makes the organization sustainable	35(50.0%)	23(32.9%)	8(11.4%)	2(2.9%)	2(2.9%)

- ❖ a larger test estimate and more than one organization should be used to generate varying findings.
- ❖ A mixed-methods approach that includes both subjective and quantitative research should be used.
- ❖ Organizations should create a compensation framework approach and structure to assist employees in developing and maintaining confidence.
- ❖ Staff should be compensated equally, regardless of gender.
- ❖ Employee strengthening initiatives, as well as training programs, should be used to increase representative capacity.
- ❖ Assets should be made available to representatives by organizations.

- ❖ The concept also implies that there should be opportunities for advancement and development, as well as motivating factors.

Throughout the survey, a large number of questions were answered in order to investigate the efficacy of extrinsic and intrinsic rewards in Benadir University motivation. Extrinsic compensation improves employee performance at Benadir University, according to the Linkert scale. The most common responses were Strongly Agree 36 (51.4 percent), Agree 26 (37.1 percent), Neutral 3 (4.3 percent), Disagree 2 (2.9 percent), and Strongly Disagree 3 (4.3 percent). As a result, the majority of respondents at Benadir University believe that extrinsic remuneration improves employee performance. According to the second row of the table, extrinsic reward makes Benadir University employees more productive, with responses of 23 (32.9 percent), Agree 34 (48.6 percent), Neutral 8 (11.4 percent), Disagree 2 (2.9), and Strongly Disagree 3 (4.3 percent) According to the third row of the above table, extrinsic reward plays a role in Benadir University employee satisfaction, and they responded as 28 (40.0 percent) strongly agreed, 25 (35.7 percent) agreed, 7 (10.0 percent) neutral, 8 (11.4 percent) disagreed, and 2 strongly disagreed (2.9 percent) . . According to the fourth row, who responded with the following responses, pay is a significant instrument for motivating Benadir University personnel: highly agreed 34 (48.6%), agreed 16 (22.9%), neutral 11 (15.7%), disagreed 4 (5.7%), and strongly disagreed with 5 (7.1 percent) . When asked if an intrinsic reward should be given to Benadir University employees, the sixth row responded as follows: highly agreed 37(52.9 percent), agreed 25(35.7 percent), neutral 4(5.7 percent), disagreed 3(4.3 percent), and strongly disagreed with 1. (1.4 percent).The sixth row depicts the respondents' responses to the question of whether intrinsic pleasure is the declaration of a working environment title by a Benadir University employee, with their responses as follows: highly agreed 20

(28.6%), agreed 32 (45.7%), neutral 15 (21.4%), disagreed 1 (1.4%), and strongly disagreed with 2 (1.4 percent). 2.9 percent The following are the respondents' responses to the seventh question, Intrinsic reward, which is about granting authority to a Benadir University employee: Strongly agreed 26 (37.1%), agreed 27 (38.6%), neutral 6 (8.6%), disagreed 4 (5.7%), and strongly disagreed with 6 (6.7 percent). 8.6 percent energizes The respondents were questioned in the eighth row. Intrinsic reward is good boss behavior and moving from one job to another after meeting certain targets of Benadir University, and their responses were as follows: strongly agreed 29 (41.4%), agreed 16 (22.9%), neutral 16 (22.9%), disagreed 5 (7.1%), and strongly disagreed with 4 (5.7 percent). The ninth question asked whether motivation re-energizes Benadir University employees, to which they responded strongly agreed 44 (62.9 percent), agreed 20 (28.5 percent), neutral 3 (4.3%), disagreed 2 (2.9%), and strongly disagreed with 1. (1.4 percent). Benadir University's tenth question was also about motivation and employee morale, and they responded as follows. Strongly agreed 29 (41.4%), agreed 31 (44.3%), neutral 6 (8.6%), disagreed 1 (1.4%), and strongly disagreed with 3 (4.3 percent). The eleventh question demonstrates that employee motivation increases productivity at Benadir University, with the results emphasizing strongly agreed 37(52.9 percent), agreed 21(30.0 percent), neutral 9(12.9 percent), disagreed 2(2.9 percent), and strongly disagreed with 1. (1.4 percent). And the final question posed to the respondents was whether motivation makes the organization sustainable, to which the respondents responded strongly agreed 35(50.0 percent), agreed 23(32.9 percent), neutral 8(11.4 percent), disagreed 2(2.9 percent), and strongly disagreed with 2(2.9 percent) (2.9 percent

4.7 Conclusion

Extrinsic and intrinsic rewards, according to the majority of respondents, are beneficial in increasing employee satisfaction at Benadir University. They contribute to the well-being of the organization and its long-term viability. Regardless of the employee's rank, the majority of respondents stated that extrinsic and intrinsic motivational rewards boost employee morale.

Employees who are both intrinsically and extrinsically rewarded within the business not only perform effectively according to their job descriptions, but they are also positively motivated for the organization's and their own well-being. Employees struggle when their employer appreciates their work, rewards them, respects them, and sees them as a valuable member of the team. Employees carry out their duties efficiently, act professionally in the workplace, and remain loyal to their employer. The reward management system and performance appraisal methodologies can be improved by focusing on human resource management practices that improve the organization's performance and sustainability. Employees at the organization value prizes as a motivator and will go to great lengths to obtain them. All respondents stated that they were willing to put in more effort at work in order to be rewarded. Employees are generally pleased with the company's current incentive program. They do, however, believe there is room for improvement. Employees rated intrinsic rewards as more motivating than extrinsic rewards as more motivating. Employees rated annual salary increases as the most enticing rewards. To further motivate employees, the company should offer annual raises that are commensurate with their needs, as well as improve on promotional increments.

Today's workplace and employees are vastly different. Employee expectations and their One of the most difficult obstacles to overcome is a work-related relationship. Every company has its own method of motivating its employees. This example demonstrates that motivating your employees will make them more productive. At the same time, it's important to remember that the concepts of intrinsic and extrinsic motivation are still relevant, and striking a balance between the two may be the key to managerial success. This was the first study to examine the effectiveness of extrinsic and intrinsic rewards in motivating people. The study's most significant finding is that extrinsic motivation, relational rewards, and intrinsic motivation all have a significant, positive interaction effect on employee creativity and innovation act...

Employees are frequently regarded as a company's most valuable resource, and they control the company's destiny. According to Bruzelius and Skärvad (2004), a company's organizational structure is dependent on its employees, who influence the company's performance through their participation, attitude, and motivation. This study concluded that extrinsic rewards are rather outdated, and that today's employees are looking for more than just monetary incentives, based on the logic of (Pink, 2011; Kohn, 1993; Bhattacharya et al, 2009). According to the analysis, employees at LänsförsäkringarSkne, regardless of department, are more motivated by intrinsic rewards. According to Brickley et al (2002) and Whiteley (2002), employee motivation is dependent on the perception of being adequately compensated, and motivation is important in business because there is a link between motivation and individual performance. As a result, understanding employees' preferences for various awards during the development phase is critical in

order to design a reward system that increases overall employee engagement. As a result, non-executive employee rewards and motivation remain hot topics in today's businesses.

4. 8 Recommendation

- ❖ Based on the findings of this study, recommendations for the efficacy of extrinsic and intrinsic rewards in motivation.
- ❖ Organizations should strive for social justice in order to improve the lives of racial, ethnic, and gender minorities.
- ❖ Legal obligations should be imposed on organizations to promote racial, ethnic, and gender equality.
- ❖ Organizations must educate and treat their employees properly in order to compete, retain, and grow their competitiveness in the global market.

Senior management should cultivate an organizational-wide mindset that encourages personal risk-taking and views mistakes as a source of new ideas and learning.

Top management should foster a collaborative culture. This type of environment can foster the creativity and innovation required for today's competitive advantage. Employee teams should be allowed the flexibility and authority to determine how they wish to achieve their goals, since this generates intrinsic motivation and builds mutual respect among team members, allowing the business to encourage employee creativity. Giving equitable organizational incentives improves organizational innovation and creativity among employees, which organizations should be aware of.

Chapter Five

5.1 Discussion, conclusion and Recommendations

This chapter is significant because it consolidates the previous chapter's findings, quickly summarizes the findings of chapter four, and offers some recommendations that will be useful to the study's beneficiaries once the investigation is completed.

5.2. Discussion

Extrinsic and intrinsic rewards motivate us to join and contribute to corporate success. One size does not fit all, and everyone has different incentive needs and preferences. Low job motivation leads to poor performance, dissatisfaction, and increased staff turnover and absenteeism. Excessive job dissatisfaction will have a significant impact on the overall effectiveness of the organization. High job dissatisfaction is frequently associated with a higher number of complaints and work grievances, as well as a high employee turnover rate..

The first goal of the study was to determine the sociodemographic characteristics of the respondents, and when the researchers asked the contributors their genders, males received the majority of the responses (75.7 percent), while females made up the remaining 7.7 percent (24.3 percent). Ages, the majority of respondents (52.9 percent) were between the ages of 26 and 34, with the second largest group (35.7%) being between the ages of 20 and 25, and the least being over 35. (11.4 percent). As a result, the majority of respondents aged 26-34 (52.9 percent). Furthermore, respondents with the highest level of education were Master's and Bachelor's degree holders, who scored the same percentage (44.3 percent), while the least educated (11.4 percent) had a PhD.. As per results, the majority of respondents were master's and bachelor's degrees. The

respondents were also asked about their marital status, and the study discovered that the majority of them (65.7 percent) were married, while the remaining (34.3 percent) were single. This means that the majority of respondents were married because they were employees; normally, people marry after finishing their studies and getting a job rather than remaining single. The study's second goal was to determine the role of extrinsic reward on employee motivation by asking the following sub questions. Extrinsic reward increases employee productivity, according to the participants. The top responses were Strongly Agree 23 (32.9 percent), Agree 34 (48.6 percent), Neutral 8 (11.4 percent), Disagree 2 (2.9 percent), and Strongly Disagree 3 (4.3 percent)..). Employee satisfaction is influenced by extrinsic rewards, and they responded as follows: strongly agreed with 28(40.0 percent), agreed with 25(35.7 percent), neutral with 7(10.0 percent), disagreed with 8(11.4 percent), and strongly disagreed 2 (2.9 percent). Pay is an important motivator for employees, and they strongly agreed with the following responses. 34 (48.6%), agreed 16 (22.9%), neutral 11 (15.7%), disagreed 4 (5.7%), and strongly disagreed with 5 (7.1 percent). The third goal of the study was to look into the impact of intrinsic reward on employee motivation, and it included the following sub questions. According to the Linker scale, intrinsic reward is to show appreciation to employees, and they responded as follows: strongly agreed 37(52.9 percent), agreed 25(35.7 percent), neutral 4(5.7 percent), disagreed 3(4.3 percent), and strongly disagreed with 1. (1.4 percent). An announcement of working is an intrinsic reward. title, environment and they responded with the following responses: strongly agreed 20(28.6%), agreed 32(45.7%), neutral 15(21.4%), disagreed 1(1.4%), and strongly disagreed with 2 (2.9 percent). Intrinsic reward is about delegating authority to employees, and they strongly agreed with

the following responses. 29 (41.4%) agreed, 16 (22.9%) neutralized, 5 (7.1%) disagreed, and 4 strongly disagreed (5.7 percent). Intrinsic reward is good boss behavior and moving from one job to another after completing certain targets, and they responded with the following responses, which they strongly agreed with. 26 (37.1 percent), agreed (27.6 percent), neutral (6.6%), disagreed (4.7%), and strongly disagreed with 6 (8.6 percent). Employees are reenergized by motivation. and the responses were as follows: strongly agreed 44 (62.9 percent), agreed 20 (28.6 percent), neutral 3 (4.3 percent), disagreed 2 (2.9 percent), and strongly disagreed with 1. (1.4 percent). Employee morale is boosted by motivation. and the responses were as follows: strongly agreed 29 (41.4 percent), agreed 31 (44.3 percent), neutral 6 (8.6 percent), disagreed 1 (1.4 percent), and strongly disagreed with 3 (4.3 percent). Employee productivity rises as a result of motivation. and the respondents gave the Strongly agreed 37(52.9 percent), agreed 21(30.0 percent), neutral 9(12.9 percent), disagreed 2(2.9 percent), and strongly disagreed with 1 were the responses (1.4 percent). Motivation ensures the sustainability of the organization, and respondents responded as follows: strongly agreed 35(50.0 percent), agreed 23(32.9 percent), neutral 8(11.4 percent), disagreed 2(2.9 percent), and strongly disagreed with 2 (2.9 percent).

5.3. Conclusion

According to the majority of respondents, the effectiveness of extrinsic and intrinsic rewards in motivating employees increases employee happiness. They contribute to the well-being of the organization and its long-term viability. Regardless of the employee's rank, the majority of respondents stated that extrinsic and intrinsic motivational rewards boost employee morale. Job satisfaction can be influenced by intrinsic and extrinsic

motivations in any business. Extrinsic motivation decreases job satisfaction, whereas intrinsic motivation increases job satisfaction. Incentives, both intrinsic and extrinsic, have been identified as predictors of job satisfaction. In the end, both factors had a significant impact on job satisfaction.

5.4. Recommendations

- ❖ Relying on the findings of the study, the following recommendations were made:
 - larger test estimate and more than one organization should be used to generate varying findings.
- ❖ A mixed-methods approach that includes both subjective and quantitative research should be used.
- ❖ Organizations should create a compensation framework approach and structure to assist employees in developing and maintaining confidence.
- ❖ Staff should be compensated equally, regardless of gender.
- ❖ Employee strengthening initiatives, as well as training programs, should be used to increase representative capacity.
- ❖ Assets should be made available to representatives by organizations.
- ❖ The concept also implies that there should be opportunities for advancement and development, as well as motivating factors.

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QUESTIONNAIRE

Dear Sir/Madam

You are kindly requested to complete this questionnaire. It is purely for academic purpose and your participation is voluntary. Please tick in the appropriate box and also fill in the blank spaces provided.

SECTION A: DEMOGRAPHICAL INFORMATION

From the following set of questions please tick (✓) the box that matches your view most closely.

1. Gender

a. Male b. Female

2. Age of responders

a. 20 -25 b. 26 – 34 c. 35 – above

3. Marital status.

a. Single Married

4. Level of Education

a. PhD b. Master c. Bachelor

**SECTION B: EFFECTIVENESS OF EXTRINSIC AND INTRINSIC REWARDS
IN MOTIVATION: As CASE: BENADIR UNIVERSITY**

No	EXTRINSIC REWARD	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Extrinsic reward motivates employee performance of Benadir University				
2	Extrinsic reward makes Benadir University employee more productive				
3	Extrinsic reward participates Benadir University employee satisfaction				
4	Pay is an important tool to motivate Benadir University employee				

No	INTRINSIC REWARD	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Intrinsic reward is to give employee appreciation of Benadir University Employee				
2	Intrinsic reward is announcement of working environment title by employee of Benadir University				
3	Intrinsic rewards about giving authority to the employee of Benadir University				
4	Intrinsic reward is good behavior from boss and moving from one job to another after completing certain targets of Benadir University				

No	MOTIVATION	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Motivation re-energizes Benadir University employee				
2	Motivation builds employee morale of Benadir University				

3	Motivation increases the productivity of Benadir University employee				
4	Motivation makes the organization sustainable				