

DETERMINING GROUP MEMBERSHIP AS CORPORATE PROFESSIONAL OR ARMY OFFICERS DEPENDENT ON INTRINSIC-EXTRINSIC MOTIVATIONAL DIMENSION

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Abstract : *Indian Armed Forces emphasize 'Military Ethos' as the basic tenets of the driving force behind the setting and achievement of organisational goals. Unlike the corporate world, profit making, turnover, investor sentiments, clientele etc are concepts which are alien to Army. This military ethos leads to internalization of service norms and a process of resocialisation sets in resulting into complete transformation of motivations guiding actions of group members. A comparison of basic motivational paradigm of corporate world and Indian Army was undertaken, in order to decipher the impact of organizational culture on motivational constructs of the two sections of professionals. The study measured situational motivation of 108 senior level corporate professionals (Senior Manager, General Manager, and Vice- President) and 108 officers of Indian Army and attempted to figure out group membership in the two segments of working professionals' contingent to their motivational pattern. Discriminant Function Analysis revealed that motivational constructs could differentiate 216 professionals as belonging to two segments of organisation namely Indian Army and Corporate sector. Specifically barring for Identified motivation, other types of motivation namely Intrinsic, Integrated, Introjected, External and Amotivation could predict group membership in the two segments.*

Key words- Self-determination theory, Intrinsic, Integrated, Identified Introjected, External motivations, Amotivation and Discriminant function Analysis.

1. Introduction

The unflinching loyalty of Army towards the 'Nation' and 'Duty', along with its rich heritage has contributed immensely in building up a glorious reputation of itself in the eyes of all Indians. Indian Armed Forces emphasize 'Military Ethos' as the basic tenets of the driving force behind the setting and achievement of organisational goals. Unlike the corporate world, profit making, turnover, investor sentiments, clientele etc are concepts which are alien to army. This military ethos leads to internalization of service norms and a process of resocialisation sets in resulting into complete transformation of motivations guiding actions of group members. All organization strives for instilling and aligning individual motivation to organizational culture as well as organizational objectives. Working professionals perform assigned duties but they tend to vary as to the amount of personal involvement in the assigned task. This personal involvement is contingent to type of motivation that lies beneath the actions performed to meet the organizational requirements. Mere performance of desired activity to meet the organizational requirement does not present complete picture but the type of motivation underpinning an act is more important and it varies with situations as well as contexts. Situational motivation is the motivation that an individual experiences while he is currently engaging in an activity. It refers to the "here-and-now" of motivation. Research has proved that one's current motivation is related to psychological outcomes, such as positive

influence and liveliness. Thus, situational (or state) motivation, as measured at a given point in time, apart from providing useful understanding of a person's current state of self-regulatory processes, can also be extrapolated to yield a generalised state of self regulation averaged over a period of time. An empirical study on present day situational motivation of Indian Army and comparing it with the corporate world was undertaken to figure out differential motivation pattern in the two segments. However, prior to that a brief mention of key components of situational motivation will be in order.

Numerous studies have explored the intrinsic–extrinsic motivation dichotomy in the past five decades. Intrinsic motivation refers to performing an act or subsequent acts for itself, in order to experience pleasure and contentment inherent in the activity. On the other hand, extrinsic motivation pertains to a wide variety of behaviour where the goals of action extend beyond those inherent in the activity itself (Deci & Ryan, 1985). A re-evaluation of the literature on the subject reveals that a sizeable amount of this research pertains to the studies that have been primarily carried out on situational motivation. Situational motivation refers to the motivation which the individuals experience when they are currently engaging in an activity. For example, Deci's (Deci, 1971) laboratory study found that individuals if engaged in an interesting activity are rewarded monetarily subsequently then it resulted in decrement of situational intrinsic motivation toward the activity. Laboratory research has revealed that other external events or factors such as competition (Reeve & Deci, 1996), deadlines (Amabile, Dejong, & Lepper, 1976), and limits (Koestner, Ryan, Bernieri, & Holt, 1984) can also alter one's situational intrinsic motivation for a specific act or a series of activities. Thus, situational (or state) motivation, as measured at a given point in time, provides a useful and comprehensive understanding of a person's current self-regulatory processes guiding task pursuits.

2. SELF-DETERMINATION THEORY

According to self-determination theory (Deci & Ryan, 1985), myriad types of motivation define human behaviour. Vast majority of these types of motivations tend to differ in their inherent levels of self-determination. Self-determination is a belief that entails a true sense of choice, i.e. a sense of feeling free or volition in doing what one has chosen to do. This Self-determination is not a binary and can be conceptualised as continuous variable from high to low percolating varied motivational constructs like intrinsic motivation, extrinsic motivation, and amotivation. Activities that one chooses to engage in for one's own sake, essentially for deriving pleasure and contentment fall in the realm of intrinsic motivation. On the other hand, extrinsic motivation refers to a different range of behaviour where the primary objective of the action is not inherent in the activity itself but for external rewards associated with the activity. Self-determination theory posits various types of extrinsic motivation which can also be ordered along the magnitude of self-determination. On a continuum scale ranging from lower to higher levels of self-determination, introjected, external and identified regulations can be ordered in sequence. Whereas, Introjected motivation refers to negative internalised motivation, External regulation comes in vogue when act is regulated by external rewards or with a goal purpose. Individual has an obligation to behave in a specific manner either to obtain rewards or to avoid sanctions. On the other hand, identified regulation enters the equation when acts are valued and perceived as being chosen by self. However, the motivation still falls in the gamut of extrinsic as the activity is not done for the sake of performing the activity per se, but as a means to an end. Apart from this bipolar intrinsic and extrinsic motivation, a third motivational concept of 'amotivation' has been stressed by Deci and Ryan (1985), in order to fully understand and capture the basic tenets of human behaviour. When individuals perform an act that is essentially driven by amotivation, individuals experience a profound lack of congruity between their behaviour and outcome. Under the aforesaid condition, their behaviour is neither intrinsically nor extrinsically motivated. Amotivated behaviour can be barely called as self-determined, as it is devoid of a sense of purpose with no expectation of reward and most importantly no belief of any possibility of changing the course of events. Amotivation can thus be seen as similar to learned helplessness (Abramson, Seligman, & Teasdale, 1978), where the individual expects a sense of uncontrollability and experiences feelings of incompetence. Self-determination theory also differentiates integrated and introjected regulations. Integrated regulation takes place when, one experience harmoniously coexisting regulatory processes including self and other regulated motivational constructs. In contrast, introjected regulation refers to performing an activity on account of internal pressures, such as self-approval or guilt. Thus one may summarise these motivations by way of presence of differential amount of inherent levels of self-determination in these constructs.

Self-determination has also been hypothesized to be closely associated with enhanced psychological functioning (Deci & Ryan, 1985; Ryan, Deci, & Grolnick, 1995). One may safely deduce that intrinsic motivation is associated with positive outcomes (e.g., persistence), followed by identified regulation. In contrast, the most negative outcomes will inadvertently stem from a motivation, followed by external regulation. These findings have been echoed in numerous studies obtained with several outcomes in various life contexts.

After having attained an insight into the theoretical background, we can now focus on the study undertaken to check motivational pattern between corporate professionals and the Indian Army Officers.

Aim- The study intends to differentiate two segments of working professionals' namely corporate professionals and the Indian Army Officers on intrinsic-extrinsic motivational construct.

Hypothesis- The two segments of working professionals namely corporate professionals and the Indian Army Officers would differ on the dimension of intrinsic-extrinsic motivational construct.

Independent Variable- Types of motivation (as measured by the Situational Motivation Scale) are independent variables.

Dependent Variable- Categorical dependent variable is working sector/ professionals (dichotomised as corporate professionals and the Indian Army Officers)

Sample- The sample for the present study constituted 216 professionals categorized in two segments of 108 each. The two segments of professionals are senior level professionals from corporate world and equal number of Indian Army officers with age ranging from 40 to 50 in both segments.

Tool- The Situational Motivation Scale (SIMS) developed by Frederic Guay, Robert J. Vallerand and Celine Blanchard was used to measure motivational constructs.

Method/Procedure- Departmental heads or senior level officers were approached and their approval was solicited by communicating purpose of study undertaken. The participants were requested to respond to a questionnaire measuring situational motivation after establishing rapport and explaining them the objectives of the study. Their consent was also taken and they were prompted to ask questions in case of any doubt in responding to questionnaire. The Situational Motivation Scale (SIMS) developed by Frederic Guay, Robert J. Vallerand and Celine Blanchard is designed to assess a more diverse range of the types of motivation postulated by the self determination theory, namely intrinsic motivation, identified regulation, external regulation, and a motivation. This measure represents a multidimensional measure of ongoing self-regulatory processes that could be used in field settings.

3. Statistics- Discriminant Function Analysis was performed on the data collected and the results are enumerated in succeeding paragraphs.

4. Results-

Army	Corporate	Mean	Std. Deviation
Army	Intrinsic	15.1481	1.64524
	Integrated	16.9259	1.54499
	Identified	11.1111	2.04315
	Introjected	9.9815	1.85946
	External	8.4352	1.70909
	Amotivation	9.1204	1.97989
Corporate	Intrinsic	10.9352	2.12362
	Integrated	8.7130	2.09606
	Identified	11.3333	1.96702
	Introjected	15.4259	1.73045
	External	17.0741	1.99861
	Amotivation	17.3148	1.64429

The above table clearly reflects difference between corporate professionals and Army officers on various types of motivations. They differ on account of intrinsic motivation wherein the mean for army officers is 15.15 but the same for corporate professionals is 10.94. Similarly Army officers fare quite well on integrated motivation (16.93 vs 8.71), over corporate professionals. On account of other motivators namely, introjected, external and amotivation the mean level of corporate professional is higher in comparison to Army officers (15.43 vs 9.98; 17.07 vs 8.44; 17.31 vs 9.12 respectively). The two sections are however similar on Identified motivation with the mean for Army officer being 11.11 and for corporate professionals 11.33.

Tests of Equality of Group Means					
	Wilks' Lambda	F	df1	df2	Sig.
Intrinsic	.446	265.624	1	214	.000
Integrated	.166	1.074E3	1	214	.000
Identified	.997	.663	1	214	.416
Introjected	.301	496.172	1	214	.000
External	.155	1.166E3	1	214	.000
Amotivation	.163	1.095E3	1	214	.000

The above table reflects that barring for identified motivation all the other types of motivation differ significantly at .000 levels. This suggests the difference in the means for the two sections are significantly different with the exception of identified motivation. As per the table all motivators (rest identified motivation) are able to discriminate among the two sections separately.

Eigen Values

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	19.567 ^a	100.0	100.0	.975

a. First 1 canonical discriminant functions were used in the analysis.

The above table reflects discriminant function could account for 100 percent of explained variance. The amount of variance accounted by the discriminant function is 19.57. The canonical correlation is .975 implying that the overall model could account for 95% of variance.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.049	637.998	6	.000

The table suggests that the single discriminant function is significant at .000 levels implying that the function is able to discriminate the two section namely Army officers and corporate professionals.

Standardized Canonical Discriminant Function Coefficients

Standardized Discriminant Coefficients	Canonical Function
	Function
	1
Intrinsic	-.124
Integrated	-.568
Identified	.034
Introjected	.391
External	.418
Amotivation	.637

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	19.567 ^a	100.0	100.0	.975

Pooled within-groups correlations between discriminating variables and standerdised canonical discriminant functions. Variables ordered by absolute size of correlation within function.

Canonical Discriminant Function Coefficients

	Function
	1
Intrinsic	-.065
Integrated	-.308
Identified	.017
Introjected	.218
External	.225
Amotivation	.350
(Constant)	-5.639

Unstandardized coefficients

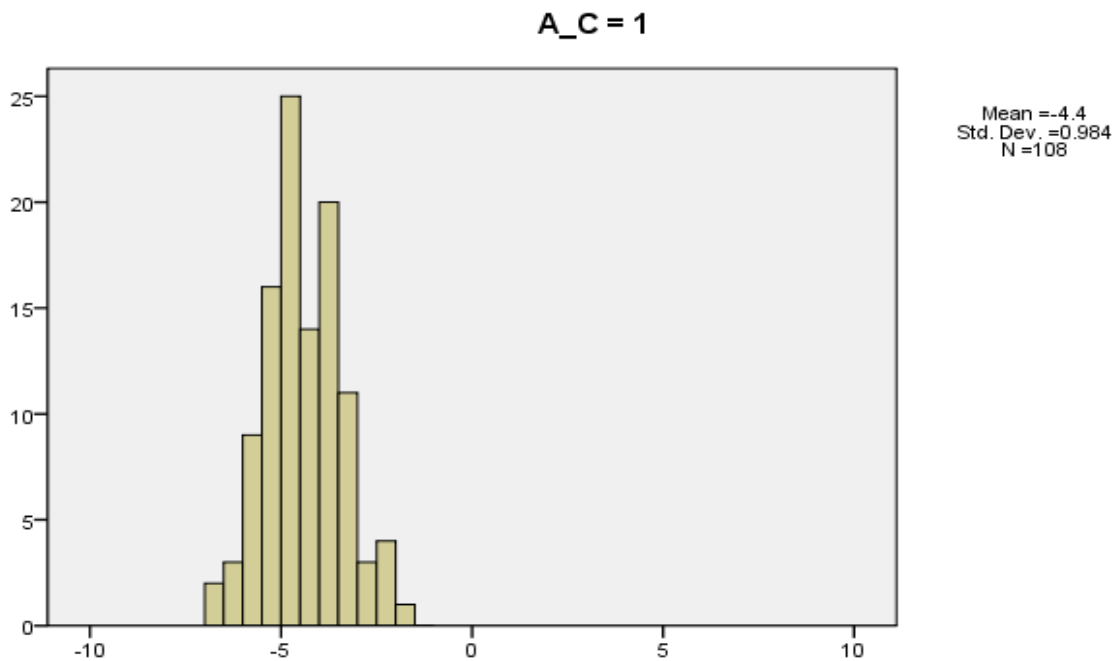
The above table shows unstandardized coefficients of all the types of motivation, wherein amotivation and Integrated motivation carries highest weights. The sign for the later and intrinsic is negative.

Functions at Group Centroids

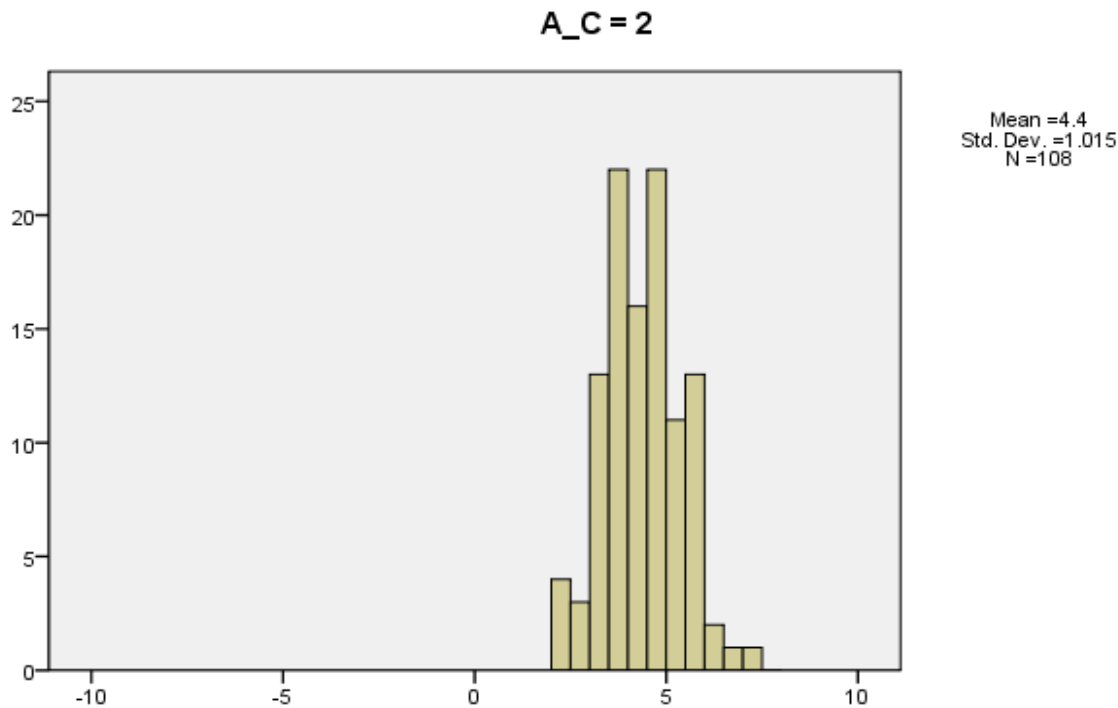
A_C	Function
	1
1	-4.403
2	4.403

The above table represents the mean of individual discriminant

Canonical Discriminant Function 1



Canonical Discriminant Function 1



A discriminant analysis was performed with 216 samples. The two groups of 108 each participants consisted of Army officers and corporate professionals. The scores on different types of motivation are independent variables and categorical dependent variable is working sector (Army officers or corporate professionals). The mean of the two groups differ on account of intrinsic motivation wherein the mean for army officers is 15.15 but the same for corporate professionals is 10.94. Similarly Army officers fare quite well on integrated motivation (16.93 vs 8.71), over corporate professionals. On account of other motivators namely, introjected, external and amotivation the mean level of corporate professional is higher in comparison to Army officers (15.43 vs 9.98; 17.07 vs 8.44; 17.31 vs 9.12 respectively). The two sections are however similar on Identified motivation with the mean for Army officer being 11.11 and for corporate professionals 11.33. Tests of Equality of Group Means reveal that barring for identified motivation all the other types of motivation differ significantly at .000 levels. This suggests the difference in the means for the two sections are significantly different with the exception of identified motivation.

A single discriminant function with chi square value of 637.998 and wilk's lamda of .049 significant at .000 levels evolved. Thus the function is able to discriminate the two section namely Army officers and corporate professionals. The discriminant function could account for 100 percent of explained variance. The amount of variance accounted by the discriminant function is 19.57. The canonical correlation is .975 implying that the overall model could account for 95% of variance. The three types of motivation with more than +/- .40 linear correlations between various types of motivation and discriminant function are external, amotivation and integrated motivation. The mean of individual discriminant function scores for corporate professionals is 4.03 and for Army officers is -4.03. The discriminant function could predict group membership with 100 percent accuracy. Overall it can be concluded that Army officer and corporate professionals are driven by different combinations of motivation. Army officer's basic motivations are integrated and intrinsic but corporate professionals are driven more by introjected, external and amotivation. The findings have very significant bearing on the present research.

5. Discussion

Armed Forces selection process entails checking for motivation for services among aspirants. Any candidate falling short of acceptable level of motivation is not selected even if he or she possesses desired qualities for getting selection. The motivation is required as post selection the selected candidates are subjected to prolong and grinding training schedule. The military trainings are intended not only to enhance their skills but to inculcate military ethos which is essentially a strong identification with the organization coupled with unquestionable belief in certain core values of organization. Organisation becomes part of their self-identity which is much beyond organizational citizenship. Perhaps the time, energy and resources spent on selection and trainings bear fruit in the form of higher level of intrinsic motivation. In key functional aspects also Armed forces differ with corporate world. Army emphasize on seven attributes that are positively related to work satisfaction: (a) skill variety; (b) autonomy; (c) task identity; (d) feedback; (e) knowledge and skill required; (f) responsibility and (g) task significance. These seven attributes are aimed to foster and provide: (a) employees to feel personally responsible for a recognizable and significant portion of the work; (b) work outcomes which are intrinsically meaningful or otherwise experienced as worthwhile; (c) offer feedback regarding an individual's performance. The core job dimensions create the critical psychological states which in turn lead to personal and work outcomes which include: (a) high internal work motivation; (b) high quality work performance; and (c) high satisfaction with work. Perhaps this is the main reason as to why Army officers are quite high in intrinsic motivation in comparison to their corporate professionals' counterpart. Skill variety occurs when an employee has the opportunity to utilize a variety of skills under challenging circumstances. Army officers are provided with immense opportunities to learn and are exposed to test learnt skills under challenging conditions. Corporate professionals on the other hand tend to specialize more in their core skills and lacks horizontal expansion and task variety. Task identity is defined as a task required to be executed in its entirety; commencing a job and completing it. Though division of labour is common in both types of organization but there is more synergy and better communication in Armed forces compared to corporate world. Military officers even working in different wings performing a pie of task are well aware of contribution of others arms and constantly provide their support till the task has not seen the light of the day. Task significance is the importance that an employee places on a job; this importance is dependent upon the perceived impact that it will have immediately on people within an organization or the world at large. Roles are well carved out, significance of each is well doctrine among Army officers and that enables better assimilation of Task significance. These three create the first psychological state and that is experienced meaningfulness of the work. The second psychological state, experienced responsibility for outcomes of the work, is the product of autonomy (increased sense of responsibility for a job). Autonomy is defined as "the degree to which the job gives the worker freedom, independence, and discretion in scheduling work and determining how he will carry it out. If an individual has high autonomy in a job, there is a greater impression of personal responsibility for success or failure. Army officers and corporate professionals differ in this regard. Whereas in Armed forces there cannot be any compromise on the objectives set out by the organization, considerable amount of leeway is given to officers in execution of work to meet the set objectives; corporate professionals experience little discretion on execution part. The final psychological state, knowledge of the actual results of the work activities, stems from feedback. Feedback is the information provided regarding the performance of a task. The purpose of feedback is to allow an individual to receive appraisal for a job well done. This feedback mechanism is the most crucial as inappropriate feedback mechanism may damage all the efforts taken by the organization to reach up to this stage. Apart from normal activities, Armed forces are incessantly involved in practice operations to check and upgrade its operational efficiency. There is well laid down feedback procedure both at organizational as well as individual level. This network of feedback mechanism provides correct appraisal not only on the assigned tasks and roles but also on personal front. The latter is slightly missing in corporate world as feedback is restricted to some numbers like profit, turnover, clientele, meeting deadline etc. these may be some of the putative reasons for difference in the motivational constructs found in the two segments of working professionals.

7. Conclusion, Limitations and Implications

The study intended to glean into motivational pattern of Army officers and corporate professionals specifically from the vintage of self-determination theory. Discriminant function analysis reveals that Intrinsic, Integrated, Introjected, External and Amotivation could predict group membership in the two segments of working professionals. During the course of data analysis interaction with the participants resulted into some insight about working culture, method of selection, feedback mechanisms etc but a comprehensive study listing reasons for the difference in the motivational paradigms would provide 360 degree insight into the subject matter. Future studies could be taken to explore causative factors for differential motivational pattern evinced in the present study. Another study could be undertaken aimed to cast light on effect of negative publicity of organisation with employees governed by intrinsic- extrinsic dimension of motivation as during the course of study it was felt that Employees with introjected, extrinsic and amotivation are least bothered about negative publicity of their organization as they do not align themselves with the vision and mission of organization. Moreover even being a part of organization they tend to become more alienated in face of negative publicity and view their own contribution with no personal volition. On the other hand, employees driven by integrated and intrinsic motivation find it extremely difficult to handle any kind of negative publicity. Army officers score on these types of motivation is considerably higher and therefore they may find the situation of untoward negative publicity as completely intolerable. Viewed from this angle any unjustified and baseless negative publicity is to be avoided as it burdens employees with intrinsic motivation. Cost incurred in Selection, training, maintaining well articulated feedback mechanism etc certainly bore fruits in the long run by enhancing intrinsic motivation and inevitably resulting in higher level of efficiency.

8. References

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