# The Impact of Motivation on Employees' Engagement: An Empirical Study from the IT Industry Sector in Egypt

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**Abstract:**

Employee motivation has become an important issue in human resource development (HRD). This study examines the relationship between employee motivation and employee engagement. The objective is to examine to what extent employees' motivation in Egyptian IT companies can affect employee engagement. This study was applied to different companies in Egypt working in the technology sector. where a sample consists of 300 employees working in the above companies, the participants in this study were chosen randomly and based on two criteria: having postgraduates' qualification and being aged between 30 and 45. A qualitative and quantitative method was applied through questionnaires. A statistical SPSS was used to test the hypothesized relationships regression, correlation, and Hierarchal multiple regression analysis was used. The study's results revealed that extrinsic motivation is more than intrinsic motivation among employees in technology companies. The study recommended that the companies should

increase the engagement task for highly qualified employees in clear structure tasks.

**Keywords:** Employee engagement, motivation, Intrinsic, extrinsic Egypt, industry

## 1. Introduction

Human resource development (HRD) is now viewed as being crucial to the success or failure of strategic planning in the context of organizations. Numerous scholars and experts place great emphasis on the significance of creating HRD interventions that are internally consistent. These interventions should align individual skills and knowledge with job characteristics, organizational systems, and routines. Additionally, a model should be developed that emphasizes the dynamic nature of the alignment-engagement linkages (Alagaraja & Shuck, 2015). The advancement of conventional Human Resource Management (HRM) concepts has been focused on the ways in which personnel management can improve performance results, however, there has been a notable interest in the corresponding body of research on the correlation between employee engagement and performance (Truss, Shantz, Soane, Alfes, & Delbridge, 2013). Many researchers have recently contributed to the development of the literature on the notion of engagement and have provided a clear knowledge of engagement and its impact on organizational outcomes with respect to employee behavior and performance (Rich, Lepine, & Crawford, 2010). Employee engagement is a

crucial component that has a significant positive connection with motivation (Hallberg & Schaufeli, 2006). Many publications have confirmed a statistically significant relationship between employee engagement and various types and subcategories of performance (Motyka, 2018). Also, scholars who studied motivation, including Silveria, mentioned the impact of motivation on employee behavior and how it reduced employees' intentions to leave (Silvera, 2013). A concord among scholars and executives concentrates on shifting from reward-linked pay, as a motivation, to a long-term engagement approach. Employee engagement is the best instrument for both internal and extrinsic motivational variables, according to Macey & Schneider (Macey & Schneider, 2008) . One of the key goals of quick and simple engagement within the organization is being facilitated via extended strategy (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Employee engagement is associated with enduring work outcomes across various domains, including changes in work patterns, work locations, work expectations, and workplace dynamics (Riyanto, Endri, & Herlisha, 2021).The primary priority for any firm has been and continues to be employee motivation (Mcbain, 2006). In this regard, Barrick et al. posited in their study that engagement may be conceptualized as a construct at the organizational level, which is shaped by organizational practices that are focused on motivation and represent resources at the firm level (Barrick, Thurgood, Smith, & Courtright, 2015).

In various sectors, including human resources, employee relations, organizational behavior, and development, the idea of employee engagement is evolving (Bakker, Albrecht, & Leiter, Key questions regarding work engagement, 2011). The primary areas of dispute concerning engagement are: Primarily, engagement is comprehended as a set of behaviors that encompass not only being engaged but also actions that may diverge from this condition, such as concentrated performance; this claim is backed up by other publications, including (Parker & Griffin, 2011) (Saks, 2006). Jin & McDonals study lends support to the notion that a distinction can be made between state involvement, or engagement, and subsequent behavior that may arise from such a state. (Jin & McDonald, 2017). Furthermore, there is no assurance that the types of engagement are distinct, it has only recently become apparent that the concept of interaction requires further theoretical and practical development. (Parker & Griffin, 2011).

This study intends to illustrate the significance of improving employee motivation and skill levels before assigning them further work. This will enable organizations to allocate their resources towards activities that align with the intended goals of the organization. Having goals that are frequently difficult to break down into smaller, objectively measurable targets is one of the aspects that makes motivating personnel in the technology sector challenging for those in managerial roles (Fegley, Esen, & Schramm, 2010). The primary focus of this study pertains to the

role of employees within organizations, specifically in terms of their preparedness for specific responsibilities and their potential as future leaders. Employees with a postgraduate degree and those who were aged 35 or older meet the standards that organizations establish for future leaders.

Consequently, the findings of this study considerably contribute to the advancement and enrichment of our present knowledge of the intricate nature of employee engagement and motivation in the indicated organizations.

The relationship between motivation and engagement is examined in this study. The study's final contribution is to investigate how employee engagement is impacted by motivation in organizations where these global regulations that regulate this industry are in effect.

In the part that follows, the idea of motivation and employee engagement is discussed, beginning with how these concepts have evolved and been described in academic literature and how they relate to other concepts such involvement and commitment. The subsequent two sections of the study provide an introduction to the theoretical foundation.

## 2. Literature Review

### 2.1 Motivation

According to several academics and authors, motivation is the psychological drive that determines an individual's level of effort

and their persistence in the face of challenges encountered at work (Bratton & Gold, Human resource management theory and practice, 2021). A cognitive decision-making process that affects the persistence and course of goal-directed activity is another definition given for it (George & Jones, 2021). As per Santos-Vijande, "work motivation" is a state that fosters an individual's inclination to engage in specific actions to attain their objectives (Santos-Vijande, López-Sánchez, Pascual-Fernández, & Rudd, 2021).

The interaction between motivational variables and the workplace surroundings is a vital determinant of job satisfaction among lecturers, therefore Basalamah & As'ad in their study, considered motivation an innate drive, specifically fueled by recognition from higher authorities and the acknowledgement of accomplishments (Basalamah & As'ad, 2021).

Another definition of "work motivation" is the psychological forces within an individual that govern the course of that individual's behavior in an organization" (Ryan & Deci, 2000).

The key terms in the definition given above are effort, direct power, and various behavior and effort delivery methods. The methods used by individuals to achieve high levels of performance that will benefit their organizations over time are translated by the aforementioned words. (Perry, 2000) explains that motivation is the desire to accomplish something. As a result, motivation is defined as the inspiration or movement that prompts someone to take action in order to achieve a goal, while

demotivation or motivation is the absence of that inspiration or movement when a person should act (Perry, 2000).

Authors like (Wright & Cropanzano, 2000) highlighted the importance of conducting more research and studying motivation from a wider perspective in order to better understand how employee behavior varies at work in the public sector.

Moynihan and Pandey's (2007) study revealed that employees in the public sector exhibited higher degrees of intrinsic motivation, whereas those in the private sector demonstrated a higher degree of extrinsic motivation. Nevertheless, these results are not conclusive and require careful interpretation, given that personal and situational variables can significantly impact the degree of motivation in both domains. (Moynihan & Pandey, 2007)

Consider the two basic types of motivation intrinsic and extrinsic to have a thorough understanding of the context of motivation. According to Sangmook, employee involvement in the workplace is a basic necessity for motivation and is split into two categories: intrinsic motivation and extrinsic motivation. (Sangmook, 2006) has emphasized the two factors that inspire individuals to engage in the activity at hand and ultimately attain a particular objective. Extrinsic motivation refers to an individual's desire to achieve particular outcomes, such as (money or rewards), which are allied with the same duties and tasks, while intrinsic motivation refers to an individual's internal principles to achieve

the task and work obligations (ibid). An intrinsic concept has to do with a person's personal enjoyment.

To sum up, the extrinsic motivation style pertains to the external needs that are perceived in relation to the external environment, while the intrinsic motivation style pertains to the internal needs. In order to foster a conducive work environment and promote employee satisfaction and engagement, it is imperative for organizations to employ a combination of both motivational approaches and styles (Xu, et al., 2022).

## 2.2 Employee engagement:

Several researchers and scholars have attempted to define the larger context in which employee engagement occurs. William Kahn initially proposed the concept of employee engagement in 1990, and according to him, the process of employee engagement entails the manifestation of physical, cognitive, and emotional dedication and expression by employees in their respective workplaces (AKOB, ARIANTY, & Putra, 2020).

As per Perrins's 2003 Report, the cultivation of employee engagement is an ongoing process that significantly enriches the work experience. The objective is not centered on the attainment of individual happiness or the provision of increased monetary incentives (Shahid, 2019).

According to Gallup organization, employee engagement is characterized by active involvement and a strong sense of enthusiasm towards one's work. Accordingly, Gallup has established

a link between employee engagement and favorable emotional attachment as well as dedication among employees (Vyas, 2023).

While absorption "means being engrossed in a role and refers to the intensity of one's focus on a role," another definition of engagement raised by Shuck and others (Shuck, Reio Jr, & Rocco, 2011) that focuses on psychological attendance defines it as cognitive availability and amount of time one spends thinking about a role (ibid). As per the tenets of the Conservation of Resource (COR) theory, individuals tend to allocate their personal resources in a manner that minimizes losses and maximizes gains. Given that cultural intelligence is a specific facet of personal resource, it has been observed to generate favorable attitudes and enhanced performance, thereby potentially fostering work engagement (Afsar, Al-Ghazali, Cheema, & Javed, 2020). The concept of employee engagement is also described as a constructive and satisfying psychological state that encompasses the attributes of vigor, dedication, and absorption. This construct is measured by the Utrecht Work Engagement Scale (UWES), which assesses the extent to which individuals exhibit high levels of mental resilience and energy while performing their job duties, demonstrate a willingness to invest effort in their work, and exhibit persistence in the face of challenges (Hakanen, Rouvinen, & Ylhäinen, 2021).

Staff engagement is the emotional, mental, and physical involvement of a worker in achieving organizational goal, although

staff engagement has been extensively studied in the context of adjacent teams, it remains a relatively unexplored area when it comes to Global Virtual Teams (GVTs) (Shaik & Makhecha, 2019).

The JD-R (Job Demand-Resources) model postulates a fundamental premise whereby the confluence of elevated job demands, such as cognitive load, and inadequate resources, such as insufficient social support at the working environment, may engender burnout and diminish work engagement. Moreover, the amalgamation of elevated job resources and either elevated or diminished levels of job demands could potentially enhance (Shamsi, Iakovleva, Olsen, & Bagozzi, 2021). On another hand, it is important to highlight that as per Ibrahim's study applied in public universities situated in Malaysia, work engagement was significantly impacted by personal resources and workload, yet the other independent variables, namely autonomy, social support, performance feedback, and emotional demand, were found to be insignificant in predicting work engagement (Ibrahim, 2021).

Considering engagement as having "high levels of energy and high levels of engagement in work" is another definition put forth by Parker and Griffin (Parker & Griffin, 2011).

The term "work engagement" pertains to a constructive and fulfilling emotional and motivational condition of well-being in relation to one's work, the engagement model proposed by Kahn (1990) centers on comprehending the extent to which an individual is invested in their work. According to Kahn's (1990)

engagement model, there are three essential conditions for engagement: firstly, work must possess a sense of significance; secondly, work must ensure physical, emotional, and psychological safety; and thirdly, there must be an adequate availability of resources (Hisel, 2020).

## 2.3 Relationship between variables/ mediation role of Engagement

Several empirical studies have consistently shown that there is a reciprocal association between the motivation of employees and the rewards they receive, wherein the initial intrinsic or extrinsic motivation generated by the nature of their work ultimately culminates in the attainment of compensatory outcomes (Manzoor, Wei, & Asif, 2021) (Noor, Nayaz, Solanki, Manoj, & Sharma, 2020) (Baqir, Hussain, Waseem, & Islam, 2020) (Bullock, Stritch, & Rainey, 2015) (Nujjoo & Meyer, 2012).

Numerous scholars have noted the strong connection between motivation and involvement, including Petroval and colleagues who examined in their study the association between the levels of motivation of human resources and how committed they are to the business enterprise, the findings underscored the significance of the interplay between corporate interests, human values, and motivations. They concluded in their study that the success of an enterprise is contingent upon favorable working conditions and job satisfaction, as these factors promote dynamic growth and incentivize innovation (Petrova, et al., 2020).

Furthermore, the findings of the meta-analysis conducted by V.Good and others suggest that there is a stronger correlation between intrinsic motivation and performance as compared to extrinsic motivation (Good, Hughes, Kirca, & McGrath, 2022). As per Deci and colleagues, an excessive focus on extrinsic factors can limit the scope of employees' efforts, generate immediate improvements in specific outcomes, and lead to adverse consequences for future performance and work engagement (Deci, Olafsen, & Ryan, 2017).

Due to the positive association between the motivational and employee engagement variables. Employee engagement is linked to a variety of business outcomes, including boosted outcome, organizational commitment, and job satisfaction. Notwithstanding the fact that employee engagement has a personal impact on individual outcomes, it is imperative that it also exerts an influence at the organizational level (Miles, Borman, Spector, & Fox, 2002). On another hand the findings Satata's study indicate that employee engagement exerts an impact on individual work performance, thereby facilitating the attainment of organizational objectives (Satata, 2020).
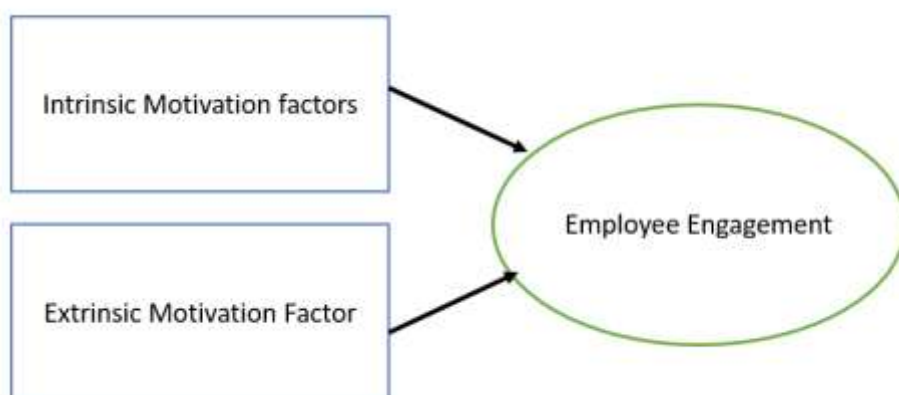
Despite the conclusion that established constructs can be categorized into adaptable and maladaptive motivation as well as engagement, there exists a shared aspect in the degree to which socio-demographic, prior achievement, and personality variables forecast motivation and engagement, however, the extent to

which they predict different aspects of motivation and engagement varies. (Martin, Ginns, & Papworth, 2017)

### 3. Methodology

### 3.1 The conceptual proposed model:

The variables of this study are as follows: the independent variable is motivation divided into (Intrinsic and extrinsic), and the dependent variable is Employee engagement.



**Figure 1: The research model**

### 3.2 Research design

This research is investigating the relationship between employee motivation, and engagement in Egyptian IT companies. This relationship has never been addressed before in the IT sector companies. The data gathered was primary data in the questionnaire form, confirmed by interviews with the target group.

### 3.3 Measurement instruments

The questionnaire consists of a set of questions which are given to a group of employees selected based on (employees who have postgraduate qualifications), aged from 30 to 45. The questionnaire was classified into three divisions. The **first** division is demographic information about the employee such as age, gender, and qualifications. The second section measures motivation (intrinsic and extrinsic) using ten statements developed from (Soane, et al., 2012) motivating factors scale. The third section is employee engagement which is taken from (de Brún, et al., 2015). The questions are closed-ended questions in all the sections, using a Likert scale for rating from (1-5) to how strongly the employees agree or disagree an on specific question.

### 3.4 Sample

The sample was chosen carefully based on specific criteria of 300 employees from the IT companies. These criteria were: employees aged from 30 to 45 and holding a postgraduate certificate (Diploma, Master, and PhD), included male and female.

## Table 1: Describing of Sample

| Characteristic | Description |
|---|---|
| Age | M= 35.46 years – SD= 3.62 |
| Gender | |
| - Male | 30% |
| - Female | 80% |

These characteristics show a rational mix of demographic sample groups represented targeted in data collection; the number of females is lower than Males as the percentage of women working in the IT company is less than male.

### 4. Research Results:

Table 2: correlation of study variables

| | Mean | Std. Deviation | Motivation | Intrinsic | extrinsic | engagement |
|---|---|---|---|---|---|---|
| Motivation | 31.2200 | 4.55934 | 1 | | | |
| Intrinsic | 16.4333 | 3.14938 | .587** | 1 | | |
| extrinsic | 18.8433 | 3.73255 | .701** | .897** | 1 | |
| engagement | 34.1800 | 8.84241 | .654** | .802** | .839** | 1 |

**. Correlation is significant at the 0.01 level (2-tailed).

Built on theoretical and empirical valuations there is a positive relationship between motivation and employee engagement. The statistical result is shown in Table 2 intercorrelations between all variables, Means, standard deviation, and scale reliabilities.

The Correlation is positive and significant between Motivation (Intrinsic and Extrinsic) and employee engagement is shown in Table 2, and Table 3. that support the relationship between employee engagement and Motivations is correlated and positive.

**Table 3: Hierarchal regression analysis**

| Model | b | t-value | R-Square | F | Sig. |
|---|---|---|---|---|---|
| **First step**<br>Extrinsic Motivation | .765 | 9.620 | .234 | 38.132 | .000[b] |
| **Second step**<br>Extrinsic Motivation<br><br>engagement | .060<br>.355 | .431<br>6.084 | .317 | 83.542 | .000[c] |

** Coefficient is significant at .01 level

**Table 4: Hierarchal multiple regression analysis**

| Model | b | t-value | R-Square | F | Sig. |
|---|---|---|---|---|---|
| **First step**<br>Intrinsic Motivation | .627 | 6.175 | .237 | 70.364 | .000 |
| **Second step**<br>Intrinsic Motivation<br><br>engagement | .616<br>.552 | 4.252<br>10.698 | .321 | 92.535 | .000 |

** Coefficient is significant at .01 level

## 5. Discussion

The answer to the research question "The impact of motivation on employees' engagement" is that there is a positive association between the study variables and motivation and employee engagement. When first examining the analysis of primary category data, this demonstrates that all the variables are positively related to one another.

Fast international development, which occasionally results in the task force working in Egypt becoming demotivated, uncommitted, and lacking a sense of active behavior, is one of the

workforce issues that the technology sector typically encounters. These issues are brought on by: First, the leadership and centralizing attitudes, which are independent of the Egyptian market and a result of managers' employee orientation in response to the objectives of this study reflected in the title "The impact of Motivation on employees' engagement" the answer is, the relationships between study variables are positive, the relationship between motivation and employee engagement is positive. When first looking at the analysis of primary category data, this shows that there is a positive relationship between all the variables.

The problems related to the workforce that the technology sector generally faces, are fast development internationally which causes sometimes the task force working in Egypt demotivation, lack of commitment, and lack of feeling of active behavior. The causes of these problems are: Firstly, the leadership, centralizing attitudes, which is not controlled by the Egyptian market, a result of managers' orientation of their employees due to fear of losing their position in their companies, so they do what has been told rather than looking for the international market. Moreover, the existence of reward or promotion or even the completion of activities is based on closeness or friendship between manager and employee. Secondly, regarding the organizational structure, policy, and procedure, due to managers' orientation of their staff, who follow instructions rather than searching for the global market out of fear of losing their place in their companies. Additionally, the degree of

proximity or friendliness between the management and the employee determines whether a reward, a promotion, or even the completion of tasks exists. As for the organization structure, rules, and practices. This study's key finding is that motivation and engagement are intrinsically intertwined. Because engagement binds workers to their jobs, motivation is seen as an additional behavioral responsibility. Employees in the technology sector typically struggle to complete the required tasks for their jobs, which leads employers to ask them to complete an additional duty that is related to their department, other employees, or the entire company. However, this research has shown that engagement is caused by incentives. Numerous academics have established that motivation and engagement have a favorable link. The link between employee motivation and engagement has been supported by researchers like [3 - 36]. The data in Table 2 demonstrates that motivation and its two ways have a relationship with engagement. Employee involvement in the technology industry will result in engagement because workers will find meaning in their work and in what they are doing.

Although this study found a substantial correlation, it is possible that the two variables' relationship was affected by a shared source and method. While various researchers noted in their studies that there is a crucial connection between factors that motivate employees and their engagement, which can result in good performance [34]. The variables' correlations are then dependent on

a variety of factors, including leadership, individual goals, relationships between managers and employees, and other factors. Sometimes, workers in the technology industry act in accordance with the theory of motivation, but why? An argumentative essay explaining how motivated workers are more likely to engage in additional behavior and roles when they are active since they are driven to fulfil their roles and carry out their duties efficiently—as this study's findings on the technology sector.

However, the component analysis reveals a significant correlation between involvement and intrinsic drive. Employees in the technology sector are motivated to engage in tasks related to helping other employees, like their coworkers, managers, or leaders, based on their preference for their belonging relationships, such as closer friends, relatives, and leaders they like. This more focused strong relationship factor analysis proved this.

When an employee is engaged, they go above and beyond their regular responsibilities and go beyond what is required of them. Employees who are engaged work with a sense of self-obligation and dedication to their employers. Engagement extends beyond taking on additional responsibilities; it is the sensation of delight, conviction, and appreciation for one's work.

## 6. Conclusion and Future Research

Employee motivation is defined as a supportive attitude towards the firm and its mission on the part of employees. Engagement can build, develop, and boost increasing the

performance of the organization by impeding employee motivation. This study offers one explanation for why motivated employees were more likely to be engaged. The study also demonstrates that when individuals in the technology sector are working on tasks that are related to one another, they tend to combine levels of intrinsic and extrinsic motivation. Engagement and motivation are interconnected. The percentage may indicate a high-performance level if the person is driven and engaged. This study's response came from a particular set of highly qualified workers in technological organizations. The next study will look at how training and development affect motivation. Training programs will get workers ready to be productively engaged in certain tasks by using the idea of managing by goals (MBO).

The Limitation is despite being a cross-sectional study, which is the opposite of longitudinal experimental research and offers a more conclusive analysis than a self-reported questionnaire, this study has certain limitations. Only Egyptian workers employed by technology companies were covered by the study's findings.

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