

Job Motivation in Social Life Driven by Peer Pressure

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ABSTRACT

Job Motivation, peer pressure and social life are emerging concepts in organizational theory. The major aim of the present study is to investigate the relational interaction among job motivation in the social life context under peer pressure. The information was collected from 141 employees working in the universities in Dehradun, India. The valid data was analyzed through regression and interaction was assessed among variables under study. The results of study signify the relationship among job motivation, social life and peer pressure. The major finding of the study stated that the social life needs are motivating employees to an extent but later need hierarchy shift toward the higher stage to generate motivation at the workplace. The future researcher can explore the causes of a shift in perceived social life of employees' motivation.

1. Introduction

1.1 Job motivation

Motivation is crucial for individual and organizational success. Motivation is the willingness to exert efforts for the attainment of individual and organizational goals (Robbins, 1993). Modern theories of motivation evolved from the concepts of needs, cognition, reinforcement, role characteristics and emotional stages (Kreitner, 1995). Organizations are concerned about sustainable performance through people inside and out of the organizations. Need theories highlighted the behavioral factors of motivation (Ramlall, 2004). The first attempt to pinpoint the latent factor of motivation was Maslow's work on the development of the hierarchy of needs. Maslow explained the human's potential as an unexplained and untapped area (Stephens, 2000). By satisfying the emerging and unfulfilled needs through organizational programs and practices; the managers can motivate the employees. On the other hand organizations can implement the support programs to cope with stress and challenges (Kreitner, 1995). The poor working climate in organization leads to stress, non-productivity, higher attrition and demotivation (Steers & Porter, 1983). Champagne and McAfee (1989) stated that leaders' who focuses on the followers' needs are more acceptable than other ones.

People in organizations strive for personal achievements to achieve something better (Robbins, 1993). The motivation level varies according to the strength of people and their needs for accomplishment of goals (Kreitner, 1995). When the particular way of behavior combined with the outcomes it leads to generation of expectancy level in people (Kreitner & Kinicki, 1999). The attractiveness of the outcome is basic force to individual's motivation (Robbins, 1993). The perceived desirability of results is an important element of motivation at the individual level and decides the performance level of individual's (Steers & Porter, 1983). Performed behavior is the results of choice out of several available alternatives due to beliefs and values of people (Pinder, 1984).

Frederick Herzberg associated the roles and job of people with motivation. The intrinsic factor of the job acts as motivator and includes variables like work itself, recognition, growth and

advancement. While the extrinsic non job related elements work as hygiene factors and related to policies, salary and interpersonal relations (Steers & Porter, 1983). According to theory the job motivator factors are separate from job satisfaction factors. "Therefore, managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation" (Robbins, 1993). Communication, value the individual's contributions and positive workplace environment can enhance the work motivation of employees. The way and amount of effort at workplace depends upon the worker's motivation level (Cole, 1996).

1.2 Social life

Satisfaction and fulfillment of certain basic needs depends upon the human's social involvement ("MAN AS A SOCIAL ANIMAL", 2012). Human life in the society is the result of intrinsic exploration to live as a 'social being'. Individuals are social animal who form groups and gangs in their office who also have contacts outside the office. They hangout attend parties which forms a strong bond among them which makes others employees drift apart from them as they are not welcome in their groups which ultimately effects team work ("WORKPLACE PEER PRESSURE", 2011). Social life of the employees caters their social needs inside and outside of workplace. Maslow clearly mentioned the importance of social needs of people in need hierarchy theory. The limit of social needs depends upon individual relevance to the particular aspects of social life and on social contexts. This theory is not capable of defining the social life concepts completely; it requires investigation of the underlying behavioral concepts, social structures and the cultural and economical dynamics of society (De Vree, 1994). Over the time humans develop social intelligence based on the differentiated and refined emotions; the social theory of human life is the interplay between rational and the emotional human's mental stages (Massey, 2002).

1.3 Peer pressure

Peer pressure has positive as well as negative connotations. On one side it checks the problem of free riders in a team while on the other hand excessive peer pressure impacts the mental and physical wellbeing of co-workers. The individual's intention of acceptance into the group of fellow or

same age members influences him to do things individual otherwise not want to do (Clasen, & Brown, 1985). Every individual in their life have career/professional goals for which he/she works hard. Every employee wants to perform best to his or her talent. Individual contribute toward the growth and development of organization and make a difference through his or her contribution. Peer pressure creates a state of biasness and inclination towards the better performing employees ("WORKPLACE PEER PRESSURE", 2011). The peer pressure is created through the colleagues' performance, involvement and their approach toward work.

2. Literature Review

In management theory scientific management was followed by the human relation approach. Hawthorne studies sowed the seed of value human aspects in organizational setting. Human relation approach focused on needs and motivation of workers (Bedeian, 1993). Over the time motivational theories were developed in context of the workplace. 'Hierarchy of Needs' theory was propounded by Maslow in 1943. Motivation helps to satisfy the desires. As per Maslow, workers have five needs: physiological, wellbeing, social, sense of self, and self-realizing. The lower end needs must be fulfilled before fulfilling higher needs for motivating people in life roles. Vroom (1964) hypothesized motivation which depends on the conviction that employee's efforts lead to execution of task and execution will result in either positive or negative rewards. The positive prizes or rewards generate satisfaction, motivate and energize the employees. While negative rewards generate uncertainty in the mind of employees. Skinner (1953) essentially related employees' behavior with the positive outcomes; such behavior will be encouraged and the employees' behavior results in the form of negative outcomes will not be encouraged. An employee behavior which encourages positive outcomes should be emphasized by managers and those which show negative behavior should not be encouraged by managers. According to Hackman and Oldham (1980) internal motivation comes from employees experiences through his/her job. This leads in generation of three mental stages. First the employee should feel personal responsibility for the outcomes of his or her work. Second the work should be practiced as a purposeful life activity by the employee; in this stage employee feels that his/her contribution considerably affects the efficacy of the organization. The third stage deals with conversion of efforts to performance through attentiveness at workplace. Employee motivation is the key that leads to performance of a department, ultimately leading to organizational goal achievement. The human ability to act generates motivation to achieve personal fulfillments and achievements. As a psychological process motivation gives meaning and purpose to individual's life (Kerr, Au & Lindner, 2004). Page (2008) in his article on non-money related motivators in the work environment characterized employee motivation as the procedure that represents a person's power, course and constancy of effort towards accomplishing an objective. Shah and Gardner (2010) characterized employee motivation as motivating individuals to work; separately or in gatherings so as to create best outcomes. Employee motivation is connected to the human's internal and external desires. He noticed that supervisors boost their subordinates to achieve their life goals and objectives in an ideal way.

While social life refers to that time of a person's life that is spent in creating & enhancing interpersonal relationships with the individuals or groups that form the nearby surroundings of that person. Having a social life, in today's world, has become an important aspect of an individual's livelihood. Human as a social being make judgments about the people around him and generate choices based upon activated mental schema for building interpersonal relationships (Kumar, 2018). The adaptive behavior is the result of various social forces (Cherniss & Sluke, 2002). After the family, workplace fulfills the social needs of people. Family set the stage for social interactions at organizational level. The peer pressure is influencing the social life of individuals and acting as a socializing factor (Schad, *et al.* 2008).

Peer pressure is a term; all of us are well versed. Each one of us, at one or the other point in our lives would have gone through peer pressure. The pressure of being acceptable in our peer group, sometimes, stimulates us to indulge in the activities which do not match our personalities & may hamper our lives, both professionally & personally. The influence can affect us in either good or a bad way, depending upon the nature of the social group, we belong to. Thomas (2016) suggested that peer pressure impacts productivity and wages and productivity go hand in hand with the peer's productivity. Peer pressure sometimes encourages people but excessive peer pressure at times discourages employees' motivation which leads to low productivity.

In the context of the theory, the social life impact on the motivation at the workplace attributed to the influence of peer pressure. The research will help to understand the motivational aspect of social life under peer pressure at the workplace.

3. Objectives of the Study

- To study the relationship among variables of peer pressure, social life and work motivation.
- To study the interaction role of peer pressure between work motivation and social life of employees.

4. Method

4.1. Measurement Tool

To conduct the study structured questionnaire was developed. Initially, the variables were selected for peer pressure, social life and job motivation. The content validity was tested through expert validation. Likert 5 point scale was used from 1 (strongly disagree) to 5 (strongly agree). The inter item consistency was calculated through Cronbach's alpha. The Cronbach's α value for peer pressure measurement scale was 0.669; Cronbach's α value for the social life measurement scale was 0.852; while Cronbach's α value for job motivation measurement scale was 0.901. The overall combined reliability of scales was 0.711. The variables included in measurement scales are given below.

Peer Pressure measurement scale

- PP1: My colleagues performance at work pressurize me to perform well
- PP2: My work intensity depends upon my colleagues' performance

5.1. Regression Analysis

To study the relationship between variables and to identify the interaction effect regression was used. The independent variables showed significant relationship with dependent variable.

Research Model: $Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_1X_2 + \beta_0$
 Where:
 Y = Employee Motivation

X1 = Social Life
 X2 = Peer Pressure
 β_0 = Regression Constant

The model explained the total variance ($R = 0.313, R^2 = 0.98, \text{Std. Error} = 0.782$). The effect size was calculated with F2 is equal to 0.109 (Low Effect). The model is significant with F value of 4.99 ($P < .002$). The coefficients (β) values of independent variables and interaction effect are given in Table 2.

Table 2
Regression Model Coefficients

Model Particulars	β	Std. Error	T-Value	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Constant	13.35	3.50	3.80	.001	6.41	20.29
Social Life	-2.82	0.96	-2.19	.004	-4.73	-0.90
Peer Pressure	-2.61	1.06	-2.44	.015	-4.72	-0.49
Interaction Term	0.77	0.29	2.62	.009	0.18	1.35

Note. Dependent Variable: Job Motivation

The regression coefficients for the model were significant. The social life and peer pressure are significantly impacting job motivation of employees'. While the peer pressure is

significantly moderating the relationship between job motivation and social life (see Table 2). The interaction effect of peer pressure is given below in the Table 3.

Table 3
Interaction Effect of Peer Pressure between Work Motivation and social Life

Moderator	Level	β	T-Value	Sig.
Peer Pressure	+1 Std. Dev.	-0.08	-0.47	.630
	Mean	-0.65	-3.21	.001
	-1 Std. Dev.	-1.21	-3.23	.001
	-3 Std. Dev.	-2.34	-2.97	.003

The peer pressure is significantly interacting at mean value, -1 standard deviation and -3 standard deviation. The motivation is high at high peer pressure with low social life. The

job motivation seems to be low peer pressure and high involvement in social life of employees (see Figure 1).

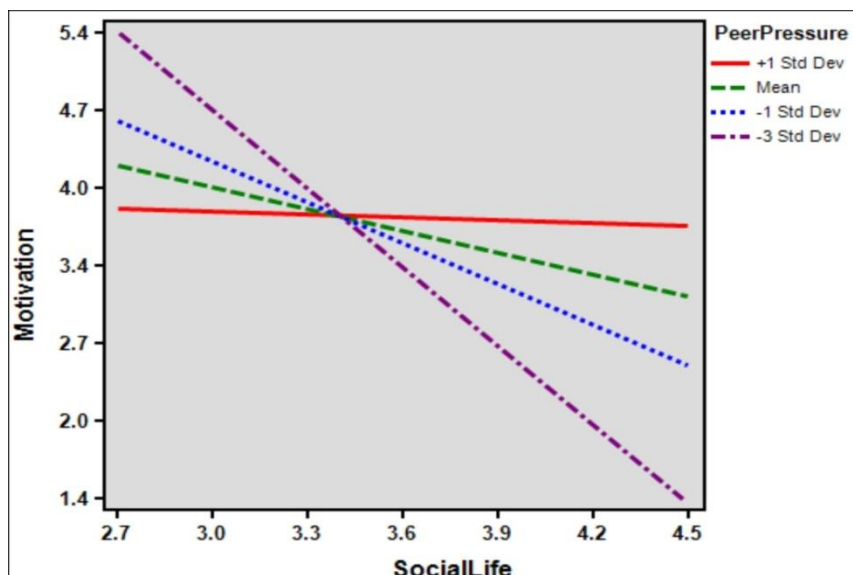


Figure 1 Interaction Effect

6. Discussion and conclusion

As the peer pressure is decreasing at work place to perform and to compete the social life interaction are increasing; this results in low job motivation. While on the other hand the social life needs are motivating employees to an extent on the scale. This means the need hierarchy shift toward the higher stage to generate motivation at workplace. The results of the study showed that as the social life moves toward positive participation beyond 3.3 value the motivation shifts onward to different paradigm under low peer pressure

conditions (see Figure 1). Massey, (2002) propounded the same as change in relative and emotional mental setup lead to change in social life impacts. The peer pressure seems to be more relevant to job motivation at independent levels. The study highlighted that the contextual perception of employee differentiate and impact the different organizational phenomenon differently. The social life and peer pressure both are working as antecedents of job motivation at workplace.

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