

**THE EFFECT OF MATERIALISTIC BEHAVIOR ON THE WORKPLACE  
MOTIVATION AMONG EMPLOYEES IN NEPALESE IT ORGANIZATIONS**

BY

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## **Recommendation**

## **Certification**

## **Declaration of Authenticity**

I, Anupama Giri, declare that this GRP is my own original work and that it had fully and specifically acknowledged wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misinterpreted material presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

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## Abbreviations

AVE	Average Variance Extracted
CR	Composite Reliability
DV	Discriminant Validity
IM	Intrinsic Motivation
EM	Extrinsic Motivation
MVS	Material Values Scale
IT	Information Technology
VIF	Variance Inflation Factor
HTMT	Heterotrait-Monotrait Ratio
SDT	Self Determination Theory

## **Executive summary**

Workplace motivation has always bagged condign attention whenever company's performance, culture and values, and leadership are spoken of. Intrinsic motivation can boost organizational allegiance through internal satisfaction, voluntary participation and change acceptance. Likewise, extrinsic motivation can lead to workplace compensation, job security, and social well-being leading to better performance. Underlying desires are fulfilled by the way of materialism. A person guided by extrinsic motivational factors are more inclined towards materialistic behavior than those guided by intrinsic motivation.

This study will close the knowledge gap about how materialistic behavior affects the working motivation of workers in developing country IT firms. Due to the fact that materialists strive to acquire wealth, things, a desirable reputation, and success through monetary gain, this study looked at the impact materialism has on employee motivation. Examining how materialism affects IT workers' professional motivation is the primary goal of this study.

Descriptive research was the method of choice for this investigation. All the employees of Nepal's IT companies made up the study's population. On primary research, the study is built. For the collection of primary data, close ended questionnaire was distributed to the respondents deploying online survey methods. Data was collected from 256 respondents working as designer, coder, analysts, and database administrators in the IT companies of Nepal. Data analysis was done through IBM SPSS and Smart PLS.

Based on the data collected and results achieved, it can be concluded that materialism has significantly greater impact on extrinsic motivation rather than intrinsic motivation among employees in IT organizations. This study did not account for demographics; it just looked at the relationships between the variables. Therefore, to determine whether these demographics will have an impact on the relationship between materialism and workplace motivation of employees in IT businesses, future study should take into account adjusting for age, gender, education, and years of work experience.

# CHAPTER I

## INTRODUCTION

### 1.1 Background

Social contexts, self-conceptualization, affiliation exchanges, and physiological and cognitive are the driving factors that can affect the degree of motivation among individuals according to self-determination theory (Zhang T. , Wang, Lin, & Tai, 2015). Freedom, affiliation, and competence are the three fundamental cognitive or psychological needs of self-determination theory. Freedom is set of behaviors displayed without the control exerted by any forces, competence refers to the ability to perform task and achieve the intended results, and affiliation is the ability to be social or have feeling of shared mutual values (Landry, et al., 2017). In general, there are two categories of motivation. Extrinsic and intrinsic motivation are both of these. A distinction is set by “self-motivation theory” between these two types of motivation. Intrinsic motivation arouses when there is sense of pride, ownership, cognitive accomplishment and positive obsession with the task performed; and as the name suggests, extrinsic motivation is guided by external forces such as benefits and perks, compensation, rewards, etc. Relationship among these both types of motivation could be positive, negative or there could be a situation where they do not share any significant relationship too (Li, Sheldon, & Liu, 2015).

Workplace motivation has always been at the forefront when analyzing a company's performance, organizational behavior, and leadership because motivated employees equal a successful company, and an organization's competitive advantage depends on a skilled workforce, proficiency with advanced technology, excellent customer service, and higher-quality products (Stajkovic & Luthans, 2003). Intrinsic motivation, according to the past literatures, can boost organizational commitment by increasing internal satisfaction, dictating workplace behavior, and improving task performance and teamwork (Singh, 2016). Extrinsic motivation, on the other hand, can contribute to workplace rewards and job stability, improve well-being and organizational value, and offer respect while avoiding criticism (Singh, 2016). Additionally, corporate management may be driven by materialism in order to achieve prestige, individuality, and bliss through financial gain and spending, which may have an adverse effect on people's well-being and quality of life and result in financial difficulties that encourage self-harming behavior.(Pilch & Gornik-Durose, 2016). Materialism is an extrinsic aim that a person must achieve in order to fulfill their intrinsic

needs (Wang, Liu, Tan, & Zheng, 2017). A person who weighs extrinsic and intrinsic ambitions has more materialistic inclinations and is materialistically driven (Unanue, Dittmar, Vignoles, & Vansteenkiste, 2014).

This study provides an investigation of the influence of the materialistic behavior on the workplace motivation in the employees of IT organizations. As a result, it is anticipated that this study will close a gap in the body of knowledge addressing how materialistic behavior affects the working motivation of workers in IT firms in developing countries.

## **1.2 Statement of Problem**

Materialistically stimulated personnel make use of monetary incentives to boost overall performance and organizational objectives (Landry, et al., 2017). A boom in overall work destination performance can decorate subjective health via monetary growth, profession aspirations, affiliation constancy, and appreciation from others. While economic benefit is perceived to shape or manipulate human behavior within the organization, money-grubbing provocations can detriment performance in the work destination (Landry, et al., 2017). Money-grubbing provocations can goad individual and institutional economic results such as forced buying, gambling, debt, and insolvency (Richins, 2004). The overall career choice, prosperity and success, social and societal well-being all are subject to get impacted if the material needs are not properly addressed (Tsang, Carpenter, Roberts, Frisch, & Carlisle, 2014).

This begs the question of what connection there is between materialism and IT workers' motivation at work. To reply to this quest, a study tested the impact of materialism at the motivation of personnel considering that materialists aim to gain cash, ownerships, prestige, and fulfillment through economic returns (Watson, 2016). The choice for financial return or value gain is extra treasured than the purchase itself for materialists which could inflict viable misappropriation of cash and materialistic conduct within a business that could result in reduced aspirations restricting performance (Richins, 2004). Shrum, Lowery, & Pandelaere (2014) instigated what encourages materialistic conduct in individuals and found that that materialistic conduct is dictated via way of means of self-identity motivation, however, they didn't answer what elements influenced this conduct (Shrum, Lowery, & Pandelaere, 2014). As a result, further research into the connection between materialism and job motivation in IT personnel was necessary to fill in the gaps in the literature.

The following research questions are what the study aims to address:

- What is the nature of relationship between materialism and workplace motivation of IT employees?
- Is there an impact of materialism on workplace motivation among IT employees?

#### **1.4 Research Hypothesis**

Brooks & Fenner (2019) corporate executives were researched to determine the relationship between materialism and working motivation. The null hypothesis in their study was that there is no causal association between materialistic conduct and job motivation in corporate executives. They conducted regression analysis to test and establish the relationship. Regression analysis using IBM SPSS was conducted to test the relationship between materialism as independent variable and intrinsic motivation as a dependent variable. The test results displayed that there was an insignificant relationship among the test variables. Since, the null hypothesis was accepted since there was no discernible connection between materialism and intrinsic drive.

Therefore, this study has developed hypothesis as:

***H1: There exists significant relationship between Materialism and Intrinsic Motivation.***

Extrinsic motivation, on the other hand, can contribute to workplace rewards and job stability, improve well-being and organizational value, and offer respect while avoiding criticism (Singh, 2016). Furthermore, corporate management can be motivated by materialism in order to obtain prestige, personality, and joy through monetary benefit and spending, which may have an adverse effect on an individual's health and quality of life and result in financial difficulties and self-harming behaviour (Pilch & Gornik-Durose, 2016). Materialism is an extrinsic aim that a person must achieve in order to fulfill their intrinsic needs (Wang, Liu, Tan, & Zheng, 2017). Brooks & Fenner (2019) in his study attempted to test the relationship between materialism and extrinsic motivation too. The study presented null hypothesis as there is no significant impact of materialism on extrinsic motivation. Upon the analysis, the test results showed that among corporate managers, materialism and extrinsic motivation have a considerable link.

Therefore, this study has developed hypothesis as:

***H2: There exists significant relationship between Materialism and Extrinsic Motivation.***

### **1.3 Research Objectives**

Examining how materialism affects IT workers' workplace motivation is the major goal of this study. The following would be the study's precise goals:

- To investigate the link between materialism and IT workers' motivation at work.
- To examine how materialism affects IT workers' motivation at work.

### **1.5 Scope and Relevance**

Increased productivity at work can improve subjective well-being through fostering economic development, fostering professional aspirations, preserving family stability, and earning the respect of others. When financial gain is viewed as a type of control that fosters unfavorable uniformity inside the firm, materialistic drive can reduce employee performance at work (Landry, et al., 2017). A decline in work performance can affect an individual's level of prosperity, interpersonal relationships, and sense of fulfillment in life, which can have an adverse effect on their personal happiness (Tsang, Carpenter, Roberts, Frisch, & Carlisle, 2014). Therefore, money-grubbing provocations can lead to negative financial outcomes for both individuals and organizations, including obsessive purchasing, borrowing, wagering, and insolvency (Richins, 2004).

This begs the question of what connection there is between materialism and IT workers' motivation at work. (Watson, 2016) In his study looked at how materialism affects employee motivation since materialists want to acquire wealth, things, a good reputation, and success through monetary gain in ability to answer to this topic. For materialists, the drive for material consumption is more significant than the acquisition itself, which could lead to financial mismanagement. Material possessions conduct also reduces motivation inside an organization, which impairs performance (Richins, 2004). Shrum, Lowery, & Pandelaere (2014) investigated the causes of materialistic behavior in people. The researchers claimed that self-identity drive governs materialistic conduct, but they did not look into what influences this behavior (Shrum, Lowery, & Pandelaere, 2014). Therefore, to reconcile gaps in the existing literature, in the context of Nepal, examining the relationship between materialism and workplace motivation in IT employees can be considered crucial.

## **1.6 Limitations**

The following are the limitations of this study:

- The current research only examined one developing country (Nepal), although including both developed and emerging countries would have improved the generalizability of the findings.
- This research only considers the effect of materialistic behavior on workplace motivation. Other independent variables could have been added to this study.
- Since this study measures perceived materialistic behavior and workplace motivation of employees, there's always room for biased response. This means that other research may employ more impartial measurements of the study variables.
- Online methods have been used to collect data and therefore the accountability may be low.

## **1.7 Organization of the Study**

This research is divided into five chapters. The study's structure can be outlined as follows:

- The study's background, problem statement, objective, hypothesis, justification, and limitations are all included in the first chapter along with the study's organizational structure.
- The second chapter contains review of various literature regarding impact of materialism on workplace motivation among IT employees. This chapter further explains the theoretical framework for the study.
- The third chapter covers the study design, population and sample of the study, nature and source of data and data instrumentation used in data analysis.
- The fourth chapter includes the analysis of the data and the presentation of the results.
- Lastly, the fifth chapter covers discussions, conclusions and implications of the study.



## CHAPTER II

### RELATED LITERATURE AND THEORETICAL FRAMEWORK

This chapter includes review of literature on the impact of materialism on workplace motivation among IT employees. It includes the review of previous studies and theories related to materialism, motivation and their characteristics. It also includes theoretical framework that relates to the study.

#### 2.1 Literature Review

Motivation is a term derived from Latin “motive” which could be translated as “moving” or promptness to take action. (Rahimic, Resic, & Kozo, 2012). In light of worker motivation, the time period noted above suggests a technique which because of publicity of personnel to some elements, modifies their present belief concerning the task, relying on whether or not those elements are motivational or de-motivational to personnel; this belief concerning a task should constitute an advantageous or a bad movement (Rahimic, Resic, & Kozo, 2012). Intrinsic motivation includes doing something out of natural hobby and keenness; on the contrary, extrinsic motivation suggests doing something to keep away from bad outcomes or acquire rewards (Levesque, Copeland, Pattie, & Deci, 2010).

Many literatures discovered that the recognitions and rewards are beneficial for attaining transient adherence on account that they simply and quickly extrude what we do. Managers, thus, need to now no longer use rewards to encourage humans. However use non materialistic elements, which include interpersonal family members and manager methods. By veiling those elements, management allow their personnel to take part in strategic or routine decisions, guarantee them that they may now no longer be mutilated for least likely suggestions (Stewart, Courtright, & Manz, 2010)The concept that economic compensation encourage personnel has each its critics and supporters. Baker et al. (1988) stated that performance based pay structures are also too powerful in influencing humans to do as they're told. These compensations fulfill on the identical numerous aspirations: they support standing in society and provide respect, help people achieve their basic necessities, and have several functions. (Jenkins, Mitra, Gupta, & Shaw, 1998). Financial compensation could lessen process dissatisfaction. However it can no longer encourage personnel to perform well (Jenkins, Mitra, Gupta, & Shaw, 1998). It is therefore suggested that

businesses ought to introduce and execute each extrinsic and intrinsic motivational elements to enhance universal job delight and work culture motivation.

Many businesses may also see materialism described as setting a excessive fee on profits and physical ownerships (Diener & Seligman, 2004), as a right away or oblique antecedent of enhanced performance, and may also deliberately attempt to justify and make use of this fee in personnel (Kasser & Ryan, 1993). Personnel need to incredibly feel the praise and materialistic values may also be increased of the appraisals for the employees to sense the material reward systems (Milkovich, Newman, & Gerhart, 2014).

Exploiting material needs of the personnel may be performed in numerous methods. Control procedures are likely to be built on shared meaning in a behavioral materialism-based way of life, with employee recognitions depending on the extent to which they uphold these values (Mitchell and Mickel 1999; Kasser et al. 2006). It has been demonstrated that the majority of those who are intrinsically motivated, or who are motivated by the pride they can feel in their accomplishments, can be motivated by using a work environment that supports similar work behavior, whereas those who are extrinsically motivated can be motivated by external motivation techniques like pay and benefits, raises, perks, etc. (Jurkiewicz, 2003). This interprets to a monetary system that tries to encourage and influence personnel extrinsically via heavy dependence on customs such as compensation systems, benefit pay, and excessive pay spread amongst personnel (Kasser et al. 2006).

## **2.2 Main Theories of Materialism and Motivation**

Materialism has been observed from different perspectives in addition to different conceptual frameworks. Self-determination and Maslow's needs hierarchy theory are theories that have been recognized by the researcher in order to get insight and better understanding of motivation and materialism issues.

### **2.2.1 Self-Determination Theory**

The hypothesis that meeting employees' basic requirements makes them feel good has received empirical support in a number of research, adopt a positive outlook and do well (Van den Broeck et al., 2016). Despite earlier study, it is still unclear why materialism hinders happiness and the growth of positive views. SDT contends that the fundamental psychological requirements can be used to explain how materialistic pursuits have

detrimental effects (Deci & Ryan, 1985). People have three fundamental need, according to SDT, that must be met for continued growth, integration, and wellbeing. These requirements are defined as "those nutrients that a living creature must obtain to maintain its growth, integrity, and health" (Deci & Ryan, 1985, p. 326). The wants for autonomy (volitional functioning), competence (being effective), and relatedness are seen to be the three most important needs (developing meaningful bonds with others).

SDT contends that pursuing materialistic ideals prevents people from engaging in activities that meet their needs (Vansteenkiste et al., 2007). Thus, greater materialism would be linked to lower psychological need fulfilment, which would then result in decreased wellbeing. Employees who place a high emphasis on materialistic values, for instance, are less likely to freely choose the tasks they prefer, feel more competent of, and which enable them to have close and meaningful relationships with others. In other words, employees are prevented from satiating their requirements for autonomy, competence, and relatedness by materialistic strivings (Schreurs et al., 2014; Deci and Ryan, 2000). Thus, it is anticipated that need fulfillment will account for materialism's negative effects.

Scholars have called for additional investigation into the function of need dissatisfaction because it might better record the unfavorable features of employee function because the explanatory capacity of need satisfaction appears to be rather limited (Van den Broeck et al., 2016; Unanue et al., 2014). The concept that need fulfillment plays a mediating role in the connection between materiality and prosperity and success is supported by a number of studies, including meta-analytical findings (Dittmar et al., 2014).

When fundamental psychological demands are purposefully ignored, need frustration results. Need dissatisfaction and need fulfillment are therefore not merely the polar opposites of one other, much as the distinction between subjective wellbeing: whereas poor rankings on measures of need satisfaction show how little the basic requirements are met by activities, whereas need frustration or thwarting shows how severely and actively the basic needs are being violated (Bartholomew et al., 2011). People experience stress when they are experiencing autonomy discomfort, competence despair, aptitude and worthlessness frustration, and belongingness frustration. As an example, a worker may not feel close to his supervisor and as a result, may not feel as content or joyful. He might, however, feel blatantly abandoned, in which case we might experience melancholy or worry. Frustration and need fulfillment are theoretically distinct concepts as well. They

also have diverse results, which further distinguishes them: whereas the relationship between need fulfillment and positive outcomes for wellbeing such as energy and happiness in life, require According to empirical studies, anger has stronger relationships with indicators of poor mental health including depressive episodes (Van den Broeck et al., 2016; Vansteenkiste and Ryan, 2013), which appears to be confirmed by actual investigation (Bartholomew et al., 2011; Unanue et al., 2014; Chen et al., 2013).

### **2.2.2 Maslow's Needs Hierarchy Theory**

When all types of desires and needs are satisfied, an individual becomes highly motivated Maslow (1943). Usage of skills and contribution to work through the same is the main reason why people tend to work apart from safety and monetary benefits. Maslow in this theory explained that the needs move from bottom to top level implying that only when bottom level needs are met, one can move up for next succeeding need fulfilment as per the hierarchical pyramid. The pyramid's base represents basic necessities, while its summit represents psychological and gratification demands.

The hierarchy of needs is listed below:

**Physiological Demands:** Physiological demands include things like access to water, air, food, clothing, activity, and rest. The physiological demands of an individual provide the basis of the hierarchy. These demands are a biological necessity for individual existence. According to Maslow's needs hierarchy, metabolic needs are taken into consideration by self-motivation. According to Maslow's hierarchy of needs theory, individuals must first satisfy their physiological needs before pursuing higher levels of innate satisfaction. Prior to moving on to stricter requirements in Maslow's hierarchy, physiological needs must first be met. To put it differently, if someone is struggling to meet their basic requirements, they are unlikely to seek out their own means of protection, respect, inclusion, and self-actualization. For the body to remain in a state of homeostasis, it must be given specific physiological needs. A person, for example, requires oxygen more desperately than other increasing requirements because of it being a basic need (Maslow, 1943).

**Safety needs:** Protection from assaults, starvation, and other hazards are necessary for safety (e.g., wellness, a stable job, and possessions). Human's safety needs hold sway after their physiologic demands are met and control their conduct. These safety needs exemplify themselves in aspects like a choice for job stability, systems and procedures to protect the person from unilateral authority, savings accounts, insurance policies, disability accommodations, etc. in the lack of physical safety due to war, natural disasters, family

violence, childhood abuse, etc. and/or in the lack of economic safety (due to an economic crisis and lack of work opportunities). As children often have a larger need to feel protected, especially children with impairments, this level is more likely to prevail in them. This has an effect on adults as well, usually in questions of the economy; grownups are not spared to the urge for safety. It includes eating, clothing, a safe place to work, and employment stability. A person will seek safety if they don't feel safe in a situation before attempting to satisfy any greater standard of survival. Because stability restores the idea of equilibrium for people, which our systems require, stability is the aim of continually satisfying the demand for safety (Maslow, 1943).

**Needs for social connection and affection:** Requirements for companionship, attachment, and other forms of social (acceptance and belonging and love). The third level of human needs is interpersonal and encompasses sentiments of belongingness once physiological and safety requirements are met. Whether these groups are tiny or huge, according to Maslow, humans have an effective need for a sense of acceptance and belonging. Belonging to a group is important whether it be for job, sports, friends, or family. Being at ease with and connected to people as a result of getting acceptance, respect, and love is what is meant by having a feeling of connectedness. Unions, colleagues, religious communities, professional organizations, sports teams, gangs, and internet communities are a few examples of significant social networks.

Members of the family, intimate partners, mentors, coworkers, and confidants are a few instances of tiny social ties. People need to feel loved by others, both romantically and otherwise. Lack of this component of love or belonging makes many people vulnerable to loneliness, social anxiety, and chronic depression. Children sometimes cling to their violent and unbearable parents because of this need, which is particularly strong in childhood and can supersede the need for protection. Generally speaking, deficiencies brought on by hospitalization, neglect, shunning, ostracism, etc. can have a negative impact on a person's capacity to establish and maintain emotionally significant connections. When it comes to a person's needs and growth, mental health can play a significant role. It can be detrimental if a person's requirements are not addressed, anxiety throughout puberty may result from it. A person is considerably more likely to experience depression at a lower rate if they are raised in a higher-income home. This is because they have all of their fundamental requirements addressed. According to studies, when a family experiences financial difficulty for an extended period of time, depression rates rise. This is true both because

the family's basic requirements aren't being satisfied and because the stress affects the parent-child bond. Because they are working more hours to earn more money and support their family, the parent(s) are under pressure to provide for their children, and they are also likely to spend less time at home. (Maslow, 1943).

**Self-esteem needs:** for self-esteem, needs for approval and respect are essential. Esteem is a combination of regard and admiration for oneself as well as respect for oneself from others. The majority of people desire a stable self-esteem that is solidly grounded in actual ability or accomplishment. Maslow identified two distinct esteem demands. The need for respect from others is the "lower" kind of esteem, which also includes a need for status, recognition, celebrity, prestige, and attention. The desire for self-respect, which can also include needs for power, proficiency, mastery, self-assurance, independence, and freedom, is the "higher" form of esteem. The "hierarchies are interrelated rather than clearly divided" in this "higher" version, which follows rules. This indicates that esteem and the next levels are not entirely distinct; rather, the tiers are connected (Maslow, 1943).

Respect comes from everyday experiences that provide learning opportunities that enable us to explore. This is very important for children because it allows them to realize that they are talented and gifted learners. These adults should give children the opportunity to achieve a successful and positive experience in life. Adults, especially parents and educators, must create and provide the environment for children, allowing them to support them and "help children see themselves respectful and talented." "The need for respect or reputation is very important for children, and Maslow noted before real or hollow, which reflects both aspects of value: for himself and for others (Maslow, 1943).

**Self-actualization needs:** Ability to learn, grow, and engage in enjoyable, difficult work are all necessary for self-actualization. Self-realization is the highest level a person can reach. This level relates to the need to fully realize it's potential. Maslow describes it this way: To do all you can is to become all you can be. People may have a strong and specific desire to become a better parent, excel in athletics, or create a painting, photo, or invention. To realize this level of need, it is necessary not only to succeed in previous needs, but also to master them. Speaking of its role in motivation, self-realization can be described as a value system. It is clear that self-awareness is a transparent target or target, and the previous levels of sequences become a gradual process that may change. The transparent purpose of the system is a reward system used to meet certain values or goals. People who are encouraged to continue this goal, their needs, relationships

and self-determination, seek and understand how they express their behavior (Maslow, 1943).

The hierarchy of needs usually studies the extent to which a person is innately involved in the encouragement of behavior. Maslow used the terms “physiological”, “security”, “port and love”, “social needs” or “esteem”, “self-realization” and “augmentation” to describe the path in which human needs and motivations typically travel. This means that, according to the theory, every precondition must be met by the individual for encouragement to take place on the next level. The hierarchy is used to explain how effort and motivation are related in the context of human behavior. Each of these individual levels has a certain inner feeling that a person needs to complete their level. The goal of Maslow’s hierarchy is to achieve a state or level of self-realization (Chen et al., 2013)

### **2.2.3 McClelland’s Theory of Needs**

According to McClelland (1941), regardless of our age or sex, human all share the same three motivational factors. Individuals shall act mostly in accordance with one of these impulses.

Our experiences in life determine the dominating urge.

The three motivators are:

**Achievement:** the desire to accomplish objectives and display one's skills. High achievers want tasks that allow them to take responsibility and deliver results based on their own efforts. They also want their accomplishments to be quickly acknowledged.

**Affiliation:** a yearning for empathy, affection, and connectedness. Those with a high need for affiliation are motivated by being liked and accepted by other people. They participate in social activities frequently and may find conflict disturbing.

**Power:** The desire to manage one's own or others' labor. High pursuers of power seek for circumstances in which they can exert power and influence over others. Because they strive for higher levels of position or status, they frequently give more attention to their level of involvement than to doing quality work.

### **2.3 Materialism and Motivation**

The Latin word "motive," which meaning "moving," is where the word "motivation" originates. It speaks about a person's capacity for action (Rahimić, Resić, and Kožo, 2012). In light of this, the phrase "employee motivation" describes a process in which employees

are exposed to various elements, which alter how they view their work based on whether those elements are motivating or de-motivating to them. This impression of a job could indicate a change for the better or worse.

Because motivated employees translate into a successful firm, employee motivation has always been at the forefront of analysis of a company's performance, organizational behavior, and leadership. According to Stajkovic and Luthans (2003), O'Reilly III and Pfeffer (2000) found that an organization's competitive advantage is influenced by the workforce's skill set, familiarity with cutting-edge technology, degree of customer service, and product quality. Since employee motivation is a major factor in all of these activities, one can draw the conclusion that human resources are essential for having a clear competitive edge (Argyris, 1993, according to Stajkovic and Luthans, 2003). Numerous researchers came to the conclusion that without motivation, even talented people cannot reach their full potential, and that motivated people routinely exceed those whose intelligence and academic aptitude would imply they should.

As a result, various forms of research on employee motivation have been carried out in an effort to determine and build a relationship between motivation and its initiators. As a result of the growth of multidisciplinary studies in biology, psychology, neuroscience, and other domains, researchers have closely researched the human brain and developed numerous theories regarding human motivation. Employee motivation has proven to be a lucrative area of study, and as the world has grown, countless additional authors have enhanced the "conventional" theories that underpin the results of their empirical research. As per Norhia, Groysberg, and Lee (2008), a company can increase overall employee motivation by gratifying four drives: the drive to acquire (food, housing, social status, and money), the drive to bond (producing positive emotions like love and compassion and making employees proud to be a part of a company), the drive to grasp (people are motivated when their jobs are difficult), and the drive to defend (when met leads to the feeling of security and confidence, and when not leads to negative emotions). These needs are autonomous, cannot be satisfied in a hierarchical sequence, and are met by many organizational factors, such as the direct manager's role, the culture, job design, performance management, and resource allocation procedures. On the other hand, a lot of attention was paid to figuring out if intrinsic or extrinsic factors motivate people more effectively. Intrinsic motivation is acting out of pure desire and enjoyment, as opposed to extrinsic motivation, which is



performing in a way that will result in favorable consequences or rewards (Levesque, Copeland and Pattie 2010).

It is only reasonable to think that financial issues, like pay and rewards, affect motivation because materialism has been pushed on us by virtually every media channel. Both skeptics and supporters of financial incentives for employees are present. Baker et al. (1988) assert that incentive systems may be too effective at getting people to obey directions. These rewards accomplish a number of goals at once: they promote social status and provide recognition, they assist individuals in meeting their basic needs, and they fulfill a variety of purposes. Because of this, many managers have a tendency to concentrate only on financial rewards as a source of incentive, which in recent years has appeared to be less significant than workers, particularly in developed regions. According to research, monetary benefits must be carefully planned and integrated into organizational behavior in order to prevent unfavorable results in addition to being positively associated with performance (Jenkins, Mitra, Gupta, and Shaw, 1998). These results include promoting unscrupulous and counterproductive employee behavior, poor performance because these incentives do not enhance employees' abilities, skills, or knowledge unless training is engaged in, and job quality that remains unaltered (Dierdorff and Surface, 2008; Grant and Parker, 2009; Kerr, 1975, according to Aguinis, Joo and Gottfredson, 2013). According to other studies, incentives work well for obtaining short-term compliance since, they only marginally and transiently alter our behavior. In order to encourage employees, managers should instead leverage non-materialistic variables like human relationships and supervisory style. Employers can convince workers that their ideas won't be rejected by doing this, which will increase employee engagement in decision-making (Stewart et al., 1993). Additionally, rather than motivating employees, financial incentives just serve to reduce job dissatisfaction (Herzberg, 1968, according to Jenkins, Mitra, Gupta, and Shaw, 1998).

In addition to acting as strong catalysts, they support job responsibilities and lengthy connections with employers (Dewhurst, Guthridge, and Mohr, 2009). In order to enhance general job happiness, business culture, and the quality of the work produced, modern managers should turn their attention away from materialistic elements and toward the introduction of non-materialistic ones.

## 2.4 Summary of Literature

Majority of the study found the association between Materialism and Motivation. The summarized literature review has been presented in the table below:

Table 2.1

### *Summary of Articles Reviewed*

Authors	Major Findings	Measure/ Variables used
Richins and Dawson (1992)	The main objective of this study was to analyze materialism and consumer behavior.	The findings reports the development of a short version of the MVS. Three different scale lengths—nine, six, and three items—were examined. The results indicate that the nine-item version has good psychometric properties when used to assess broad materialism. This article also outlines a psychometric strategy for creating condensed versions of multi-item measures that are already in use.
Deckop et al. (2010)	This study's primary goal is to investigate how materialism affects workplace behavior among employees.	Materialism has a significant negative association with organizational civic activity and a significant negative relationship with pro - social behavior. The relationship between materialism and organizational deviance was found to be insignificant. Such findings provide credence to the worry that materialistic viewpoints trigger undesirable behavioral outcomes that have an impact on coworkers and the organization. Our inability to discover proof in the follow-up analyses that materialism is significantly connected to task performance casts even more

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		doubt on organizational efforts to foster or encourage this attitude.
Hurst et al. (2014)	This article's goal is to examine the connection between people's materialistic orientation and their prosperity and success.	The results of the moderator analyses showed that certain demographic factors (gender and age), the context of values (study/work environments that support materialistic languages and traditions that prioritize affective autonomy), and cultural economic indicators were all related to how strong the effect was (economic growth and wealth differentials). According to mediation investigations, the negative relationship may be caused by a lack of sufficient psychological demand satisfaction.
Promislo et al. (2010)	The primary purpose of the study was to examine the relationships between materialism and two components of work-family conflict: work interfering with family (WIF) and family intervention with work (FIW).	The main hypothesis, that materialism is linked to both types of work-family conflict, was validated by the findings. The theory of mediated moderation is supported by the observation that FIW moderates the connection between materialism and WIF while work overload moderates the association between materialism and work overload.
Schreurs et al. (2014)	The main aim of this study was to examine the relationship between teamwork participation and general workplace ideals.	Multilevel observational study from three hundred seven people from thirty-one teams working in different industries in Belgium and the Netherlands provided substantial

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Tett and Meyer (1993)	This study uses a meta-analysis to examine the relationship between employee turnover, organizational engagement, retention / retention, and job satisfaction.	<p>support for the following hypotheses. The association between team-level work values and individual-level involvement was somewhat mediated by individual-level need satisfaction.</p> <p>Results of a synthesis of seventy-eight subjects from one hundred and fifty-five studies showed that (a) both satisfaction and engagement independently predicted primary intent; (b) Satisfaction predicts intention rather than duty. (c) All treatment of turnover is done with original intent. (d) Attitudes towards participation in the turnover process are differentiated by individual verifiable criteria.</p>
Twenge and Kasser (2013)	To examine the relationship between the material values of American 12th classes and measures of threatening culture, instability, and material modeling between 1976 and 2007.	<p>Results showed that instability and social retirement (such as unemployment and divorce) and social modeling (such as advertising spending) had direct and distant associations with higher levels of materialism, instability in adolescence, and advertising at that time. Growth in a society with a high standard of living predicted consumerism ten years later. As materialistic values rose, the centrality of labor continued to decline, indicating a growing gap between the desire for material pleasures and the</p>

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willingness to make the necessary effort to achieve them.

Unanue et al. (2014) The main aim of this study is to find out how materialism affects well-being in relation to England and Chile. This study found that both cognitive need satisfaction and cognitive need frustration play an explanatory role in this relationship, and materialistic orientation is negatively related to well-being and positively related to illness. The sample results, which were highly comparable in both groups, provided evidence for the cross-cultural universality of the underlying mechanisms.

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## 2.5 Empirical Review

Encouragement in the workplace is always at the forefront when analyzing a company's performance, its organizational behavior and leadership, as motivated employees are a successful company, and a company's competitive advantages are skilled workers, advanced technology, excellent customer service and high quality products (Stajkovic & Luthans, 2003). Intrinsic motivation, according to the past literatures, can boost organizational commitment by increasing internal satisfaction, dictating workplace behavior, and improving task performance and teamwork (Singh, 2016). Extrinsic motivation, on the other hand, can contribute to workplace rewards and job stability, improve well-being and organizational value, and offer respect while avoiding criticism (Singh, 2016). Additionally, corporate management may be driven by materialism in order to achieve prestige, individuality, and bliss through financial gain and spending, which may have an adverse effect on people's well-being and quality of life and result in financial difficulties that encourage self-harming behavior.(Pilch & Gornik-Durose, 2016). Materialism is an extrinsic aim that a person must achieve in order to fulfill their intrinsic needs (Wang, Liu, Tan, & Zheng, 2017). A person who weighs extrinsic and intrinsic ambitions has more materialistic inclinations and is materialistically driven (Unanue, Dittmar, Vignoles, & Vansteenkiste, 2014).

Materialism has a significant unfavorable association with pro-social activity as well as an inverse relationship with organizational civic behavior. Materialism and organizational deviance were shown to not be significantly correlated. These findings confirm the worry that materialistic beliefs have negative behavioral effects on coworkers and the organization. Our inability to discover evidence in the follow-up analyses demonstrating that materialism is strongly connected to task performance further calls into question organizational efforts to foster or encourage this attitude (Deckop et al., 2010).

Hurst et al., (2014) in their examination of the connection between people's materialistic orientation and their prosperity and success used moderator analyses that showed that certain demographic factors (gender and age), the background of values (study/work surroundings that uphold materialistic languages and traditions that take precedence affective autonomy), and cultural economic indicators all had an impact on how strong the effect was (economic growth and wealth differentials). Investigations conducted throughout the mediation process suggested that the adverse link may have resulted from a psychological need not being sufficiently satisfied. (Hurst et al., 2014).

Promislo et al. (2010) examined the connections between materialism and the two components of work-family conflict, family interference with work (FIW) and work interference with family (WIF) (FIW). The findings corroborated the main hypothesis, according to which materialism is linked to both types of work-family conflict. The theory of mediated moderation is supported by the observation that work overload mediates the association between materialism and workload pressure while FIW influences the relationship between materialism and WIF (Promislo et al., 2010). Likewise, Tett and Meyer (1993) employed meta-analysis to examine the correlation between turnover, commitment to the organization, employee retention intention/withdrawal cognitions, and work satisfaction. Results from aggregations of one seventy-eight people from one hundred and fifty-five studies revealed that (a) gratification and dedication both independently assist in the original intent prediction; (b) More so than commitment, satisfaction predicts purpose and thought; (c) Almost all of the attitudinal relation to turnover is mediated by original intent; (d) attitudinal contributions to the turnover process vary with the use of single-verifiable measures (Tett and Meyer, 1993).

Unanue et al. (2014) ascertained how materialism affects wellbeing with regard to the UK and Chile. The study indicated that cognitive need gratification and cognitive need disappointment both had an explanatory role in this regard, and that a materialistic value

orientation connected adversely to prosperity and positively to negative health. The model's discovery that it was extremely comparable across both groups provided evidence for the underlying mechanisms' cross-cultural universality (Unanue et al., 2014).

## **2.6 Research Gap**

When financial gain is viewed as a type of control that fosters unfavorable uniformity inside the firm, materialistic drive can reduce employee performance at work (Landry, et al., 2017). A decline in work performance can affect an individual's level of prosperity, interpersonal relationships, and sense of fulfillment in life, which can have an adverse effect on their prosperity and success (Tsannng, Carpenter, Roberts, Fresch, and Carlisle, 2014). Therefore, money-grubbing provocations can lead to negative financial outcomes for both individuals and organizations, including obsessive purchasing, borrowing, wagering, and insolvency (Richins, 2004).

This begs the question of what connection there is between materialism and IT workers' motivation at work. (Watson, 2016) In his study looked at how materialism affects employee motivation since materialists want to acquire wealth, things, a good reputation, and success through monetary gain in ability to answer to this topic. For materialists, the drive for material consumption is more significant than the acquisition itself, which could lead to financial mismanagement. Material possessions conduct also reduces motivation inside an organization, which impairs performance (Richins, 2004). Shrum, Lowery, & Pandelaere (2014) investigated the causes of materialistic behavior in people. The researchers claimed that self-identity drive governs materialistic conduct, but they did not look into what influences this behavior (Shrum, Lowery, & Pandelaere, 2014). As a result, further research into the connection between materialism and job motivation in IT personnel was necessary to fill in the gaps in the literature.

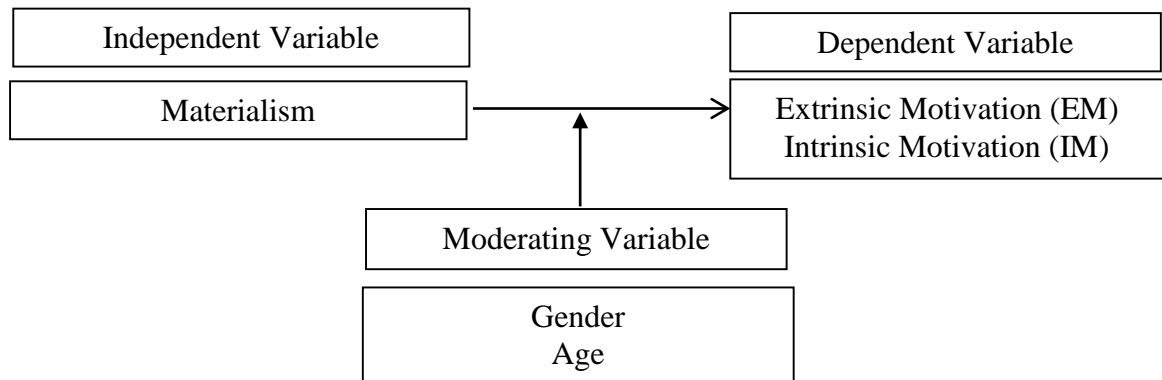
## **2.7 Theoretical Framework**

The theoretical model as shown in Figure 2.1 is based on the model applied by Brooks & Fenner (2019). The current study consists of two dependent variables, namely extrinsic motivation, intrinsic motivation and one independent variable, namely materialism.

- **Materialism:** The predictor variable Materialism has been measured with the 15-item Richins (2004) Material Values Scale (MVS) with responses rated on 5-point

Likert scale which includes happiness, success and centrality. Higher scores represent greater materialism.

- **Extrinsic Motivation (EM):** The criterion variable Extrinsic Motivation has been measured with the 4-item Kuvaas & Dysvik (2010) Extrinsic Motivation Scale (EMS) with responses rated on 5-point Likert scale. Higher ratings suggest that extrinsic incentive has been addressed favorably.
- **Intrinsic Motivation (IM):** The criterion variable Intrinsic Motivation has been measured with the 6-item Kuvaas & Dysvik (2010) Intrinsic Motivation Scale (IMS) with responses rated on 5-point Likert scale. Higher scores indicate favorable answers to intrinsic motivation.



*Figure 2.1. Theoretical Framework of the Study*

*Source: Brooks & Fenner (2019)*



## 2.8 Operational Definition of Variables

The variables under study are defined below:

- **Materialism:** Materialism has been explained as a doctrine that the highest values or objectives lie in the material well-being and in the advancement of material progress. Both skeptics and supporters of financial incentives for employees are present. Baker et al. (1988) concluded that materialistic system of payments such as Remuneration schemes frequently work too well in getting workers to follow instructions. These rewards accomplish a number of goals at once: they enhance social standing and provide recognition, they aid in meeting fundamental necessities, and they fulfill a variety of purposes.
- **Extrinsic Motivation:** The motivation that comes from factors which are external (non-internal factors) to an individual are termed as extrinsic motivators. It includes salary, bonus, allowances, life style, fringe benefits, and perks of other kinds. Traditionally, these were considered the best methods and techniques of motivators to establish job commitment and loyalty (Singh, 2016).
- **Intrinsic Motivation:** The desire for material consumption is more valuable to materialists than the acquisition itself, which may result in financial mismanagement (Richins M., 2013). Materialistic conduct inside an organization also lowers motivation, which reduces performance. Contrarily, all of the external benefits have nothing to do with inner motivation (Deckop, Giacalone, & Jurkiewicz, 2015).

## CHAPTER III

### RESEARCH METHODS

This chapter is mainly concerned with the procedure that have been used to collect data and analyze the data for achieving the objectives of this study. Basically, it deals with the study design, population, and sample size consideration, instrumentation of data, source and data collecting methods and details tools and techniques used for analyzing the data.

#### **3.1 Research design**

This study's intended purpose is to close a research gap by examining how materialistic behavior affects job motivation among employees of Nepalese IT companies. To determine the influence of the independent variable, materialism, over the dependent variables, extrinsic motivation and intrinsic motivation, the study uses a descriptive and exploratory research design. Additionally, a set of hypotheses were developed for this study using the deductive approach to scientific research, which includes developing a research strategy to test those assumptions. To arrive at a result, pertinent data and information were meticulously gathered during the study period, evaluated, and analyzed.

The research employed the survey methodology, and in order to gather data, a structured online questionnaire was produced using Google Forms and distributed to the designated sample group.

#### **3.2 Population and Sample**

The desired data has been collected via non-probability convenience sampling. The targeted mass to carry out tis research were those people working at IT Companies in Nepal. Since the population is not known, the Cochran equation has been used to calculate the representative sample size.

$$n = z^2 * p * q / e^2$$

Where,

n = sample size

P is the mass proportion with the specified feature.

q Is equivalent to the vale 1-p

z = is a Z value (for example, value is 1.96 for 95% confidence interval)

e = Error margin

It is advised that values of p and q to be set at 50% for unknown population. Using a 95% confidence interval, a z- value of 1.96 and sampling error of 5%, n is calculated as:

$$n = 0.5*0.5*(1.96)^2/0.05^2 = 384.16$$

However, at the discretion of the supervisor, a sample size of 256 respondents has been considered for this study.

### **3.3 Nature and Sources of Data**

The study emphasizes quantitative analysis. The study uses information from a primary source and a survey methodology. The information was gathered through the use of a survey technique that involved giving respondents access to an online questionnaire. Two sections made up the questionnaire. The respondent's general characteristics, such as gender, age, educational background, and current occupation, were questioned in the survey's first section. 25 closed-ended Likert scale questions pertaining to the independent and dependent variables were included in the questionnaire's second portion.

### **3.4 Instrumentation**

The questionnaire that has been used in this study is developed by Brooks & Fenner (2019). Some modification has been made in the questionnaire to make it relevant in context of Nepal. There are two sections to the questionnaire. First section of the questionnaire contained demographic factors. And, second part contained twenty five close-ended Likert scale questions related to the independent and dependent variables. All the twenty five questions were given score ranging from 1-5.

### **3.5 Data Analysis Technique**

In the process of data analysis, first of all, the normality of the data has been analyzed, that is if the collected data are normal or not by Shapiro-Wilk Test and Histogram. IBM SPSS was adopted for data analysis. After the test of normality, descriptive analysis has been used to present the data of the respondents of each item and demographic variables.

Secondly, since the data are not normally distributed, Measurement Model Analysis has been conducted with SMART PLS to examine the discriminant and convergent validity. Composite Reliability with a minimum threshold of 0.70 and AVE with a minimum threshold of 0.50 have been set for the convergent validity (Henseler, et al., 2014).

Whereas, in the case of discriminant validity, the Fornell-Larcker criterion has been applied, where each item loads highest on its associated construct and the square root of each construct's, it is necessary for AVE to be greater than its association with another component. Similarly, Heterotrait-Monotrait Ratio has been used where the value must be less than 0.90. And in the case of Cross-Loading criteria, the value of cross-loading of each construct should be less than 0.7. (Henseler, et al., 2014; Hwang et al, 2010).

Thirdly, correlation analysis has been used to understand the degree of the relation of materialism, intrinsic and extrinsic motivation and regression has been conducted to test the impact of materialism on intrinsic and extrinsic motivation.

### **3.6 Ethical Considerations**

Ethical issues are critical concerns in research. The research study should respect the nonnegotiable value of honesty and fairness. Ethics refers to doing right and avoiding wrong in research. Ethics and norms are maintained while conducting the survey as well as during the writing of the report.

As per the standard set by the university, the rules and regulations have been followed and no unethical activities have been performed throughout the survey as well as report writing. The generation of harm can be avoided by using the right ethical principles. To collect data and selection criteria of research strategies also have some ethical implications. The current study is subject to certain ethical standards and has substantial ethical considerations. The acceptance of participation depended on responses. The respondents were completely made aware of the objectives of the research project for academic purposes and only for the purposes of this particular research. They were also reassured that their responses will be treated as confidential. The respondents were given the promise that their participation in the study was voluntary and that they were free to end it at any time for any reason. Despite this, it was also respected if a responder declined to take part in the poll for any reason.

During the conduction of the research, expect from the above participants were not harmed or abused either physically or psychologically. In contrast, the researcher attempted to create and maintain a flexible, comfortable, and cooperative environment. Respondents were given assurance on providing the confidentiality of their data provided to the researcher and were told that no information would be leaked to any third party. They were also assured that the data provided by them will only be used for academic purposes.

## CHAPTER IV

### ANALYSIS AND RESULTS

In this chapter, we'll discuss about the study's key findings and data analysis. The data from the respondents will be analyzed in SPSS using statistical methods like frequencies, percentages, means, standard deviations, correlations, and regression analysis. The results are also tabulated and described in order to make the research more clear. To test the study's hypotheses, data analysis was performed. Data analysis was also carried out in order to meet the research objectives. The measurement model has been tested with the help of Smart PLS 3 and the hypotheses have been tested in IBM SPSS. Appropriate statistical tools have been used for the analysis of the data collected from the individual workers in the IT industry.

#### 4.1 Demographic Profile of Respondents

Table 4.1 *Demographic Information of Respondents*

Demographic Variables	Frequency	Percentage (%)
<b>Gender</b>		
Male	169	66.02
Female	67	33.98
Total	256	100.00
<b>Age</b>		
18-28 years	122	47.66
29-39 years	85	33.20
40-50 years	36	14.06
Above 50 years	13	5.08
Total	256	100.00
<b>Highest Education</b>		
Up to Intermediate	10	3.91
Bachelor	155	60.55
Master	91	35.55

Total	256	100.00
Monthly Income		
Below 20000	27	10.55
20000 - 50000	140	54.69
50000 - 80000	54	21.09
Above 80000	35	13.67
Total	256	100.00

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Table 4.1 displays the demographic information about the survey participants. Respondents have been divided into four main categories. They are Gender, Age, Highest Education and Monthly Income. 33.98 percent of the 256 participants were women, while 66.02 percent were men. Similar to this, 14.06 percent of respondents are between the ages of 40 and 50, 14.06 percent of those surveyed are between the ages of 18 and 22, 47.66 percent of those surveyed are between the ages of 18 and 22, 33.20 percent of respondents are between the ages of 29 and 39, and 5.08 percent of respondents are over the age of 50.

60.55 percent of those surveyed had bachelor's degrees or less in education. Similar to this, 35.55 percent of respondents have degrees up to the master's level, while the remaining 3.91 percent have an intermediate degree. 10.55 percent of those surveyed had monthly incomes below Rs. 20,000, 54.69 percent have monthly incomes between Rs. 20,000 and Rs. 50,000, 21.09 percent have monthly incomes between Rs. 50,000 and Rs. 80,000, and the remaining 13.67 percent have monthly incomes over Rs. 80,000.

For this survey, responses from males are noticeably higher in comparison to females. Similarly, in the case of highest education, there is dominance of the respondents who have educational qualification up to Bachelors. In the case of age group, there is dominance of respondents between 18-39 years of age. As for monthly income, majority of the respondents are earning Rs. 50,000 – Rs. 80,000.

## 4.2 Descriptive Statistics

This section contains a summary of the data gathered from respondents and is expressed as mean and standard deviation. The data gathered for each variable has been quantitatively described.

Table 4.2 *Descriptive Statistics of Materialism (MVS)*

		Statistics	Standard Errors
	Average	3.3214	0.0378
	Interval of 95% confidence for Average	Lower Bound Upper Bound	3.2471 3.3958
	5% Reduced Average	3.3165	
	Middle Value	3.2143	
	Variation	0.365	
MVS	Average Deviation	0.604	
	Lowest	1.93	
	Highest	4.79	
	Range	2.86	
	Midspread	0.93	
	Skewness	0.197	0.152
	Kurtosis	-0.509	0.303

Table 4.2 exhibits the descriptive statistics of Materialism (MVS). The mean is 3.3214 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.2143 with the standard deviation of 0.604 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured Materialism.

The skewness is 0.197 which means that the data is positively skewed or skewed right. Similarly, the value of kurtosis is 0.303 which is almost equal to 3 which means that it is mesokurtic distribution.

Table 4.3 *Descriptive Statistics of Intrinsic Motivation (IM)*

		Statistics	Standard Errors
	Mean	3.5195	0.0472
	Interval of 95% confidence for Average	Lower Bound Upper Bound	3.4266 3.6125
	5% Reduced Average	3.5582	
	Middle Value	3.6667	
	Variation	0.570	
IM	Average Deviation	0.7553	
	Lowest	1.00	
	Highest	5.00	
	Range	4.00	
	Midspread	1.00	
	Skewness	-0.846	0.152
	Kurtosis	0.814	0.303

Table 4.3 exhibits the descriptive statistics of Intrinsic Motivation (IM). The mean is 3.5195 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.6667 with the standard deviation of 0.7553 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured Intrinsic Motivation.

The skewness is -0.846 which means that the data is negatively skewed or skewed left. Similarly, the value of kurtosis is 0.814 which is greater than 3 which means that it is leptokurtic.



Table 4.4

*Descriptive Statistics of Extrinsic Motivation (EM)*

		Statistics	Standard Errors
	Mean	3.5928	0.0475
	Interval of 95% confidence for Average	Lower Bound 3.4993	
		Upper Bound 3.6863	
	5% Reduced Average	3.6194	
	Middle Value	3.5000	
	Variation	0.577	
EM	Average Deviation	0.7595	
	Lowest	1.00	
	Highest	5.00	
	Range	4.00	
	Midspread	0.94	
	Skewness	-0.436	0.152
	Kurtosis	0.277	0.303

Table 4.4 exhibits the descriptive statistics of Extrinsic Motivation (EM). The mean is 3.5928 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.5000 with the standard deviation of 0.7595 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured Extrinsic Motivation.

The skewness is -0.436 which means that the data is negatively skewed or skewed left. Similarly, the value of kurtosis is 0.277 which is less than 3 which means that it is platykurtic.

### 4.3 Tests of Normality

Table 4.5

*Shapiro-Wilk Test of Normality*

Latent Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Material Values Scale	0.989	256	0.050
Intrinsic Motivation	0.948	256	0.000
Extrinsic Motivation	0.973	256	0.000

Table 4.5 exhibits Shapiro-Wilk tests. The results of the analysis show that the test is significant which means that that the data is not normally distributed.

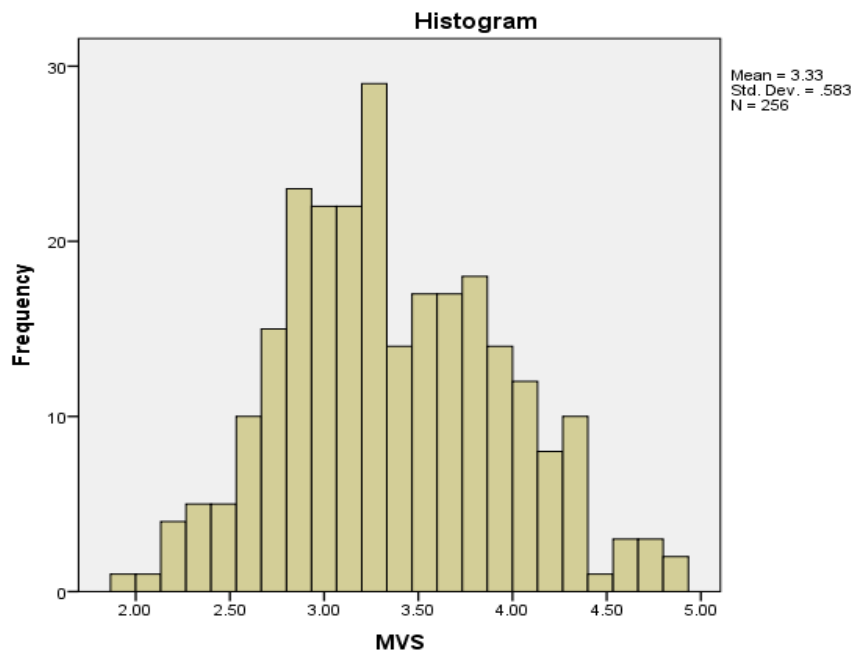


Figure 4.1 Histogram of Material Values Scale (MVS)

From Figure 4.1, it can be seen that data of this survey are positive or right-skewed which proves that overall data collected from the items of material values scale is not normally distributed.

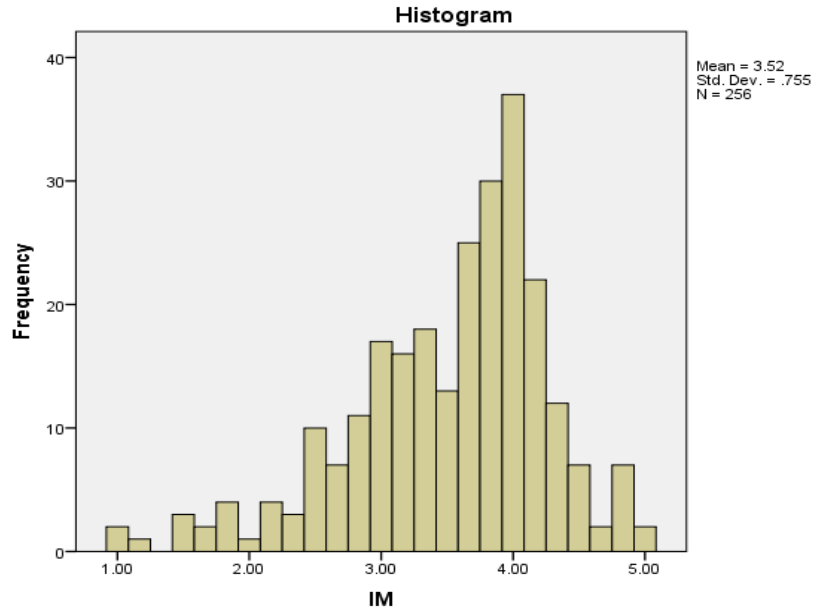


Figure 4.2. Histogram of Intrinsic Motivation (IM)

From Figure 4.2, it can also be seen that data of this survey are negative or left-skewed which proves that overall data collected from the items of Intrinsic Motivation is not normally distributed.

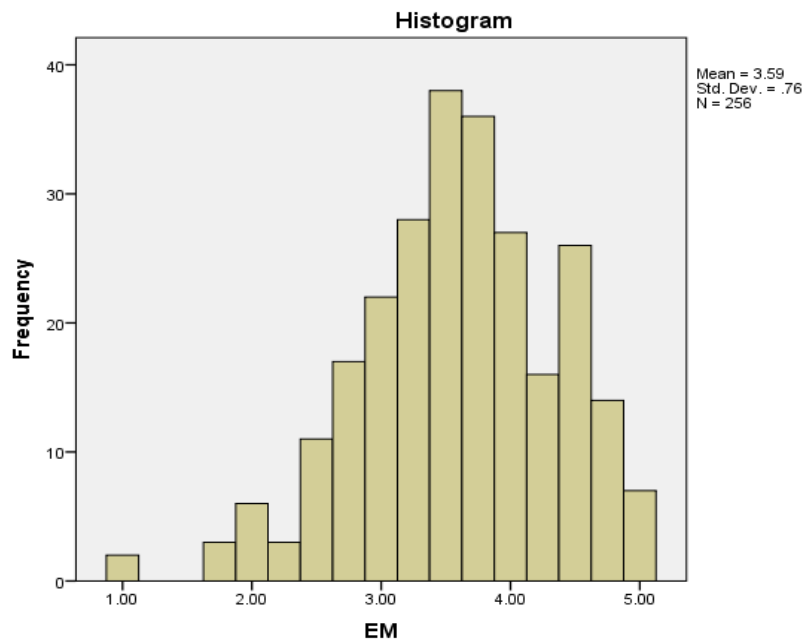


Figure 4.3. Histogram of External Motivation (EM)

From Figure 4.3, it can also be seen that data of this survey are negative or left-skewed which proves that overall data collected from the items of Extrinsic Motivation is not normally distributed.

#### 4.4 Measurement Model

The component of the model that looks at the connection between latent variables and their measures is called the measurement model. For this study, to assess the measurement model a Confirmatory Factor Analysis (CFA) was done. CFA includes tests for Construct Reliability and Validity, Discriminant Validity, Validity of Formative Construct (Resource Constraint) and Collinearity statistics (VIF).

##### 4.4.1 Construct Reliability and Validity

In order to tests the construct reliability and validity, various tests like Cronbach's' Alpha, Rho\_A, Composite Reliability, Average Variance Extracted (AVE), Fornell & Lacker Criterion, Heterotrait-Monotrait (HTMT) Ratio were run.

Table 4.6 exhibits the Cronbach's Alpha of the latent variables and their measures. All the Cronbach's' Alpha scores are above or close to 0.7 which shows the questionnaire is reliable.

Table 4.6

##### *Cronbach's Alpha*

Items	Cronbach's Alpha	Item-to-Total Correlation	Cronbach's Alpha if Item Deleted
Material Values Scale (MVS)	0.806		
I enjoy living in a lot of luxury.		0.407	0.795
I don't think having a lot of material possessions is necessarily a sign of success.		0.190	0.811
Purchasing goods makes me very happy.		0.482	0.790
My possessions reveal a lot about my level of success in life.		0.471	0.790
I have everything I actually need to have a good time in life.		0.261	0.806
Compared to most people I know, I place less importance on material possessions.		0.302	0.803

I could make my life better if I had some things that I don't.	0.512	0.788
I respect those who have high-end furnishings, vehicles, and wardrobes.	0.421	0.794
My possessions don't really matter to me that much.	0.398	0.796
The fact that I can't afford to buy everything I want really irks me sometimes.	0.527	0.786
One of life's most significant accomplishments is collecting material goods.	0.552	0.783
I enjoy owning items that people find impressive.	0.600	0.778
Even if I had nicer things, I wouldn't be much happier.	0.555	0.783
In terms of possessions, I aim to keep my life simple.	0.268	0.804
<b>Intrinsic Motivation (IM)</b>	<b>0.844</b>	
My motivation for working represents the duties I complete for pay.	0.561	0.831
The work I do at my job is enjoyable.	0.694	0.806
My work is important.	0.627	0.818
My work is highly interesting.	0.704	0.802
My passion in my work serves as motivation by itself.	0.705	0.803
Sometimes my work inspires me so much that I almost ignore everything else.	0.475	0.849
<b>Extrinsic Motivation</b>	<b>0.696</b>	
If I'm meant to work harder at my job, I need to be compensated more.	0.476	0.633

I need an outside motivation to work toward in order for me to do well.	0.461	0.643
External rewards, including bonuses and benefits, are crucial to how successfully I do my job.	0.522	0.607
I would have performed better if I had been paid more.	0.465	0.644

The Item-to-Total Correlation tells how much each item correlated with the overall questionnaire score. The final column gives the Cronbach's alpha score that would be achieved if the respective item was removed from the questionnaire. If any of the items were to be deleted, the Cronbach's Alpha score would go down. Hence, all the items are kept in the study.

Table 4.7

*Outer Loadings*

Items	EM	IM	MVS
EM1	0.754		
EM2	0.608		
EM3	0.766		
EM4	0.741		
IM1		0.740	
IM2		0.720	
IM3		0.678	
IM4		0.774	
IM5		0.806	
IM6		0.725	
MVS2			0.608
MVS3			0.635
MVS4			0.694
MVS5			0.734
MVS6			0.721

MVS7	0.637
MVS8	0.737
MVS9	0.526
MVS10	0.369
MVS11	0.749
MVS12	0.775
MVS13	0.781
MVS14	0.562
MVS15	0.600

Table 4.7 Given that all values of outer loading are greater than the cutoff value of 0.5, this table lists the variables that are appropriate for use in the research.

Table 4.8 *Rho\_A, Composite Reliability and AVE*

Latent Variables	rho_A	Composite Reliability	AVE
Material Values Scale (MVS)	0.713	0.810	0.518
Intrinsic Motivation (IM)	0.869	0.880	0.550
Extrinsic Motivation (EM)	0.850	0.851	0.509

Table 4.8 exhibits the Rho\_A, Composite Reliability and AVE. The threshold values of rho\_A and composite reliability is 0.7 (Hair, Hult, Ringle, & Sarstedt, 2014). Similarly, the values of AVE should be above 0.5. These criteria are fulfilled by all the latent variables.

#### 4.4.2 Discriminant Validity

A construct measure's discriminant validity assures that it depicts phenomena of interest that other measures in a structural equation model do not adequately capture. (Hair, Black, & Anderson, 2010).

Table 4.9 *Fornell-Lacker Criterion*

	EM	IM	MVS
EM	<b>0.720</b>		
IM	0.256	<b>0.742</b>	
MVS	0.390	0.327	<b>0.556</b>

Table 4.9 the Fornell-Larcker displays metric that demonstrates the relationships between the constructs the square roots of the AVE are located on the diagonal of this table. A construct in a given model should differ more from other constructs than from its own measures or indicators. As a result, the correlation between the AVE and the other constructs in the model is smaller than the square root of the AVE (in bold) (Fornell & Larcker, 1981; Henseler et al., 2014; Hair, Hult, Ringle, & Sarstedt, 2014).

Table 4.10 *Cross Loadings*

	EM	IM	MVS
EM1	<b>0.754</b>	0.266	0.313
EM2	<b>0.608</b>	-0.012	0.148
EM3	<b>0.766</b>	0.180	0.313
EM4	<b>0.741</b>	0.214	0.297
IM1	0.188	<b>0.740</b>	0.300
IM2	0.118	<b>0.720</b>	0.090
IM3	0.136	<b>0.678</b>	0.144
IM4	0.134	<b>0.774</b>	0.176
IM5	0.200	<b>0.806</b>	0.217
IM6	0.261	<b>0.725</b>	0.328
MVS2	0.073	-0.042	<b>0.408</b>
MVS3	0.113	0.131	<b>0.435</b>
MVS4	0.163	0.157	<b>0.494</b>
MVS5	0.051	0.051	<b>0.334</b>
MVS6	0.089	-0.094	<b>0.321</b>
MVS7	0.007	-0.055	<b>0.337</b>
MVS8	0.291	0.263	<b>0.737</b>
MVS9	0.250	0.120	<b>0.526</b>
MVS10	0.174	0.036	<b>0.369</b>



MVS11	0.312	0.303	<b>0.749</b>
MVS12	0.290	0.264	<b>0.775</b>
MVS13	0.293	0.199	<b>0.781</b>
MVS14	0.209	0.224	<b>0.562</b>
MVS15	0.254	0.211	<b>0.600</b>

Table 4.10 displays how the components are loaded into one another's structural elements. Henseler, Ringle, and Sarstedt (2015) demonstrated through a simulation study that the Fornell-Lacker criterion and Cross Loadings do not consistently identify the absence of discriminant validity in typical research scenarios and advised the use of the Heterotrait-Monotrait (HTMT) Ratio to efficiently measure discriminant validity. Less than 0.9 is the acceptable level for HTMT.

Table 4.11

*Heterotrait-Monotrait (HTMT) Ratio*

	EM	IM	MVS
EM			
IM	0.303		
MVS	0.405	0.288	

Table Henseler, Ringle, and Sarstedt (2015) did simulation simulations to show that a different technique they invented called the HeterotraitMonotrait (HTMT) ratio works well for spotting a lack of discriminant validity. The results are shown in Table 4.10, which makes it possible to confirm that all of the HTMT ratios for each pair of components are less than 0.90. As a result, the value of Fornell-Larcker, Cross Loadings, and Heterotrait-Monotrait Ratio has been used to demonstrate discriminant validity.

### 4.4.3 Collinearity Test

Table 4.12

*Collinearity Statistics*

Items	VIF
EM1	1.299
EM2	1.310
EM3	1.394
EM4	1.293
IM1	1.492
IM2	2.064
IM3	1.867
IM4	2.065
IM5	2.085
IM6	1.400
MVS2	1.638
MVS3	1.804
MVS4	1.924
MVS5	1.999
MVS6	1.705
MVS7	1.803
MVS8	1.935
MVS9	1.414
MVS10	1.279
MVS11	1.819
MVS12	2.164
MVS13	2.223
MVS14	1.526
MVS15	1.520

Table 4.12 exhibits the multi-collinearity. Since the Variance Inflation Factor (VIF) of each item is below 3, it means that there is no issue of multi-collinearity.

#### 4.4.4 Model Fit Indices

To determine the goodness of the fit of the current model, Standardized Root Mean Square Residual (SRMR) introduced by Henseler et al. (2014) has been used. SRMR is the difference between the observed correlation and the correlation matrix implied by the model which allows to access discrepancies between observed and expected correlations.

Table 4.13

##### *SRMR Index*

	Original Sample (O)	Sample Mean (M)	95%
Saturated Model	0.10	0.079	0.095
Estimated Model	0.10	0.079	0.094

In a conservative criterion, Hu & Bentler (1999) proposed a value less than 0.10 to show a good fit of model. Table 4.13 shows that the value of SRMR is exactly equal to 0.10 which shows the model is fairly good for the study.

#### 4.5 Correlation Matrix

The strength of the relationship between the dependent and independent variables is shown by Pearson's correlation coefficient (r). The coefficient is between -1 and +1. A perfect linear relationship is represented by a value of -1, a perfect linear relationship by a value of +1, and a perfect linear relationship by a value of 0. Overall, the linear correlation between the variables is stronger the closer the values are to -1 or +1. (Zikmund, Babin, Carr, & Griffin, 2010). Table 4.13 displays the correlational analysis' findings. The table displays the variables' correlation with one another.

Table 4.14

##### *Correlation Matrix*

	MVS	IM	EM
MVS	1		
IM	0.213**	1	
EM	0.458**	0.200**	1

At the 0.01 level, correlation is significant (2-tailed).

#### 4.5.1 Correlation between Materialism and Intrinsic Motivation

There exists a low degree of correlation ( $r=0.213$ ) between Materialism and Intrinsic Motivation. The p-value is less than 0.05 level of significance which means that there is also a significant relationship between Materialism and Intrinsic Motivation. It means when the degree or level of materialism is increased, intrinsic motivation would also increase.

#### 4.5.2 Correlation between Materialism and Extrinsic Motivation

There exists a moderate degree of correlation ( $r=0.458$ ) between Materialism and Extrinsic Motivation. Given that the p-value is less than 0.05, there is also a significant correlation between materialism and extrinsic motivation. It means when the degree or level of materialism is increased, extrinsic motivation would also increase.

#### 4.5.3 Correlation between Intrinsic Motivation and Extrinsic Motivation

There exists a moderate degree of correlation ( $r=0.200$ ) between Intrinsic Motivation and Extrinsic Motivation. The p-value is less than 0.05 level of significance which means that there is also a significant relationship between Intrinsic Motivation and Extrinsic Motivation.

### 4.6 Mann-Whitney U Test

The Mann-Whitney U Test is used to compare differences between two independent groups when the dependent variable is either ordinal or continuous but not normally distributed. It is a non-parametric test. Mann-Whitney U Test was carried out to see if there was any difference in intrinsic and extrinsic motivation among respondents of different gender.

#### 4.6.1 Gender and Intrinsic Motivation

To evaluate the difference between male and female in case of intrinsic motivation, Mann-Whitney U Test was carried out which is the non-parametric alternative to independent sample t-test.

Table 4.15

*Mean Ranks for Gender and Intrinsic Motivation*

Gender	N	Mean Rank	Sum of Ranks
IM			
Male	169	131.75	22266.00
Female	87	122.18	10630.00
Total	256		

Table 4.14 the test revealed that there is no significant difference in the Intrinsic Motivation between males and females. The significance level is 0.326 which is above the significance level of 5%. It means statistically males and females are not different when it comes to intrinsic motivation.

Table 4.16

*Test Statistics for Gender and Intrinsic Motivation*

	Intrinsic Motivation
Mann-Whitney U	6802.000
Wilcoxon W	10630.00
Z	-0.983
Asymp. Sig. (2-tailed)	0.326

a. Grouping Variable: Gender

#### 4.6.2 Gender and Extrinsic Motivation

To evaluate the difference between male and female in case of extrinsic motivation, Mann-Whitney U Test was carried out which is the non-parametric alternative to independent sample t-test.

Table 4.17

*Mean Ranks for Gender and Extrinsic Motivation*

Gender	N	Mean Rank	Sum of Ranks
EM			
Male	169	128.36	21693.50
Female	87	128.76	11202.50
Total	256		

The test revealed that there is no significant difference in the Extrinsic Motivation between males and females. The significance level is 0.967 which is above the significance level of 5%. It means statistically males and females are not different when it comes to extrinsic motivation.

Table 4.18

*Test Statistics for Gender and Extrinsic Motivation*

	Extrinsic Motivation
Mann-Whitney U	7328.500
Wilcoxon W	21693.500
Z	-0.41
Asymp. Sig. (2-tailed)	0.967

a. Grouping Variable: Gender

#### 4.7 Kruskal Wallis Test

Kruskal Wallis Test was carried out to evaluate whether there are any significant differences in Intrinsic and Extrinsic Motivation experienced among different age groups.

Table 4.19

##### *Hypothesis Test Summary for Intrinsic Motivation*

Null Hypothesis	Test	Sig.	Decision
The distribution of IM is the same across categories of Age Group	Independent Samples Kruskal-Wallis Test	0.989	Retain Null Hypothesis

As shown in Table 4.19, the test for Kruskal Wallis was found to be insignificant. This indicates that there is no difference in Intrinsic Motivation across categories of Age Group.

Table 4.20

##### *Hypothesis Test Summary for Extrinsic Motivation*

Null Hypothesis	Test	Sig.	Decision
The distribution of EM is the same across categories of Age Group	Independent Samples Kruskal-Wallis Test	0.112	Retain Null Hypothesis

As shown in Table 4.20, the test for Kruskal Wallis was found to be insignificant. This indicates that there is no difference in Extrinsic Motivation across categories of Age Group.

#### 4.8 Regression Analysis for Intrinsic Motivation

Table 4.21

##### *Summary of the Model for Regression Analysis*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.213	0.045	0.041	0.739

a. Predictors: (Constant), MVS

Table 4.21 shows the regression analysis model summary. As observed in the table, the value of r square is 0.045, which indicates that the independent variable can account for 4.5% of the variance in the dependent variable intrinsic motivation. The other

characteristics that this study did not take into account can explain materialism and the remaining variance.

Table 4.22

*ANOVA Table*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.570	1	6.570	12.016	0.001
Residual	138.887	254	0.547		
Total	145.458	255			

a. Dependent Variable: IM

b. Predictors: (Constant), MVS

Table 4.22 displays an ANOVA table that makes an attempt to demonstrate model fit. The F value is 12.016 and the p-value is 0.001 which is less than 0.05. Therefore, it may be concluded that there is a strong linear relationship between the dependent and independent variables and that the slope of the regression line is not zero. Thus, the table shows that there is much evidence to infer that the model is useful and thus significant.

Table 4.23

*Coefficients Table*

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.637	0.259		10.190	0.000
MVS	0.266	0.077	0.213	3.466	0.001

a. Dependent Variable: IM

Table 4.23 exhibits the coefficients of the latent variable Materialism. The fact that materialism's p-value is less than 0.05 indicates that it significantly affects employees in the IT sector who are intrinsically motivated.

## 4.9 Regression Analysis for Extrinsic Motivation

Table 4.24

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.458	0.210	0.207	0.677

a. Predictors: (Constant), MVS

Table 4.24 shows the regression analysis model summary. As can be seen from the table, the dependent variable's variance accounts for 21% of the r squared value, which is 0.210. The independent variable can be used to explain Extrinsic Motivation. The other characteristics that this study did not take into account can explain materialism and the remaining variance.

Table 4.25

*ANOVA Table*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.852	1	30.852	67.407	0.000
Residual	116.257	254	0.458		
Total	147.109	255			

a. Dependent Variable: EM

b. Predictors: (Constant), MVS

Table 4.25 displays an ANOVA table that makes an attempt to demonstrate model fit. The F value is 67.407 and the p-value is 0.000 which is less than 0.05. Therefore, it may be concluded that there is a strong linear relationship between the dependent and independent variables and that the slope of the regression line is not zero. Thus, the table shows that there is much evidence to infer that the model is useful and thus significant.



Table 4.26

*Coefficients Table*

Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	
(Constant)	1.680	0.237		7.097	0.000
MVS	0.576	0.070	0.458	8.210	0.000

a. Dependent Variable: EM

Table 4.26 exhibits the coefficients of the latent variable Materialism. It is clear that materialism has a considerable impact on extrinsic motivation among workers in the IT business because its p-value is less than 0.05.

#### 4.10 Hypothesis Testing Summary

Table 4.27

*Hypothesis Testing*

Hypotheses	Result
H1: There exists significant relationship between Materialism and Intrinsic Motivation	Supported
H2: There exists significant relationship between Materialism and Extrinsic Motivation	Supported

Table 4.27 the results of hypothesis testing. It can be seen that both the hypothesis H1 and H2 have been accepted as per the results of this study.

#### 4.11 Major Findings

The major findings of the research are as follows:

- The research was conducted among employees of IT companies. Out of the total 256 respondents, 66.02% were male while 33.98% were female. Similarly, 47.66% were between age group 18-28 years and 33.20% were between age group 29-39 years. Majority of the respondents (60.55%) had completed bachelors. Also, 54.69% of the respondents have monthly income Rs. 20,000 – Rs. 50,000.

- Materialism (MVS) has a mean value of 3.3214 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.2143 with the standard deviation of 0.604 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured materialism. The skewness is 0.197 which means that the data is positively skewed or skewed right. Similarly, the value of kurtosis is 0.303 which is almost equal to 3 which means that it is mesokurtic.
- Intrinsic Motivation (IM) has a mean value of 3.5195 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.6667 with the standard deviation of 0.7553 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured Intrinsic Motivation. The skewness is -0.846 which means that the data is negatively skewed or skewed left. Similarly, the value of kurtosis is 0.814 which is greater than 3 which means that it is leptokurtic.
- Extrinsic Motivation (EM) has a mean value of 3.5928 which suggests that average respondents slightly agree with the statements that measured material values whereas the median is 3.5000 with the standard deviation of 0.7595 which means that some of the respondents have slightly disagreed and some have agreed with the statements that measured Extrinsic Motivation. The skewness is -0.436 which means that the data is negatively skewed or skewed left. Similarly, the value of kurtosis is 0.277 which is less than 3 which means that it is platykurtic.
- The study revealed that there is no significant difference in the Intrinsic Motivation between males and females. The significance level is 0.326 which is above the significance level of 5%. It means statistically males and females are not different when it comes to intrinsic motivation.
- The study revealed that there is no significant difference in the Extrinsic Motivation between males and females. The significance level is 0.967 which is above the significance level of 5%. It means statistically males and females are not different when it comes to extrinsic motivation.
- The test for Kruskal Wallis for difference across age groups was found to be insignificant which indicates that there is no difference in Intrinsic Motivation across categories of Age Group. Similarly, the same was found to be insignificant for Extrinsic

Motivation too which means that there is no difference in Extrinsic Motivation across categories of Age Group.

- There is significant positive impact of materialism on intrinsic motivation at 1% level of significance. In regression analysis, significant relationship was found between materialism and intrinsic motivation,  $R=0.213$ ,  $R^2=0.045$ ,  $F=12.016$ ,  $p<0.01$ . This means that statistically increased materialistic behavior leads to increment in workplace intrinsic motivation.
- There is significant positive impact of materialism on extrinsic motivation at 1% level of significance. In regression analysis, significant relationship was found between materialism and intrinsic motivation,  $R=0.458$ ,  $R^2=0.210$ ,  $F=67.407$ ,  $p<0.01$ . This means that statistically increased materialistic behavior leads to increment in workplace extrinsic motivation.

## CHAPTER V

### DISCUSSION, CONCLUSION AND IMPLICATIONS

This chapter discusses the findings and results obtained from the research survey. This section also compares the findings of this study with those of previous studies and discusses on the similarities and dissimilarities of the findings. Finally, the chapter includes the conclusion of the study and further implications for further studies

#### 5.1 Discussion

This study examined the effect materialism has on motivation (both intrinsic and extrinsic) of employees in the IT industry. The results indicate that materialistic behavior have greater significant impact on extrinsic motivation in the workplace among workers in IT industry. It has been found that materialistic behavior had lower but significant impact on intrinsic motivation in the workplace among workers in IT industry.

The results reaffirm the findings of self-determination theory. Self-determination theory contends that pursuing materialistic ideals prevents people from engaging in activities that meet their needs (Vansteenkiste et al., 2007). Thus, greater materialism would be linked to less fulfillment of psychological demands. Baker et al. (1988) consequently, it was found that remuneration systems are even too good at getting workers to follow instructions. These rewards accomplish a number of goals at once: they enhance social standing and provide recognition, they aid in meeting fundamental necessities, and they fulfill a variety of purposes.

The findings of this study are in line with above mentioned studies in the sense that materialistic behavior has significantly impacted extrinsic motivation among workers in the IT industry. All the domains of materialism has significant impact on extrinsic motivation which indicates that providing various forms of financial incentives increases extrinsic motivation among employees but the same cannot be said about intrinsic motivation. Materialism only explains nominal variance in intrinsic motivation whereas in the case of extrinsic motivation, materialism explains significant variance.

According to the findings of the regression analysis, there was a substantial correlation between the dependent (criterion) variable extrinsic motivation and the independent (predictor) variable materialism. This outcome was based on research done by Brooks & Fenner (2019). Additionally, the data were in line with past studies that discovered that

external rewards enhance job performance and boost organizational financial success (Wang & Hou, 2015; Lee, Lee, & Hwang, 2015; Sung, Choi, & Kang, 2017). Additionally, the security of the family's finances, managerial decision-making incentives, and promotion prospects all influenced the behavior of those with money-grubbing provocations (AlMazrouei, Zacca, Bilney, & Antoine, 2016; Ahmadi, Khanagha, Berchicci, & Jansen, 2017; Menges, Tussing, Wihler, & Grant, 2017). Additionally, while financial incentive improves wellbeing through personal accomplishment, it can harm personal relationships by causing bodily ailments, stress, and work burnout.(Cardador & Wrzesniewski, 2015; Duh, 2015; Brandsatter, Job, & Schulze, 2016).

## **5.2 Conclusion**

Given that materialists strive to acquire wealth, things, a desirable reputation, and success through monetary gain, this study looked at the impact materialism has on employees' motivation (Watson, 2016). Shrum, Lowery, and Pandelaere (2014) investigated the causes of materialistic behavior in people. The researchers claimed that self-identity drive governs materialistic conduct, but they did not look into what influences this behavior (Shrum, Lowery, & Pandelaere, 2014). To fill in the gaps in the literature, additional investigation on the relationship between materialism and work motivation in IT workers was required.

Based on the data collected and results achieved, it can be concluded that materialism has significantly greater impact on extrinsic motivation rather than intrinsic motivation among employees in IT organizations. Extrinsic motivation refers to doing in a way that will bring about financial rewards, whereas intrinsic motivation involves acting in a way that will bring about pure interest and satisfaction (Levesque, Copeland, Pattie, & Deci, 2010). It can be said that employees in IT organizations exhibit significant materialistic behavior and thus various forms of financial incentives can be used in the organization to increase extrinsic motivation in the workplace and hence improve job performance. Furthermore, financial incentives also improve interest and enjoyment of workers while doing the job and hence indirectly increase intrinsic motivation. The effect of materialistic behavior in the workplace may be positive or negative. Excess emphasis on materialism by employees may lead to decrease in performance in the long run. Hence, organizations should strive to capitalize on materialistic behavior by adopting means of increasing both extrinsic and intrinsic motivation among its employees.

### **5.3 Implications**

The findings of this study have a number of potential applications. According to this study, materialism had a significantly bigger positive impact on extrinsic motivation and a somewhat smaller, but still substantial, positive impact on internal drive. Through fostering employee autonomy, motivation, and loyalty, managers can influence organizational outcomes while increasing knowledge exchange and financial stability (Allen, Adomdza, & Meyer, 2015). In this study, it was demonstrated that the relationship between materialism and extrinsic drive was highly statistically significant. Any organization's total success is influenced by motivation, which is essential to its culture, sustainability, and competitiveness (Karakaya, Yilmaz, & Demiral, 2016; Tuckey, et al., 2017). The most recent research claimed that people with materialistic motivations can have a good effect on businesses. For instance, Castanheira & Story (2016) suggested that increased work engagement and loyalty inside firms are caused by positive employee views of financial incentives.

Demographics were not taken into consideration in this study; instead, it focused on how the variables related to one another. Therefore, to determine whether these demographics will have an impact on the relationship between materialism and workplace motivation of employees in IT businesses, future study should take into account adjusting for age, gender, education, and years of work experience. Future studies should also replicate and evaluate the link between managers' motivation at work and materialism on a broader scale. Investigating the relationship between materialism and intrinsic motivation and how to improve output quantity without compromising output quality is the natural next step in developing this research project. So that the results can be applied to various businesses and broadly applied to a larger population, it is also important to investigate the relationship between the variables of materialism and extrinsic motivation.

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## **APPENDIX**

### **Questionnaire**

Dear Respondent, I am Anupama Giri, an MBA-IT pursuant at School of Management, TU. I am conducting a study on "The Effect of Materialistic Behaviour on the Workplace Motivation in Employees of IT Organizations" for my Graduate Research Project. It would be of great help if you can spare few minutes of your time to respond to the questions in this regard. The information will be kept confidential and will be used only for academic purpose. For any feedback and suggestion, feel free to mail me at Anu.anupamagiri@gmail.com

Thankyou!

### **SECTION A**

Q1. Gender

- A. Male -1
- B. Female -2

Q2. Age group

- A. 18 to 28 -1
- B. 29 to 39 -2
- C. 40 to 50 -3
- D. More than 50 -4

Q3. Highest education

- A. Up to Intermediate -1
- B. Bachelor - 2
- C. Master - 3
- D. PhD or equivalent – 4

Q4. Current occupation

- A. Developer- 1
- B. Programmer- 2
- C. Analyst- 3
- D. Database administrator- 4

E. Web Designer- 5

F. Others- 6

## **SECTION B**

Please read each question carefully and select your level of agreement for the following statement. And tick (✓) mark the appropriate number from 1 to 5. Each testimonial is measured by 5- point Likert scale: 1= Strongly Disagree; 2=Disagree; 3=Neutral; 4= Agree; 5=Strongly Agree

### **Material Values Scale (MVS)**

Statements Adapted from Brooks and Fenner (2018)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I enjoy living in a lot of luxury.					
I don't think having a lot of material possessions is necessarily a sign of success.					
Purchasing goods makes me very happy.					
My possessions reveal a lot about my level of success in life.					
I have everything I actually need to have a good time in life.					
Compared to most people I know, I place less importance on material possessions.					
I could make my life better if I had some things that I don't.					
I respect those who have high-end furnishings, vehicles, and wardrobes.					
My possessions don't really matter to me that much.					

The fact that I can't afford to buy everything I want really irks me sometimes.					
One of life's most significant accomplishments is collecting material goods.					
I enjoy owning items that people find impressive.					
Even if I had nicer things, I wouldn't be much happier.					
In terms of possessions, I aim to keep my life simple.					

### **Intrinsic Motivation Scale**

Statements Adapted from Brooks and Fenner (2018)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
My motivation for working represents the duties I complete for pay.					
The work I do at my job is enjoyable.					
My work is important.					
My work is highly interesting.					
My passion in my work serves as motivation by itself.					
Sometimes my work inspires me so much that I almost ignore everything else.					

### Extrinsic Motivation Scale

Statements Adapted from Brooks and Fenner (2018)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
If I'm meant to work harder at my job, I need to be compensated more.					
I need an outside motivation to work toward in order for me to do well.					
External rewards, including bonuses and benefits, are crucial to how successfully I do my job.					
I would have performed better if I had been paid more.					

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