

Influence of Non-material Motivators on Employee Engagement

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Abstract

The objectives of this research were to study the influence of non-material incentives on college music lecturers engagement, and to explore the mediating role of work affect in the process of non-material motivation affecting the engagement of college music teachers. The data was collected from 249 music lecturers from 12 music institutes in Shanxi province using purposive sampling methods. The sample data is processed using statistical software, including reliability test, descriptive statistical analysis, multiple linear regression analysis, Sobel test. The findings revealed that non-material motivators were significantly related to employee engagement and work affect. It also puts forward some suggestions on the non-material motivation of music school teachers: Promote the particularity of title review, Improve the autonomy of work, and so on.

Keywords: Non-material Motivators; Employee Engagement; Work Affect

Introduction

With the increasing demand for music, music teachers in colleges and universities have more ways to realize their self-worth (Su Wenping, 2004). Shanxi Province in China is an economically underdeveloped region in China, which is relatively backward in higher music professional education (Jiang Qinfeng & Jiang Hongling, 2006).

Research on the construction and employment of music talents has always been an important link in the development of music departments in Shanxi universities (Lv Ping, 2014). In addition, talent training, scientific research, social services and cultural inheritance and innovation are becoming the important mission for university lecturers in China (Hu Qing, 2006). With the development of China's higher education and the reform of the education system, the work engagement of university lecturers determines the quality of China's higher education services and the development prospects of universities to a large extent (Yu liujun, 2004). By studying the influence of non-material incentive factors on lecturer engagement, this paper can not only study the non-material incentive factors of

university teachers, but also improve the engagement level of university teachers. It is of great significance to both lecturers and universities. (Guo Wei, 2015)

Research Objectives

1. To study the influence of non-material incentives on college music lecturer engagement.
2. To explore the mediating role of work affect in the process of non-material motivation affecting the engagement of college music teachers.

Conceptual framework

Independent Variables

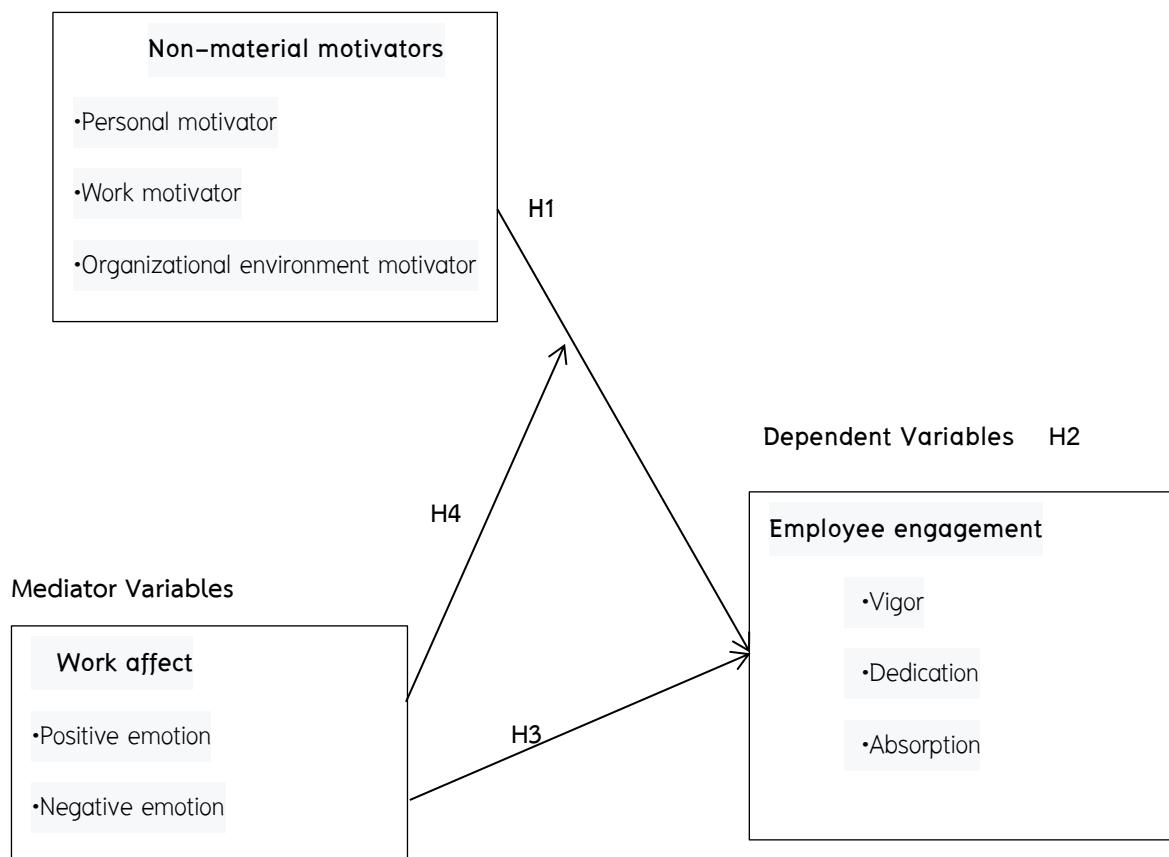


Figure 1 Conceptual framework from original research

Research hypothesis

The research hypothesis of this paper is that personal motivator, work motivator and organizational environment motivator have a significant impact on the engagement of music lecturers in colleges and universities in Shanxi Province, and work affect plays a mediating role between them (Liu Kewei, 2013).

Research methodology

This research is a quantitative design using survey questionnaire to collect data from 249 music lecturers who currently are working in music institutes in Shanxi Province. The research employs Reliability and Validity Test, Descriptive Statistics, Multiple regression and Sobel test to test the relationships and to test hypothesis. The data collection of this study adopts the purposive sampling for quantitative design.

Research Results

Reliability and Validity Test

Table 1 Reliability Test Results of Scales

Scales	Cronbach's Alpha	Items
Non-material motivators		
Personal motivator	0.880	5
Work motivator	0.772	5
Organization environment motivator	0.844	6
Work affect	0.732	18
Positive emotion	0.901	9
Negative emotion	0.930	9
Employee Engagement	0.940	17
Vigor	0.880	6
Dedication	0.872	5
Absorption	0.879	6

From Table 1, the above findings showed that the design of the scales has certain stability and reliability, and acceptable.

Table 2 KMO and Bartlett's Test Results

Scales	KMO	Bartlett Sig.
Total	0.877	0.000
Non-material motivators	0.933	0.000
Work affect	0.764	0.000
Employee Engagement	0.936	0.000

*Sig.<0.05, **Sig.<0.01, ***Sig.=.000

From Table 2 show that the correlation between variables is better ($KMO>0.7$, $Sig.<0.01$), indicating that the validity of the questionnaire is ensured and suitable for factor analysis. The data of this questionnaire is there for valid.

Descriptive Statistics

The questionnaire shows that the majority of music lecturers who participated in this research are female, with ages between 41—50 years old. Their education is master degrees; their major is Vocal music performance; their academic position is Assistant Professor.

Linear Regression Analysis of Hypotheses Testing

Table 3 Regression analysis Between non-material motivators and employee engagement

	Unstandardized		Standardized		t	p	VIF
	Coefficients	Beta	coefficient	Beta			
	Beta	Std.Error					
(Constant)	.316	.093	–		3.410	.000**	–
PM	.064	.039	.096		1.619	.107	2.812
WM	.200	.054	.200		3.731	.000**	2.307
OEM	.629	.063	.599		9.965	.000**	2.911
R2				.695			
ΔR2				.692			
F				186.441			
Sig.(F)				.000**			

The results from table 3 revealed that: there is a significant relationship between non-material motivators (work motivator, organization environment motivator) and employee engagement. there is no significant relationship between personal motivator and employee engagement.

Table 4 Regression analysis non-material motivators on Work affect

	Unstandardized		Standardized		t	p	VIF
	Coefficients	Beta	coefficient	Beta			
	Beta	Std.Error					
(Constant)	2.640	.101	–		26.016	.000**	–
PM	-.270	.058	-.604		-4.643	.000**	2.812
WM	.400	.074	.703		5.398	.000**	2.307
OEM	.040	.070	.057		.574	.567	2.767
R2				.127			
ΔR2				.117			
F				11.914			
Sig.(F)				.000**			

The results from table 4 revealed that: there is a significant relationship between non-material motivators (personal motivator, work motivator) and Work affect. there is no significant relationship between organization environment motivator and employee engagement.

Table 5 Regression analysis work affect and employee engagement

	Unstandardized Coefficients		Standardized coefficient	t	p	VIF
	Beta	Std.Error				
(Constant)	1.778	.170	–	10.475	.000**	–
PE	.509	.034	.682	14.935	.000**	1.405
NE	-.127	.032	-.184	-4.031	.000**	1.405
R2			.634			
ΔR2			.631			
F			213.444			
Sig.(F)			.000**			

The results from table 5 revealed that: there is a significant relationship between work affect (positive emotion, negative emotion) and employee engagement.

Table 6 Mediating analysis of work affect between non-material motivators and employee Engagement

	Unstandardized Coefficients		Standardized			
	Beta	Std.Error	coefficient	t	p	VIF
(Constant)	.312	.177	–	1.760	.080	–
NM	.760	.037	.795	20.797	.000**	1.028
WA	.083	.057	.056	1.459	.146	1.028
R2			.650			
ΔR2			.647			
F			228.491			
Sig.(F)			.000**			

From Table 6, Non-material motivators will have a significant positive impact on employee engagement. Work affect does not have an impact on employee engagement. This indicates that work affect has no mediating role between non-material motivators and employee engagement. However, since non-material motivators has a significant influence on work affect, work affect has a significant influence on employee engagement, the mediating role of work affect needs to be further tested. Then, Sobel test was used to test the significance of this mediation effect.

Table 7 Sobel Test of Mediating Effect of Work affect

	Estimates	S.E	C.R.	P
WA<---non-material motivators	2.575	.644	4.000	***
EE<---WA	.026	.018	1.463	.043
EE<---non-material motivators	.013	.049	.267	.009
Mediation Test	Z=ab/Sab			
Result	Z=3.957(>1.96)			
Mediation Effect	Significant			

Note: a&b are Unstandardized regression weights.

From the Table 7, work affect has a partial mediating role between non-material motivators and employee engagement. Regression analysis of variables found that when music lecturers in colleges and universities reach a higher level of work motivation and organizational environment motivators their engagement will also be improved accordingly.

Conclusion

Shanxi Province is an economically underdeveloped area in China, which is in a backward position in the higher professional music education. Therefore, the research on the construction and engagement of music talents is an important link in the development of the music department in Shanxi universities. This research was focused on studying the impact of non-material motivators on employee engagement with music institutes in Shanxi province. In order to widen the link mechanism between non-material motivators and employee engagement, this study added a mediator variable--work affect and tested the mediating role of work affect between non-material motivators and employee engagement.

Discussion

After data analysis, “work motivators” and “organization environment motivator” dimension of non-material motivators has a significant positive influence on employee engagement. “personal motivator” has no significant relationship with employee engagement. And personal motivation had a

negative impact on the work affect of music lecturers, Contrary to our hypothesis, The results show that the higher the personal motivation is, the less the influence of music teachers' work will be. In addition, work affect has a significant positive influence on employee engagement, "positive emotion" has a significant positive influence on employee engagement. "negative emotion" dimension of work affect has a significant negative influence on employee engagement. Also Work affect is an important mediator variable between non-material motivators and employee engagement.

Research Suggestion

The results of this study points out that problems of the process of non-material incentive of music lecturers at institutes in Shanxi province and puts forward the following Suggestions: 1) Promote the particularity of title review. The system of exceptional promotion should be implemented, and outstanding teachers with significant research achievements should be promoted in an exceptional manner, so as to realize the reward system of professional title evaluation for outstanding talents. 2) Improve the autonomy of work. Let the music lecturer choose and make decisions, enhance their sense of responsibility. 3) Strengthen the construction of a hard environment. The scientific research and teaching environment is an important incentive factor for teachers in music colleges. 4) Effectively improve the soft environment. To ensure fair treatment of all teachers in the competition, improve the enthusiasm of teachers to participate in the competition mechanism. 5) Pay attention to the work affect of music lecturers in colleges and universities. Music lecturers can meet this sense of responsibility by improving their feelings towards the work of the organization.

1. Suggestion for use

The research conclusions and suggestions in this paper can be applied to the construction of music talents in various music colleges and universities in Shanxi Province, and even play a role of reference to the construction of music talents in economically backward areas.

2. Suggestion for Future Research

According to research limitation of this paper, the following four future research recommendation are proposed. 1) Perfect Influencing Factor and Framework. 2) Improved Research

Method. 3) Expand the Scope of Sample Size.4) Explore the different views of music teachers in different regions on the relationship between non-material incentives and engagement.

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