

*Full Length Research Paper*

# Impact of Motivation on the working performance of employees- A case study of Pakistan

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Motives are key to human behavior. It plays an important role in performance and other activities and as such the manager should know what motivation is and how subordinates can be motivated towards performance. This study investigates the role of motivation on employees' performance as the history of explaining human or animal behavior is not new." why did one do what one did "had been the subject of working even in the past, some human behavior was explained as an outcome of demons impedance and this explanation was unscientific. Efforts were also made to determine principles which could explain human behavior. McDougall emphasized that man's social behavior can be explained in terms of instincts which was later on criticized. Freud used "unconscious mental process" to explain behavior especially in case of perversion, hallucination, dreams, obsession and anxieties. Attempts have also been made to explain human behavior in terms of rules following purposive model. Also end-state explanation such as need reduction, tension-reduction or homeostatic postulates is offered for behavior. Motives like drives, needs, instincts are also used to explain human behavior. Neither inspires of all this all inclusive theory of explaining human behavior is neither easy to present at this stage nor perhaps will it be possible in the future.

**Keywords:** Motivation, working Performance, Employees.

## INTRODUCTION

Motivation is one of the most important concepts of psychology and very vital for the managers who direct the growth of his subordinates towards worthwhile goals. There is no more important problem in managing than of motivation. Manager rank motivation of subordinates as the most serious problem that confronts them in the instruction of subordinates. This transfer of control is best supported by a organization environment that is "organized to encourage and support a continued, increasingly mature and comprehensive acceptance of responsibilities for one's own performance" (Kesten,

1987). This will encourage subordinates participation, both in determining goals and in monitoring the performance process. Also desirable are managing approaches that foster subordinates self-confidence and empower subordinates to take responsibility for their own performance. This project is helpful in doing research on the Employee's behaviors and attitude for the upcoming researchers. The potential contribution of the proposed project to increase knowledge or understanding of working problems, issues or effective strategies. The potential contribution of the proposed project to the development and advancement of theory, knowledge, and practices in the field of working.

The main objective of the is the working to dig out the influence of different factors on the performance process of the Employee This working will go to check the

difference in the perception of the Employees. This working will explain relation ship between the opinions of the different group of respondents. One of the major objectives of the working is to find out which factor is the most influencing factor on the performance factor in the opinion of the respondents.

### **Problem Statement**

The main problem of a study is:

What are those factors that effect Employees' performance?

Following factors are chosen that affect the performance process:

- Motivation
- Attitude
- working habits
- Technology

### **Sub Problems**

Q1. What are the demographic profiles of the respondents with respect to the Gender organization

Q2. What are the motivational factors involve or associated performance process of Employees with respect to:

Encouragement of Employee self competition

Awards Employees prizes and honors less frequently and with caution.

Motivate through interest in job as career.

Motivate Employees through the application of job ; to other job

to other fields

In life.

Q3. What are the attitudinal factors associates with the performance process of the Employees with respect to:

- manager's friendly attitude.
- manager's strict attitude
- manager's unconcerned attitude
- Employee behavior on the job.

Q4. What are the working habits factors associated with the Employee performance process with respect to:

- Individual style of workinging
- Group performance style
- Referent based performance style.

Q5. What are the technological factors associates with the performance process of the Employee with respect to:

- Computer based performance (including internet)
- Projector based performance
- Multimedia based performance (like T.V.)

Q6. What significant relationship exists among above mentioned factors that influenced performance process?

Q7. Does significant relationship exist in the opinion of male and female, and graduate Employees and undergraduate Employees with respect to the following variables:

1) Motivation

I) Encouragement of Employee self competition

II) Awards Employees prizes and honors less frequently and with caution.

III) Motivate through interest in job as career.

IV) Motivate Employees through the application of job to other job to other fields In life.

2) Attitudinal factors

I) Manager's friendly attitude.

II) Manager's strict attitude

III) Manager's unconcerned attitude

IV) Employee behavior in the .

3) Working Habits

a) Individual style of working

b) Group performance style

c) Referent based performance style.

4) Technology

a) Computer based performance (internet)

b) Projector based performance

c) Multimedia based performance (like T.V.)

### **Theoretical Frame Work**

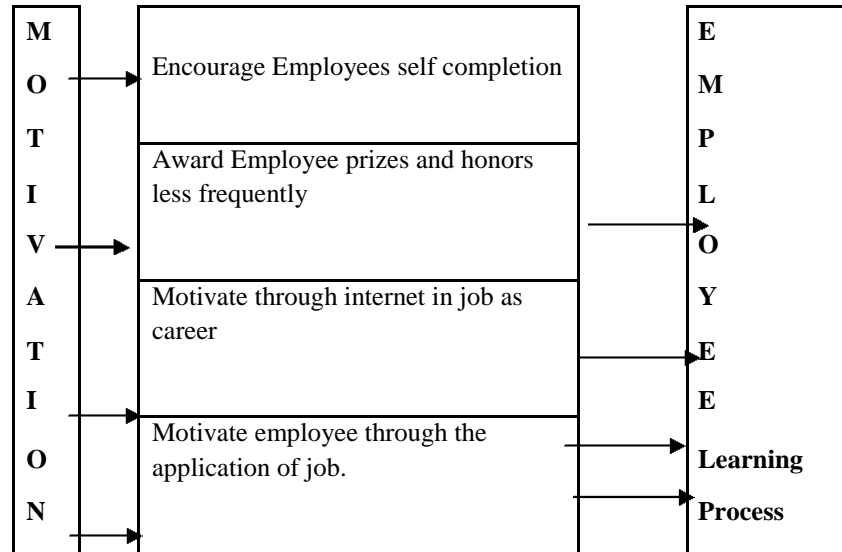
This frame work will explain the relationship between the different variables. As it is cause and affect working their fore the effect of different variable can be explain with the following diagrams.

Motivation: Motivational factors are as follows;

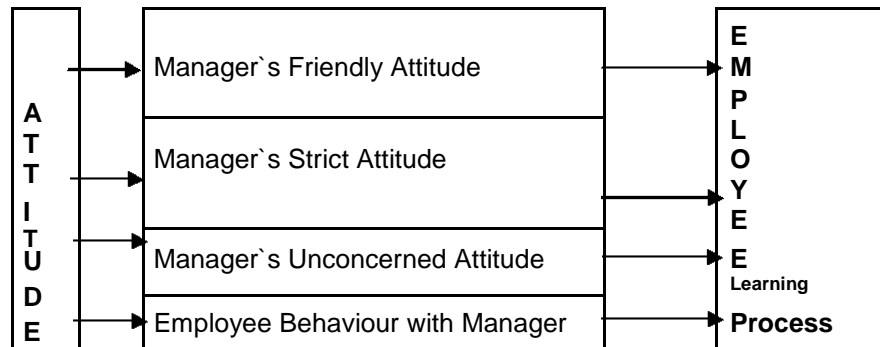
From the above diagram, it concludes that motivational factors are independent variables whereas performance process of the Employee is dependent variable. The diagram shows that motivational factors have impact on Employee performance which is divided into four different variables. First, encourage Employees with self competition (independent variable Secondly, award Employee's prizes and honors less frequently and with caution (independent variable), Third, motivate through interest in subject as career (independent variable), Fourth, motivate Employees through application of the subject: (a) to other subject; (b) to other fields; (c) in life, (independent variables), emphasized that the subject helpful in their daily life also.

Although it is difficult to prescribe a "one size fits all" approach to motivating Employees, research suggests that some general patterns do appear to hold true for a wide range of Employees. Three theories that are currently prominent and that have particular relevance for

Motivation: Motivational factors are as follows;



Attitude.



young adolescent Employees and their managers.

### Attitude

Attitudinal factors affect the Employee performance process can be explain with the help of following diagram:

Attitude is very important factor that affect the Employee performance process. From the above diagram this is clearly shown that attitudinal factors are independent and Employee performance process dependent upon them. There is much that the manager can do to foster and promote social development in the Employee. Employees tend to fall into four basic social categories in the work place setting:

### Rejected

Employees who ate consistently subjected to ridicule, bullying and harassment by classmates.

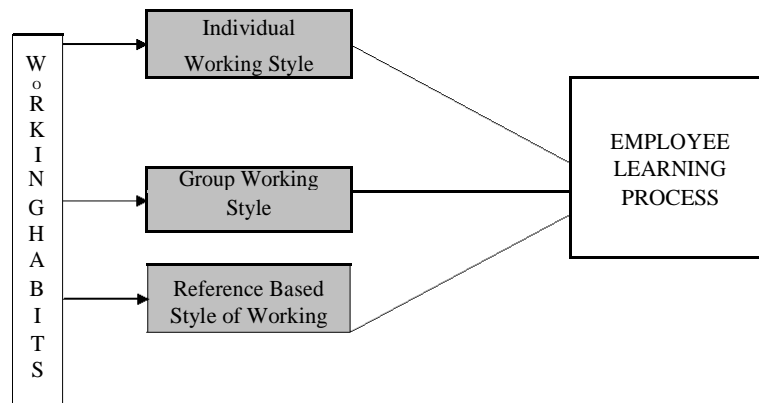
### Isolated

Employees who, although not openly rejected, are ignored by classmates and are uninvolved in the social aspects of work place.

### Controversial

Employees who have established a circle of friends

#### Working Habits



based upon common interests or proximity but seldom move beyond that circle.

#### Popular

Employees who have successfully established positive relationships within a variety of groups. Many Employees with performance disabilities find themselves in the rejected or isolated subgroups. Their reputations as "low status" individuals plague them throughout their job careers.

#### Working Habits

Employee's working style also affects its performance process which can be explained with the help of above diagram. From the above diagram it is clearly shown that working habits styles are independent variables whereas performance process is being affected by them therefore performance process is dependent variable in the case.

#### Hypotheses

H<sub>01</sub>: There is no significant relationship in the opinion of the male and female Employees on how they perceive the association of the Motivational factors.

H<sub>a1</sub>: There is significant relationship in the opinion of the male and female Employees on how they perceive the association of the motivational factors.

H<sub>02</sub>: There is no significant relationship in the opinion of the male and female Employees on how they perceive the association of the Attitudinal factors.

H<sub>a2</sub>: There is significant relationship in the opinion of the male and female Employees on how they perceive the association of the Attitudinal factors.

H<sub>03</sub>: There is no significant relationship in the opinion of the male and female Employees on how they perceive the association of the working Habits.

H<sub>a3</sub>: There is significant relationship in the opinion of the male and female Employees on how they perceive the association of the working Habits.

H<sub>04</sub>: There is no significant relationship in the opinion of the graduate and undergraduate Employees on how they perceive the association of the Motivational factors.

H<sub>a4</sub>: There is significant relationship in the opinion of the Graduate and Undergraduate Employees on how they perceive the association of the motivational factors.

H<sub>05</sub>: There is significant preference of performance factors among the Employees.

H<sub>a5</sub>: There is no significant preference of performance factors among the Employees.

#### RESEARCH METHODOLOGY

This study is a co relational study which shows that there is some correlation exists between the factors of learning and the Employee learning process. The study will go on to investigate the factors that affect the Employee learning process. So it analyzes the strength of different factors in relation to the views of Male and Female Employees. Similarly it also analyzes the different factors on the basis of the perception of Graduate and Undergraduate Employees. Primary data will be collected for this purpose and the source of this primary data is the perception of Employees of different demographic profile.

#### Research Instrument

Questionnaire is used as a research instrument for the study because as it is the cause and effect based study

There is significant relationship in the opinion of the male and female employees on how they perceive the association of the motivational factors. Results obtain from the retrieve questionnaires (Table 4.5)

Pearson comp value	Table value	DF	Level of significance	Decision	Remarks
0.991	0.878	n-1 = 3	0.05	Ho1 rejected	Significant

There is significant relationship in the opinion of the male and female employees on how they perceive the association of the Attitudinal factors.

Pearson comp value	Table value	DF	Level of significance	Decision	Remarks
0.570	0.878	n-1 = 3	0.05	Ho2 accepted	No Significant

There is significant relationship in the opinion of the male and female employees on how they perceive the association of the Working Habits.

Pearson comp value	Table value	DF	Level of significance	Decision	Remarks
0.936	0.950	n-1 = 2	0.05	Ho3 accepted	No significant

There is significant relationship in the opinion of the Graduate and Undergraduate employees on how they perceive the association of the motivational factors.

Pearson comp value	Table value	DF	Level of significance	Decision	Remarks
-0.867	0.878	n-1 = 3	0.05	Ho5 accepted	No significant

and the factors are evaluated on the basis of employees' perception. The questionnaire contains 18 Questions . Mostly Questions are close ended questions with a "Lickert Scale".

Lickert scale can calculate the effectiveness of any variable with the options of five digits which is as follows:

1 2 3 4 5

where one is the most effective and five is non affective. 3 show the moderate effectiveness.

As the study is analyzing the factors which Employee's learning process. so the respondents of the study are also employees with the two different types of demographic profile; One is gender with the options of Male and Female, and second is Education with again two options of Graduate and Undergraduate. Area which this study is going to be conducted in different Universities and Colleges of Rawalpindi and Islamabad.

### 3.2 Statistical Treatment

As this study is based on cause and effect relationship and the respondents of this study are the teenagers so the questionnaire is based upon the high and low effect scale. The methodologies which are going to be used for analysis are as follows:

1. Weighted Mean
2. Person's Correlation
3. Kolmogorov smirnov

#### 1) Weighted Mean

Weighted Means can be interpreted with the help of verbal interpretation table. Through this the variables can be analyzed whether they have a significant effect/influence or not.

#### 2) Pearson's Correlation

Pearson's Correlation is a technique which is used to compare the Correlations between the different variables and will analyze that the power(Strong or weakness) of correlation between the variables.

#### 3) Kolmogorov smirnov

It explain the preference of the different group of respondents and also it explains the significant difference among the preferences of the different respondents like testing the significant preference of the employees for the teaching methodologies. Which prefers most and which prefers least by the different group of respondents?

## RESULTS AND DISCUSSION

Does significant relationship exist in the opinion of male and female, and graduate employees and undergraduate employees with respect to the following variables:

#### 1) Motivation

- I) Encouragement of employee self competition
  - II) Awards employees prizes and honors less frequently and with caution.
  - III) Motivate through interest in job as career. Attitudinal factors
    - I) Manager's friendly attitude.
    - II) Manager's strict attitude
- Working Habits
- a. Individual style of working
  - b. Group work

Pearson Correlation "R" Test For The Following

Hypothesis Testing

There is no significant relationship in the opinion of the male and female employees on how they perceive the association of the Motivational factors.

### **Summary**

In the above table DF is the degree of freedom which is 3. Computed value of Pearson is 0.991 and the critical value of the Pearson correlation 'r' is 0.878 on the 5% significance level. As the computed value is greater than the critical value therefore null hypotheses are rejected.

### **Conclusion**

This states that "There is significant relationship in the opinion of the male and female employees on how they perceive the association of the motivational factors."

As the computed value is 0.991 this shows that they are highly positively correlated with each other.

There is no significant relationship in the opinion of the male and female employees on how they perceive the association of the Attitudinal factors.

### **Summary**

In the above table DF is the degree of freedom which is 3. Computed value of Pearson is 0.570 and the critical value of the Pearson correlation 'r' is 0.878 on the 5% significance level. As the computed value is lesser than the critical value therefore null hypotheses are accepted.

### **Conclusion**

Which means that "There is no significant relationship in the opinion of the male and female employees on how they perceive the association of the Attitudinal factors."

There is no significant relationship in the opinion of the male and female employees on how they perceive the association of the Working Habits.

### **Summary**

In the above table DF is the degree of freedom which is 2. Computed value of Pearson is 0.936 and the critical value of the Pearson correlation 'r' is 0.950 on the 5% significance level. As the computed value is lesser than the critical value therefore null hypotheses are accepted.

### **Conclusion**

Which means that, "There is no significant relationship in the opinion of the male and female employees on how they perceive the association of the Working Habits".

Pearson correlation "r" test for The following hypothesis testing

Testing with respect to the educational Demography i.e. Graduate & undergraduate

There is no significant relationship in the opinion of the graduate and undergraduate employees on how they perceive the association of the Motivational factors.

### **Summary**

In the above table DF represents the degree of freedom which is 3. Level of significance is at 5%. Computed value is -0.867 and the critical value are 0.878.

### **Conclusion**

Which states that: "There is no significant relationship in the opinion of the graduate and undergraduate employees on how they perceive the association of the Motivational factors"

There is no significant preference of working factors among the employees.

So the maximum value obtained from the above table with the help of "KOLMOGOROV SMIRNOV" This method can be used as follows to compute the maximum value:

$D = |0.15|$  as signs are ignored.

Now the critical value can be computed with the help of following formulae:

$D = 1.36 / \sqrt{n}$  Where n is the total no. of respondents which are 100. and the level of significance is at 5% or 0.05.

The computed critical value becomes

$$D = 1.36 / \sqrt{100}$$

$$D = 0.136$$

### **Conclusion**

As the computed value is greater than the critical value

There is significant preference of working factors among the employees.

	Observe frequency	Expected frequency	Observed percentage	Expected percentage
Motivation	20	25	0.20	0.25
Attitude	15	25	0.15	0.25
Working habits	47	25	0.47	0.25
Technology	18	25	0.18	0.25
Total	N=100	N=100	1.00	1.00

	Observe %age	comm Expected %age	comm Difference
Motivation	0.20	0.25	-0.05
Attitude	0.35	0.50	-0.15
Working habits	0.82	0.75	0.07
Technology	1.00	1.00	0.00

therefore, Null hypotheses is rejected and the alternative hypotheses is accepted which says:

“There is significant preference of working factors among the employees”.

All the tables show the response to each factor of the working process which can be shown as follows:

1- “MOTIVATION” from 100 respondents 20 says that motivation has the most impact on the employee working process.

2- “ATTITUDE” from 100 respondents 15 says that attitudinal factors most affect the employee working process

3- “WORKING HABITS” from 100 respondents 47 says that working habits of any individual most affect the working process.

4- “TECHNOLOGY” from the 100 respondents 18 says that technology most affect the employee working process.

## CONCLUSION

From the above analysis this is concluded that from overall 100 respondents which are employees most of them mark working habit as the most important factor in the employee working process. Secondly, after working habits factors motivational factor has the most impact on the employee working process. Thirdly, technological factors affect the employee working process most. In the last place attitudinal factors are important in the employee working process.

From the results of the findings of this working, the following conclusions are arrived:

- Results obtained from the weighted mean conclude that the effect of all the working factors on

employee working process is moderately effective. it has

- also been found that all the groups of respondents (Male & Female, Graduate & Undergraduate) perceive the same degree of importance to the factors of working in respect of their impact in the working process.

- The response from the respondents were analyze statistically and it has been found that there is a highly positively correlation exists between the factors effecting the employee working process. It is also concluded that MILA JULA RUJHAN pattern of thinking is found among the opinions of both the groups of respondents (Male & Female).

- The response from the respondents were analyze statistically and it has been found that there is a highly negative correlation exists between the factors affecting the employee working process and it is also concluded that their is no significant relationship exists between the both groups of respondents (Graduate & Undergraduate).

- In order to test the Null hypotheses raised to test the significant preferences, it has been found that there is a significant difference exists among the preferences of the employees of different demographic profiles. And most of the respondents ensure that the working habits have the most powerful impact in the employee working process.

## RECOMMENDATIONS

Based from the conclusion drawn from the findings of the working, the following are recommended:

- Motivation is one of the basic factors in employee working process. So a manager has to encourage employees and try to enhance motivational techniques to

motivate them towards tasks.

- Attitude plays a vital role in the establishment of employee's character and their working process. So manager attitude should be friendly and unbiased with everyone. Similarly employees should behave in a proper manner. They should respect their manager to get the same response.

- Working habits made a great impact on employee working process. So employees should be allowed to select the way to working. They are not enforced by any body; otherwise, there is a chance that it affects their working process.

- Technology is advancing day by day and it has been renowned that use of technology in employee working process has become an effective tool. So manager should use electronic media to communicate in better way. Technology helps employees to gain more knowledge and information.

- managers should also give full attention to their employees and take interest in their working process. They should motivate their employee towards tasks.

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