Treat Employees Like They Are Source of Productivity: An Empirical Study Determining The Impact Of Motivation On Job Performance In Education Sector.
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Abstract
This study was aimed to investigate impact of motivation on job performance. The research debates the consequences which affect the motivation level as well as the performance level of an employee in service sector preferably education sector. The prime emphasis of research is to sight-see those factors which directly affect the motivation level of employees and how does those dynamics graft to enrich the performance level of employees in education sector. The factors elected for currently happening study are recognition, promotion; financial incentives and job responsibility. Furthermore present research idea imply that how these elected group of dynamics make impression on job performance with mediating effect of motivation in education sector. The study employs the quantitative approach to determine the impact of motivation on job performance in education sector of Pakistan specifically selected Sahiwal division. It is based composite of data both primary as well as secondary data too. For primary data collection questionnaire was used and employees of different educational institutes as university, college and school staff were randomly selected as research respondents. The sample size is approximately 300 teachers. The nature of research is deductive, so numerical data is analyzed in SPSS and to check the internal reliability Cronbach’s alpha is used, correlation test and linear regression is applied. Results show the significance relationship between motivation and job performance. The scope of research is broad and it can be applicable in all sectors. By improving these variables motivation level of employees can be increased and their performance can be improved.

Keywords: Motivation, recognition, promotion, financial incentives, job responsibility and job performance

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Introduction
Institutes are becoming complex in their operational activities as the interdependencies of interacting departments in service organizations are surprisingly cumulative. Employees working in today’s complex nature of organizations are required to be more responsive and interactive to shatter these dependencies. For this concerns a need of greater motivation is highlighted, this research recognized some of motivational factors which causes to escalate the working capabilities of employees by making them satisfied and motivated. The eventual result will leads towards the constructive impact on job performance. Educational institution can be called social complexes organizations, because it has many people with different nature interact with each other performing different tasks (Katz, 1964). The most important thing to know about organizations is that, they do not exist except in people’s minds (Kelly, 1974). Also, it’s social since individuals are associated and their activities are socially proclaimed and authorized.

Motivation is most important objective of every organization because every organization have fundamental goal to impart in employees a feeling of responsibility, commitment and fulfillment towards their task (Jerris, 1999). According to perspective of Lawler (1973) motivation is the indicator of performance. Robbins (2001) characterized motivation as the man’s enthusiasm to put more effort to fulfill the objectives, molded by exertion’s ability to satisfy an individual’s need. According to Nohria, Groysberg, and Lee (2008) motivation can be controlled by many components that incorporate commitment, satisfaction and retention.

Two type of motivational theories are discussed in literature content theories and process theories. Content theories contain different theories based on content such as Maslow’s Hierarchy of need theory, Motivation hygiene theory, ERG theory, Needs Theory of McClelland’s. Process theories explain that how an individual’s behavior is influenced by his/her own need. According to this theory, need is a basic component through which an individual thinks how to behave. Vroom (1964) stated that if individuals are more focused in achieving their goals then these become motivation for them. This theory explains that motivation depends on three factors expectancy, instrumentality and valence.

Job Performance means how the employees perform their task and it is determined by management. There are different factors such as employee skills, capabilities, satisfaction level, incentives, seminars and development programs, certificates, job security, job responsibility, structure of the organization itself on which job performance is highly dependent. It certainly depends on ability and motivation. Job performance depends on ability and motivation. For higher performance,
the employee must have skills and qualification to do a task and be more motivated and satisfied. Taylor (1914) & Gilbreth (1921) thought that employees are lightly interested in doing work so they must be motivated. The study is intended to have better comprehension on variables of worker motivation and their impact upon performance in Education sector. The study concentrates on investigating variables that effect workers’ motivation. This research intends to address the accompanying issue: how does motivation impact the job performance in education sector.

**Research Gap:** The major concern of every organization is to motivate their employee to achieve their missions. It is said education institution is also a social organization, so the both government and private institutes are become aware of this fact that good performance depends only on the motivation. Job performance depends on recognition, promotion, financial incentive and job responsibility, as they are organizational practices and more effective in increasing job performance of individuals. Related research has been done on the intrinsic and extrinsic motivation and its effect on performance with different moderating and mediating effect. This study shows the mediating effect of motivation on specific practices and performance specifically in education sector. This study covers all level school, college and university and also both government and private institutions.

**Research Objectives:** The main objectives of research are:

1. To measure the impact of motivation on job performance
2. To define those motivational factors that highly positively affect job performance
3. To investigate the relationship between motivation and job performance.

**Literature Review**

Johnson and Gill (1993) defined motivation as a process through which employees are enforced and enabled to select particular course of actions and behave in specific ways.

**Motivation:** According to Steers and Porter, (1991) the word motivation was originated from the word “mover” which is the Latin word, it means to push, or to influence. Motivation is actually a push which is required to activate the human behavior. The process of motivation starts with 1) How the human behavior is energized 2) how to direct the human behavior and 3) how such behavior is sustained (Ibid). In view of Bartol and Martin (1998) motivation provides strength to behavior gives the direction to behavior and enforce it to continue. According to Luthan (1998) motivation process begins with deficiency or need which is the cause of activation of such behavior that is aimed at achieving goal or
Motivation process moves around the need, drive and achieving goal. Minner, Ebrahimi, and Watchel, (1995) thinks in the same frame of mind according to them motivation process starts with need and end on incentive. So, there are three major elements of motivation process need, drive and incentive. Two types of theories in concern of motivation have found in previous studies. These are headed as content theories and process theories.

1. Content Theory: Content based theories can be named as need based theories according to which people have different needs that are arranged in hierarchy according to their importance level Steers and Porters (1991). A need (an internal instability of a person) is a root what actually peoples want from their environment. According to Murray (1970) early need theory was the Manifest need theory Murray assumed that deficiencies or needs are not inherited from one generation to another it is learned behavior from their outside environment. These needs are classified as basic and secondary needs; basic needs are hunger, thrust, sleep, sex etc. while the secondary needs are the needs for achievement, needs for fulfillment, needs for affiliation etc.

2. Process Theory: According to the perspective of content theories there are some motivating factor that causes the behavior of the individual and list out this motivating factor. While the process based theories focus on certain behavior to motivate people and explain the ways how people get satisfied by adopting such behaviors.

**Job Performance:** There are two categories of performance, organizational performance and individual performance; individual performance is also called the job performance. According to Otley (1999) organizational performance and job performance are different terms; organizational performance depends upon the accomplishment of its goals and targets, while employee’s performance is measured through its efficiency and ability of doing tasks. According to Oluseyi and Ayo (2009) job performance relates to the openness that focuses on to fulfill different aspect of job which would increase the productivity of an employee. Job performance is defined as an employee engage in different attitudes while doing their task, Chaudhary and Sharma (2012) stated job performance is an attitude of employee towards the goals of an organization. It is further divided into the task performance and contextual performance.

**Task performance:** Williams&Karau (1991) defined the task performance as the activities done by the employees who are necessary in executing their task and included in their responsibilities. Task performance plays an important role in the association performance.
Contextual performance: According to Parker et al. (2006), Sonnentag&Frese (2002) an employee doesn’t only consider the necessities of work although he has to do extra activities and efforts in performing his assigned task. Contextual performance has an indirect effect on the performance of the association, but it directly affects the setting of an association.

Motivation and Job performance: Webster’s explained motivation is a desire or motive to do something in a good way. The performance level of motivated employee is always higher than an unmotivated and unsatisfied employee. According to Syed UmerFarooq’al (2010), rewards have an important role in enhancing the performance of the organization. Qurat-ul-Ann manzore’tal (2012) states that whether an organization is new or stable, it certainly tries to be a successful. So, the most important thing the organization must to do is that, they must increase communication level and lessen the restrictions, so as to strengthen employee-organization relationship. According to SaifUllahmalik’al (2012), Organization failure or success depends on their employees’ performance.

Recognition and Job Performance: According to Kim H. et al (2004) recognition can be defined as appreciation given to the employee on his achievements Eastman (2009) suggested that creativity always comes through the internal motivation not through the external motivation. Gagne (2009) gave a representation of motivation as the information-sharing and recommended five HRM practices such as personnel ling, arranging tasks, performance and remuneration programs managing ways and instructing. Ali & Ahmed (2009) showed a positive relationship between reward, recognition, performance and motivation. The prevailing hypothesis of this study as H1: Recognition has significant relationship with job performance. More over in the presence of mediator the study hypothesis extended as H2: The relationship between recognition and job performance is mediated by motivation

Promotion and Job performance: Promotion can be defined as the opportunity for an individual to grow up his existing position and renew his responsibilities. According to the Jacoby (1985) Morishima (1996) inner workforce have much capabilities and expertise to fulfill the organization requirement, more practices and promotion make the inner workforce more responsible (Lincoln &Kalleberg 1990). These promotion opportunities affect the employee’s attitude towards the organization; they become more loyal and show good performance in their tasks. The prevailing hypothesis of this study as H3: Promotion has significant relationship with job performance, and further it will extendas
H4: The relationship between promotion and job performance is mediated by motivation.

**Financial Incentive and Job performance:** According to Drucker & White (2000), Cropanzano & Mitchell (2005) and Armstrong (2010), reward follows ‘given and take’ rule according to which if employee are awarded with the incentives then their performance level would become high. According to Al-Nsour (2012), it is proved the significant relationship between financial and non-financial incentives on job performance. Financial incentives includes pay, convince allowance, medical allowance, fringe benefits, leaves with pay and health insurance. The principal hypothesis of this study as H5: Financial incentive has significant relationship with job performance. Further this relationship will be stretched as H6: The relationship between financial incentive and job performance is mediated by motivation.

**Job Responsibility and job performance:** One of the most ideal approaches to motivate HR is to give them more responsibility and choice making controls with the goal that they have enough domain of control over a given assignment. This straightforward methodology goes far to reduce disappointments emerging from being considered dependable wrongly to something over which one does not have any control (e.g. Lacking appropriate assets to do a task). All the real employment contentment aspects the work itself is (testing work, assortment and degree) the most superb indicator of general occupation fulfillment (Fried and Ferris, 1987; Parisi and Weiner, 1999). The above discussion phenomenon develop hypothesis as H7: Job responsibility has significant relationship with job performance. Moreover in presence of mediator the hypothesis will be as H8: The relationship between job responsibility and job performance is mediated by motivation.

The fundaments of exceeding discussion indicate the one way direction of prevailing variables and a conceptual framework formulated as:
Methodology
Research methodology explains the research goals and suitable approach to accomplish those goals. In this research deductive approach is adopted, idea is taken from the existing research theories, research nature is exploratory. This exploratory research tries to solve new problems on which research has not been done (Brown, 2006). The process used in this research is quantitative. The statistical package of social sciences (SPSS) was used to analyze the data and to measure the internal reliability Cronbach’s Alpha was used. The target population was the faculty members of universities, colleges and schools. Sample size was 300 teachers which were working in private and govt. Educational institutions of Pakistan. Questionnaire was developed with different cross questions to take the response of the participants of the survey. Questionnaire was started with demographic section, such as gender, age, qualification, nature of job and experience. Rating inquiries were helpful and regularly utilized when gathering sentiment information (Saunders et al., 2009). For measuring the variables Likert scale was used extending from 1-5, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

Result and analysis
Reliability Test: Scale reliability of variables was tested by using Cronbach’s Alpha which indicates the worth reliability is appropriate and considered good enough. Resulted values are as follows:
Correlation test was used to check the relationship between interactive variables and the results show there is a positive relationship between underlying variables. Correlation is defined as the relationship between two or more variables; if one variable is changed the value of other variable would also change. There are three types of correlation, positive correlation, negative correlation and zero correlation, and the values range from +1 to -1.

**Table 1: Reliability Table**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>No. of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recognition</td>
<td>.683</td>
<td>5</td>
</tr>
<tr>
<td>2. Promotion</td>
<td>.747</td>
<td>5</td>
</tr>
<tr>
<td>3. Financial Incentives</td>
<td>.736</td>
<td>5</td>
</tr>
<tr>
<td>4. Job Responsibility</td>
<td>.729</td>
<td>5</td>
</tr>
<tr>
<td>5. Motivation</td>
<td>.736</td>
<td>5</td>
</tr>
</tbody>
</table>

**Table 2: Correlation Tables**

<table>
<thead>
<tr>
<th></th>
<th>Motivation</th>
<th>Recognition</th>
<th>Promotion</th>
<th>Financial Incentives</th>
<th>Job Responsibility</th>
<th>Job Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>1</td>
<td>.782**</td>
<td>.717**</td>
<td>.772**</td>
<td>.790**</td>
<td>.760**</td>
</tr>
<tr>
<td>Recognition</td>
<td>.782**</td>
<td>1</td>
<td>.768**</td>
<td>.798**</td>
<td>.674**</td>
<td>.588**</td>
</tr>
<tr>
<td>Promotion</td>
<td>.650**</td>
<td>.768**</td>
<td>1</td>
<td>.753**</td>
<td>.598**</td>
<td>.598**</td>
</tr>
<tr>
<td>Financial Incentives</td>
<td>.790**</td>
<td>.772**</td>
<td>.753**</td>
<td>1</td>
<td>.656**</td>
<td>.656**</td>
</tr>
<tr>
<td>Job Responsibility</td>
<td>.790**</td>
<td>.772**</td>
<td>.753**</td>
<td>1</td>
<td>1</td>
<td>.657**</td>
</tr>
<tr>
<td>Job Performance</td>
<td>.760**</td>
<td>.768**</td>
<td>.598**</td>
<td>.598**</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Regression Analysis: Regression shows the strength of a relationship between two variables: independent and dependent variable with the effect of the intervening variable. According to Barron and Kenny (1986), if independent and dependent variables are not directly related but have an indirect significant effect, this is called full mediation. And when the direct and indirect effects are significant, then this is called partial mediation. Barron and Kenny (1986) gave four steps of mediation.

To check the mediating effect, Barron and Kenny's approach of mediation is used, which is based on the procedure given by Sobel (1982). To carry out this procedure, Sobel test is applied, which is evolved by Preacher and Hayes (2004).

**Conclusion**: The conclusion of the analysis showed that all the IVS has a positive relationship with DV which means that H1, H3, H5, and H7 have proven correct hypotheses. While analysis shows only recognition and job responsibility have been mediated by motivation, so it means that H2 and H8 are correct hypotheses while H4 and H6 are wrong hypotheses. So except 2 hypotheses, all hypotheses are correct. All the objectives of the study have been fulfilled. As the motivation is proved to be a strong element to enhance the performance of employees, and motivation and performance are highly correlated to each other. Secondly, the motivation can be increased by recognition, promotion, financial incentives, and job responsibility, as all these variables create feelings of ownership about the job. This motivates the employees to do the job effectively. Thirdly, the relationships of all the interacting variables seem to be strong.
variables (recognition, promotion, financial incentives and job responsibility) and dependent variables have been checked in analysis which shows all the relationship are correct and positive towards each other.

**Limitations and Future Research:** As every study has limitation in itself, likewise there are also some limitations in this study. The time constraint was the biggest limitation of this study. Sometimes employees give biased responses to questions that can manipulate the results from original ones and thirdly this study is no specific to be generalized for whole world because sample size was so small. Similarly, this study also have some future extents like; this research can be extended to any other sector like banking sector, garment industry and automobile industry etc. this study can be elaborated to apply its results on large scale by increasing the sample size. Furthermore, any other factors can be used as IVs.
References


Poster at the Fourteenth Annual Conference of the Society for Industrial and Organizational Psychology.


