

The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan

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Abstract

Motivation shows a crucial significant part in all private and public organizations. Organization cannot run and cannot attain their desire goals and objectives without motivating their employees. The main purpose of this research work was to find out the impact of motivation on employee performance and job satisfaction in IT Park (software house) sector of Peshawar, Pakistan. The data for current research study has been collected from distract Peshawar, Pakistan using structural questionnaire. The results from current study explores that motivation plays an important role toward the performance of employees and job satisfaction in the IT Park (software house) sector of Peshawar, Pakistan.

Key words

Motivation, Employee's Performance, Job Satisfaction

1. Introduction

Motivation is the most significant element for all organization private or a public zone. Motivation play a significant role for the accomplishment of any organization. The term motivation is basically derived from the word motive (Chaudhary & Sharma, 2012). So the meaning of the word motive is wants, desire, and needs of the peoples. Employee motivation is the procedure in which the organization should motivating their employee in the form of bonus, rewards, and some other incentives etc. only for the reason to attain the organizational objectives. The individual is a complex creature. So every employee in an organization is inspired by some various kind of tactic.

According to Luthans (1998) explained that motivation is the procedure that energies, stimulates, stands, and directs actions and performance. Now a day's organization can simply transfer their services, goods, needs, and materials to some other countries or to some other organization. Human capital is the only one main assets which is not easily replaceable. Similarly, human resources is the most significant or very economical resources that cannot be

replaceable for any organization. Motivation is the one key element that impact the human capitals of any organization. So for the best performance or for the attaining of organizational objectives the organization should be motivating their workers. For better performance motivation is the greatest instruments. For managers employee motivation is one of the basic key tools to rise the efficient and effective management between the organization and employees (Shadare et al, 2009). According to Chowdhury, M.S (2006) motivation is the evolution of supporting and moving behavior of directed goals. Motivation is the inner power that pushes employees to achieve the organizational and personal objectives (Reena et al, 2009).

In the field of psychology motivations is one of the most significant element and most supervisors who want highest production and output. The supervisor hold this with a better technique and motivate their workers in a good manner. Motivation is an operative tools that in the shape of administration in motivating the labour force. According to Dublin (1977) describes that motivation is the difficult powers that keep and maintain an individuals to continue effort in the organization. The enthusiasm to exercises huge levels of energy to attain organizational objectives by the effort ability to fulfil some individual desires. And it's only possible that management can motivate their employees to work for the achieving the organizational goals and objectives (Robins, 1988). Siagian Sondra P (2004) defined that motivation is the energetic force that occurred when one participants of the organization wants and eager to apply in the shape of skill or expertise, time and effort to establish different events which they are answerable and accomplish their responsibility in the reason to attain the organization goals and objective that has been scheduled.

According to Cole (2009) that motivation is basically about what energies an individual to work in a specific method with a certain quantity of determination. Motivation is a pre disposition to perform in a purposive way to accomplish particular desires and needs (Buford et al, 1995). Motivation supports job satisfaction and increases the productivity of employees. One of the most significant elements is the determination that one lead to their aims. So this determination is known as motivation. This energy may originated from an external or internal sources. The employees determents this and if the managers know that what kind of motivations inspire the employees to do work for them, so they can adapt job rewards and assignment to makes these employees impulse. One of the most significant motivational factors is the money asserted by Akintoye (2000). The motivation tactics definitely accomplish the wants and needs of the workforce, and in returns the workers repay it through their hard work. Identifying the requirements and noticing it is the greatest important policy for each affiliation to gain the faithfulness of the employees (Chughtai, 2008).

The classes of motivation are natural and extraneous. Natural Motivation is an intellectual determination that chooses the development of a person's conduct as a significance of challenging or motivating job, defined extension to generate capabilities, proposing self-determination to do work, exposed entry to make and progress, and etc. Extraneous is similarly intellectual induce that adopts negotiating variation as an outcome of considerable and intangible revenue, such as, exceptional endowments, reimbursement, and subsidiary benefit.

Motivation as the tactic in which desires, argues, striving, aspiration, explain or control the behaviour of human organisms (Dalten E. Farland, 1974).

Previous studies have emphasized that motivation can affect the employee performance and job satisfaction. According to Colquitt et al (2009), job performance is describe as the value of the set of employee's behaviors that contributes either negatively or positively to achieve the organizational targets. The definition of job performance contains behaviors that are within the control of employees, but it places a border on the behavior are related to job performance. Motivation will encourage the employees or workers of the organization will seriously do his/ her work and responsibilities (Azar & Shafighi, 2013). Good pay or salaries is also a valuable instruments to play a significant role to improving employee performance and also improve the productivity of an organization. Workers are the human resource to the organization and organizational success or failure depend on employee's performance within the organization. So the managers of organization should manage the resources efficiently and effectively to confirm the accomplishment. Motivation signify the difficult services and needs which provide the drive for an employees to complete a specific jobs (Shulze & Steyn, 2003). Those employee who is motivated is always aware of the objective to be completed and leads his/ her determination at achieving that aim. In the organization motivation impact the employee performance especially those employee who have less skills they are motivated more and contribute 100 percent with the work.

Previous studies highlighted that motivation have a direct impact on employee job satisfaction. Job satisfaction describe that how employee are floating come to work and how they get forced to execute their work. Heslope et al (2002) defined that job satisfaction is the difference between the expectancy about the job and the actual aspect of the job. According to Lock (1976) stated that job satisfaction is the emotional gladness or pleasurable situation which occurs from the assessment of one's job involvement. In the organization employee job satisfaction contribute a vital role in the making of profit and also increase the productivity of workers. Job satisfaction creates a positive feeling among employees which represent a positive emotional reaction toward the power of empowerment. Job Satisfaction can be exaggerated by a lot of indicators such as, the nature of one connotation to their managers, level of gladness with their workplace, the side of the physical environment in which where they sort out their job, etc. Its summaries provide the information essential to progress the levels of employment accomplishment, consistency and gainfulness. Satisfaction at the work place for an employee's act like motivation to work and this motivation leads employees to their job satisfaction (Rao, 2005).

1.1. Problem statement

The researcher have examined that there are many elements that can impact the employee performance and job satisfaction of the employees, motivation is one of these elements. So our research study will insurance the impact of motivation on employee performance and job satisfaction.

1.2. Objectives of the study

- To examine the effect of motivation on employee performance.
- To find out the relationship between motivation and job satisfaction.

1.3. Research questions

- Is there a positive relationship between motivation and employee performance?
- Is there a positive relationship between motivation and job satisfaction?

2. Literate review

2.1. Motivation

The word motivation is originally imitative from the Latin word *movere*, its meaning is to move. Guay et al. (2010) discuss that motivation mentions to the drive essential behaviour. Motivation is the internal feeling that encourages an individual to involve in a specific manners and thought that motivation it could be observed from two side (Spector, 2003). Gouws (1995) expressed that motivation is the inner feeling or desire that initiates with a people either intentionally or unintentionally to complete the job excellently because it's pleasurable and not obligatory for what will be expected in arrival. For the organization employee motivation is one of the best policies to improve effective work management between the organization and employees. Motivation is very significant for the organization or management to treasure a method to motivate their workers. When workers realize that their view are consider to be valued it provides them an intellect of belongingness which can motivate the employees. The incentive always accomplishes the demand and requirements of the workers and in return the individuals repay it through hard work and honesty. The main objective of the organization is to classify the needs and wants and replying it to the most elementary method of all organization to get the commitment of the workers (Surbhi, S. 2012).

Supremacy motivation can also play a key part in increasing the performance or efficiency of organization, power an individual need can be either institutional or personal. In the organization managers with a high need of institutional power tend to be more effective than those with high need for personal need (Habibah & Noran, 1999). Motivation is divided into two major types, intrinsic and extrinsic motivation. An employee's objectives are connected to his or her purpose for attractive with duty. Objective can be sectioned into mastery objective which can be compared with intrinsic value and performance objective which can be compared with extrinsic motivation (Broussard & Garrison, 2004).

Intrinsic motivation is linked to work content which happen when employee execute an action from which they develop gratification for simply appealing in the effort himself. Many scholars defined intrinsic motivation as the performing of an action for its innate happiness relatively than for some distinguishable significance. Intrinsic motivation denotes to the innate features of job and distinguishing connected with the work itself, for illustration the capability to discuss to personnel an intellect of interest, accomplishment, achievement and responsibility (Kalleberg, 1977). Intrinsically motivated employees is encouraged to performance for the exciting or trial enabled rather than because of outside stress and incentive. In one way intrinsic motivation exodus within employees and other way intrinsic motivation exodus in the relationship between doings and employees. For some activities workers are intrinsically motivated and not others, but not everyone intrinsically motivated for some specific duty or works. According to Guay et al. (2010) intrinsic motivation refers to motivation that is energetic

to by individual attentiveness, enjoyable and is usually various from extrinsic motivation which is operated by strengthening eventuality.

Extrinsic motivation is an idea that affects whenever an activity is complete in direction to achieve some distinguishable results. Its transactions with the external surroundings means what the organization has to suggestion. According to Herzberg (1968) expressed that extrinsic motivation frequently mention to work features that are outside to the job themselves, given that incentive like pay , promotion , job security and funds sufficiency. In other aspect extrinsic motivation contain with the more figurative benefits in relations of customer appreciation and communal endorsement and other community supports. Appraisal of this measurement imitates a workers want for the satisfaction of public desires from the effort doings. Thus extrinsic motivation is disparities with intrinsic motivation. Let suppose a schoolchildren do his or her exercise only because he worries parent permissions for not responsibility it's extrinsically motivated because he is deed his work in instruction to achieve the distinguishable results of ducking endorsements. It can happens by the providing of benefits which can be also touchable like grades, money and privilege and impalpable like praise. The extrinsic facet of employee motivation is apprehensive with the quality positioned on substantial remuneration at effort. Extrinsic or material rewards provided by the organization that are tangible and visible to others (Bellenger et al, 1984).

2.2. Employee performance

According to the work of Landy (1985) and various other study work on efficiency of employees indicated the fact that individuals are satisfied with their work will have greater work performance, and thus greater job discharge than those who are not satisfied with their works. Further it is stated that workers are more likely turnover if they are not happy and less motivated to display better performance. The performance of highly satisfied and happy workers is higher so the organization easily achieved its desire goals and objective through this higher employee's participation. In the field of human resource individual performance is everything about the performance of workers in a company or an organization or a firm. For the organization or company workers performance is very essential to make every single struggle to support slight performers. But if the firm cannot motivate their workers successfully, so it's very difficult for a company to exit in the competitive environment of business (Ahmad, 2012). Performance is divided into five categories. Planning, developing, rating, monitoring and rewarding. In the first stage is planning, planning means to developing strategy, setting goals and delineation duty and timetable to complete the objectives. Monitoring is the continuously calculating presentation and providing enduring response to workers and effort collections on their improvement towards accomplishment their objective. In developing stage the worker is speculative to increase any reduced performance that has been seen throughout the period surround one has been employed at the firm. Rating brief the whole performance of workers. This phase is calculated to reward and distinguish exceptional behaviours such as that which is better than probable. Employee performance is basically influenced by ability, working setting and motivation. Creativity cannot be instituted without the involvement of employees (Liu, C.H, 2013).

According to Ottenbacher & Harrington (2007) suggested that for organizational creativity and innovation employees play a vital part in the organization. These innovative workers are foundation of economic benefit in the organization. Motivation impact individual's performance in the organization by providing or giving different kind of incentive and rewards. Performance of individuals is deliberated as what a personnel does and what he does not do. Individual's performance involves quantity and quality of productivity, existence at effort, accommodative and co-operative nature and timelines of results. Individual's performance is essentially prejudiced by motivation as if workers are satisfied or motivated than they will do work with more effort and by which performance will finally increase (Azar & Shafighi, 2013). Rewards and incentive are essential for employees to shift the displeasure into pleasure. Mehmod (2013) also describe in his study that when workers are happy than they will do the job with more importance and try to will do better work which will lead to good performance. Motivated workers are more concerned towards self-sufficiency and are more self-driven is compare to low motivated workers. Moreover, motivated workers are extremely participate and elaborate in their job and work and are more eager to proceeds duties (Kuvaas & Dysvik, 2009). Reasonable wages or salary also an appreciated element and play a significant role to improve workers performances and also improve the productivity of an organization. Individual performance is a usual of behaviours which employees display in associations to his work (Rashidpoor, 2000).

2.3. Job satisfaction

In general job satisfaction as the singular assertiveness concerning the numerous characteristics of their works. Job satisfaction as the emotive happiness that outcomes from the evaluation ones work as attaining or simplifying the accomplishments of one's job importance (Lock, 1969). The observed work happiness produces progressive sentiment amongst individuals which in casual signify optimistic emotive reply in the direction of want for authority. The author additional discuss that satisfaction is attained as ones understands the importance of work standards to achieve ones elementary requirements. For the individuals working life skill job satisfaction is one of the important factor. Job satisfaction significance is connected to an individual getting enough extrinsic and intrinsic benefits to inspire the workers to stay and continue to expend a huge extent of period and accomplishing their responsibilities.

Many scholars agree that job satisfaction is a direct on employee performance at numerous level in an organization. It is one of the most important broadly debated topics in organizational manners, organizational management, staffs and human capital management. In simple word job satisfaction is sensation decent the job performed, combine with the organization mission and vision and a state of awareness Lewis et al. (2002). According to Steijn, B (2002) job satisfaction is an enjoyable sensitivity that outcomes from the insight that one's job permit or achieve of one's personal work standards. A persons want to accomplish their quantifiable capital through the work completed intentionally or unintentionally. Job satisfaction is the amount to which employees think significantly about their work (Pool, S.W, 1997).

Job satisfaction is an emotive reply to ones work as well as the social and physical situation of the job environment. It is expected to be greater for a workers who observe an incentive involvement equilibrium in their connection with engaging organisation. In sum up job satisfaction is the outcomes of several arrogances influenced by a personnel toward his or her work. These job satisfaction attitude may be linked to work features such as job security, environment of work, salaries, and quick abstraction of complaints, job surroundings, and chance for advancement, and chances for involvement in decision building and other pleasure of marginal remunerations. Any type of industry or enterprise the job satisfaction of whole labour force play a key role and with a collection of pleased employee organization can effectively implement their policy. Numerous observed investigations have revealed that job satisfaction has direct effect on the employees job performance at many level in an organization. Job satisfaction is connected to worker performance and motivation (Kiviniemi et al, 2002). According to Meyer et al. (2002) explained that job satisfaction is an approach originated from worker sensitivities of their works or job environment and mentions to the degree to which an individual enjoys his or her work. It is an attitude very delicate to the features of the setting in which its learning.

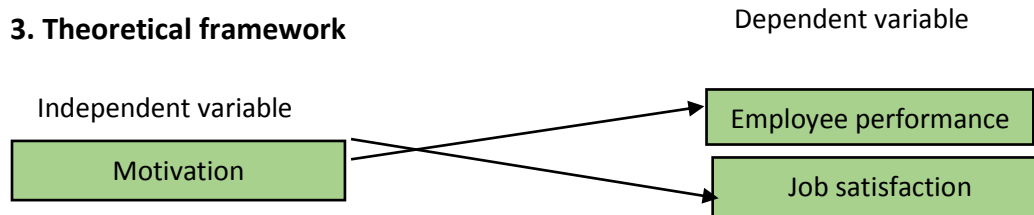


Figure 3.1. Research framework on the relationship of motivation towards employee performance and job satisfaction.

Hypothesis development

H0: Motivation has no direct positive effect on employee performance.

H1: Motivation has direct positive effect on employee performance.

H0: Motivation has no direct positive effect on job satisfaction.

H1: Motivation has direct positive effect on job satisfaction.

4. Research methodology

4.1. Research instrument and sample

The highest purpose of this research work is to investigate the effect of motivation on employee performance and job satisfaction in IT Park (software house) sector of Peshawar, Pakistan. A convenient sampling method was used to get data. Data has been gathered through questionnaire having a close ended questions. 200 questionnaire were self-administered to numerous employees and a period of two week was given to the employees to fill the questionnaire. The dependent variable which is employee performance was measured having three items that was taken from the study of Chan (2010). To measure job satisfaction a four

items scale was taken from the study of Cammann et al. (1979). Finally to measure employee motivation having six items and they were taken from the study of Chang & Chen (2008). The questionnaire items were measured using five point Likert scale that ranges from 1 “strongly disagree” to 5 “strongly agree”. SPSS, Social Package for Social Science software was used to analysis the data from the questionnaires. The analysis investigate in this research study contain, descriptive statistic, reliability, Pearson correlation, and regression analysis.

4.2. Analysis, Finding and Interpretation of Results

The samples involved in this present study consisted of 200 respondents who work in IT Park (software house) sector of Peshawar, Pakistan. Out of 200 respondents (90.5%) were male respondents while the remaining (9.5%) were female respondents. This has shown in the below table that the majority of the employees working in IT Park Peshawar were male dominated employees. Constructed on the gathered information it is order that the majority of the respondents was from the aged group 20-25 years old (48.5%), followed by those aged group between 26-30 years old (40.5%). (9.0%) was in the aged group between 31-35 years old. The smallest group was those from above 35 years old (2.0%). Most of the respondents having an educational qualification up to Masters and Bachelors levels. Majority of the respondents were having a master degree (54.0%) while the remaining (46.0%) respondents are bachelor’s degree holders. Based on the respondent’s job working experience only (2.5%) respondents have been working for more than 7 years in their present organization, (10.5%) respondents have been working for at least 4-7 years whereas (39.0%) respondents have been working for 1-3 years while the remaining (48.0%) respondents have had job experience of less than 1 year.

Table 1: Demographic Characteristics of the Sample (N=200)

Demographic Variable	Sample Composition	
Gender	Men	90.50%
	Women	9.50%
Age	20-25	48.50%
	26-30	40.50%
	31-35	9.00%
	Above 35	2.00%
Education	Bachelors	46.00%
	Masters	54.00%
Work Experience	Less than 1 year	48.00%
	1-3	39.00%

4-7	10.50%
Above 7	2.50%

As shown in Table 2, all variables have Cronbach's alpha value ranging from .834 to .912, which achieved the minimum acceptable level of coefficient alpha above 0.70 (Pallant, 2007). The independent variable of motivation has the highest Cronbach's alpha of .912, followed by the dependent variables employee performance with Cronbach's alpha of .876, and job satisfaction with Cronbach's alpha of .834. All of these variables have value more than .80, which are considered good. So the results show that all the variables are reliable for the data collection.

Table 2: Alpha Coefficient of Reliability on variables

Variables	Cronbach's Alpha	Number of Items
Motivation	0.912	6
Employee performance	0.876	3
Job satisfaction	0.834	4

To understand the strength and the direction in the linear relationship between variables i.e. Motivation, Employee Performance and Job Satisfaction the Pearson's of coefficient correlation was measured. Table 3 shows the outcomes achieved from the correlation test that there exists a positive relationship between motivation and employee performance and the strength of this relationship is 41.2%. Motivation and job satisfaction are related positively and the strength is 37.5%. Finally the positive relationship between employee performance and job satisfaction is 45.4 strong. It is indicated that motivation is positively correlated with employee performance and job satisfaction with p value of 0.000 which is significant at 1%. Hence, it could be concluded that the higher the employee motivation higher the employee performance and higher the job satisfaction.

Table 3: correlation of the variables

	Motivation	Employee Performance	Job Satisfaction
Motivation	-----		
Employee Performance	0.412**	-----	
Job Satisfaction	0.375**	0.454**	-----

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis was carried out in order to find the impact of motivation on employee performance. As showed in table 4 below, the regression results shown the R square value of 0.661. The coefficient of relationship explains that the value of R square is 0.661; which means 66.1% of the variance in employee performance was affected by the motivation. The Beta (β) value of standardized coefficients indicates the variable that contributes to the dependent variable. These findings show that employee performance is positively influenced by employee motivation ($\beta=0.438$, p value less than 0.01). This implies that the motivation in IT Park (software house) sector of Peshawar, Pakistan, can positively influenced the performance

of employees. The organization or company can increase the performance of employees and attain the desired goals and objectives if the upper management put their concentration upon motivation. Therefore, our null hypothesis is rejected and the alternate hypothesis is accepted that motivation has a positive and significant impacts on employee’s performance. The upper results of the present study reveal the same in the study work of Hashim Zameer et al. (2014).

Table 4: Regression results of Motivation and Employee Performance

independent variable	unstandardized coefficients (B)	standardized coefficients (Beta, β)	sig.
(constant)	1.797		.000
Motivation	0.552	0.438	.000
R	0.438 ^a		
R square (R ²)	0.661		
Adjusted R square	0.532		

- a. predictors: (constant), Motivation
- b. dependent variable Employee Performance

Regression analysis was used to investigate the effect of motivation on job satisfaction. It used that how the value is calculate and how the value of one variable is based on the other variables. Table 5 indicates the model summary having R and R square which show the simple regression. R square show that how much the variable which is independent variables show weather the relationship is significant or not. In table 5, the coefficient of relationship explains that the value of R square is 0.413; which means that 41.3% of the variance of job satisfaction was affected by motivation. Standardized coefficient indicates the Beta (β) value of the variable that contributes the dependent variable. These analysis indicates that job satisfaction is significantly or positively influenced by motivation ($\beta=0.367$, p value less than 0.01). This indicates that employees are better happy or satisfied by motivation. So motivation is the significant predictor for job satisfaction among the employees working in the IT Park (software house) sector of Peshawar, Pakistan. Therefore, our null hypothesis is rejected and the alternate hypothesis is accepted that motivation has positively connected with the job satisfaction. The upper findings of the current study also found the same in the study work of Rizwan Saleem (2010).

Table 5: Regression results of Motivation and Job Satisfaction

independent variable	unstandardized coefficients (B)	standardized coefficients (Beta, β)	sig.
(constant)	3.578		.000
Motivation	0.272	0.367	.000
R	0.367 ^a		
R square (R ²)	0.413		
Adjusted R square	0.451		

- a. predictors: (constant), Motivation

b. dependent variable Job Satisfaction

5. Discussion and conclusions

The purpose of this study is to find out the impact of motivation on employee performance and job satisfaction in IT Park (software house) sector of Peshawar, Pakistan. This research study was directed with a set of hypothesis which relate directly to the research questions. Data was gathered through close ended questionnaires. The results indicates that there are positive effect of motivation on employee performance and job satisfaction. Motivation is the key tools for improved employee performance and job satisfaction and it can also increase the level of individual and organizational capability. The researcher can investigate that motivation is also an understood greetings concerning the employee performance and job satisfaction. Employee performance and job satisfaction would be attained when an individuals is motivated to ensure effort by his or her personal determination.

The results proposed that if the IT Park (software house) sector of Peshawar, Pakistan motivate their individuals by using these key elements such as reasonable wage and salary, job security, job enlargement and other supplementary financial and non-financial incentives and bonus than the employee performance and job satisfaction will automatically expand and very easily organization attain their desire goals and objectives. Moreover, if organization want to increase their productivity and revenues so it must deliberate all aspects to increase the motivational level of workforces.

The consequences further recommended that the motivation in IT Park (software house) sector of Peshawar, Pakistan can impact the employee's performance and job satisfaction. It is proposed that higher employee performance and job satisfaction will be attained only if the upper management placed their emphasis upon motivation of employees.

For future studies it is suggested that the same research study can be conducted on other sectors such as educational sector, banking sector, manufacturing or industrial sector etc. of Pakistan to increase the probability of generalization. In this research study only one variable were considered to test their impacts on employee performance and job satisfaction, so further future studies can investigate others variables such as job security, promotion, work environment, and employee commitment.

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