

# ***THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT***

## **The Effect of Motivation on Employee Productivity: A Case of Karachi, Pakistan**

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### ***Abstract:***

*The purpose of this study at finding into the most importance of motivation on productivity of management of humanity at work, no structure does not exist without it, and no organization achieve its objective without motivating its human resources. The study therefore is to come out with the impact and encourage worker in organization. The objective of motivation is to source of people to put their best efforts with enthusiasm and effectiveness in order to achieve and hopefully set organizational objective. It is evidence that workers of banking sector are poorly motivated; hence low productivity. Through questionnaire were employed in the study of employee productivity. It further shows that benefits of employee is rarely promoted and the staff prefers financial incentives and nonfinancial reward. Employee Motivate by job Satisfaction, right sizing, and different techniques. The employees towards their organizational goal and give best output. Manager should also consider factors of employee motivation while planning and establishing new policies for conserving employee performance. Management should include all problem employee faced during the task in teamwork. The study point out the requirement of introducing employee motivational programs purpose of enhancing the employee motivation towards their organizational goals. This study investigation on employee contribution in the success of task offered by banking sector of Pakistan. The outcomes of study give the best picture to management to describe employee motivation level in order to improve their employee satisfaction. This study analyzes the impact of employee's motivation level as a whole as well as its different components in comparison to employee satisfaction level. Results of the study also provide an insight into employee's interest and involvement towards their job that can be affiliate of the organizational goals to improve.*

### **1. Introduction**

Motivation is a process, started with a require in the human being which improves the potential of a person. In an pursuit to fill the space an internal steering force is producing which starts and tolerates a chain of action and reaction. It is at that point that the space is too filled. With this framework information, interpret motivation as the internal or external managing force that construct the enthusiasm to perform an act to a categorical end. This first appoint of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second of external motivation, is applied by the organization. This is because employees are motivated to recognize with organization in order to harmony their needs and requirements. Motivation is vital for organizations to outcome without motivation employees will not put up their best and the company's presentation. Until they have been recognize and properly fulfilled the organizations One of the biggest problems lining manager in the organizations is how best to get employees dedicated to their work and put in their best towards the achievement of the organizational impartial. Motivation is impact with why people do what they do. It responses such questions as why do managers or worker go to employee and do a good and with primary central point on the work place. It is the primary task of the manager to create and sustain a fair reward in which employees can work efficiently and understand the objectives of the organization. Employees differ not only in their aptitude to work, but also in their will to do so (motivation). To motivate is to encourage, convince, restorative an employees to act in a manner which satisfied the goals of an organization. The motivation of employees based on the strength of their goals. Purposes are need, wants, desire, or impulses within the individual and these regulate human behavior. Thus, purposes (needs, desire) encourage employees to act. Since it has been recognized that all behavior except involving responses are goals directed, manager can apply motivational theories of human resource management in their seek to direct the job behavior of employees towards the goal of their establishment. Every organization and business wants to be fruitful and have aspiration to get consent development. To overcome these limitations a strong and positive relationship and attachment should be created and maintained between employees and the corporation of employees of any organization are the most central parts so they need to be subjective and convinced towards duty completions of organization have its main assets to which can lead them to success or if not concerned well to decline. The organization of employee

encouraged for the responsibilities contentment and goals accomplishments and encouraged, none of the organization can passage or achieve success.

### 1.1. Research Question

1. What are the techniques adopted for the right sizing banking sector to retain their employees?
2. How reward system responsive for employees who are adopted by the organization?
3. Which are the factors hindering the success of employee's motivation in the bank?
4. How teamworks given to the employees lead them to higher performance and productivity?
5. To establish a relationship between motivation and performance.

### 1.2. Objective of Study

The main objective of this study is to ascertain the motivational techniques adopted by the Bank. Other specific objectives are:

- To investigate the motivational techniques adopted by banking sector.
- To evaluate the role that motivation plays on workers Performance and productivity.
- To find out the problem hindering the success of the employees' motivation in the banking sector.
- To ascertain if motivation lead to higher performance and productivity.

### 1.3. Scope of Study

The scope of this research is to point out the main symptoms which help to increase the productivity and performance of employees by the motivational factors that are provided by the organizations. Motivation can be the main source for increasing the overall reputation of the firms. This study will help the organizations who are lacking due to this.

### 1.4. Limitation

The variable of this study includes job satisfaction, teamwork, rightsizing and fair reward system there are also other factors in which this study, work but due to the shortage of time and limited resources this study work in only these variables. The study targets only the banking due to the short span of

## 2. Literature Review

(Okafor & obiefuna, 2014) This study revealed that the workers motivational processes in manufacturing firms in Nnewi have undergone tremendous change since the organization was established. The seeming loss of one of the most cherished and envied hallmarks of the organization job security and the uncertainties about wages and salaries would appear to have greatly affected the workers morale everywhere in manufacturing firms in Nnewi. Under such a condition, workers cannot give their best and expected return or output from the job. The management would now need to take an urgent step to look into the problem if the employee is to achieve her stated objectives. Immediate steps should be taken by management to make workers re-establish confidence in the new administrative system so as to restore or raise the morale of the employee.

The seeming loss of one of the most beloved and gruded trademarks of the organization job security and the uncertainties about wages and salaries would appear to have greatly affected the workers' morale everywhere. The study investigated employee contribution in the success of services offered by airline industry in Pakistan. The management would now need to take an urgent step to look into the problem if the employee is to achieve her stated objectives. Immediate steps should be taken by management to make workers re-establish confidence in the new administrative system so as to restore or raise the morale of the employee (Muhammad Bilal Ahmed, 2012).

(Egberi, Aprial 2015). This research study has confirmed the importance of motivation in getting the best from the employees. It has also revealed and provides useful information for the managers of Nigeria Local Government system and employees. The key to motivating employees is to realized what motivates them and planning a motivation program based on those needs. Regardless of which theory is followed, good working condition, interesting wok, and employee pay appear to be important links to higher motivation of employees according to the findings of this study. Options such as job enlargement, job enrichment and promotion should also be considered. Research also shows that formal recognition or award systems have proven effective in improving employee motivation.

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(Kiruja EK, August 2013). Job satisfaction is the pleasure that you get from doing your job. In the current study it is tried to take opinion of PTCL employees regarding job satisfaction. Various aspect of job satisfaction is addressed in questionnaire using twenty six questions. Opinion of employees is based on the rating (Likert scale). Basic objective of study is to make comparisons of their opinion across age, gender, qualification, scale, marital status, salary and experience to conclude whether their opinion across these

factors differ significantly or not. It is very difficult to make comparison using twenty six aspects of job satisfaction level. It make desirable to reduce the dimension of data without loss of much information. Factor analysis served the purpose quite satisfactory.

(Hashim Zameer, January 2014). The study was aimed at fulfilling the following objectives; to determine the extent to which personal drive for achievement influence employee performance; to determine how growth opportunities influence employee performance; to establish the extent to which recognition influence employee performance; to establish the extent to which staff promotion influence employee performance. The researcher used a questionnaire as the main data collection instrument and consisted of open ended and closed ended questions and it was administered through hand delivery.

If managers wish to be efficient, (Uzonna, 2013) they need to have at least a basic understanding of inspiration and the different motivational theories that try to explain the concept of motivation. Managers need to provide growth opportunity and demanding jobs in order to better motivate today's workers. Without these challenges and opportunities for growth, employees may not see a need to do highly at work. We have seen that acknowledgment plays a major role in employee's motivation and that it is a very effective motivator. Employees want and need to feel that their contributions make a difference and recognition is one way to satisfy those wants or needs.

The better motivated your employees are, the more level of your business will operate, so it's smart to look into ways that you can motivate your employees. Many managers make the mistake of thinking that money or prizes are the only way to make employees work harder. This isn't the case. Intrinsic motivation in your employees can be a very effective way to bring the company together. (GANTA, 2014)

(Asim, 2013). The purpose of this study is to check the impact of the motivation level of the employee with the employee performance with the effect of the training in the education sector. In the education sector motivation play positive results in the performance as well enthusiasm increase as well as employee performance is increase. Now days it is one of the scorching issue in organizations since every wants to make best use of their financial and human resources. Purpose of this study is basically to recognize that what kind of factors influence employees motivation impact the employee performance. The relationship between employee performance and reward system is best explained by the path-goal model.

Rewarding the hard work put in by employees makes them continue to work in the accurate and according to trend same fashion or upgrade their work and if the employee feels that his work is not appreciated. SO it is really important to reward the employees, and they will upgrade the productivity. Teamwork always helps in increasing workplace productivity since there is more input in the form of more ideas and minds at work. Working alone is not always the happiest situation either, especially in the field. According to (S.M.D.Y, 2014). Successful team building and working together of the employees who may also then compete with each other ensuring the business is the winner.

One of the objectives of the study was to find out the relationship between employees' job fulfillment with respect to pay package, and its further impact on their job performance. It was concluded from the research that there was a positive relationship between these two variables. Employees' performance was best when they were satisfied with the different aspects of their pay package. Another objective was to find out the relationship between employees' job satisfaction with respect to job security, and its further impact on their job performance. (Jitendra Kumar Singh, 2013).The research suggested that there was a direct relationship between these two variables. Respondents told that their satisfaction level was high when they were feeling secure about their jobs. They worked with tension free mind and become more loyal to their banks. It resulted in higher levels of performance. Next objective of the study was to find out the relationship between employee job satisfaction with respect to reward system, and its impact on their job performance. It is also proved from the study that there is a direct relationship between the reward system of the bank and employees' job satisfaction. If respondents were satisfied with the reward system of their bank, they performed well. Their motivation level rose up when they were rewarded for their performance properly.

This paper attempts to address a significant gap in the spiritual leadership studies. The framework presented here approaches this aspect by positing that spiritual leadership influences spiritual well-being and job satisfaction. In addition, this framework considers the mediating effect of spiritual well-being on the influence of spiritual leadership on job satisfaction. While we believe that this framework is built upon sound theory and reasoning, there are a number of limitations. (BulentAydin, 2009) First, the main important limitation of this study is that this study only dealt with issues of spiritual leadership, spiritual well-being, and job satisfaction. This is a small integration model, so other mechanisms influencing job satisfaction could not be comprehensively examined. Secondly, spirituality has been argued extensively as includes religion as well as separately defined. Korac-Kakabadse, Kouzmin&Kakabadse (2002) contended that spirituality is rooted in religion. Whereas spiritual leadership theory can be inclusive or exclusive of religious elements (Fry, 2005). Any study utilized SLT instrument excludes any elements of religiosity in attempting to distance spirituality from religion, and the results could be well affected by the religious sentiment which could affect the variance explained by job satisfaction.

According to (Sheikh Raheel Manzoor, 2011). A common method of developing teams is through team building by developing individuals' insights and skills in relation to one another, so that team members can maximize their performance and achieve better results. To do this, a facilitator sets up a number of team exercises which enable participants to actively take part in a task, and then review their experience. By putting forward ideas, exploring options, thinking through situations and looking ahead at their implications individuals and teams can learn from their successes and failures. This facilitating decision-making and review process speeds up team learning on what will work and not work. Participants are given transferable skills to use in their daily team situations at work.

- How much does your team understand each other's capabilities and take on complementary roles.
- Work together to a common purpose.

- Be mutually accountable.
- Share, support, and learn together.
- Display open and honest communication, with respect, but without blame.

Productivity and performance of an organization depend upon the job satisfaction and organizational commitment of its employees and escort to growing profits. Transformational leadership, an approach of enhanced interpersonal relationship between supervisor and subordinate, is a way to create higher level of job satisfaction and organizational commitment of employees. Transformational leaders also help employees to become more creative, innovative and bring such new ideas which allow the organization to grow competitively and adapt itself to the changing external environment. Unfortunately, this type of leadership is not being exercised by the managers of conventional bank of Lahore. The results of this study concluded that if managers adopt transformational leadership behavior, they can get better satisfied and committed employees. (Prof. Dr. AbdulGhafoorAwan, 2015).

The results of the study indicate that there is a negative relationship between job stress and job performance. Those house officers who had high level of job stress had low job performance. All the factors affected male house officers more than the female house officers. Performance is hindered by job description conflict because with it the individual faces either a lack of knowledge about the most effective behaviors to engage in or an almost impossible situation for doing everything expected. (AlamdarHussain Khan, 2012). Therefore, increasing formal organizational communication with employees reduces the uncertainty by lessening the role ambiguity and role conflict. Open Communication has an advantage of resolving conflicts between supervisors and subordinates. Lack of effective communication could cause unresolved conflicts that will increase the stress level. Support from the supervisor and colleagues are the major factor. The supervisors need to recognize the good work and outstanding contributions of house officers to keep them motivated to do their best. Promoting a culture of support will set the example and it will make them realize that co-worker support is very important.

### 3. Methodologies

The approach that will be used for this study is depend on primary data collection using a questionnaire. Data collected for the research is primary and was accumulate by distributing the questionnaire between the banking sector of Karachi Data type is Quantitative and all questions in the questionnaire are close ended as the main purpose of the study is to find out whether the relationship between variables exist or not. The sample size was consisted of 200 Karachi banking sector. These responses were collected from managers and employees.

#### 3.1. Research Model

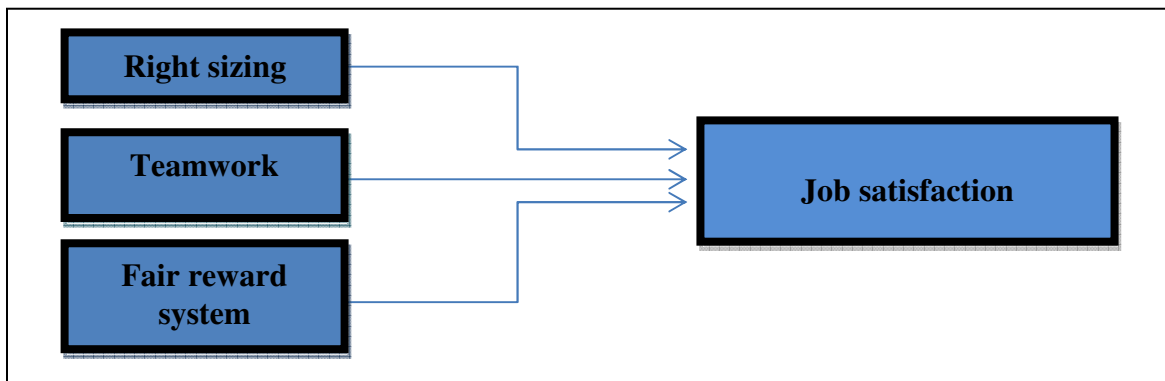


Figure 1

#### 3.2. Hypothesis

- H0A: There is no relationship between teamwork and job satisfaction.
- H1A: There is relationship between teamwork and job satisfaction.
- H0B: Rightsizing doesn't enhance the effectiveness of job satisfaction.
- H1B: Rightsizing enhance the effectiveness of job satisfaction.
- H0C: Fair reward system has not relationship with job satisfaction.
- H1C: Fair reward system has relationship with job satisfactions.

##### 3.2.1. Data Source

Data gathered for the research is Primary and it has collected for the first time through questionnaire. However, a little assistance was taken from the already existing journals and books on internet for determining the suitable variables, forming the questionnaire, and interpreting the statistical results of the testing hypothesis.

4. Data Analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Motivation enhances.	200	1.00	3.00	1.2400	.46203	1.680	.172
Manager motivation help their.	200	1.00	3.00	1.5000	.55817	.525	.172
Motivation depends on employee.	200	1.00	3.00	1.6100	.62438	.514	.172
In the organization if employee.	200	1.00	4.00	1.7600	.63594	.606	.172
Job satisfaction is most important part.	200	1.00	32.00	1.7350	2.23602	12.582	.172
Reward system motivates.	200	1.00	4.00	1.7300	.67033	.680	.172
Without job satisfaction employee.	200	1.00	3.00	1.6300	.63649	.504	.172
Rightsizing is the most important factor.	200	1.00	4.00	1.7300	.72784	.781	.172
Rewards system encourage.	200	1.00	4.00	1.6450	.67918	.870	.172
Teamwork help for the highly task.	200	1.00	5.00	1.6850	.71296	1.300	.172
Job satisfaction provides growth.	200	1.00	4.00	1.6450	.65661	.956	.172
Intrinsic reward system motivates.	200	1.00	4.00	1.6850	.66934	.770	.172
Right sizing play important Role.	200	1.00	4.00	1.6500	.60774	.492	.172
Job stress effect on employee.	200	1.00	3.00	1.2750	.48013	1.421	.172
Fair rewards system is key factor.	200	1.00	3.00	1.4700	.56631	.706	.172
According to all aspect of Organization.	200	1.00	5.00	1.5850	.62829	1.087	.172
Organizational environment effect.	200	1.00	5.00	1.8050	.63164	.663	.172
Performance evaluation Helps.	200	1.00	4.00	1.6600	.65309	.591	.172
Teamwork enhances the efficiency.							
	200	1.00	5.00	1.6800	.70718	1.322	.172
Teamwork encourages employees.	200	1.00	3.00	1.6350	.58608	.292	.172
Valid N (listwise)	200						

Table 1: Descriptive Analysis

5. Correlation and Regression Analysis

5.1. Hypothesis 1

- H0A There is no relationship between teamwork and job satisfaction.
- H1A There is relationship between teamwork and job satisfaction.

Correlations			
		Job satisfaction is most important part.	Teamwork help for the highly task.
Jobsatisfaction is most important part.	Pearson Correlation	1	.137
	Sig. (2-tailed)		.054
	N	200	200
Teamwork help for the highly task.	Pearson Correlation	.137	1
	Sig. (2-tailed)	.054	
	N	200	200

Table 2

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.338	.114		11.698	.000
	Teamwork enhances the efficiency.	.174	.063	.193	2.773	.006

a. Dependent Variable: without job satisfaction employee.

Table 3

➤ Analysis 1

The analysis shows that the employees teamwork their optimum best under the condition they work. The significant of the above coordination and regression testing is 0.06. It is fail to rejected because the actual significant level of is 0.05 and this significant level is grater then that level. Or less than 0.05 and it is proved that. There is no relationship between teamwork and job satisfaction.

5.2. Hypothesis 2

- H0B Rightsizing doesn't enhance the effectiveness of job satisfaction.
- H1B Rightsizing enhance the effectiveness of job satisfaction.

Correlations			
		Rightsizing is the most important factor.	According to all aspect of organization.
Rightsizing is the most important factor.	Pearson Correlation	1	.094
	Sig. (2-tailed)		.184
	N	200	200
According to all aspect of organization.	Pearson Correlation	.094	1
	Sig. (2-tailed)	.184	
	N	200	200

Table 4

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.444	.115		12.602	.000
	Rightsizing is the most important factor.	.081	.061	.094	1.334	.184

a. Dependent Variable: According to all aspect of organization.

Table 5

➤ Analysis 2

The analysis shows that the employees right sizing of organization and their optimum best under the condition they work. The significant of the above coordination and regression testing is .184 and .081. It is fail to rejected because the actual significant level of is 0.05 and this significant level is grater then that level. Or less than 0.05 and it is proved that There is no relationship between teamwork and job satisfaction.

5.3. Hypothesis 3

- H0C Fair reward system has not relationship with job satisfaction.
- H1C Fair reward system has relationship with job satisfactions.

Correlations			
		Fair rewards system is key factor.	Job satisfaction is most important part.
Fair rewards system is key factor.	Pearson Correlation	1	.186**
	Sig. (2-tailed)		.008
	N	200	200
job satisfaction is most important part.	Pearson Correlation	.186**	1
	Sig. (2-tailed)	.008	
	N	200	200

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

Table 6

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.377	.127		10.804	.000
	Reward system motivates.	.155	.069	.158	2.250	.026

a. Dependent Variable: Job satisfaction provides growth.

Table 7

### ➤ Analysis 3

The analysis shows that the employees right fair reward system of organization and their optimum best under the condition they work. The significant of the above coordination and regression testing is .008 and .155. It is fail to rejected because the actual significant level of is 0.05 and this significant level is grater then that level. Or less than 0.05 and it is proved that there is no relationship between teamwork and job satisfaction.

### 6. Conclusion

The aim of research to evaluate that the impact of motivation on employee productivity is most important of the organization. In sequence of dynamic rate of the business trends, the management of the banking sector should try as much as possible to pick good and positive motivational techniques to increase the moral of the workers towards productivity and performance. Through the questionnaires study on employees' productivity motivation, Employee productivity, right sizing, teamwork, fair reward system. Employees are the most important factor in the success and failure of any organization. Therefore employee's motivation so near their job role in serving the customer's needs. This study focuses on the impact of employee motivation on employee productivity and its constituent pay and benefits, management systems and the banking sector for employee vision on job satisfaction in the banking sector of Pakistan. Correlation and regression analysis were used for this analysis. Results show that employee motivations as well as its components example of reward system right sizing and organizational vision have a significant positive influence on the employee satisfaction. Management must think about the factors of employee incentive stimulus while planning and introducing new polices. This study highlights the requirement of establishing employee motivation programs the purpose of enhancing employee productivity and motivation towards their organizational goals. Consequence of the study as well give a perception the employee's interest and involvement towards their job that can be aligned to the organizational goals to improve.

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