

# Factors That Affecting Employee Motivation to Achieve Organizational Performance

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## Abstract

The purpose of this research was to study the Factors that affecting Employee Motivation to Achieve Organizational performance. A questionnaire was taken from an academic paper to investigate the research problem. 120 survey results were analyzed in this study and SPSS was used to analyze the data. It is found that employee motivation was dependent on financial incentives. There was no evidence that non-financial reward contributes to employee motivation.

**Keywords:** Employee motivation, Organizational performance

## 1. Introduction

Good wages have been found over the years to be one of the policies that organization can adopt to increase the performance of its employees and thereby increase the productivity of the organization. Also, with the current global economic trend, most employers realize that their organizations to compete positively, the performance of their employees go a long way in determining the success of the organization. On the other hand, the performance of staff in any organization is vital, not only for the growth of the organization, but also for the growth of individual staff (Meyer and Peng, 2006). The organization must know who are the outstanding workers, those who need additional training and who do not contribute to the efficiency and well-being of the company or organization. Also, job performance can be evaluated at all levels of work such as: staff decision related to promotion, job rotation, enriching jobs etc. (Aidis, 2005).

Workers tend to perform more effectively if their wages are linked to performance that is not based on personal bias or prejudice, but on an objective assessment of employee merit. Although many techniques for measuring functionality have been developed, in general, a specific technique chosen varies with the type of work. To achieve prosperity, the Organization designs different strategies to compete with its competitors and to increase the performance of organizations (Harrison, 2000). There are very few organizations that believe that human staff and employees in any organization are their main assets that can lead them to success or if they do not focus well, to decline. Unless and until, the staff of any organization are satisfied with it, are motivated to achieve tasks and achieve goals and

encouraged, no organization can progress or achieve success. All these issues call for research efforts to focus on how the set of appropriate rewards can raise or influence workers to develop a positive attitude towards their work and thereby increase their productivity (Rodin & Conan, 2005).

## 2. Literature Review

Motivation is a reason to do something. Motivation is the strength and direction of behavior and the factors that affect people to behave in certain ways. Motivation can apply in different ways to the aims individuals have, to the ways in which individuals choose their goals, and to the way in which others try to change their behavior.

(Armstrong, 2009). They decided to try to participate in positive, highly motivated care. These people can be independent and that means that they will take the right path to get what they can get, which is the best form of stimulation. However, the work itself depends on the self-motivation and the complementary framework with quality leadership, recognition and various awards, helping people to take advantage of their talents and achievements. (Armstrong, 2016). Motivation involves different levels of perseverance; it is to continue the effort for a certain period of time. Employees support their efforts until they reach their goals or surrender earlier. To help remember these three aspects of motivation, consider the imagery of driving a car in which the engine is engaged. The policy refers to the point where you drive the car, the intensity is how hard it is to put your foot on the fuel pump and the perseverance is the time you drive towards that destination (Hill, 2008). Performance management can be defined as a strategic and integrated approach to organizational sustainability by improving the performance of its employees and developing the capacity of individual teams and partners (Armstrong, 2004). This definition of performance leads to the conclusion that in performance management, consideration must be given to input (behavior) and products (products). Not only are the goals seen, as in the "goal management" program. Efficiency factors should be included in that process. This is known as a "mixed model" of management performance, which involves achieving expected efficiency, as well as goals and verification (Armstrong, 2009). Performance Management Agreement means that it addresses the most widespread problems that businesses face if they need to work effectively in their environment and with a general policy that they will achieve to achieve long-term goals (Armstrong, 2004). Motivation is the primary motivation for employees to conduct and conduct business-related activities. Because motivation is an intrinsic motivation that decides whether someone should act. After that, managers do not understand the importance of inspiration to reach their main goals and visions. In fact, when they understand the bases of motivation, there is no experience or learning that can enhance the motivation of the worker. (Chaudhary & Sharma, 2012). Employee motivation is a process in which the individual is ready to meet his or her needs. Individual needs may be survival, security, social needs, predictive and self-realization. This person must move in the

simplest way he can show the performance of his career. The performance can be from your customers or from someone else. Enthusiastic employees have claimed that when employees are happy and happy, they have more products than non-enthusiastic employees, and then do their work incredibly well. The result was good, and adding a motivated employee to other employees in the office (Chaudhary and Sharma, 2012) states that, study shows that the employee motivation has direct effect on gainfulness and development. A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In order to increase the efficiency and efficiency of the work, it is important to address a number of issues, including motivation among employees, satisfaction with their work and, in general, job improvement. A targeted person should be familiar with certain objectives, in order to achieve these goals, how to coordinate the impulse must be obtained in a number of ways. Apparently, the justified person is the best fit for his or her goals, that is, his hypothesis. Therefore, when motivated by employees, the ability to increase productivity will be high. Employee motivation is one of the managers' policies to increase effective work among employees (Olluseyi & Ayo, 2009).

### **3. Research Problem**

Organizations are interested in providing adequate, appropriate and qualified work force to the extent that they are able to perform the duties and tasks that they have been tasked with successfully to achieve the objectives of the organization. To achieve this, we seek practical and accurate methods to attract the most appropriate staff to the needs of the organization. Depending on the nature of the need and the basic work requirements so that the work to a certain amount of efficiency, and depend on the efficiency of work performance on the fundamentals of the most important desire to perform the work and success, and this is through the provision of incentives of various types of employees in the organization.

### **4. Research objective**

1. To identify the types financial incentives that affecting employee motivation.
2. To identify non-monetary incentives that affecting employee motivation.
3. To identify factors that increase staff motivation in the organization.

### **5. Methodology**

Time limits: the academic year 2017 - 2018

Human Boundaries: Members the faculty is in the Department of Business Administration at Ishik University. The total number of distributed survey is 120, and all of them were collected by the researcher. Survey is given to university staff, workers, and employees working in the different

positions in the different fields of the industry. The research data is collected by developing questionnaire, the research is of quantitative method which tends to address the numerical data and statistics rather than the quality of data, its composed of two parts, the first part interested in collecting personal data (demographics), which the second part is shining light on the areas of The Factors that Affecting Employee Motivation to Achieve Organizational Performance The sample for both male and female.

## 6. Data Analysis

Table 1: Reliability Statics

Cronbach's

| Alpha | N of Items |
|-------|------------|
| .675  | 24         |

Table 2: Demographic Data

| Parameters       |                   | Frequency | Percent |
|------------------|-------------------|-----------|---------|
| Gender           | male              | 96        | 80.0    |
|                  | female            | 24        | 20.0    |
| Practical Level  | other             | 74        | 61.6    |
|                  | bachelor degree   | 32        | 26.7    |
|                  | master degree     | 12        | 10.0    |
|                  | PHD               | 2         | 1.6     |
| Years of Service | 5-10 years        | 9         | 7.5     |
|                  | 10-15 years       | 11        | 9.2     |
|                  | 15-20 years       | 89        | 74.2    |
|                  | 20-25 years       | 3         | 2.5     |
|                  | 25-30 years       | 8         | 6.6     |
| Age              | <20               | 54        | 45.0    |
|                  | 21-30             | 49        | 40.8    |
|                  | 31-40             | 16        | 13.3    |
|                  | 40 years and over | 1         | .8      |
| Total            |                   | 120       | 100     |

Table 3: Items Data

| Parameters   |                   | Frequency | Percent |
|--|-------------------|-----------|---------|
| I am satisfied with the level of pay I receive   | Disagree          | 2         | 1.7     |
|  | Natural           | 18        | 15.0    |
|  | Agree             | 36        | 30.0    |
|  | Strongly Agree    | 64        | 53.3    |
| The pay offered by the Organization is very competitive compared to other companies in the industry                              | Disagree          | 9         | 7.5     |
|  | Natural           | 28        | 23.3    |
|  | Agree             | 56        | 46.7    |
|  | Strongly Agree    | 27        | 22.5    |
| Our Organization maintains a competitive pay and benefits package  | Strongly Disagree | 3         | 2.5     |
|  | Disagree          | 14        | 11.7    |
|  | Natural           | 36        | 30.0    |
|  | Agree             | 41        | 34.2    |
|  | Strongly Agree    | 26        | 21.7    |
| I would be satisfied if I received a monthly expense allowance   | Strongly Disagree | 3         | 2.5     |
|  | Disagree          | 15        | 12.5    |
|  | Natural           | 48        | 40.0    |
|  | Agree             | 34        | 28.3    |
|  | Strongly Agree    | 20        | 16.7    |
| Our Organization uses monetary rewards like base pay, commission, bonus, incentives and healthy allowances to motivate us        | Strongly Disagree | 8         | 6.7     |
|  | Disagree          | 25        | 20.8    |
|  | Natural           | 37        | 30.8    |
|  | Agree             | 34        | 28.3    |
|  | Strongly Agree    | 16        | 13.3    |
| I believe that money is a crucial incentive to work motivation because it is what I use to purchase the things I need and desire | Strongly Disagree | 7         | 5.8     |
|  | Disagree          | 22        | 18.3    |
|  | Natural           | 36        | 30.0    |
|  | Agree             | 38        | 31.7    |
|  | Strongly Agree    | 17        | 14.2    |
| My salary and other hygiene factors (e.g.  | Strongly Disagree | 4         | 3.3     |
|  | Disagree          | 22        | 18.3    |

|  |                   |    |      |
|--|-------------------|----|------|
| company policies, working conditions, supervision) have led to a dissatisfaction of my employment                                | Natural           | 40 | 33.3 |
|  | Agree             | 32 | 26.7 |
|  | Strongly Agree    | 22 | 18.3 |
| I believe the money I am paid is a strong indication of the value the organization has placed on my services                     | Strongly Disagree | 3  | 2.5  |
|  | Disagree          | 24 | 20.0 |
|  | Natural           | 41 | 34.2 |
|  | Agree             | 29 | 24.2 |
|  | Strongly Agree    | 23 | 19.2 |
| Our Organization pay policy helps attract and retain high performing employees   | Strongly Disagree | 3  | 2.5  |
|  | Disagree          | 16 | 13.3 |
|  | Natural           | 43 | 35.8 |
|  | Agree             | 43 | 35.8 |
|  | Strongly Agree    | 15 | 12.5 |
| If the Organization had a profit-sharing scheme, it would motivate me to perform   | Strongly Disagree | 7  | 5.8  |
|  | Disagree          | 12 | 10.0 |
|  | Natural           | 41 | 34.2 |
|  | Agree             | 41 | 34.2 |
|  | Strongly Agree    | 19 | 15.8 |
| Our Organization uses non-monetary rewards like recognition, inclusive decision-making and flexible working hours to motivate us | Strongly Disagree | 3  | 2.5  |
|  | Disagree          | 10 | 8.3  |
|  | Natural           | 20 | 16.7 |
|  | Agree             | 47 | 39.2 |
|  | Strongly Agree    | 40 | 33.3 |
| It is important to me to be formally recognized by management/supervisor for a job well done                                     | Strongly Disagree | 2  | 1.7  |
|  | Disagree          | 13 | 10.8 |
|  | Natural           | 34 | 28.3 |
|  | Agree             | 38 | 31.7 |
|  | Strongly Agree    | 33 | 27.5 |

|   |                   |    |      |
|---|-------------------|----|------|
| It is important to me to be recognized by my peers and co-workers for a job well done   | Strongly Disagree | 5  | 4.2  |
|   | Disagree          | 14 | 11.7 |
|   | Natural           | 45 | 37.5 |
|   | Agree             | 40 | 33.3 |
|   | Strongly Agree    | 16 | 13.3 |
| Our Organization uses non-monetary rewards to motivate us   | Strongly Disagree | 4  | 3.3  |
|   | Disagree          | 29 | 24.2 |
|   | Natural           | 44 | 36.7 |
|   | Agree             | 20 | 16.7 |
|   | Strongly Agree    | 23 | 19.2 |
| If our Organization had a wellness benefit program e.g. gym or sports club membership, I would be motivated                           | Strongly Disagree | 8  | 6.7  |
|   | Disagree          | 18 | 15.0 |
|   | Natural           | 43 | 35.8 |
|   | Agree             | 31 | 25.8 |
|   | Strongly Agree    | 20 | 16.7 |
| In our organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes | Strongly Disagree | 8  | 6.7  |
|   | Disagree          | 14 | 11.7 |
|   | Natural           | 34 | 28.3 |
|   | Agree             | 35 | 29.2 |
|   | Strongly Agree    | 29 | 24.2 |
| Our organization uses training and development (e.g. Seminar, sponsorship) as a way to motivate us                                    | Strongly Disagree | 4  | 3.3  |
|   | Disagree          | 24 | 20.0 |
|   | Natural           | 34 | 28.3 |
|   | Agree             | 40 | 33.3 |
|   | Strongly Agree    | 18 | 15.0 |
| Our Organization has a fair and equitable reward scheme   | Strongly Disagree | 6  | 5.0  |
|   | Disagree          | 15 | 12.5 |
|   | Natural           | 51 | 42.5 |
|   | Agree             | 29 | 24.2 |
|   | Strongly Agree    | 19 | 15.8 |
| Our current recognition and reward program motivates me to perform better   | Strongly Disagree | 3  | 2.5  |
|   | Disagree          | 17 | 14.2 |
|   | Natural           | 42 | 35.0 |
|   | Agree             | 29 | 24.2 |

|  |                   |     |      |
|--|-------------------|-----|------|
|  | Strongly Agree    | 29  | 24.2 |
| Our organization has observed a long-term improvement of the quality of work as a result of the reward system in place | Strongly Disagree | 5   | 4.2  |
|  | Disagree          | 20  | 16.7 |
|  | Natural           | 33  | 27.5 |
|  | Agree             | 40  | 33.3 |
|  | Strongly Agree    | 22  | 18.3 |
| Total  |                   | 120 | 100  |

### Conclusion

The aim of my research is to find out the factors that affecting employees motivation through organization performance. For my research I took a quantitative strategy and I made a survey questionnaires among workers and peoples randomly to get that information that I want, The independent variable in my research was motivation, Motivation is something that make employees and workers showing high performance to achieve an organization goals and it has two types Intrinsic and extrinsic motivation, My dependent variable is organization performance, Organization Performance is the way that employees shows to achieve the organization goals.

In my research I conducted a quantitative questionnaire to collect my data, and the sample size was taken randomly, I have distributed 120 and I get all of them as a full answer paper, during the data collection I did all ethical issues which are wrote in our university student hand book and I didn't force any one to answer my questions that was for the preliminary data, for the secondary data I have collect them by reviewing books articles and books and all other available sources.

Mode of the first part of the survey is 384 agrees so majority of the responders in this research think that financial factors are affecting employee motivation. "The pay offered by the Organization is very competitive compared to other companies in the industry" is the common belief among the responders that believed as the main reason to affect employee motivation.

Mode of the second part of the survey is 380 undecided so majority of the responders are not sure whether non-financial incentives are affecting employee motivation or not. "It is important to me to be recognized by my peers and co-workers for a job well done" is the most common respond as undecided among the participants in this paper. So it can be concluded that to be recognized by peers is not considered a factor for employee motivation for responders. Most of the responders are not sure what peers think about them is a reason for employee motivation or not. "Our Organization uses non-monetary rewards to motivate us" is the most common answer as disagree among the responders. So we can conclude that responders do not believe non-monetary reward will affect their motivation and majority disagrees that their organization that follows this method will help motivation.



Overall, for answering my research question I conducted that motivation is increasing performance strongly and they are related because when motivation increase performance will increase too, finally incentive tools such as payment will increase performance according to my research survey and data analysis.

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