

**THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES - A  
RESEARCH BASED CASE STUDY IN RAMCHANDRAPUR HIGH SCHOOL,  
COMILLA, BANGLADESH.**

**COURSE: MA IN HUMAN RESOURCE MANAGEMENT**

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## ABSTRACT

For many years, motivation has been a key indicator of productive employee performance within an organisation, so it has been an area of major concern for the organisation and human resource managers. There are wide ranges of factors that are related to management, employees, organisation and the workplace which makes it complex and challenging job to motivate employees in an organisation. Therefore, different strategies and method should be used by the organisation and human resource manager to motivate employees. There are different needs and expectation for an employee to join any organisation. Monetary and non-monetary factors are used by human resource managers to achieve different employee and organisation related objectives.

The present research works look to know the impact of motivation on the performance of employees in Ramchandrapur High School. Descriptive method and questionnaires embedded with Likert scale was used as main instruments for collecting necessary data to carry out this research work. Data is collected from the sample size of 50 among which included faculty member, employee assistants, office helper, and employee in training and security personnel. The critical re- view of the literature and the quantitative analysis of the survey data pointed that both extrinsic and intrinsic motivation factor play an important role in motivating employees. The study revealed that salary is the greatest motivation factor among various extrinsic and intrinsic motivation factor like job security, advancement in career, the good relationship among co-worker, achievement sense, training and development and sense of recognition. The study further reveals that level of motivation among the employee of the Ramchandrapur High School is low as compared to the expectation of employees.

Although both extrinsic and intrinsic factor is responsible for motivating employees in an organisation this study revealed that employee of Ramchandrapur High School is motivated more by an extrinsic factor than an intrinsic one. Management of school should focus more towards satisfying the extrinsic need of employees to hold the employee for long which subsequently helps to increase the quality of output produced by it.

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## **1 INTRODUCTION:**

### **1.1 BACKGROUND:**

Without any doubt education is the motor of development of each country and economy. The efficiency of any country's workforce drives the economic development of that country while workforce productivity depends on its educational system. Subsequently, all countries offer colossal importance to educate their citizens guaranteeing as many citizens as possible to have access to secondary education as a route to the higher education. The effect of education on society turns out to be better as the number of people increases having access to secondary education (Craig C. Pinder, 2008) It is because secondary education is a phase where students are prepared to contribute their shares to social and economic development of their society. The motivation of employees among few elements affecting secondary education stands tall.

It is inappropriate and not enough if we merely rely on the number of people engaged in providing service. Their ability and experience are also countable. The best positive result can be extracted out of an employee if she/he is properly motivated. The force which energises, sustains and directs person's effort in achieving a goal is motivation. (Bateman & Snell, 1996). A highly motivated person having an adequate understanding of the job will work hard towards achieving the organisational goal.

Motivation is considered as one of the most imperative matters in all the organisations, no matters whether it is private or public sector (Baldoni, 2005b). "Motive" means wants, desire, and needs of an individual. Therefore, the employee motivation refers to a procedure where organisations inspire their employees with the shape of bonus, rewards, increment, etc. to achieve organisational goals. This research study (Creswell, J. 2012) concerning the impact of motivation on the performance of employees helps to understand motivation that affects employee performance in the organisation and motivational tools used by the organisation so as to motivate employees for the best performance (Aung, 2008).



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Further, this research will make clear in what manner motivation creates an impact on the performance of employees. The study of similar literature shall assist towards understanding different variables applied in the research work (Creswell, J.W. 2015).

Various experimental studies have found that exposures and trainings to research work are considered as crucial factors to enhance the performance of the employees in a secondary school. In this manner, motivation is the real driver of the employee performance in any organisation (Amabile, T.M. 1997). The employee performance is positively correlated to motivation. This implies if employees are motivated; it certainly helps to raise their performance. The positive correlation between motivation and performance is moderated via level of education, training and prior re- search experience (Baldoni, 2005b). This factor will probably make an impact on performance and its association with motivation in this respect.

Ramchandrapur High School (R.R.K.H.S, 2016) in Comilla, Bangladesh has been chosen as an organisation for this case study within the research work. It's a secondary school with a different categories of employees. Academic staff, employees-in-training, faculty members, student assistants, school staff are the employee categories under this research study. The research will high-light the motivation along with its impact on the performance of the employees in case of Ramchandrapur High School (R.R.K.H.S, 2016). The level of motivation has direct as well as the positive relationship with the performance of employees along with the organisational com- mitments (Vansteenkiste et al., 2006). The absence of motivation (Bateman, T.S. & Snell, S.

1996) within the organisation tends to disrupt productivity of an organisation, and at the end, the results cannot be generated up to the mark. Thus, the different aspects of impact on motivational cases along with employee performance situation (Becker, S., Bryman, A. & Ferguson, H. 2012) within Ramchandrapur High School (R.R.K.H.S, 2016) will be given emphasis throughout the research study.

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## **1.2: STATEMENT OF THE PROBLEM:**

Providing the employees with the right blend of direction, guidance, techniques, assets and compensation based on the goal of motivating them and making them quick to work through the way the manager wants them to do is the major aim of the motivation. Above all, the employees are the most important resource for any organisation. The growth of any employment depends on how motivated the employees are and how long they stay with the organisation (Vroom, 1985). Furthermore, the cost of recruitment and maintenance of employees are significantly reduced, and it can also help in the expansion of vocation if the system can hold the motivated employees for long in the organisation (Nyameh et al., 2013).

The motivation of employees is the most challenging and standout characteristics a manager (Bryman, A. 2015a) should possess. There is a growing number of cases that any organisation may face a tough time retaining employees because of the aggressive labor market of today and the restricted opportunities available. And there is no sign of improving either. The loss of employees is marked as a great loss of information, experience and aptitudes which lead to a significant financial effect and cost to an organisation including the impact on the need of the customers (Hackman & Oldham, 1976). Managers having strong motivational technique assist the organisation by enhancing employee retention.

This study will investigate the relationship between the promotions and rewards on the motivation of employees with the effects from the performance of employees, more specifically in the educational sector. It also will describe in what manner motivation impacts on the performance of employees along with the good strategies of motivation for achieving organisational success (Becker, L. 2014).

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### **3. RATIONALE OF THE RESEARCH:**

Motivation and performance are two significant factors regarding organisational success and achievement (Bryman, A. 2015b). In a dynamic environment, it is important for an organisation to embrace that change since it might propel to pick up an upper hand. For this, the primary concern they require is the competent and skilled representatives.

Motivation plays an imperative part in any organisation since it augments the productivity of employees and the objectives can be accomplished in a proficient way. The behaviour of employees can be altered through motivation in any organisation. From circumstances to circumstances the level of motivation contrasts within an individual (Robbins; Judge & Sanghi, 2009). Motivation takes part in an imperative role for teachers because it accomplishes the objectives in a productive and efficient way. The motivation of employees is imperative since it enhances the abilities and learning of teachers and it specifically impacts the students' accomplishment (Wahyuni et al., 2014). If the teachers in schools don't have sufficient motivation, they are less able to meet the objectives which straight forwardly impacts the students and the educational system.

Not many investigations had been directed in Bangladesh on employees in a secondary school. This research fundamentally emphasized on the performance of employees (Becker, L.M. 2014) of Ramchandrapur High School (R.R.K.H.S 2016) in the context of Bangladesh. The rationale of this research is that it might help to characterize and individualize the significance of motivation that has a solid effect on the profitability and performance of employees of Ramchandrapur High School (R.R.K.H.S 2016). This study may help to enhance the performance of the employees by motivational elements to improve the overall educational standard of the schools in secondary levels.

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#### **4: RESEARCH AIMS AND OBJECTIVES:**

This research work was essentially carried out to analyse the impact of motivation on the performance of the employees in Ramchandrapur High School, Comilla, Bangladesh (R.R.K.H.S, 2016). To build up the research study (Creswell, J.W. 2014a) following objectives were recognised to support:

1. To critically review the theory of employee motivation as well as identify the significant issues which impact employee motivation in the educational sector focusing on Ramchandrapur High School.
2. To analyse the current employee performance of Ramchandrapur High School.
3. To examine the effect of motivation on employee performance based on Ramchandrapur High School.
- 4: To provide recommendations to Ramchandrapur High School based on the findings of the research.

#### **5. RESEARCH QUESTIONS:**

1. How does a secondary school like Ramchandrapur High School motivate their employees?
2. How does motivation affect the performance of employees of Ramchandrapur High School?
3. What are the relationships among motivation and performance of employees within a secondary school like Ramchandrapur High School?

## **6. SIGNIFICANCE OF THE STUDY:**

Every organisation wants to overshadow its rivals providing quality service to its customers to sustain in the today's competitive market by its business sector or educational sector. To compete with the rest of the world, every educational institution needs to make out the best of their employees. For this, motivation is the key factor to inspire the employees to meet the objectives. It is not possible for any institution to achieve these objectives without motivating their employees. Motivation comes from the tasks they finish, the level of satisfaction, opportunities for the future progression, organisational environment and the colleagues (Kachalla, 2009). The aim is every segment in the educational system of Bangladesh would have a tremendous advantage from this study. The study concentrates more specifically on the performance of employees of Ramchandrapur High School through motivation.

## **7. RESEARCH STRUCTURE:**

This research study is organised into seven different stages.

### **Chapter 1 – Introduction:**

The impact of motivation on the performance of employees of Ramchandrapur High School is included in this chapter. This chapter also states the aims and objectives of the research study (Creswell, J.W. 2014b) along with research questions that are answered throughout the research. The significance of the study and rationale of the research are also included in this chapter.

### **Chapter 2 – Literature Review:**

This chapter presents the findings of other research on the subject matter along with related definitions from a review of different kinds of literature (Creswell, J.W. & Clark, V.L.P. 2011). In this section past research work regarding the effect of motivation on employee performance is discussed.

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**Chapter 3 – Research Methodology:**

This chapter of research study includes the use of different tools and technologies for undertaking an investigation (Dawson, D.C. 2013) on the subject matter. This chapter presents the methods used for collecting primary data and different techniques are used for analysing the data collected.

**Chapter 4 - Data Analysis and Findings:**

The presentation of data collected from different sources and its in-depth analysis of result obtained are studied in this chapter.

**Chapter 5 - Conclusion:**

The conclusion of the research is described in this chapter. This chapter highlights the actual results obtained by carrying out the research study.

**Chapter 6 - Limitations of the Study:**

This chapter includes different limitations of the research study. It highlights different causes that limit the scope of the research along with different factors that are responsible for the hindrance of the study.

**Chapter 7 - Recommendations:**

This final chapter intends in providing an appropriate solution that could help in enhancing the performance of employees.

## **2 REVIEW OF LITERATURE:**

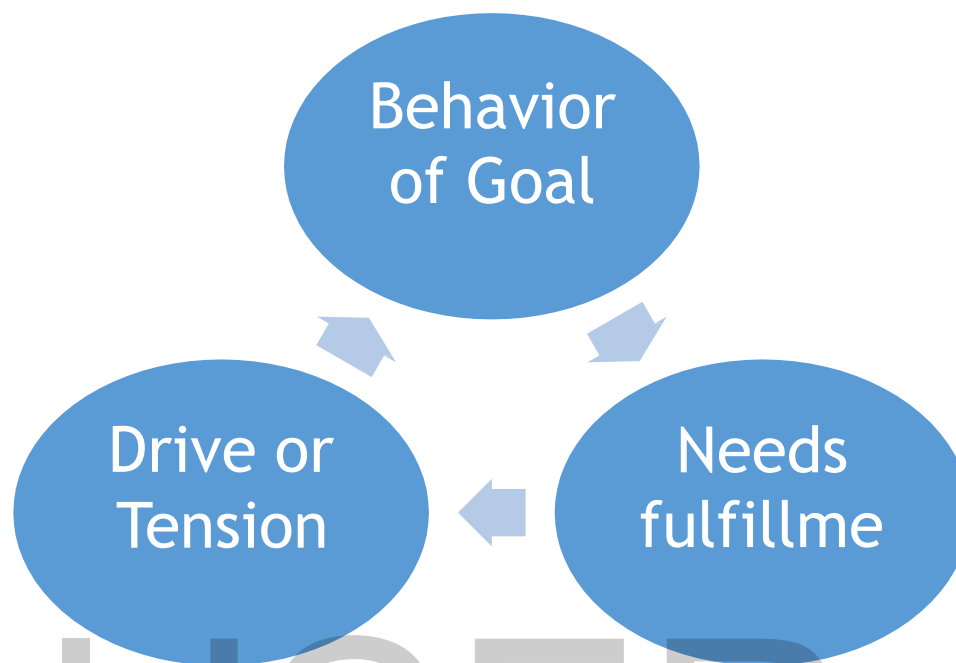
### **1: INTRODUCTION:**

Related literature (Deci, E.L. 1972) by different researchers and analysts in regards to the diverse elements affecting the performance of employees in an organisation is reviewed in this chapter. The fundamental motivation behind literature is to be discovered including what has been done and the one that has been forgotten in this area of study. Various motivation and performance experts have focused on the key impact of motivation in any organisation and from this perspective of the specialists this literature was derived.

### **2: EMPLOYEE MOTIVATION:**

Several types of research have been undertaken concerning this subject matter along with several theories. These were designed to illustrate their highly influential characteristics focusing on the motivational impact on the organisational behaviour. The lack of motivation within an organisation greatly affects the productivity (Skudiene & Auruskeviciene, 2012). An organisation needs to consider various forces like social, structural and personal forces when influencing their employees for the best output. The researchers show that the employees are highly satisfied when they are given challenging tasks. Therefore, when attempting towards enhancing employee motivation the satisfaction lies on gaining from the task itself (Devito et al., 2016). Nowadays when the boss gives certain optimistic appreciation to its subordinates, it is considered as a good sign for the whole team, and ultimately, they get motivated. Mostly, within an organisation people work as a family; so sometimes it may damage motivation as well as the morale of the employees. However, the employees are not always motivated by incentives, prizes, etc. along with other factors of extrinsic rewards (Mohamed Sherif & Prasetya, A. 2014).

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**Figure: Employee Motivation Process** (Nyameh et al., 2013)

The figure illustrates that any process commences due to tension within the needs of the employee. Then the research is carried out for satisfying his/her desires within groups, company and the individual himself.

To achieve the pre-determined goal of any organisation or institution by urging employees to work hard is called motivation (Baldoni, 2005a). The motive is the main impetus inside a person. Motivation is an urge to perform making individual act the way they need to do. Only motivated individuals are prepared to work hard; consequently, it increases their productivity and performance while meeting the organisational target. The employees should be motivated so that they take more interest as well as make significant efforts to carry out their duty productively (Devito et al., 2016). Like job security, training and salary, motivation is also a critical variable that can have a significant impact on the performance of employees and quality of service.



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Motivation intends to encourage behavioural alteration. Motivation is used as an important force to empower an individual to meet specific objectives. Grant (2008) on his research on employee motivation states that motivation helps to enhance profitability, execution, and constancy. Comparing to highly motivated employees, less motivated employees are more arranged towards freedom and self-reliance along with more self-propelled impetus towards their job. Comparing to less motivated employees, employee responsibility towards their work also increases in case of highly motivated employees' (Guay et al., 2000).

The assortment of various models and theories relevant to motivation is more closely examined in the subject of organisational behaviour. According to Baldoni (2005), "Employee development creates a persuasive spark that explores the capacity of theirs". There is undeniable connectivity between employee motivation and their job satisfaction in addition to organisational responsibilities (Kachalla, 2009). Based on the nature of the organisation or business, motivation is the most important factor to achieve organisational goal and objectives.

### **3. EMPLOYEES' MOTIVATIONAL FACTORS:**

While talking about different factors enhancing employee motivation, money is considered as the strongest one as employees need to earn a respectable salary to live a quality and respectable life (Mumford, E. 1970). Financial rewards drive the individuals, who wish to fulfil their necessities to maintain a decent life and motivate themselves towards higher performance especially in the business related to the educational sector. But in the long run, good salary cannot help to increase productivity and money alone can't enhance efficiency (Aung, 2008). Focusing only on the satisfaction of monetary needs by organisational head might wane the employer's mentality in the long run as they seek only financial gain. So, it is important to think of another non-monetary component in the long run like rewards, performance feedbacks, praise, social acknowledgement and so on (Furnham & Argyle, 1998).

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Several types of research has proved that rewards positively influence the employee performance leading to a job satisfaction. Among various tools used to motivate employees or group behaviour to improve organisational performance, motivation stands out the best.

As a tool to motivate employees and their performance most organisations today use to pay promotion, bonus, reward and another type of reward (Wahyuni et al., 2014). Salary is a great motivator, but if it is meant to be used as a motivator, the organisation or institution at first needs to develop a salary structure based on the significance, essentiality and productivity of the job, individual performance and special allowance.

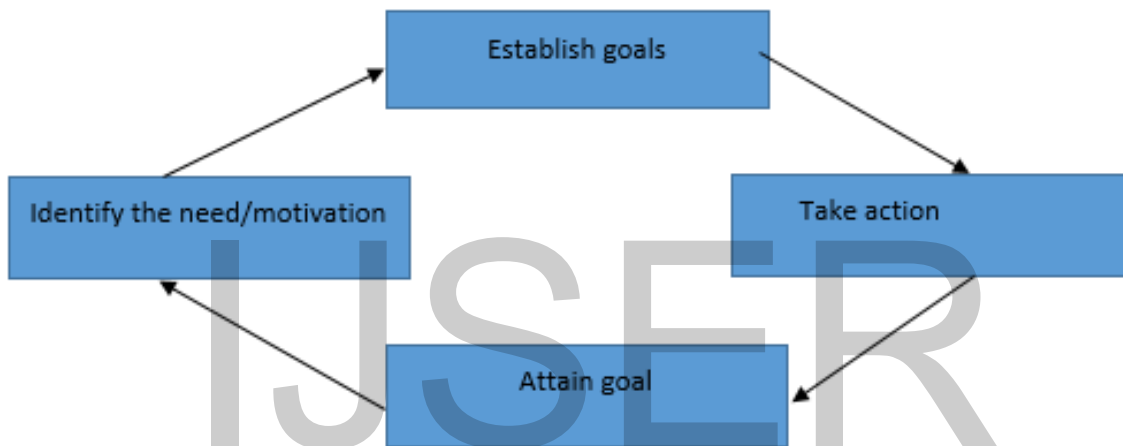
Leadership can be used as another significant tool to motivate an employee, as leadership is about finishing the thing in a correct and progressive way. It is important to gain the trust of employees and make them follow their manager or instructor to accomplish meet the objectives. Moreover, if a leader wants to build his trust around the organisation and make the employees do their work appropriately, they need to be motivated (Baldoni, 2005b). There should be a reciprocal cooperation for each other between a leader and the employees to attain higher motivation and morality.

Trust is nothing but a perception of an individual about other individuals and his/her eagerness to coordinate based on a speech or to have firm belief with a decision. So, to succeed as an organization trust is another important factor as it helps to improve employees' motivation (Shanks, 2008).

No matter how technology has progressed in recent years, effectiveness of the staff is the key component to attain a high level of success. In this manner, development and implementation of employee training program is an essential strategy to motivate employees. Also, a great correspondence between the workforce and the manager can invigorate motivation as the number of uncertainty decreases (Graves et al., 2013).

#### 4. MOTIVATIONAL PROCESS:

Acknowledgement of the unfinished needs is the beginning of motivation. Goals which satisfy these needs are then recognised and the most appropriate behavioural way is selected to fulfil these goals. Motivation process is diagrammatically presented below:



**Figure: Motivation Process** (Vroom, 1985)

Motivation is separated into two categories. These are extrinsic and intrinsic. Amabile (1997) explains intrinsic and extrinsic motivation as follows:

1. Intrinsically motivated individuals look for pleasure, interest, fulfilment of interest, personal challenges to the work, etc.
2. Extrinsically motivated individuals took part in the work to attain definite goals, and the goals are separated from itself.

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Intrinsic motivation is mediated inside the individual whereas extrinsic motivation is mediated outside the individual in the form of money, verbal support and other elements (Deci, 1972).

Even if there is no evident reward, individuals are naturally motivated to perform any given task aside from the feelings which result from the action. Individuals can be either extrinsically or intrinsically motivated or both (Amabile, 1997).

The application of extrinsic and intrinsic motivator varies from person to person. Some people focus on intrinsic outcomes whereas others entered on extrinsic outcomes (Vroom, 1985).

Intrinsically motivated individuals appear to incline towards exciting reasoning tasks and can direct themselves towards the practices deliberately hence offering rewards or setting external goals is a futile attempt unless they are similarly high on external motivation. Stress should be given preference as the appealing nature of the task and the reinforcement of self-set objectives and dead-lines for the workers having high intrinsic motivation. The similarity in work causes individual differences among the employees; they separate employees based on high and low need and growth power (Hackman & Oldham, 1976).

High skilled manpower are motivated by a job with high skill variety, the level of task, task identity and feedback. Less skilled individuals are unaware of these factors as indicated by them. Furnham & Argyle (1998) bolstered this theory by pointing that those introverts are extrinsically motivated when extroverts are more intrinsically motivated. Even if it appears that individuals are diversely motivated, extrinsic and intrinsic motivation has a mutual influence on each other.

**Relationship between extrinsic and intrinsic motivation:**

The researcher argues that both extrinsic and intrinsic motivation affect each other in spite of the fact that distinction between extrinsic and intrinsic motivation is clear.

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Deci (1972) claims that intrinsic motivation negatively affects extrinsic motivation i.e. extrinsic motivation diminishes intrinsic motivation. He further contends that if fiscal measures are not regulated contingently, intrinsic motivation diminishes. But if money is non-contingently disseminated, it won't happen. While responding to this discourse, Amabile (1997) expresses that although extrinsic and intrinsic motivation work divergently, on the contrary, it can have a supporting impact: "intrinsic motivation can prompt raised amount of satisfaction and performance once the scaffolding of extrinsic motivation is dealt with progressively." In her work, she additionally states that both extrinsic and intrinsic motivation excite the employees to do their job, but they have altogether distinct consequences on the employees.



**Figure: Relationship between Intrinsic and Extrinsic Motivation** (Guay et al., 2000)

Employees can be both extrinsically and intrinsically motivated to perform a specific task (Amabile, 1997). Both motivation concepts strengthen each other, but sometimes intrinsic motivation is diminished by extrinsic motivator (Deci, 1972). Besides, all individuals are not similarly motivated; few are motivated extrinsically, and other are motivated intrinsically (Furnham & Argyle, 1998).

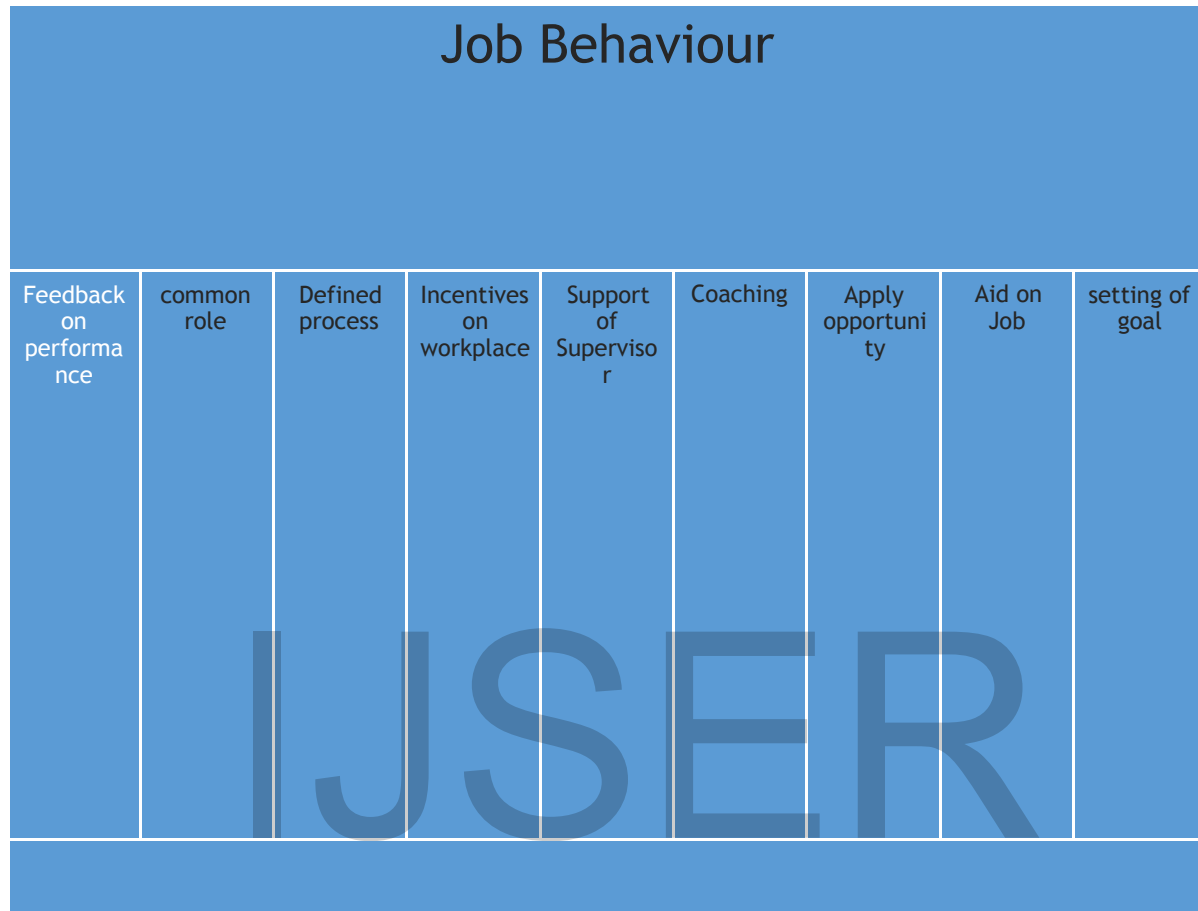
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## **2.5: EMPLOYEE PERFORMANCE:**

There are specific goals for any organisation to achieve. Resources like machines, man, material and money are used to meet the objectives. Manpower is one of the essential ones out of these resources for any organisation (Aung, 2008). To meet organisational objectives, it can play a vital role. The way to utilise these resources efficiently and effectively by manpower is the pertinent question that arises during the organisational activity. The whole human resource management environment is evolving significantly. Variables relating to ecology are uncontrollable.

These ecological variables are beyond the control of the organisational capabilities (Lincoln, A. 2009). To achieve success, one needs to adjust with the external influences in the market. The natural component of culture, society, legality, politics, competition and technology often change quickly. If knowledge is inadequate, the plan fizzles out. It is the most difficult job to anticipate about anything in the current circumstances which makes it hard to predict the event that is going to happen tomorrow. To obtain the best result, the need for exceptionally talented and devoted manpower is felt. Human resource management in the educational sector these days are exceptionally aggressive, and there is ferocious rivalry amongst them these days. It is extremely tough to begin, survive, settle down and exceed calculated expectation for any organisation these days. The organisations having highly capable and skilled employees have a significant advantage over their rivals and can augment the productivity and richness better (Shanks, 2008). The committed manpower is the critical and vital elements for any organisation to excel. Close coordination between the employee performance and various jobs is required for overall success of the organisation (Lunenburg, 2011).

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**Figure: Employee Performance**

(Skudiene & Auruskeviciene, 2012)

The skills and abilities need to be effectively understood for the completion as well as of an upto-date clarification of the productivity and longevity of the employment. The process of performance review normally takes place on an annual basis. However, it can be scheduled in further frequent manner. It highly depends upon the classification of the staff by professional staff and contract labor. Some of the organisations attempt to judge analytically the performance of employees for increasing productivity (Stewart & Roth, 2007).

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The performance of an employee is defined as what an employee can do through his ability and skills and what he can't do. The various factors are included in an employee performance like quality and amount of yield, closeness to work, healthy and accommodative nature, opportunities of yield, etc. There are mainly three classes for measuring the productivity of employees within an organisation. These are:

- Personnel Data.
- Production Counts.
- Judgmental methods.

There are certain limitations on the performance of employee which are mentioned below:

- Lack of proper skills and equipment.
- Inadequate working environment.
- Non-attendance of the core human resources.
- Ambivalent performance standards or objectives.
- Inadequate statement in an organisation.

Organisational performance is an indication of the ability of an organisation to efficiently attain independent objectives (Venkatraman & Ramanujam, 1996). The level of efficiency through the performance of employees is one of the major components that is assessable. There is so much research work carried out to propose different techniques to measure organisational performance. All these work focus especially on integrating the quantity, quality, creativity and individual knowledge towards the accomplished task which are confirms the role of responsibility during a precise period.



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Shahzadi et al. (2014) in her research “Impact of Motivation on Employee Performance” in government and private schools of Pakistan uses regression analysis to find the impact of motivation on the performance of employees. They included four variables in their study: Employee motivation, employee performance, intrinsic rewards and employee perceived training effectiveness.

Hypothesis	Model Variables	Estimate	S.E	C.R	P	Results
H1	EM → EP	0.353	0.040	4.703	0.000	supported
H2	IR → EP	0.197	0.041	2.621	0.010	supported
H3	IR → EM	0.330	0.086	3.917	0.000	supported
H4	EPTE → M	-0.003	0.092	-0.030	0.976	Not supported

Table: Regression result of the study. (Shahzadi et al., 2014)

The result of this research shows that it is very significant to have positive relationship between employee performance and motivation. From the above table it is clear that the effect of intrinsic reward on employee motivation and employee performance is positive and significant. This study further concludes that employee perceived training has a negative relationship with employee motivation. It is explicitly proved from this research work the teachers are provided training, but this training was not routinely implemented in their teaching hence the trainings provided are not found effective as confirmed from the regression result. There is a negative relationship between employee’s perceived training and employee motivation with (Beta=-0.003) and (p<0.01). Training effectiveness contributes more than three per cent of employee motivation according to this study and H4 is not validated by the result. This research study also identifies other variables which are excluded in this study for future research such as personal and demographic characteristics, goal achievement needs and abilities to study employee motivation.

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IJAME (2012) in the study, “Effect of Motivation on Employee performance In Public Middle-Level Technical Training Institution in Kenya” tried to establish the relationship between the effect of motivation and performance of employees in the Public Middle-Level Technical Training Institutions in Kenya. They use descriptive design to conduct the research study and take a sample size of three hundred and fifteen administrators of the institutions including the head of the department, teaching and non-teaching staff. They use Likert scale (Wuensch, 2005) questions to collect the data from the respondents, but they followed interview strategy to collect data from the administrators and the head of the department. To study what motivates employees they used two content theories and to study the concern regarding the psychological and behavioural process in motivating individuals they used process theories.

		Employee Performance	Motivation
Employee Performance	Pearson Correlation	1	.205**
	Sig. (2-tailed)		.000
	N	287	287
Motivation	Pearson Correlation	.205**	1
	Sig. (2-tailed)	.000	
	N	287	287

Table: Correlation between motivation (independent variable) and employee performance (de-pendent variable) (IJAME, 2012)

They used correlation analysis to know the impact of motivation on employee performance. As shown in the table above, there is a weak positive correlation between employee performance and motivation which was statistically significant  $r(285)=0.205$ ,  $p<0.05$ . It shows that when motivation increases, employee performance increases.

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Item	F	Sig.
Job security which improves job performance	.456	.714
Rewarded fairly for good job performance	.461	.710
Continued training and development improves performance	1.808	.146
There is good working environment that improves performance	.565	.639
Discipline is applied with impartiality	.757	.519
Good pay for improved performance	.468	.705
There is promotion and growth that improves performance	.329	.804
Recognition of work output improved performance	.632	.595
Accepted by other work mates improved performance	.954	.415
Feedback provided improved performance	3.007	.031

Table: ANOVA Results (IJAME, 2012)

The result from ANOVA analysis (ANOVA 2016) regarding the motivation of employees identifies that there is no significant difference in motivational factors as the calculated value  $F(3, 283)=3.007$  is less than the tabulated value 0.31.

In conclusion, their study found that employees today are not satisfied with their workplace environment and the salary pay they are provided with. Since this work was conducted in just one country, the result identified from here can't be generalised else.

Richard (2014) in his study "The Effect of Motivation On Employees' Performance: Empirical Evidence From The Brong Ahafo Education Directorate" tried to determine the effect of motivation on employees, to determine the employees' performance, to assess the effect of motivation on employees and to identify the factors affecting motivation of employees in Asunafo North Municipal Education Directorate.

He tried to use mixed approach for this study. He used both questionnaire and interviews method for the collection of the data and for content analysis they used qualitative aspect. The major motivational factors found by them are the promotion and prospect for further advancement in their careers.

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This study further revealed that their motivational level is low in the area of wages, bonuses and salaries. Out of all the industries in Ghana, educational sector turns out to be the worst regarding providing sufficient salaries and wages.

He concluded that work appreciation, advancement in work, handsome salary, promotion and other various factors are the mainstay responsible for increasing their motivation (Shanks, 2008). This is mainly due to the number of young and energetic employees in the job than the old employees who near the retirement age and doesn't seek any motivational factor. From his study, it was also concluded that not only opportunity for advancement, promotion and good relations among coworkers lead to the satisfaction of their needs but also the amount of salary they receive, working conditions, relationship with superiors, etc. can lead to a major dissatisfaction for them (Srivastava, 2008). He also concluded that qualification, experience, compensation package, sense of job security, etc. when to combine with favourable motivational factors could significantly affect their work performance and vice versa. It is concluded that there is a relationship between performance and motivation, and motivation seriously impacts the employees' performance within an organisation.

## **2.6: THEORETICAL LITERATURE REVIEW:**

### **2.6.1: MARS MODEL:**

Singular behaviour is an outcome of any interior and exterior elements, and it is clarified by MARS model (Devito et al., 2016) There are four central points affecting the performance of the employees in an organisation, and the acronym of those points used to build the name of the model namely Motivation, Abilities, Role Discernment and Situational Factors (MARS) (Devito et al., 2016). The factors like individual values, identity, recognition, states of mind and stretch shape a premise where the elements are associated.

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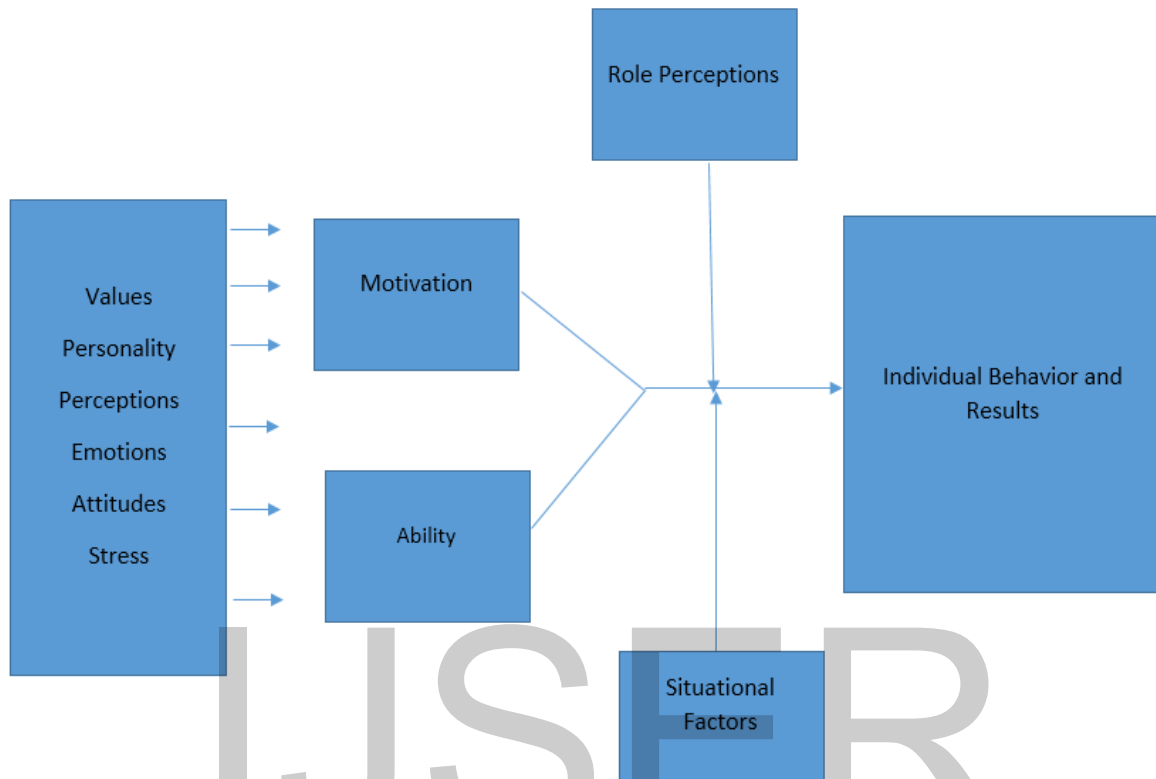


Figure: MARS model of individual behaviour (Lăzăroiu, 2015)

In any organisation, these factors are exceptionally interrelated. The behaviour of the employees will be influenced and affected unless the majority of the needs pointed out by MARS model (Devito et al., 2016) is not fulfilled. For example, in the absence of satisfactory and adequate assets, even the highly energetic and highly motivated employee who is highly skilled and can comprehend the employment obligation well, won't have the capacity to perform their job well (Hackman & Oldham, 1976).

**2.6.2: MASLOW'S HIERARCHY OF NEEDS THEORY:**

Inside each person, there are five needs in the pecking order and before any individual seeks the next larger level of needs there exists a pecking order of five needs to be fulfilled inside each person (Maslow, 2001). The five exclusive needs which motivate an individual as pointed out by Maslow (Maslow, 2001) are as follows:

### **Physiological Needs:**

These are related to basic needs of a person. It comprises the driving force. This need causes a physiological tension that is shown by any behavior of the body. Maslow stated that when an individual fulfils physiological needs, it moves up towards next level (Maslow, 2001).

### **Safety Needs:**

These are the needs for protection and shelter. Here, an individual needs focus on stability, dependency, and security. This need is also known as security needs. Nowadays, the organization provides a plan of health and safety, emergency fund, as well as benefits of accident cover.

### **Belonging Needs:**

It is also called social needs. It encompasses belongings and love. Such needs could be fulfilled through interaction with colleagues and co-workers to illustrate, friendship, feelings, caring of relative and family, etc.

### **Esteem Needs:**

It is called as egoistic needs. Here, a person needs self-respect. An individual needs prestige, reputation, fame, status, glory, etc. The needs of esteem are hard to satisfy in a certain organisation.

### **Self-actualisation Needs:**

This is regarded as the highest need. An individual wants a state of self-development along with self-realisation, and he/she also desires to be capable of doing something individually. Fact acceptance, creativity, morality, lack of prejudice, spontaneity, etc. are examples of the selfactualisation needs.

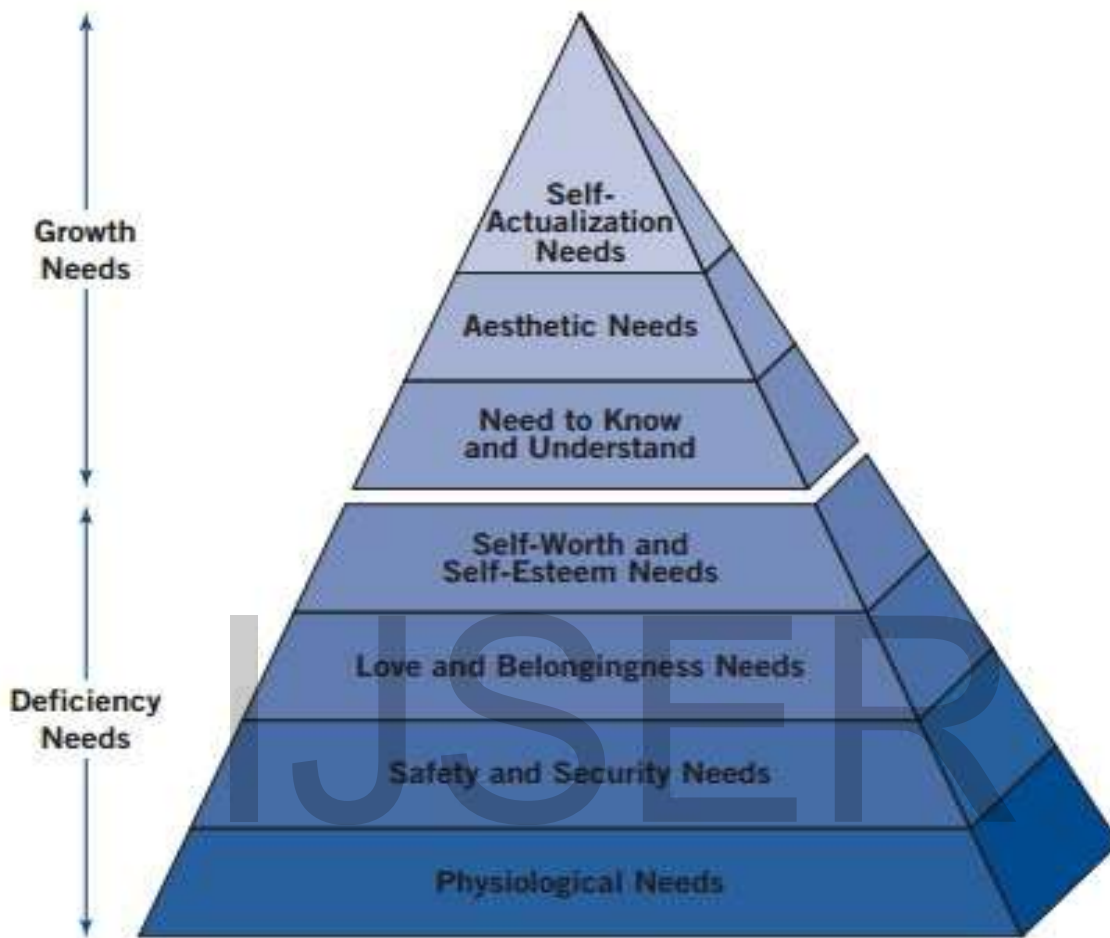


Figure: Hierarchy of needs (Ronald, 1990)

While applying Maslow's Need Theory (Maslow, 2001) in real life situation low-level administrators are only ready to fulfil employees' deficiency needs, and top level administrators of the organisation can fulfil both deficiency and growth needs (Porter et al., 2016). Kachalla (2009) supported this perspective by contending that the fulfilment of needs is an attitude which can satisfy an employee flawlessly through their needs. Consequently, 'motivation' and 'satisfaction through fulfilling needs' are not synonymous with each other, and these both need satisfaction that might have impact on motivation positively and negatively.

### 2.6.3: ERG THEORY:

In an alternative to Maslow's (Maslow, 2001) hierarchy need theory, Yang et al. (2011) created another theory which states that instead of progressively sorting out five needs Alderfer (Yang et al., 2011) recommended human need that is essential to motivate them, it is collectively studied under Existence, Relatedness, and Growth. ERG model name is derived from an acronym of the initial letter of each need. Human beings concern about essential materials, for example, thirst, safety and hunger are regarded as Existence needs (Maidani, 1991). The motivation for keeping up interpersonal connections, such as family inclusion, companions, and association along with managers is Relatedness. At last, Growth is the characteristics yearning for self-awareness, for instance, the desire to be inventive, gainful and inspiring to finish significant errands. To realise their behaviour and motivate them appropriately, we have to observe numerous needs that might drive a person to an offered point, and this is the challenging phase of this theory.

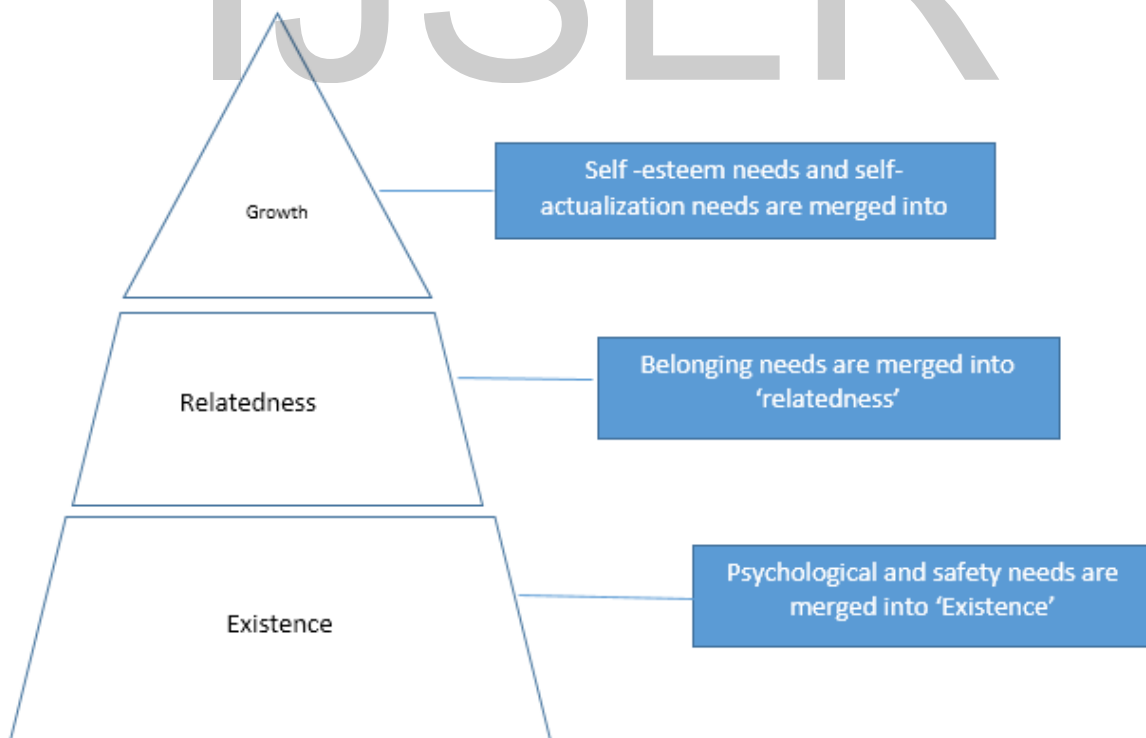
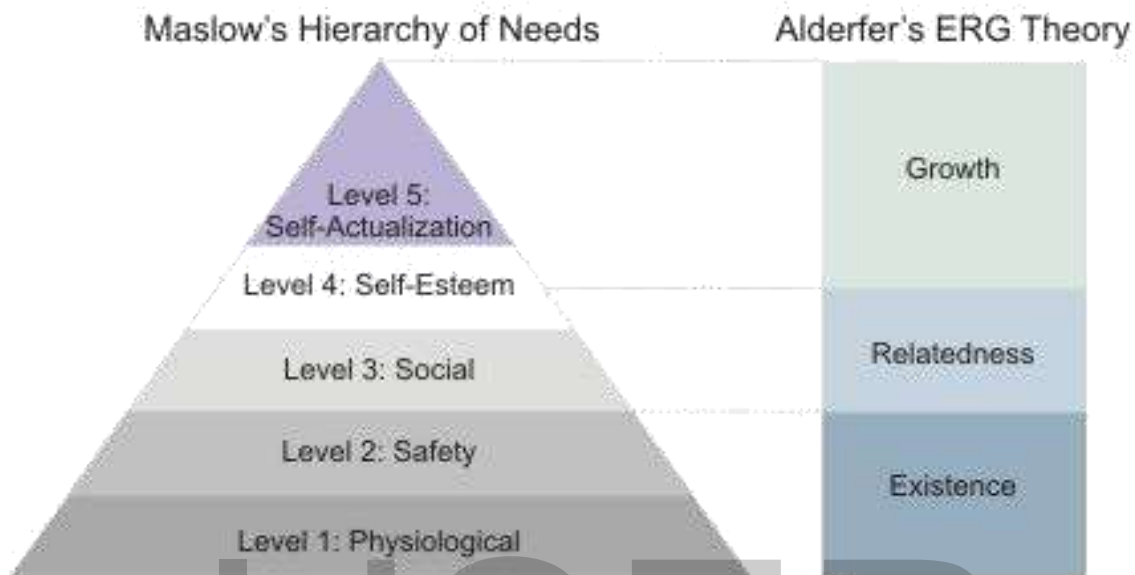


Figure: Alderfer Erg theory (Yang et al., 2011)



Figure 1: How Maslow's and Alderfer's Levels Relate



(Yang et al., 2011)

The ERG hypothesis does not offer obvious rule. This theory explains that an individual can fulfil any of the three needs first. But it is difficult to figure out which of the three needs is more imperative to that individual.

This theory is a new idea as a contrast to Maslow's theory. Alderfer's (Yang et al., 2011) work has shown some levels of backing for the theories, yet it is too soon to pass judgment of the theory.

#### 2.6.4: TWO-FACTORS THEORY OF FREDRICK HERZBERG:

Herzberg (Mamo, Y. 2011) found two factors theory affecting a job satisfaction and dissatisfaction and to measure them on the same scale is almost impossible. To state this theory, the basis of measuring the impact of non-financial motivation on job satisfaction is used. Components leading to satisfaction (motivation) and compelling disappointment (hygiene) are recognised by this Herzberg theory (Mamo, Y. 2011)).

Variables are fetching satisfaction, when present, such as accomplishment, obligation, acknowledgement, development, and advancement are intrinsic factors and supervision, organisational approach, interpersonal relations, working condition causing prompt dissatisfaction are treated as extrinsic factors (Grant, 2008). Herzberg (Mamo, Y. 2011) pointed two particular human needs. First is physiological needs, such as to buy food and shelter can be satisfied by money and the second is psychological needs which help to develop and achieve as an individual.



**Figure: Herzberg's two-factor theory (SEHD, 2005)**

Further study in the field of motivation recognised the difference between diverse impacts of motivation and hygiene factors as pointed out by Herberz does appear static and inflexible which is a considered as a fault in Herberg Theory.

In the light of Herzberg's motivational theory, Maidani (1991) carried out a research revealing new and exciting intuition regarding the rationality and normative approach associated with Herzberg's Theory. Both extrinsic hygiene and intrinsic motivation are the causes of affecting job motivation which is incomplete in contrast to an idea put forward by Herzberg where only motivation variables were used as elements to increase motivation and job satisfaction (Deci, 1972).

### 2.6.5: THEORY X AND THEORY Y:

McGregor (Theory X Theory Y) proposed two theories to study on employee motivation namely Theory X and Theory Y. To achieve economic benefit and advancement of any organisation it is very important to gather all factors of production including people, and it is the general idea of these theories. These two management theories diverge beyond this point.

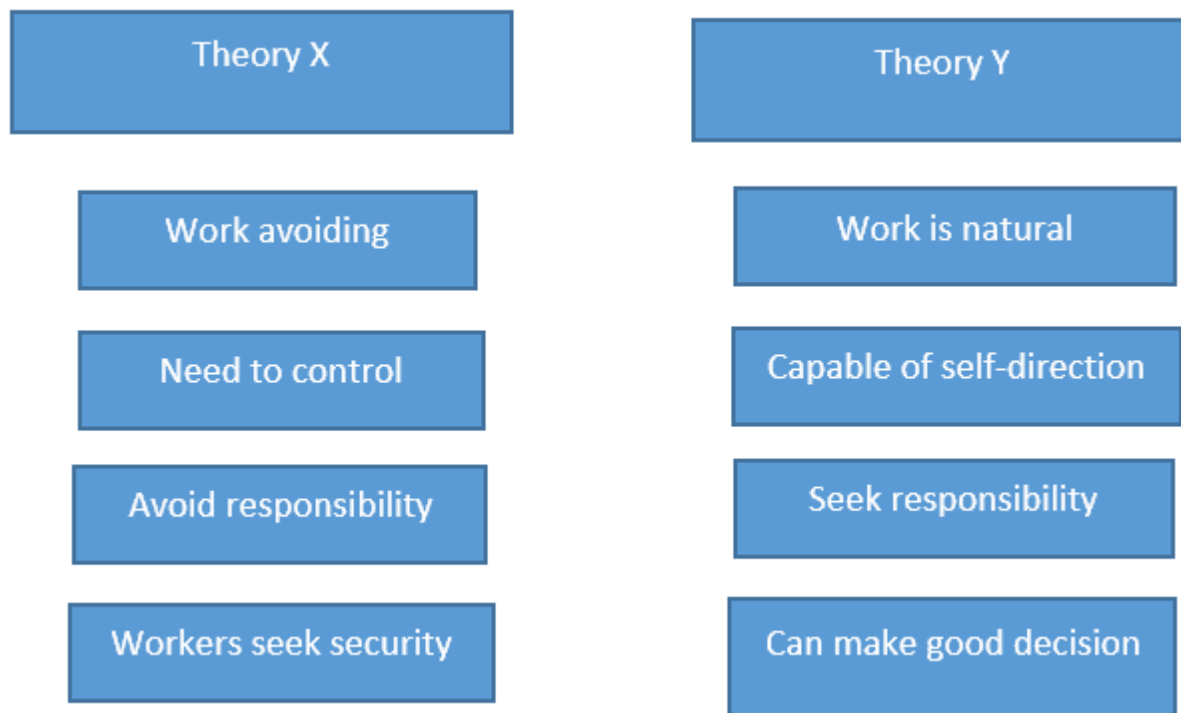


Figure: Theory of X & Y (Hackman & Oldham, 1976)

### **Theory X:**

Theory X is based on the assumption that average person always attempts to avoid work because of dislike. She/he has no intention to lead from the front rather want to follow and she/he has not better ambition to achieve, and wants no responsibility. She/he is unaware of and careless about organisational goal because of self-centredness. She/he is gullible and resists change.

### **Problem with Theory X:**

It is argued that people are no longer motivated even if their needs are satisfied. Theory X assumes that employees' lower needs are satisfied by money and benefits, but after the fulfilment of those needs employees are no longer motivated. The satisfaction of high-level needs is in fact blocked by Theory X management. They seek more compensation to satisfy their high-level needs, so it is clear that they only focus on monetary rewards. In Theory X money is the only way of satisfying employees' wants and needs, but further researches have proved that it is not the only way. Individuals satisfy their lower needs through work and higher needs in leisure time under Theory X. A commanded and controlled environment relies on lower needs as pedals of motivation hence are not effective and as these are already satisfied in modern society, they are no longer playing the role of motivators.

### **Theory Y:**

The individuals who are committed to their objectives are normally self-directed towards their work. The rewards satisfying higher needs like self-fulfilment will make individuals committed to their goals. People will seek responsibility under these conditions. Since most of the employees of total population are creative and genius, they can handle responsibility with ease. They contend that there is a greater opportunity to align organisational goal and personal goals by utilising the individual's journey of fulfilment as a motivator.

### **2.6.6: MANAGEMENT IMPLICATION OF THEORY Y:**

Employee motivation can be harnessed by the firm if Theory Y holds true. The reduction in the number of management and decentralisation of control make manager more subordinates and hence they will be compelled to give some decisions and obligations. Satisfaction of various needs and expansion of the scope of job add opportunity and variety (Stewart & Roth, 2007). Clever management refers employees to make a decision to tap their full capacity and subsequently provides them with good working environment. Higher motivation is achieved by proper implementation of such environment because in such positive environment number of employees stride towards fulfilling the high-level personal needs through their effort (Ronald, 1990).

#### **Pattern A and B:**

Interpersonal behaviour, organisation norms, and group dynamics are reflected by pattern A and are connected to Theory X on one hand, and the same phenomena represent pattern B but is associated with Theory Y. Pattern A rejects experimentation, performs inappropriately in groups and are not open. Contrastingly, an employee in Pattern B loves experimentation, are open and encourages another employee to do the same. The managers can be either XB or YA regardless of the fact that Pattern A is closely associated with Theory X, and Pattern B is associated with Theory Y. XB managers encourage and urge people to be innovative to increase their efficiency by learning from experience despite having a negative assumption about their employees. XB managers are supportive to the employee behaviour since they need to integrate employees with the hierarchal organisational environment. Contrastingly, despite of assuming that individuals are independent and self-motivated, YB managers control and administer employees. To shape up the abilities and skills required to make an environment where they can act as YB supervisors, these managers use Pattern A behaviour.

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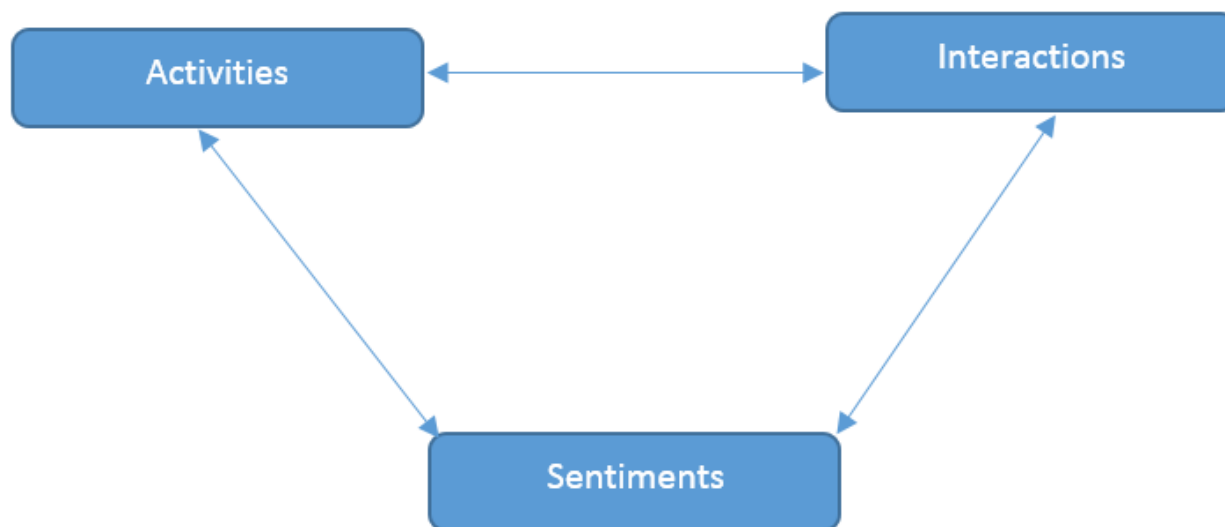
**2.6.7: THEORY OF GROUP FORMATION:**

The ability to control the behaviour of the employees and the effect of the level of productivity are the quality possessed by informal work groups. Model of social frameworks was developed by George Homan (Group Formation: 2016) to elucidate from where their power comes to impact people's behaviour. Homan distinguished the three components that make a social system: activities, sentiments, and interactions. Interaction is the behaviours between people while under- taking the task; activities are the usual tasks employees perform, and the sentiments are the attitudes that arise among people (Ronald, 1990). There is a solid and common reliance between them despite the fact that these ideas are so distinct. The slight change in any one of those components impacts the rest two components accordingly.

The individuals to remain in the organisation required certain activities, sentiments, and interactions. They need to finish certain activities working together and be more satisfied to keep working in an organisation. It is imperative to create positive sentiments within an organisation as co- operating individuals generate sentiments (Venkatraman & Ramanujam, 1996). The more constructive and positive sentiments enhance the good relation among the employees, the more development of this procedure will help individuals developing comparable behaviour and sentiments. The group similarly builds expectation and standards which in particular circumstances highlight the acknowledged behaviour of the general population once the group attachment process is built effectively (Venkatraman & Ramanujam, 1996)

The employees of the cohesive group never leave and they start to grasp the standard norms rapidly comparing to others. In the case of individuals who are away from cherished norms would have to be either sanctioned or forced to leave the organisation.

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**Figure: Interaction Theory of Group Formation** (Skudiene & Auruskeviciene, 2012)

Organisation should not take the solid casual group, which can enhance the organisational performance as an issue for the organisation. Incorporating and adjusting the individuals own objectives with the ones of the organisation is crucial.

**Content Theory:**

The substance of motivation with regards to the needs is the main focus of this study. Unfulfilled needs always generate strain and disequilibrium condition, and it is the conviction in which this theory is based. The need which fulfils the goal is identified and the behaviour pathway which leads to the achievement of the objectives is chosen to restore balance. Hence, unfulfilled need helps to motivate all the individuals' behaviour (Wahyuni et al., 2014).

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Figure: Content Theory (Lunenburg, 2011)

### **2.6.8: EQUITY THEORY:**

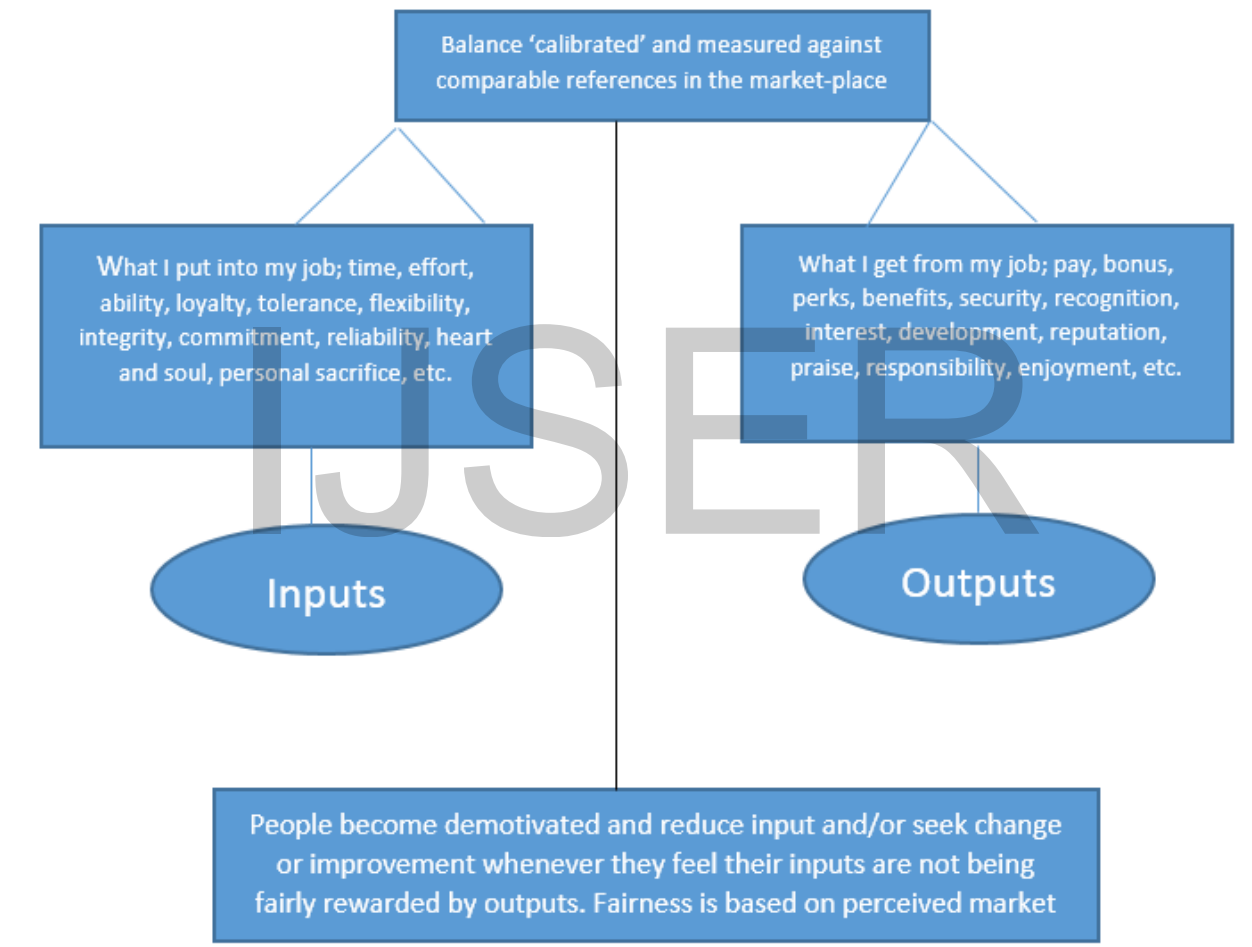
In an organisation, different individuals are treated differently. One needs to be dealt reasonably comparing to another individual who needs to be treated impartially. Equity is a relative procedure and includes perception and sentiments. Equality and equity are not similar. Equality means every individual is of the same importance which sometimes can be unfairly discriminatory.

The spirit of equity theory is that employees are positively motivated if they are fairly treated, and they are negatively motivated if they are treated unfairly (Koontz & Wehrich, 1990b). Although it describes one aspect of the job satisfaction process, it might have significant impact on the terms of self-esteem.



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There exist two types of equity: Distributive Equity and Procedural Equity. Individuals sometimes feel rewarded by their contribution comparing to others. This concern of impartiality is Distributive Equity. On the other hand, the perception of fairness in organisational techniques which includes areas such as performance appraisal, discipline, and promotion is the concern of Procedural Equity (Hackman & Oldham, 1976).



**Figure: Equity Theory** (Aung, 2008)

Equity theory does not cover the irrational behaviour of different individuals. The best technique to counter the irrational behaviour is by urging employees not to make the eccentric comparison within the firm. Straightforward performance evaluation system would ease that irrational behaviour.

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Workers can be motivated by demonstrating positive criticism, praise, and acknowledgement (Wahyuni et al., 2014). Likewise to make employee pride after they accomplish their task, duty as well as a feeling of responsibility must be taught. The application of Equity theory is restricted to the relationship where each member divides their limited resources.

**2.6.9: MCCLELLAND'S ACHIEVEMENT—AFFILIATION –POWER THEORY:**

Gowan (1962) whose study is mainly based on the study of manager develops an alternative way of classifying needs. The important three needs by him are:

- **Achievement Need:** Competitive success measured alongside the individual standard of excellence. This need illustrates the following terms:
  - > Focusing on a powerful need to determine and carry out demanding goals.
  - > Takes accounted jeopardy to perform their goals.
  - > Inclined to receive daily and frequent evaluation on their improvement and achievements.
  - > Individuality and loneliness are preferable to the individuals during working hour.
  
- **Affiliation Need:** Friendly, warm, sociable, pleasant, kind-hearted relationship with others. This need illustrates the following terms:
  - > Prefers to belong to the society and company.
  - > Prefers to be favoured, and often bears the tendency to be with whatever the rest of the group wants to do.
  - > Prefers collaborative work over contest and counteraction.
  - > Prefers to avoid high insecurity or uncertainty.

- **Power Need:** This need focuses on the following terms:
  - > Prefers dominance and influence over others.
  - > Prefers triumph over dispute and debate.
  - > Enjoys contest and success.
  - > Enjoys designation and recognition.



**Figure: Achievement, Affiliation, and Power need** (Shanks, 2008)

The level of these needs is different for the different individuals. Some have stronger needs of achievement; some have stronger affiliation need while others have more grounded requirements for power.

Sometimes it is difficult for any individual to know about his needs hence satisfaction and needs are a psychological thing (Ismail, A. 2008). The employee need is difficult to understand for a manager in such a case. There is an absence of cause, effect and relationship among behaviour and need. Various kinds of behaviour in various people are the cause of such specific needs. Similarly, the different needs among people can be caused by individual behaviour (Kachalla, 2009).

### **Expectancy Theory:**

Individuals who foresee what they need to get reward will be high on motivation, expect they have the capacity for it and that reward is meaningful.

Vroom (1985) first put forward the idea of Expectancy Theory. If we do one thing, it will prompt other, and the likelihood that effort or action will induce a result, and it is the idea behind the Expectancy Theory.

Motivation is just when an obviously seen and functional relationship exists between outcome and perception, and the result is perceived as a method of fulfilling needs which clarifies extrinsic motivation like impetus or reward plan works if the connection between effort and reward is clear and the reward is worth the effort. Extrinsic motivation is less intense than intrinsic motivation emerging from the work itself; intrinsic motivation is more influencing under the influence of people who to show the degree to which invaluable results are likely to be acquired by their behaviour can put dependence on their previous experience (Vansteenkiste et al., 2006).

There are two factors that decide how individuals put efforts into their job. Firstly, the value of reward so that they can satisfy various needs such as security, social regard, self-governance, and self-realisation. Secondly, the possibility that the value of reward depends on upon efforts perceived by people. In other terms, it is the anticipation of people about the connection between reward and effort. In this way, the bigger the reward value is, the higher the possibility of getting each of these rewards based on the effort (Porter et al., 2016)

But the simple effort is not enough to produce a preferred performance; it has to be an effective effort. The variables that affect tasks in addition to efforts are as follows:

- **Ability:** It is an individual characteristics similar to knowledge, skill, intelligence, etc.
- **Role Perception:** Role Perception is what an individual wants to do. Generally it is considered as a good indicator from the perspective of the organisation in case they correspond with what the individuals should be doing.

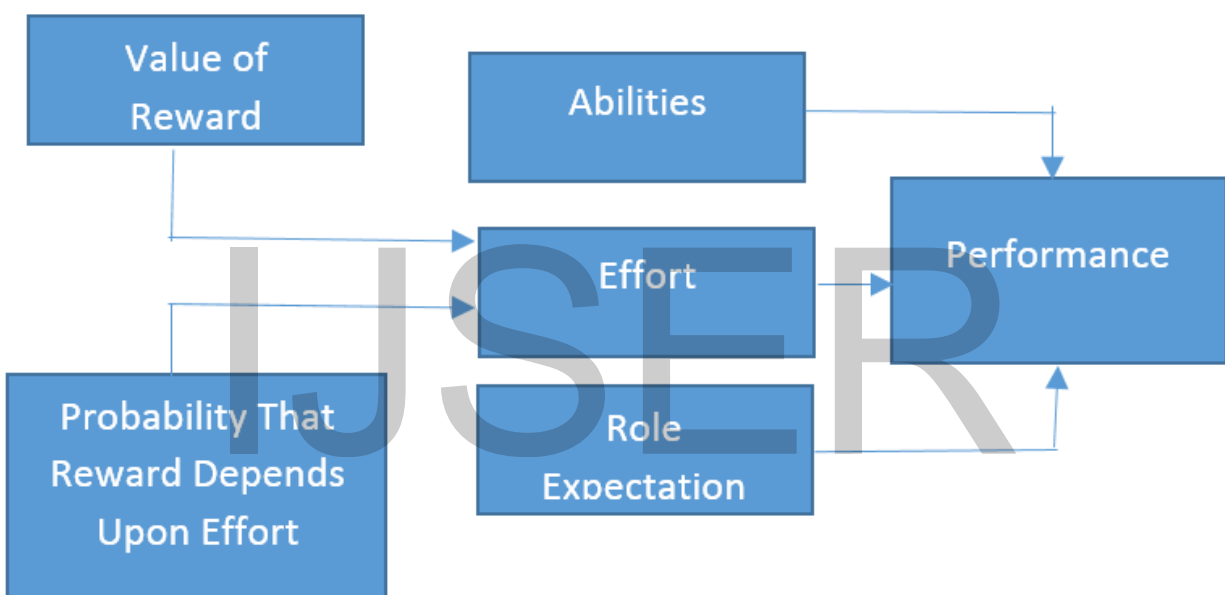


Figure: Expectancy Theory

(SEHD, 2005)

Expectancy theory assumes that employees do not act relatively out of self-interest and the desire for rewards, hence it is a naturally rational theory. Employees may be influenced or motivated by various other factors, but Expectancy Theory discounts those variables (Skudiene & Auruskeviciene, 2012). In the short run, the employees can be motivated by reward, but this theory is weak at estimating long-term patterns of behaviour. The degree of motivation to perform a task is hard to anticipate even after offering a reward.

The major problem of this theory is that it does not explain the complexities arisen from motivating employees rather it uses complex jargon to explain a simple view involving employee motivation (Guay et al., 2000). It implies, in a simple term, that to get return employees work hard but that something may incline towards the line in a way which is disconnected from the project on which they have worked hard.

## **2.7 EMPIRICAL LITERATURE REVIEW:**

### **Money:**

To improve the performance of an individual, money is the most important motivational factor whether it is given in the form of wages, piecework, incentive pay, stock options, bonuses, insurance or any other forms (Koontz & Wehrich, 1990b). Furnham & Argyle (1998) contend that to ensure money has the meaning of giving reward and pleasure for accomplishment; compensation should be given as much as possible on performance.

### **Job enrichment:**

Higher emphasis is given on the job enrichment in an attempt to build jobs as a higher source of achievement and challenge (Koontz & Wehrich, 1990b). There are various method of job enrichment pointed out by Koontz and Wehrich (Koontz & Wehrich, 1990b), such as giving employees' necessary freedom on work methods, acceptance or rejection of the materials, pace and sequence of the work, giving employee a sense of responsibility in their tasks, enterprise welfare and making strides in an attempt to make them realize how their efforts in doing tasks reflect in outcome. It also directly involves them in analytical process and transformation in physical aspect of their workplace, such as plant temperature, cleanliness, office layout, etc.

### **Training:**

Training is important in making people more motivated to show them the method of deconstructing task with a view to making them feel more motivated and less intimidated by their jobs. The employees, if able to cope up with the working environment, can lead to higher motivation. There should be a specific provision for further training of the employees at the expense of the organisation which can help in retaining and motivating skilled employees (Aug., 2008).

### **Team Building:**

There is no common acceptance of team building activities among various theorists, but they play an important role in encouraging and motivating the employees to make them work outside of the office premises (Kachalla, 2009). It provides an opportunity to every employee of an organisation to be on a winning team by encouraging healthy competition among them. Healthier and happier workplace environment are achieved through increased productivity and morale by improving team building. It also helps to resolve the pre-existing issues within the team.

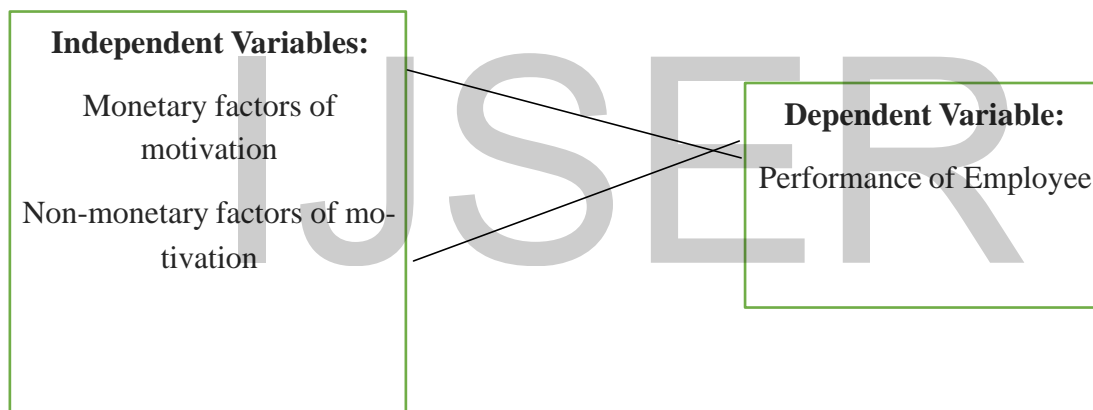
Employees are the indivisible and critical part of an organisation. In any organisation qualified workforce is the key to success. To reap the benefit, it is necessary to stimulate employee performance by boosting behaviour of workforce towards the organisational goals (Lăzăroiu, 2015).

We need to seek an alternative impetus to monetary reward as a motivating force to improve organisational performance because a monetary reward sometimes has a negative impact, hence managers, now-a-days, put more effort on their expert improvement rather than giving more accentuation on fiscal rewards. The employees emphatically work for the betterment of the organisation if the organisation sustains the development and advancement of their employees (Lunen- burg, 2011). The management that can connect employees well within the organisation can guarantee greater profitability and high standard of dependability. Motivation and maintenance are closely related to the organisation. An employee who is not motivated leaves the organisation early affecting the organisational goals (Skudiene & Auruskeviciene, 2012).

## 2.8 CONCEPTUAL FRAMEWORK:

This research study consists of motivational factors of non-monetary as well as monetary forces as independent variables. Within independent variables, the monetary factors of motivation involve bonus, wages, and salaries along with special incentives for an employee while non-monetary factors of motivation involve mainly four scopes: job status, working conditions, job enrichment, and job security.

As per the review of the literature, the performance of an employee is regarded as the dependent variable. Within the dependent variable, the performance of employees comprises three main scopes: job quality, job productivity along with job accomplishment.



**Figure: Conceptual Framework**  
(Lau, C.M. & Roopnarain, K. 2014)

## 3 RESEARCH METHODOLOGY:

### 1. INTRODUCTION:

The research methodology used in this study is described in this chapter. Walliman (2015) contends that the systematic approach for the application of certain procedure and different tools and techniques used for analysing and identifying the research problem is called Research Methodology.



A method for collecting and generating data, and tools and techniques used for the analysis of such data are studied in this section. The method chosen for the research work determines the finding and interpretation of the result, hence it is essential for the researcher to understand the method of data collection. The selection of suitable method brings the reliable result to the researcher, and it is crucial for any research study (L. Becker, 2014). The result and findings of the study are seriously undermined if the inappropriate method is chosen.

There are various options of different research methods available to a researcher while conducting the research and reason for choosing specific method should be mentioned in any research work. Aims and objectives of the research must be satisfied by the research method selected.

This section of the research work includes research philosophy, research approach, method of collecting data, research design, research purpose, sample and population, ethics, validity, and reliability. The series of activities used to collect data and information is included in research methodology (Creswell, 2014b). The study was conducted to understand the impact of motivation on the performance of employees of Ramchandrapur High School. The data required to get into conclusion are collected through the process included in research methodology. The different activities conducted to collect the information and data are well presented in the methodology.

## **2. RESEARCH PHILOSOPHY:**

The way which helps to determine how data should be collected in a research work is called research philosophy (Bryman, 2015b). What is recognised to be true and what is supposed to be true are the two beliefs in which research philosophy revolves around. The researcher made certain assumptions which are based on research study, and these are reflected on Research Philosophy (Kumar, 2014). There are two types of research philosophy in general. They are positive research philosophy and interpretivism.

To describe research problems from an objective view-point positivism research philosophy is used, and to describe problems from subjective matter interpretivism research philosophy is used (L. Becker, 2014). Positivism research philosophy is widely used because of its objective nature by the researchers researching now-a-days. It mainly follows the empirical study of the subject matter, hence it is widely perceived. The reality manipulated with variation is done in positivism research philosophy.

The researcher is independent of the research philosophy in positive research philosophy (Creswell & Clark, 2011). For the efficient measurement, the idea of the research needs to be optimised. This study uses Positivism research philosophy since we need factual data of the subject. Data which can be collected by observations are factual data (Mark N.K. Saunders et al., 2015). The hypothesis formation and ultimately proving them wrong or right is the major target of Pos- itivism. To find the impact of motivation on employee performance this philosophy provides quantifiable findings. Further, to study the issues which can impact overall educational sector in Bangladesh, Positivism is the best tool. Due to the objective nature of this study positive research philosophy is the most appropriate one for this research.

### **3. RESEAEARCH APPROACH:**

The approach responsible for influencing data collection process and type of data required in any research study is known as Research Approach (Bryman, 2015a). Dawson (2013) states that to create or generalise any new theory, inductive approach is used whereas to prove the hypothesis wrong or right deductive approach is used. To move from general to specific form researchers use deductive approach and to move from specific to general form researchers use inductive approach.

The objective of this research is not to introduce new theory but to prove whether the hypotheses are right or wrong when the deductive approach is used.

The deductive approach is used in quantitative technique, and then the hypothesis is formed, and finally, analysis takes place. The hypothesis of this research study is whether motivation impacts the performance of employees of Ramchandrapur High School or not. The validity of the hypotheses created is tested by using deductive approach. The aim of this research work is to collect the data which are quantitative in nature. It starts from theory and ends in collecting data. Since we are doing quantitative analysis on the impact of motivation on employee performance, deductive approach is useful.

The data was collected by conducting survey to quantify the research problem, and random sampling technique was used. Adopting this approach helped in finding views regarding the impact of motivation on the overall educational sector of Bangladesh.

#### **4. RESEARCH PURPOSE:**

There are different research purposes to carry out a research work. Among those Explanatory Research purpose, Exploratory Research Purpose and Analytical Research Purpose are notable. Kumar (2014) contends that it is difficult for the researcher to study and to do analysis without having any of the purposes mentioned above. This researcher tries to understand the reasons and special effects through the investigation of research work in explanatory research study. The new finding is explored through the research study of exploratory research.

The main purpose of this research study is to identify the impact of motivation on employee performance in Ramchandrapur High School in Bangladesh. The researcher will be guided by the notion of analytical research purpose for conducting this research study because this will enable the researcher towards receiving valuable information which will be helpful while undertaking research work more efficiently. Moreover, this research work is carried out through the collection of data from Ramchandrapur High School to know the impact of motivation on employees of the School and the objectives are met by providing reasons and logics.

## 5. DATA COLLECTION:

The questionnaire was designed to collect the data. The aim of the research and objectives are only met when there is efficient data collection method for collecting relevant data. The employees of Ramchandrapur High School are happily agreed to assist in the survey process. To get a better response from the respondents data must be collected on different days of the week and period.

Both the primary and secondary sources will be used for collecting the data where the quantitative method will assist in gathering primary data, and qualitative method will support in gathering secondary information. The primary data will be collected through adopting method of survey. Survey will be conducted among the teachers as well as other employees of Ramchandrapur High School in Bangladesh for gaining insight on motivational impact on employee performance.

Survey questionnaire is designed considering objectives established at the initial phase of this research study. Survey questionnaire is used in this work because it is relatively inexpensive, flexible and useful in designing the characteristics of all the employees of Ramchandrapur High School. Participants were asked whether they prefer phone call, voice call, video call, descriptive question and answer, face to face interview or questionnaire as the method of data collection. They all preferred survey questionnaire.

The questionnaires will be administered for conducting a survey and also closed-ended questions will be included in questionnaires. Thus, questionnaires of self-administered method will be used in the survey for supporting this study. The questionnaire is consisted of ten questions, and most of the questions are related to employee motivation and their overall organisational performance. The questionnaire is distributed to employees of Ramchandrapur High School randomly. The secondary data will be collected from the internet, or the previous re-researches on motivational impact within the educational sector. According to the nature of the re-search, questionnaire survey method is best suited here.

## **6: POPULATION AND SAMPLING:**

Most of the time, the population under study is too large for the researcher to carry out survey to all of its members. The population can be represented by small but carefully chosen sample. The characteristics of the population from which it is drawn is well reflected by the sample. There are two types of sampling method; Probability and Non-probability. Each member of the population has a non-zero probability of being selected in probability sample, and it includes random sampling, systematic sampling and stratified sampling, whereas in non-probability sampling members are randomly selected from population. Some methods of non-probability sampling technique include convenience sampling, judgment sampling, quota sampling and snowball sampling.

This researcher used method of simple random sampling of probability sampling method during this survey so that there will be equal chance that every employee can take part in the survey. It will not be possible to collect information from each teacher working within educational sector in Bangladesh because of limitation of budget and time. Therefore, a certain portion of the population will be selected who are referred as a sample for obtaining necessary information. The researcher will follow simple random sampling method for choosing sample which represents both the management and the employees. The present research is conducted by taking fifty respondents as a selected sample that is associated with Ramchandrapur High School. The selected sample chosen is not only teachers of the school but also other categories of the staff, such as academic staff, employee in training, faculty member, school staff and security personnel. Among fifty respondents, twenty six are faculty members, eight from employees in training, ten from student assistants, four from the office helpers and two are security personnel. The questionnaire will be distributed to the respondents via email, and the responses will be collected in a similar manner.

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There are four major objectives of data collection in this research study which are as follows:

**Measurement:** In the measurement, the questionnaire is used as a tool or device to measure the occurrence.

**Empiricism:** In empiricism, the data are collected in such a way that it helps to inspect and measure which can be copied by others in future.

**Objectivity:** There arises some bias in certain data collection process. To get rid of those biases and to make a conclusion based on facts, objectivity is a chosen demand.

**Replicability:** Different researchers and the investigators can use the results in replication studies. It is known as Replicability.

This research study uses survey process and uses measurement tool questionnaire method. During data collection process there is no biasing element in this method and is based on the fact. The data collected in this study can be used elsewhere and can be replicated by others, hence replicated studies was discussed in this research work.

## **7. ANALYSIS OF DATA:**

To make a conclusion from the research study the researcher first collects data from the various sources and make an in-depth analysis of the problems encountered. In the end, the researcher makes an appropriate conclusion. The simplification of data is a vital process in any research problem (Walliman, 2015). The data analysis process should be simple and efficient and for this the data collected from the primary and secondary sources are presented in simple ways. In data analysis process, the data should include the problems identified in the subject matter, required suitable information is determined, appropriate methods and techniques are selected which can answer the question regarding research questions, and finally evaluation, summarisation, and communication of the results obtained (Kumar, 2014).

There are numerical data in quantitative research. After gathering every required information and datum, all these data and information will be coded, edited, analysed as well as rephrased for eliminating errors along with ensuring consistency.

It will involve sorting, deliberating, classifying along with summarising of responses to every question within coding frames based on different responses. Data gathered from the field through the use of the study instruments will be categorised into meaningful classifications. To understand the result of the survey, data analysis is useful. This research study used quantitative approach for collecting data. Quantitative data collected from the survey was used through the use of table and excel spreadsheet has been used to present the data graphically.

## **8. RESEARCH ETHICS:**

The ethics that needs to be followed within research work will support to guide the researcher in the correct direction for completion of the research study (Mark N.K. Saunders et al., 2015). For conducting the research work, the permission will be acquired from Ramchandrapur High School of Comilla, Bangladesh for obtaining valuable information and data for the study. As this research study will require personal information of participants, therefore; consent form will be distributed among them for gaining participant's consent, hence each collected data will be safely stored, and confidentiality will be kept in identities of various employees working in the educational sector.

## **9. RESEARCH VALIDITY AND RELIABILITY:**

To ensure the finding of the research work free from bias and error, validity and reliability of the research are checked (Walliman, 2015). It helps in maintaining quality and meeting expected outcome of the research work. The issue related to motivation and performance was addressed to each respondent by making them aware of the question asked during the survey.

The reliability of the data is easily determined in a quantitative research study (Gentzler, E. (2001).

In this research problem, the questionnaire we provide through email to respondents is not properly understood by them. This issue of being unaware about the question is solved by sending another set of email clarifying each question thoroughly. The reliability of data was also ensured by comparing the outcomes of this research work with the previous work on the subject.

In any research, validity is also equally important (Thomas, 2013b). A different source of evidence such as survey and past literature are used to ensure the validity of the research. The structured and controlled survey process offer validity of the data. The data was analysed meticulously to ensure the validity of the data in this research work. This study used to conduct survey, interview and literature review as multiple sources of evidence to validate the data collected. The structured and controlled collection of data through a survey in this research offers validity of the data, hence both reliability and validity of the data meticulously ensured.

## **4 DATA ANALYSIS AND FINDINGS:**

### **1. INTRODUCTION:**

The analysis and findings of the data are studied in this chapter. The survey is conducted among fifty employees of Ramchandrapur High School of Comilla, Bangladesh, and this chapter includes presentation and discussion of a survey. Nine questionnaires were prepared based on our research objectives and research questions. A different viewpoint of respondent regarding the cause of motivation, factors influencing motivation, workplace environment, employee - management relationship and the way of increasing motivation are noted here.



## 4.2 SURVEY OF QUESTIONNAIRE

### PART 1: QUESTION RELATING TO RESPONDENTS

#### 4.2.1 AGE GROUP

N	Valid	50
	Missing	0
Mean		36.7400
Std. Deviation		9.22908
Minimum		19.00
Maximum		60.00

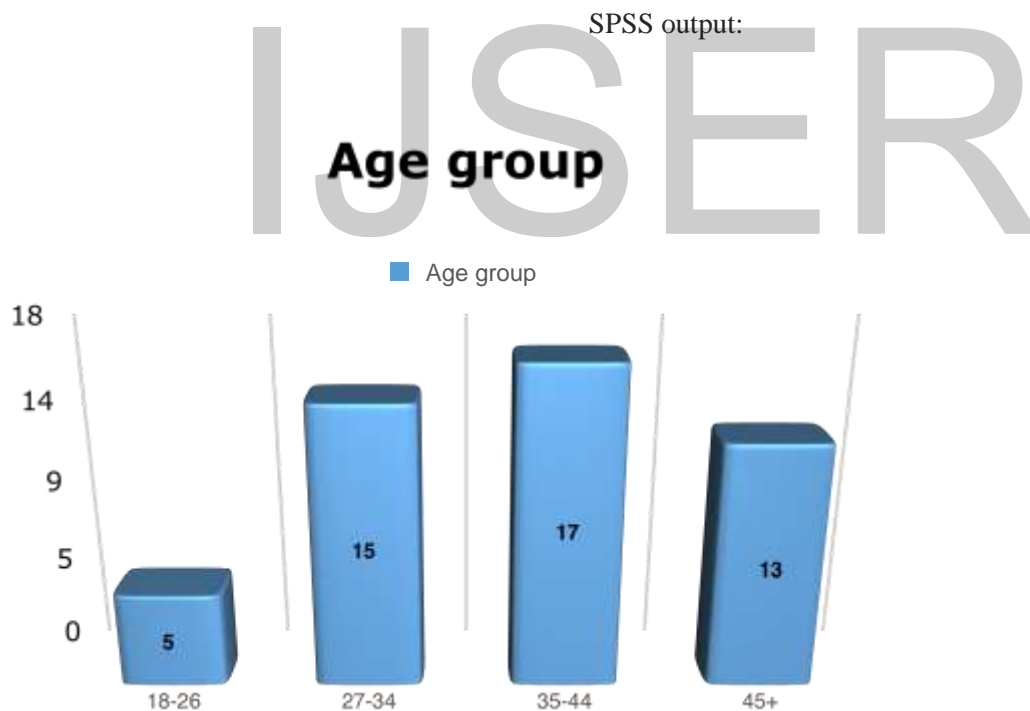


Figure 1: Age group

Educational organisations are the important sources of employment for many people in the country, Bangladesh. These educational institutions provide jobs to people of different age groups.

In this survey in Ramchandrapur High School of Comilla, age group of different categories of employees of the school is graphically presented above. Age group ranges from 18 to 60 are employed in the school among which age group 35-44 are maximum (i.e. seventeen employees) in number, following by age group 27-34 (i.e. fifteen people) and lowest age group is 18-26 (i.e. five people).

**4.2.2 GENDER:**

**Descriptive Statistics**

N	Valid	50
	Missing	0
Mean		1.4200
Std. Deviation		.49857
Minimum		1.00
Maximum		2.00

	Fre- quency	Percent	Valid Percent	Cumulative Percent
Valid male	29	58.0	58.0	58.0
Valid female	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Figure: Gender: Descriptive statistics.



**Figure 2: Gender**

Comparing to a female worker; male worker gets more priority in the job market in an Islamic country like Bangladesh. Bangladesh is one of the most underdeveloped countries in the world as well as in South Asia where the literacy rate is very low (about 62%) (UNICEF, 2012). Female literacy rate in Bangladesh is about twenty six per cent of the total population which results in a low number of female teacher and other employees in the educational sector.

In the pie chart above the number of the male and female worker is shown and the number of the female workers is less in Ramchandrapur High School than their male counterparts.

#### 4.2.3 RESPONDENTS CATEGORY:

##### Descriptive Statistics

N	Valid	50
	Missing	0
Mean		1.9600
Std. Deviation		1.19455
Minimum		1.00
Maximum		5.00

	Frequency	Percent	Valid Percent	Cumulative Percent
faculty member	26	52.0	52.0	52.0
employee in training	8	16.0	16.0	68.0
student assistants	10	20.0	20.0	88.0
office helper	4	8.0	8.0	96.0
security personnel	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Figure: Respondent Category

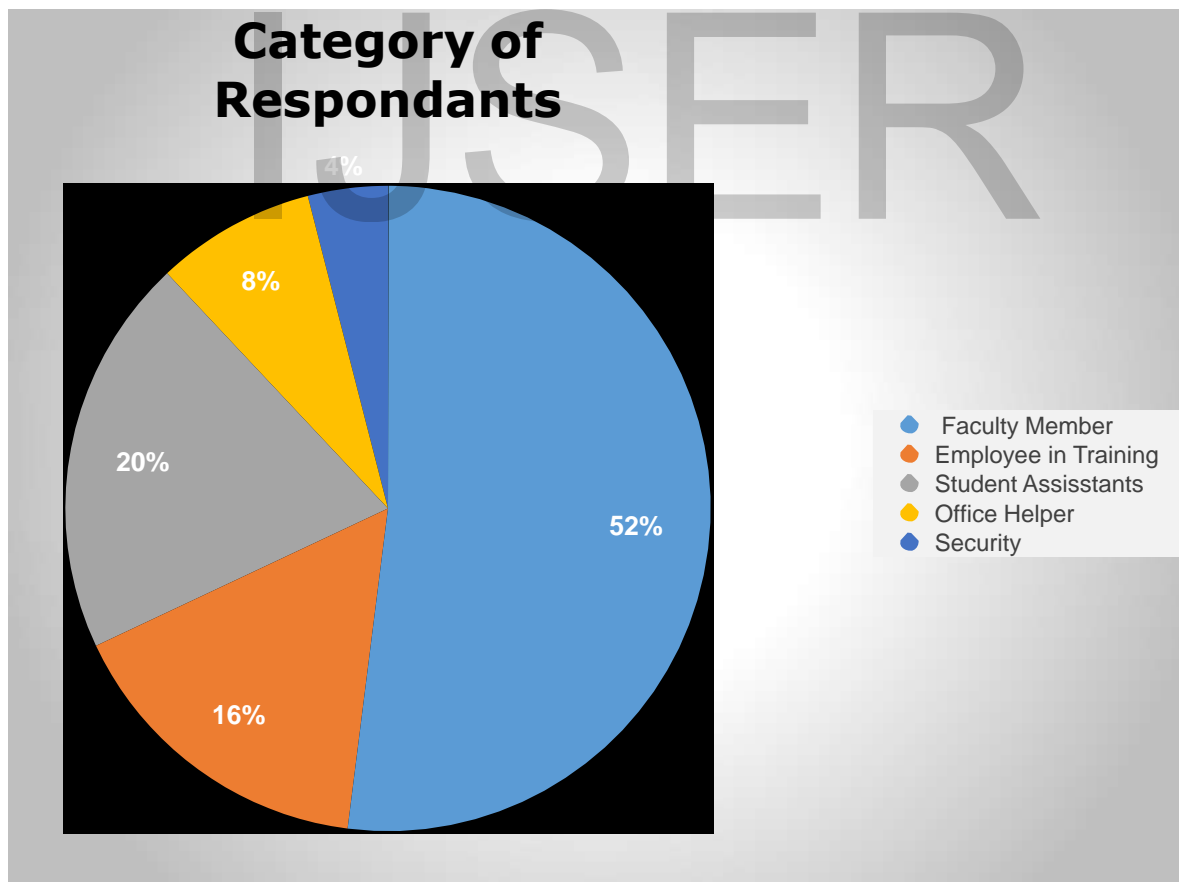


Figure: Category of respondents

There are various categories of employees in any organisation. Educational institutional requires the involvement of different individuals having different roles. It is imperative to collect viewpoints of an employee of each category of the faculty members, employees in training, student assistants, office helpers and security personnel. It also helps to avoid the monotonous answer which may be produced by just selecting only one category of employees. The highest number of an employee comes from faculty member which consists of fifty two per cent. Twenty per cent of the respondents are student assistants, and sixteen per cent of the respondents are employees on training. Eight per cent of the respondents are office helpers while four per cent are security per- sonnel.

#### 4.2.4 HOW LONG HAVE YOU BEEN ON THE CURRENT JOB?

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
years_worked	50	1.00	4.00	2.0800	1.08496
Valid N (listwise)	50				



Figure: Work duration of respondents:

The above bar diagram represents the years of involvement of different employees on their current jobs. The maximum number of employees in Ramchandrapur High School are involved in the current job for 0-3 years followed by 3-6 years, and there are less number of employees who work for more than ten years. It shows that it is a difficult job for the management of the school to hold employees for a long duration.

The longevity of the employees depends on the facilities and different motivational factors provided to the employees by the school management. The majority of the staff doesn't work beyond ten years in Ramchandrapur High School, and there are various reasons behind this. Low level of motivation is one of the most prominent factors here. The rich knowledge and experience gained from the school will be lost due to the early leave from the job. Consequently, a veteran employee of the school can be the asset to the other school which eventually drops the quality level. Due to this reason, management should look at different alternative ways of motivating employees.

**4.2.5 IS HUMAN RESOURCE DEPARTMENT OF RAMCHANDRAPUR HIGH SCHOOL IS SUPPORTIVE? WHAT IS YOUR OPINION REGARDING THIS?**

	Frequency	Percent
Highly Satisfied	6	12%
Satisfied	14	28%
Neutral	6	12%
Dissatisfied	18	36%
Highly Dissatisfied	6	12%

Table: Role of HR department

			frequency
		faculty member	3
		employee in training	0
highly satisfied	employee_category	student assistants	2
		office helper	0
		security personnel	1
		faculty member	7
		employee in training	3
satisfied	employee_category	student assistants	2
		office helper	2
		security personnel	0
		faculty member	6
		employee in training	0
neutral	employee_category	student assistants	0
		office helper	0
		security personnel	0
		faculty member	9
		employee in training	4
dissatisfied	employee_category	student assistants	4

		office helper	1
		security personnel	0
		faculty member	1
		employee in training	1
highly dissatisfied	employee_category	student assistants	2
		office helper	1
		security personnel	1

Table: Role of HR department

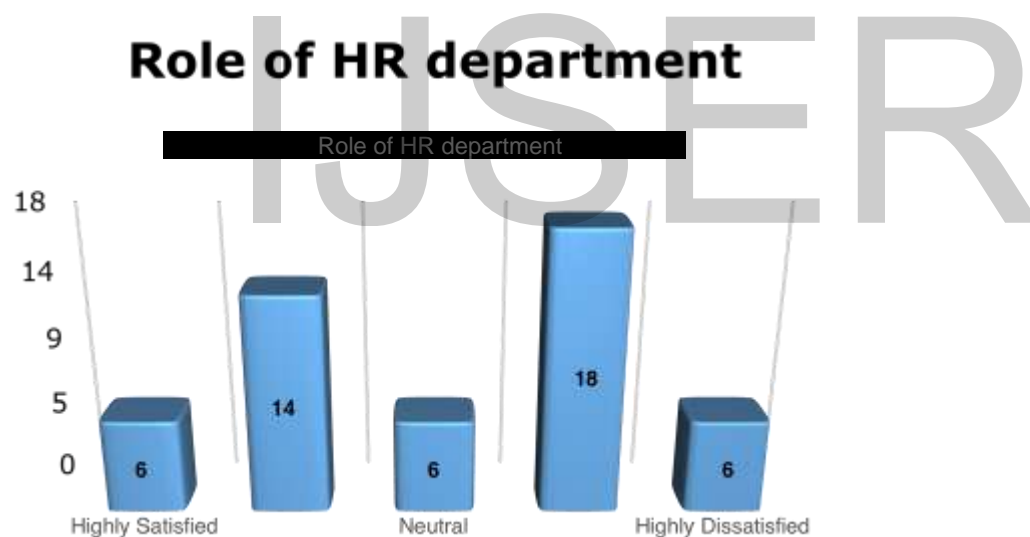


Figure: Role of HR department in supporting employee

Respondents are asked about the role of Human Resource Department of Ramchandrapur High School whether they are supportive in nature or not. The findings revealed that most of the respondents are highly dissatisfied. Second highest number of employee respond they are satisfied by the role of HR department of the school. Six per cent of the respondents are highly satisfied whereas six per cent of the respondents choose to remain silent.



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Moreover, six per cent of the employee are highly dissatisfied. The most important task of Human Resource Management is to deliver highly motivated and satisfied employees to the organisation (Shanks, 2008).

**4.2.6: Is management interested in motivating employees of Ramchandrapur High School?**

	Frequency	Percent
<b>Highly Satisfied</b>	1	2%
<b>Satisfied</b>	3	6%
<b>Neutral</b>	5	10%
<b>Dissatisfied</b>	25	50%
<b>Highly Dissatisfied</b>	16	32%

Table: Interest of Management

			fre- quen- cy
		faculty mem- ber	1
		employee in training	0
highly satis- fied	Employee category	student as- sistants	0
		office helper	0
		security per- sonnel	0
		faculty mem- ber	2
		employee in training	0
satisfied	Employee category	student as- sistants	1

		office helper	0
		security personnel	0
		faculty member	3
		employee in training	0
neutral	Employee category	student assistants	1
		office helper	1
		security personnel	0
		faculty member	11
		employee in training	5
dissatisfied	Employee category	student assistants	6
		office helper	1
		security personnel	2
		faculty member	9
		employee in training	3
highly dissatisfied	Employee category	student assistants	2
		office helper	2
		security personnel	0

Table: Interest of Management

THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES

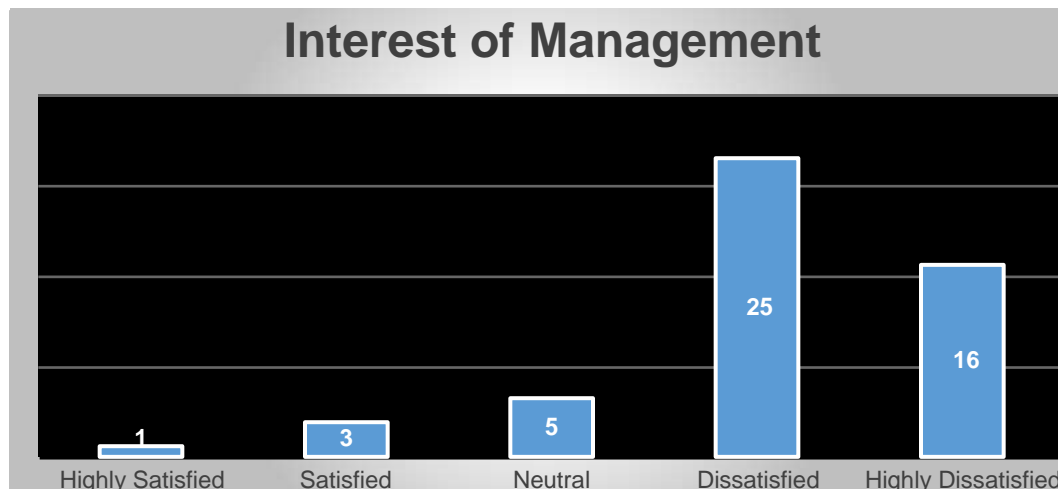


Figure: Interest of Management

The above figure shows the opinion regarding the interest of management in motivating employees of Ramchandrapur High School. There are five options to choose which measure their satisfaction level. A maximum number of respondents agreed that they are dissatisfied with the management and their motivational techniques. Only two per cent believe they are highly satisfied with the management, ten per cent agree to choose to remain silent on the issue put forward to them, but six per cent of the respondents are satisfied with the management and rest thirty two per cent are highly dissatisfied.

**4.2.7 Are you satisfied with the financial and non-financial incentives provided by the school?**

	Frequency	Percent
<b>Highly Satisfied</b>	1	2%
<b>Satisfied</b>	5	10%
<b>Neutral</b>	4	8%
<b>Dissatisfied</b>	21	42%
<b>Highly Dissatisfied</b>	19	38%

Table: Financial and non-financial incentive on motivation

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			fre- quency
highly satisfied	Employee category	faculty member	1
		employee in training	0
		student assistants	0
		office helper	0
		security personnel	0
satisfied	Employee category	faculty member	2
		employee in training	0
		student assistants	2
		office helper security	1
		personnel faculty	0
neutral	Employee category	member employee	0
		in training	0
		student assistants	2
		office helper	2
		security personnel	0
dissatisfied	Employee category	faculty member	14
		employee in training	5
		student assistants	1
		office helper	0
		security personnel	1
highly dissatisfied	Employee category	faculty member	9
		employee in training	3
		student assistants	5
		office helper	1
		security personnel	1

Table: Financial and non-financial incentive on motivation

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## Financial and non-financial incentive on motivation

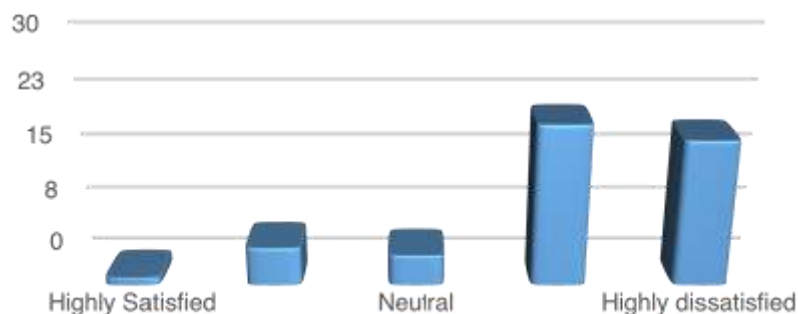


Table: Financial and non-financial incentive on motivation

The above figure depicts the role of different financial and non-financial incentives (Richard, B. 2014) in the motivational process of the employees. The respondents are asked whether financial and non-financial incentives play any role in motivating employees or not and whether they are satisfied or not. Out of fifty respondents asked ten per cent believe that financial and non-financial incentives provided to them are satisfactory. Two per cent are highly satisfied while eight per cent chose to remain neutral. The percentage of employees dissatisfied stands at forty two per cent and highly dissatisfied at thirty eight per cent. This shows that a number of respondents are not satisfied with financial and non-financial incentives they get. This also shows that salary and other rewards they are receiving are low from their expectation which can negatively impact the employee motivation.

### 4.2.8 How is employee communication within the institution?

	Frequency	Percentage
Excellent	15	30%
Good	18	36%
Bad	11	22%
Very Bad	6	12%

Figure: Employee Communication

THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES

			fre- quency
		faculty member	6
		employee in training	3
excellent	Employee category	student assistants	4
		office helper	1
		security personnel	1
		faculty member	13
		employee in training	2
good	Employee category	student assistants	2
		office helper security	1
		personnel faculty	0
		member employee in	5
		training	2
bad	Employee category	student assistants	3
		office helper	1
		security personnel	0
		faculty member	2
		employee in training	1
very bad	Employee category	student assistants	1
		office helper	1
		security personnel	1

Figure: Employee Communication

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Figure: Employee Communication

For internal communication, engagement among the employees is the key driving force (Lăzăroiu, 2015). The above bar diagram shows the communication between employer-manager and employer-employees of Ramchandrapur High School. Thirty six per cent respondents found communication within the organisation as of good standard and thirty per cent respond with excellence. The increase in internal and external communication may lead to the advancement of technology now-a-days. The language of communication can also play a vital role increasing the effectiveness of communication in the school. While twenty two per cent still thinks that communication is bad and remaining twelve per cent takes it as very bad.

The best way to improve communication is to avoid verbal orders. The matter of anything important should be written down first. For example, policies, standards, task, rules and regulations of the school should be written down. Direct communication should be enhanced, and team building activities should be conducted by the school to improve the communication and the management should have a well-established plan for solving arguments in the office.

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**4.2.9 What are the motivational factors that motivate respondents more?**

<b>Rank</b>	<b>Factors</b>	<b>Number</b>	<b>Percentage</b>
1	Job security	12	24%
2	Increase in salary	18	36%
3	Advancement in career	9	18%
4	Good relationship among co-workers	4	8%
5	Achievement sense	2	4%
6	Training and development	2	4%
7	Sense of Recognition	3	6%

Table: Motivational Factor

			fre- quency
job security	Employee category	faculty member	7
		employee in training	1
		student assistants	2
		office helper	1
		security personnel	1
increase in salary	Employee category	faculty member	7
		employee in training	4
		student assistants	4
		office helper	3
		security personnel	0
		faculty member	5



		employee in training	2
advancement in career	Employee category	student assistants	1
		office helper	0
		security personnel	1
		faculty member	3
good relationship among co-worker	Employee category	employee in training	1
		student assistants	0
		office helper	0
		security personnel	0
		faculty member	1
achievement sense	Employee category	employee in training	0
		student assistants	1
		office helper	0
		security personnel	0
		faculty member	1
		employee in training	0
training and development	Employee category	student assistants	1
		office helper	0
		security personnel	0
		faculty member	2
		employee in training	0
sense of recognition	Employee category	student assistants	1
		office helper	0
		security personnel	0

Table: Motivating Factor

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Each respondent was asked to rate the motivational factors how these forces influence them at the workplace of Ramchandrapur High School. Money is not always the source of motivational factor: money can lead to more work commitment, but it is short lived because motivation should come from other factors, such as the opportunity for personal growth, opportunity in the decision-making process, job challenges, etc. (Craig C. Pinder, 2008).

Another argument about motivation comes from Kohn (1993) who argued that monetary incentives and reward are used to avoid problems, for instance, to overcome the poor management incentives can be used to increase sales. The factor of the most important one was ranked five, and the least important factor was ranked one. Ranks should be given to all the above factors, and no rank could be repeated twice.

The above results show the collective rank of all the motivational factors included with their importance in influencing the performance of the staff. From the above table it is observed that eighteen (18) is representing thirty six per cent of the respondents who believe that increase in salary is the most important motivational factor, twelve (12) is representing twenty four per cent of the respondents who believe that job security is an important motivational factor, advancement in career was nine per cent representing eighteen (18), good relationship among co-workers was ranked four representing eight per cent, sense of recognition was ranked three (3) representing six per cent while sense of achievement and training and development both ranked two (2) representing four per cent. It is obvious from the above table that increase in salary is the best motivational factor (Nicholls, J.G. 1984) among employees of Ramchandrapur High School. We can say that both extrinsic and intrinsic motivational factors play an important role in motivating employees, but the role of intrinsic motivation is greater.

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**4.2.10 What is the level of motivation of employees in Ramchandrapur High School?**

The result in the table shows the level of motivation of employees of Ramchandrapur High School rated by the respondents. From the table 25 representing fifty per cent responded that level of motivation is low among them. 5 representing ten per cent rated that it is very low. 10 representing twenty per cent said that level of motivation is average, 8 representing sixteen per cent said it is very high, and 2 representing four per cent believed that level of motivation is very high in Ramchandrapur High School.

Level of motivation	Frequency	Percentage
High	8	16%
Very High	2	4%
Average	10	20%
Low	25	50%
Very Low	5	10%
Total	50	100%

Table: Level of Motivation of the staff

			fre- quency
		faculty member	2
		employee in training	5
high	Employee category	student assistants	0
		office helper	0

		security personnel	1
		faculty member	2
		employee in training	0
very high	Employee category	student assistants	0
		office helper	0
		security personnel	0
		faculty member	6
		employee in training	2
average	Employee category	student assistants	1
		office helper	1
		security personnel	0
		faculty member	14
		employee in training	1
low	Employee category	student assistants	7
		office helper	2
		security personnel	1
		faculty member	2
		employee in training	0
very low	employee_category	student assistants	2
		office helper	1
		security personnel	0

Table: Level of Motivation of staff

*THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES*

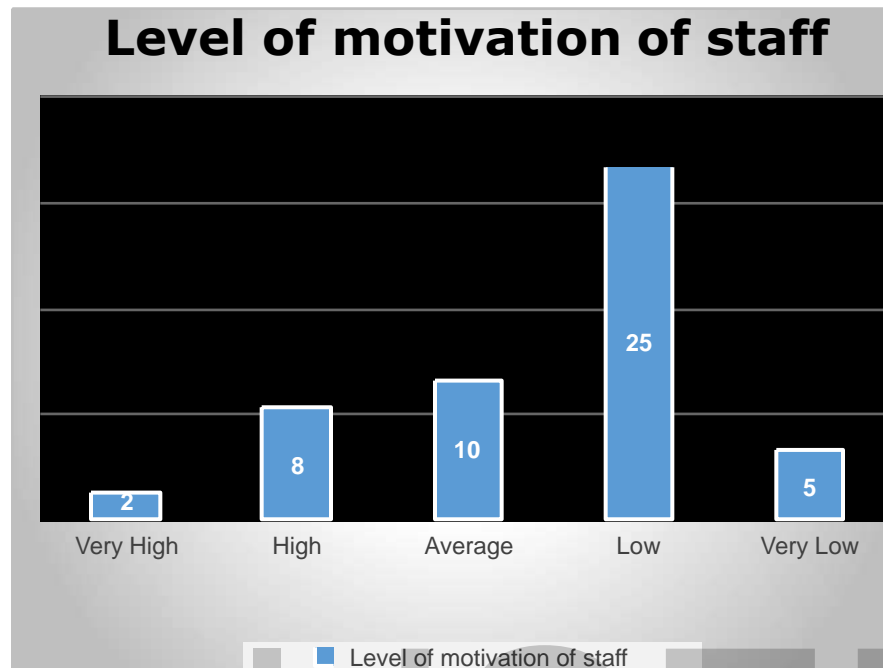


Figure: Level of Motivation of the staff

It can be concluded from the figures and table that most of the respondents feel de-motivated by the source of motivation from the employees. The age group 35-44 forms the greater percentage of the total employees in Ramchandrapur High School and while administering the questionnaire the employees of this age group do not feel well motivated, and they need another source of motivation like cash benefits, bonuses, salary increment, etc.

The performance level is severely affected by this. The quality of the service might be compromised because of the overload of the work provided to them.

It is necessary to boost the morale and enthusiasm of the employees working in an organisation which is considered as the most important thing for management (Deci, 1972). Organisation or institution has to suffer a serious drop in their business if morale of an employee is not pumped up which also results in the lack of loyalty.

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**4.2.11 Do incentives and other organisational benefits will influence your overall performance?**

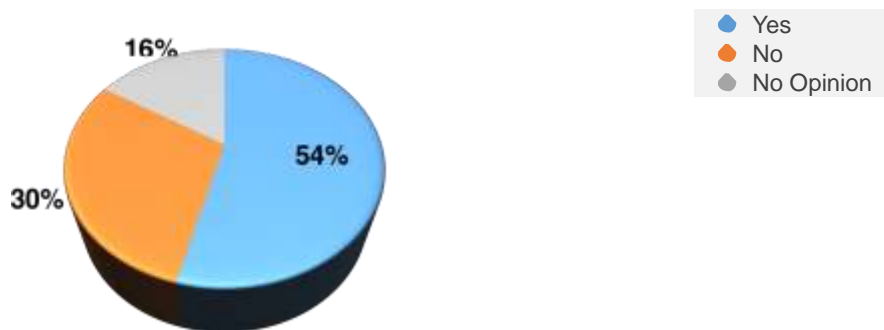
	Fre- quency	Percentage
Yes	<b>15</b>	<b>30%</b>
No	<b>30</b>	<b>60%</b>
No opinion	<b>16</b>	<b>32%</b>

Table: Incentive on influencing performance

			Frequency
yes	Employee category	faculty member	13
		employee in training	5
		student assistants	7
		office helper	0
		security personnel	2
no	Employee category	faculty member	8
		employee in training	3
		student assistants	1
		office helper	3
		security personnel	0
no opinion	Employee category	faculty member	5
		employee in training	0
		student assistants	2
		office helper	1
		security personnel	0

Table: Incentive on influencing performance

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Pie-Chart: Incentive and another benefits on performance.

The pie chart above shows the behaviour of the respondents towards their organisation whether incentives and other organisational benefits are going to influence their overall performance in future or not. Fifty four per cent of the respondents believe that increasing benefits and incentives positively influence the performance of the employee. Thirty per cent of the respondents said that the benefits provided do not influence the performance whereas sixteen per cent of the respondents gave no opinion on the question asked.

**4.2.12 “WORKPLACE ENVIRONMENT CAN CHANGE THE PERFORMANCE OF THE EMPLOYEES”. DO YOU AGREE WITH THIS STATEMENT?**

	Frequency	Percentage
Agree	21	42%
Partly Agree	19	38%
Disagree	8	16%
Highly Disagree	2	4%

Figure: Effect of workplace on employee performance.

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			fre- quency
agree	Employee category	faculty member	10
		employee in training	3
		student assistants	3
		office helper	3
		security personnel	2
partly agree	Employee category	faculty member	10
		employee in training	4
		student assistants	4
		office helper security	1
		personnel faculty	0
disagree	Employee category	member employee	4
		in training	1
		student assistants	3
		office helper	0
		security personnel	0
highly disagree	Employee category	faculty member	2
		employee in training	0
		student assistants	0
		office helper	0
		security personnel	0

Figure: Effect of workplace on employee performance



## Effect of workplace environment on employee performance

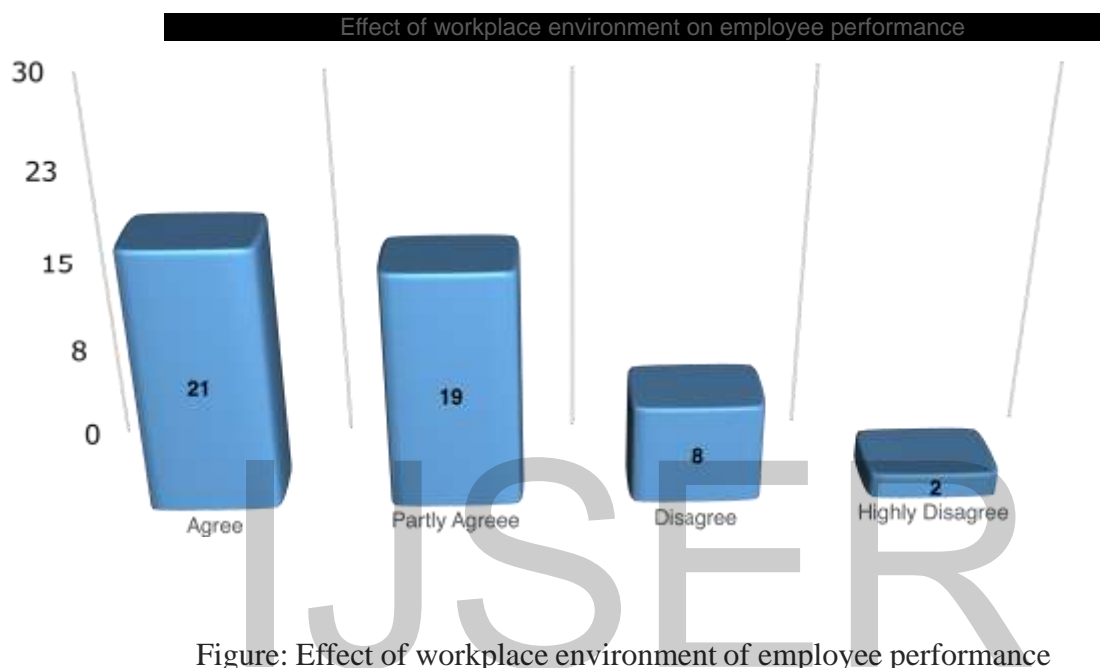


Figure: Effect of workplace environment of employee performance

The above diagram shows that twenty one per cent of the respondents agree that the positive workplace environment significantly improves their organisational performance followed by nineteen per cent who partly agree with the statement. Eight per cent of the respondent said that they disagree with the idea while two per cent highly disagree with the statement. The involvement of employees in their job and their satisfaction depend on their working conditions and environment (Nyameh et al., 2013).

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**4.2.13 DOES MANAGER INVOLVE YOU IN DECISION MAKING RELATED TO IN-  
 CREASING EDUCATIONAL STANDARD OF THE SCHOOL?**

	Frequency	Percentage
Yes	12	24%
No	19	38%
Occasionally	69	32%

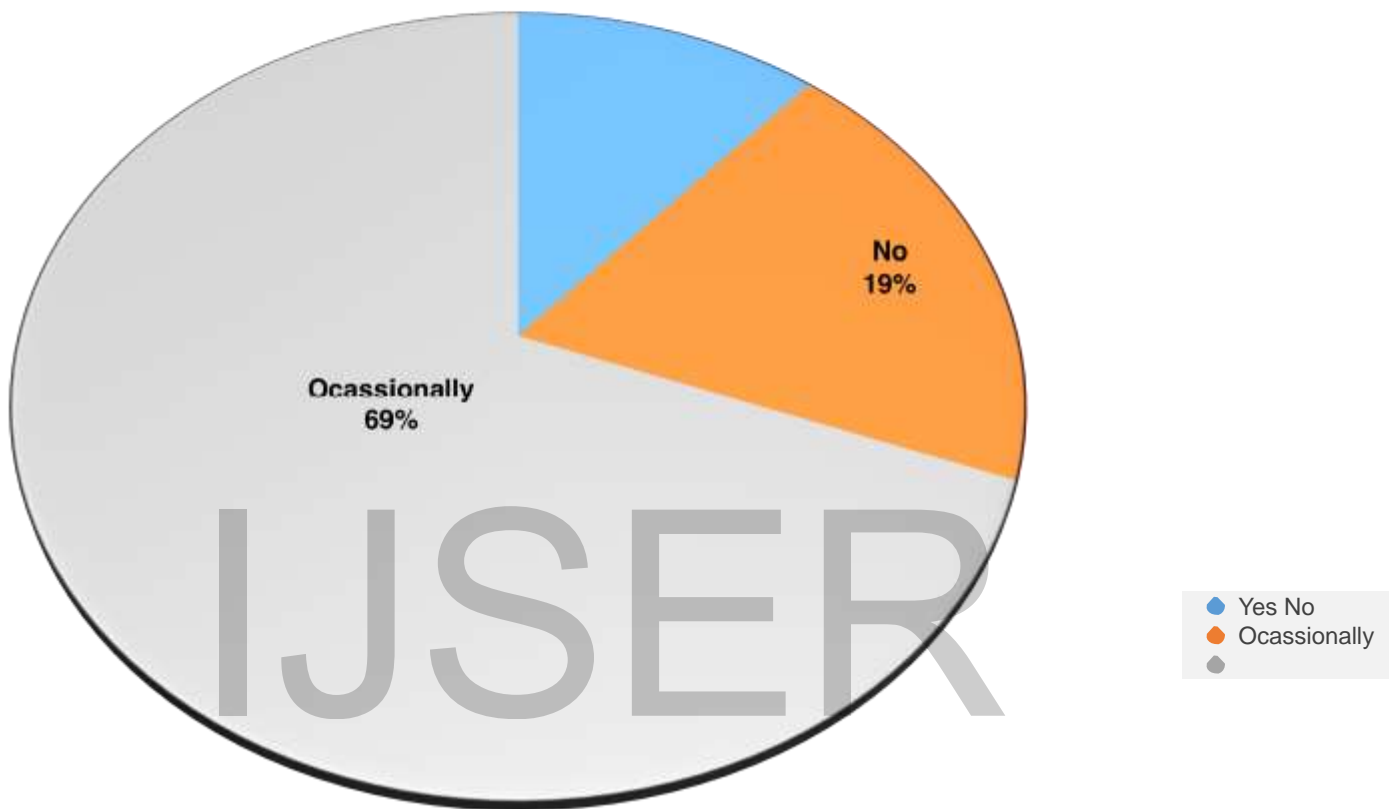
Table: Employee in decision-making process

		frequency	
yes	Employee category	faculty member	3
		employee in training	0
		student assistants	0
		office helper	0
		security personnel	0
no	Employee category	faculty member	5
		employee in training	0
		student assistants	0
		office helper security	0
		personnel faculty	0
occasionally	Employee category	member employee	18
		in training	0
		student assistants	0
		office helper	0
		security personnel	0

Table: Employee in decision-making process

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## Employee in decision making process



The above pie chart depicts the involvement of an employee in decision making regarding the increase of the educational standard in Ramchandrapur High School. The survey is conducted only with twenty six faculty members of the school because other categories of the employee are not directly related with the increase of the educational quality of the school. Out of twenty six respondents, sixty nine per cent said that the management occasionally involves them in decision-making process while twelve per cent said that the management involves them in that process. Remaining nineteen per cent said that the management does not involve them in the decision-making process at all.

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**4.2.14 DOES RAMCHANDRAPUR HIGH SCHOOL DESERVE EVERY LITTLE SACRIFICE OF EMPLOYEES AND ARE YOU PREPARED TO GIVE YOUR BEST TO GUARANTEE ITS SUCCESS?**

			Frequency
yes	Employee category	faculty member	7
		employee in training	0
		student assistants	2
		office helper	1
		security personnel	0
no	Employee category	faculty member	14
		employee in training	6
		student assistants	4
		office helper security	2
		personnel faculty	2
no opinion	Employee category	member employee	5
		in training	2
		student assistants	4
		office helper	1
		security personnel	0

Figure: Employee dedication

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	Frequency	Percentage
Yes	10	20%
No	28	56%
No Opinion	12	24%

Figure: Employee Dedication

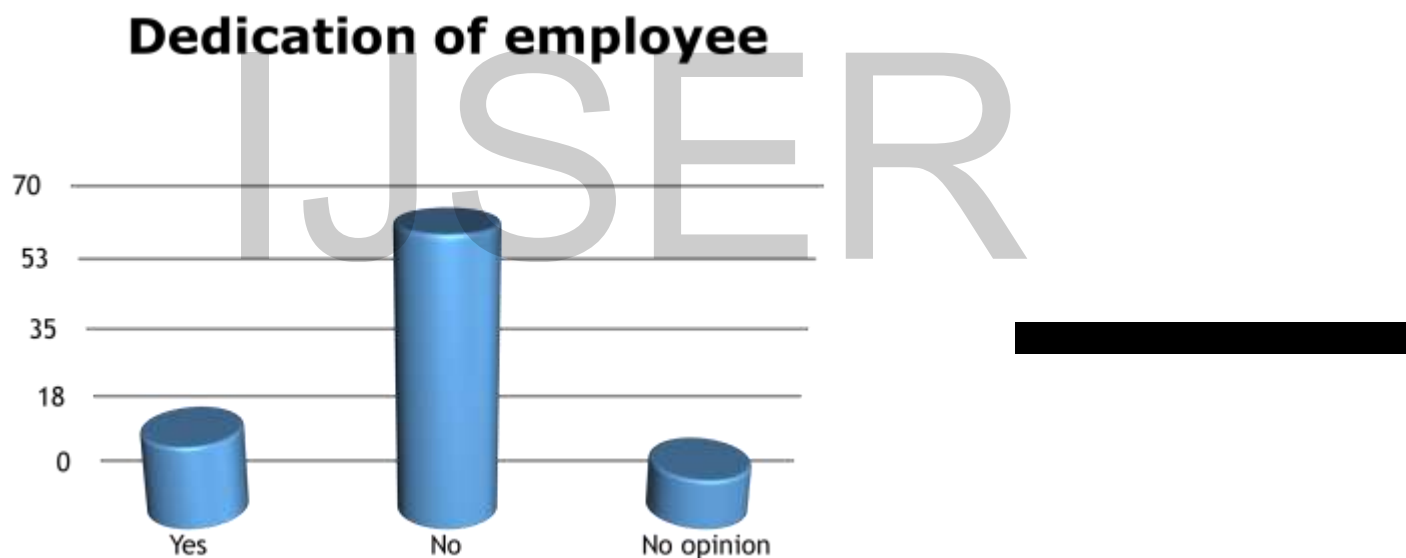


Figure: Dedication of employees of Ramchandrapur High School

Above the bar, the diagram shows the responses of the employees of Ramchandrapur High School when asked if they were willing to work hard for the success of the organisation. Fifty six per cent of the respondents said that they are not willing to give their best to succeed as an organisation. Twenty per cent responded positively when asked whereas twenty four per cent didn't give their opinion about the subject matter.

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**4.2.15: Effect of Motivation on Employee Performance:**

To examine the impact of motivation on employee performance in Ramchandrapur high school of Bangladesh, correlation analysis is applied to examine the connection between dependent variable (performance) and independent variable (motivation).

**Table: Correlation between Employee performance and motivation:**

		motivation	performance
motivation	Pearson Correlation	1	-.669**
	Sig. (2-tailed)		.000
	N	50	50
performance	Pearson Correlation	-.669**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

The above table indicates that motivation is positively correlated with employee’s performance in Ramchandrapur High School with p value of 0.000 which is significant at 1%. The positive coefficient means that there is direct relationship between motivation and employee performance. Therefore motivation is an important predictor of employee performance in Ramchandrapur High School.

**4.3 REVISIT OF RESEARCH OBJECTIVES:**

While doing this several research objective has been evaluated to know the impact of motivation on employee performance of Ramchandrapur High School. There were several ways to achieve those objectives designed for the research. The research objectives were:

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- To critically review the theory of employee motivation as well as identify the significant issues which impact employee motivation in the educational sector.

This objective is based on critically reviewing the various theory of employee motivation which affect the overall organisational performance. For the critical analysis of the different motivational theory, the information regarding the issue is gathered in the literature review part. MARS model (Motivation, Ability, Role perception, Situational factors) argue that unless the components of MARS model are fulfilled, the behaviour and performance of an employee will be affected contrarily (Aung, 2008).

Abraham Maslow's hierarchy need is portrayed in pyramid shape where he put the most fundamental level of needs at the bottom and self-actualisation need at the top. ERG theory focuses on three groups namely existence, relatedness and growth. Alderfer categorised all the physical and safety needs described by Maslow in existence, relatedness, and growth. Herzberg's motivation-hygiene theory states that there is a certain factor like an achievement, recognition, responsibility, growth which causes satisfaction, and there are certain factors like supervision, work conditions, status, salary, company policies, etc. which causes dissatisfaction (SEHD, 2005). McGregor proposes theory X and theory Y to present the contrasting viewpoint of two different managerial styles and two different assumptions about motivating employees. The significance of external rewards, strict supervision, penalties is stressed more by Theory X whereas Theory Y focuses on motivating employees without direct supervision. We also can find the explanation of the behavioural pattern of A and B. Pattern A is connected to Theory X of McGregor and reflects interpersonal behaviour, organisational norms, and group dynamics. The same phenomena represent pattern B but is associated with Theory Y. George Homans theory of group formation is also reviewed critically where he said informal work group possess the quality of controlling the behaviour of the employees and subsequently affect the level of productivity. The shape of needs on the content of motivation is clarified on Content (Needs) theory. Equity theory proposed by Adams states that over reward and under reward cause distress to an individual and the efforts towards restoring equity within the relationship is led by this distress (Furnham & Argyle, 1998).

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McClelland's Human Motivation Theory is mainly based on the study of manager develop an alternative way of classifying needs (Robbins, 2009). The three needs identified by him are need of achievement, the need for affirmation and need of power. Expectancy theory developed by Vroom was also critically reviewed who envisaged that the completion of one thing prompt the other and the more likely that action will induce a result (Lunenburg, 2011).

- To examine the impact of motivation on employee performance of Ramchandrapur High School.

This objective is based on examining the impact of motivation on employee performance of Ramchandrapur High School was achieved by reviewing of literature as well as from the survey reports. Various literature review suggests that motivation is positively related to influencing the performance of the employees. From the analysis of survey report, it was also found that motivation is the key factor which positively influence the employee performance in the long run. However, from survey report, it was also found that motivational level of the secondary school under study is disappointing which is seriously affecting the educational standard provided by the school.

- To recommend if any improvement is required to motivate employees of Ramchandrapur High School.

Recommendation based on a finding of the study is explained in the final chapter of this research work. The level of motivation is found low, and various extrinsic, and intrinsic motivating factor responsible for increasing the performance of employee are not adequate to motivate employee in Ramchandrapur High School. Hence proper recommendation is given according to the problem arise in the study.



#### **4.4 REVISIT OF RESEARCH QUESTIONS:**

The impact of motivation on the performance of employees in Ramchandrapur High School was determined from a survey from where data was collected regarding the various question which impacts employee motivation. For its analysis in the secondary school, the information and ideas are collected in the literature review and evaluated it further. It is concluded from the study that motivated employees positively influence the performance of the organisation (Porter et al., 2016). The increase in salary benefit, advancement in work, sense of recognition, job security, training, good relationship with a coworker, etc. are a motivating factor which is positively correlated to organisational performance. Moreover, the analysis of survey questionnaire identified that level of motivation among the employees of Ramchandrapur High School is low which is affecting the performance. The management of Ramchandrapur High School hardly involves in the decision-making process of a faculty member to improve the education standard of the school.

Through the extensive review of literature about various motivation theory on the impact motivation on the performance of the organisation, it was revealed that employee motivation is the key factor for improving overall organisational performance (Nyameh et al., 2013). Moreover, it was also identified from the literature review that only fulfilling financial needs of the employee does not guarantee the improved performance employee (Craig C. Pinder, 2008). Several non-financial motivating factors like workplace environment, job enrichment, career advancement opportunity, sense of recognition are also equally important.

### **5 CONCLUSION AND RECOMMENDATIONS:**

#### **5.1 CONCLUSION:**

The conclusion and recommendations are based on the results of the finding obtained from the survey process, and the significance of motivation on employee performance is brought into the light.

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The importance of motivation should not be discounted as this researcher has critically examined the issues raised by the respondents. If any organisation or institution wishes to survive in the long run, the motivation of the employees is a must whether it is financial or non-financial motivation (Shanks, 2008). Financial reward such as an increase in salary and other benefits are not always the best needed factors as explained by Maslow's Theory that factor sometimes has a negative effect and can de-motivate employees. The motivation level of Ramchandrapur High School is low. In such situation, they are not willing to put their effort level high and put their job in the first place and can hardly involve in making the institution successful. In this survey, the researcher found respondents neither obsessive nor passionate in their work. In this research about sixty eight per cent of the total respondents disagreed with the question, "Does Ramchandrapur High School deserve every little sacrifice of the employees and are you prepared to give your best to guarantee its success?" Previous studies on this subject revealed wages as the most important motivational factor, but the variables which motivate people to improve their performance level vary. Essential information can be generated from this research study that if it is known what employees want from their employer and what is the most important factor for them to be motivated for their best performance to reach the institutional goals, in return it is valuable for Human Resource Management to set their plan accordingly.

Financial reward and other monetary benefits are certainly the major sources of motivation in any organisation. The success of the organisation is the result of such motivation. But there are other factors also which can significantly motivate the employees. These factors in turn improve the performance of the educational institution. Providing employees with the financial reward can help to improve the level of motivation among the employees as well as enhance the organisational performance (Murty et al., 2013). This translates into an increase in the outcome of the organisation.

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## **5.2: RECOMMENDATIONS:**

Based on the findings, this section of the research study includes a recommendation through a different kinds of literature review. The finding obtained from the questionnaire was also analysed to make recommendations. Following recommendations are made from this study:

1. From this study, it is concluded that employees of Ramchandrapur High School are more extrinsically motivated than intrinsically motivated, and the authority of Ramchandrapur High School should give more emphasis on motivating employees extrinsically by providing necessary cash benefits in addition to their salary or fixed pay. It will help reach the organisational goal through the best effort of the employees.
2. To identify the superior performance of their employees is vital for the management and they should reward them according to their performance. This is based on Expectancy Theory which implies that the expectation of reward leads them to higher motivation and it is also expected that the reward is worth their efforts.
3. It was found from the study that HR department of Ramchandrapur High School is not supporting the employee in a standard level. To improve the organisational performance, human resource department should work hard towards creating conducive environment to support the employees of the school through continuous learning and supporting environment within the organisation, giving incentives and recognition, alternative work schedule, creating programs to provide skill development like job rotation, mentoring, internships, coaching, cross- training etc.
4. The management of Ramchandrapur High School is not interested in motivating the employees in a standard level as it was found in this research study. The management should properly motivate the employees to improve organisational performance through both financial and non-financial motivational factors.

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5. The management should work toward providing proper job training to newly recruited employees of the school. The training method includes hands-on-training like cross-training, demonstration, coaching of the employee, Classroom or Instructor-led training, interactive method to keep trainees attentive and involved which includes small group discussions, active summaries, case studies etc, computer based training as technology becomes more wide- spread and easy to use and online learning.
6. The employees are more satisfied and motivated when their salary was increased, hence the management of Ramchandrapur High School should give more emphasis on increasing salary and benefit which are sufficient to motivate them.
7. The management of Ramchandrapur High School should try to look at the problem objectively and from several perspective to improve decision making process in an organisation. They should also specify proper organisational goal, always try to seek alternatives and explore assumption and always make the decision regarding the benefit of organisation. At last, the result from the decision should always be followed by the management. Hence, the employee should be involved more and more in the decision-making process of the school.
8. The management should hire the right staff for the right post because the kind of people that will be hired dictate the work environment of the organisation. They should also remove toxic employees whose bad attitude affects everyone's daily performance in the school. The school area must be kept clean, comfortable and well-decorated which helps to make tremendous interaction between employees and managers. The school management should also hold fun activities during the workweek, focus on wellness, not overload employees, be transparent, train employees properly etc to nurture good working environment in Ramchandrapur High School.

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**Appendix:1**

**SURVEY QUESTIONS**

**PART 1: QUESTION REGARDING THE RESPONDENTS OF SURVEY**

1. Age of respondent

18-26

27-34

35-44

Over 45

2. Gender of respondent

Male

Female

3. Category of respondent

Faculty

Employee in training

Security

Student Assistant

Office helper

4. Work duration of the employee

0-3 years

3-6 years

6-9 years

10+ years

**Part 2: Question regarding the impact of motivation on employee performance of Ramchandrapur High School.**

1. Is Human Resource Department of the Ramchandrapur High School supportive? What is your opinion regarding this?

Highly Satisfied      Neutral  
Satisfied

Dissatisfied      Highly Dissatisfied

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2. Is management interested in motivating employees of Ramchandrapur High School?

Highly Satisfied      Neutral      Dissatisfied      Highly Dissatisfied

3. Are you satisfied with the financial and non-financial incentives provided by the school?

Highly Satisfied      Neutral      Dissatisfied      Highly Dissatisfied

4. How is employee communication within the organisation?

Excellent      Good      Bad      Very Bad

5. What are the motivational factors which motivate them more according to respondents?

Job security Increase in

salary Advancement in

career

Good relationship among co-workers

Achievement sense

Training and development

Sense of Recognition

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6: What is the level of motivation of employees in Ramchandrapur High School?

High

Very High

Average

Low

Very Low

7: Do incentives and another organisational benefit will influence your overall performance?

Yes

No

No opinion

8. “Workplace environment can change the performance of the employees.” Do you agree with this statement?

Agree

Partly Agree

Disagree

Highly Disagree

9. Does manager involve you in decision making related to increasing educational standard of the school?

Yes

No

Occasionally

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10. Does Ramchandrapur High School deserve every little sacrifice of employees and are you prepared to give your best to guarantee its success?

Yes

No

No Opinion

Thank you for taking your time to answer the questionnaire!

This questionnaire was designed and implemented in line with UK Data Protection Act (1988). The researcher guarantees the confidentiality and anonymity of the information provided. The researcher would like to assure you that the data provided will not be passed on to third parties without obtaining your consent first. Your personal data will be kept secure for 12 months after the market research project is complete and then will be destroyed. For more information, please refer to Participant Information Sheet which you have already received. Thank you very much!



## **Appendix 2: PARTICIPANT'S INFORMATION SHEET (SURVEY)**

### **TITLE OF THE PROJECT: THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEES: A RESEARCH-BASED CASE STUDY IN RAMCHANDRAPUR HIGH SCHOOL, COMILLA, BANGLADESH.**

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or would like more information. Take time to decide whether or not to take part.

#### **2) Brief summary of research:**

This research is expected to measure the impact of motivation on the performance of employees of Rahmchandrapur High School, Comilla, Bangladesh. Basically, this is to understand how motivational forces would impact on the performance of the employees in any educational settings. Therefore, the participants will be asked questions about various inspirational stuff including their way and output of impetus on the performance of the employees in a secondary school. There will be an online questionnaire with both open and close ended questions. Participants are expected to provide answers through email. The answers provided and the findings will only be used for educational purpose.

#### **3) Purpose of the study:**

To fulfil the requirements of MA in Human Resource Management in Northampton University through its Associate College, London School of Marketing.

#### **4) Who is organising the research?**

The researcher will organise and carry out this research.

#### **5) Why have I been asked to participate?**

Prospective respondents fall into the age group of 18-60; both males and females including faculty members, employees in training, student assistants, office helpers and security personnel.

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**6) How many people will be asked to participate?** 50 people

**7) What will I be asked to do?**

As participants, you will be requested to provide information through an online questionnaire. Basically, your social media activities as well as your awareness and interactions with Close-up will be explored through this questionnaire. You will also be asked to provide information about your age group and the level of income and education. You can avoid answering any question if you do not wish to.

There will be both open and close ended questions. For the open ended questions, you can express your opinions and thoughts as much as you wish. The approximate time of completion the questionnaire would be 10-15 minutes.

**8) What are the likely benefits of taking part?**

There will not be any direct benefits to participants. This research is done to fulfil the requirements of MA in Human Resource Management by Northampton University through its associate college, London School of Marketing. Hence, benefits would be educational. However, this re- search may yield some useful information for the Educational sector, employee motivation and people in general related to educational setting. Furthermore, the research could provide foundation and suggestions for future research as well.

**9) Can I refuse to take part?**

Yes, any participant can refuse to take part without giving a reason.

**10) Can I withdraw at any time, and how? If yes, what will happen to the data and the information that I have already provided?**

Yes, you can withdraw from the study at any time without giving a reason. Participants can send an e-mail to [onlyforadmissionandjob@yahoo.com](mailto:onlyforadmissionandjob@yahoo.com) stating that he/she needs to withdraw. Furthermore, if you have provided any data up to this point, the researcher will seek your permission to use this data or have them removed. Participants can inform the researcher if they need to withdraw on or before 7th of September, 2016 as after this date the researcher will start finalising the research findings. Moreover, participant can avoid answering any questions that they do not wish to.

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**11) Has the study got ethical approval?**

(based on the assumption that the ethics committee approves this study) Yes, the study has ethical approval from an ethics committee at Northampton University. There is no local ethics committee that would be relevant to this study in Bangladesh. Hence, the ethical approval from the ethics committee at Northampton University is sufficient.

**12) What will happen to the results of the study?**

This research will be written up for Master thesis of Northampton University. Hence, the results will be used for only academic purposes.

**13) Will my participation in the study be kept confidential?**

If you express something confidential, the researcher will make sure to consider it as confidential and mark it as 'confidential'. The researcher will also make sure to ensure anonymity i.e. an individual cannot be identified from the information.

The information you provide will only be accessible to my research supervisor and the academic staff of both Northampton University and London School of Marketing. Information will be in anonymous format.

Participants will not be asked to provide personal and sensitive data except for few common questions on demographics such as age group and the level of income and education. Furthermore, the results of the research will be written up in anonymous format and every attempt will be made to ensure anonymity. However, it may not be possible to guarantee complete anonymity.

**14) Use of quotes:**

The researcher will use quotes from participants in dissemination if need be.

**15) Are there any possible disadvantages or risks to taking part?**

There could be a risk of boredom as the questionnaire would take 10-15 minutes to complete. Participants can avoid this risk by taking breaks when necessary. There could be a slight risk to anonymity as explained in point no. 13 above. Furthermore, the agreement to participate in the study does not affect participant's legal rights.

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**16) What if I reveal anything related to unethical or bad practice?**

If there is any information related to unethical or bad practice that participants may fill in the questionnaire (e.g. if the researcher feels that participants are at risk, if they reveal anything of an illegal nature), the researcher will consider the possible consequences of revealing such information and will disclose them after obtaining the consent from the participant.

**17) What will happen to any data that are collected from you?**

Data will be securely held in anonymous and confidential format for a period of one year.

Contact for further information:

Researcher's name: Mohammad Faysal Sarker Email: [onlyforadmissionandjob@yahoo.com](mailto:onlyforadmissionandjob@yahoo.com)

Northampton University E mail: [answers@northampton.ac.uk](mailto:answers@northampton.ac.uk)

Contact details for complaints:

Researcher's e-mail: [onlyforadmissionandjob@yahoo.com](mailto:onlyforadmissionandjob@yahoo.com)

Northampton University Email address: [complaints@northampton.ac.uk](mailto:complaints@northampton.ac.uk)

Postal address: The University of Northampton, Park Campus, Boughton Green Road, Northampton, NN2 7AL

Phone: 01604 735500 (switchboard)

Fax: 01604 720636

Version control

Version No.: V 1.0, Version Date: 10th September, 2016.

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**Appendix 3: Participant's Consent Form:**

Name of participant: .....

**TITLE OF THE PROJECT:**

**THE IMPACT OF MOTIVATION ON THE PERFORMANCE OF EMPLOYEE: A RESEARCH-BASED CASE STUDY  
IN RAMCHANDRAPUR HIGH SCHOOL, COMILLA, BANGLADESH.**

**Main investigator and contact details:** Name: Mohammad Faysal Sarker

E-mail: onlyforadmissionandjob@yahoo.com

1. I agree to take part in the above research. I have read the Participant Information Sheet  
(Date: to be filled Version No.to be filled) for the study. I understand what my role will  
be in this research, and all my questions have been answered to my satisfaction.

2. I understand that I am free to withdraw from the research at any time, without giving a  
reason.

3. I am free to ask any questions at any time before and during the study.

4. I understand what will happen to the data collected from me for the research.

5. I have been provided with a copy of this form and the Participant Information Sheet.

6. I understand that quotes from me will be used in the dissemination of the research.

7: **Data Protection:** I agree to the University processing personal data which I have supplied. I  
agree to the processing of such data for any purposes connected with the Research Project as  
outlined to me.

Name of participant (print)..... Signed..... Date.....

**I WISH TO WITHDRAW FROM THIS STUDY.**

If you wish to withdraw from the research, please e mail to onlyforadmissionandjob@yahoo.com  
stating the title of the research. You do not have to give a reason for why you would like to  
withdraw. Please let the researcher know whether you are not happy for them to use any data  
from you collected to date in the write up and dissemination of the research.

**Appendix 4: Consent letter by the Head of the school:**

[Sent earlier and approved]

## Appendix 5: Dissertation Timetable

Dissertation Timetable:

Week	Goals	Tasks	Completed/ Not completed/ In progress.
1	Looking for research theme and finalising the the topic	Using internet, local library for selecting the research topic and getting it finalised by the supervisor.	Completed.
2	Thinking of table of content, abstract, introduction, literature review, methodology, ethical considerations for finalising research proposal.	Submitting research proposal to the supervisor and getting it finalised by her.	Completed.
3	Developing introduction (all parts), literature review (all parts) and methodology (all parts).	Improving aim, objectives and hypothesis bearing in the mind and doing research regarding precedent research conducted on this topic and their results.	Completed.
4	Improving the dissertation plan.	Having decided on the data collection and analysis strategy.	Completed.
5	Collection of data.	Visiting the school by the researcher's representative three times and collecting necessary information required for this research work.	Completed.
6	Analysing and interpretation of the data and drawing conclusion.	Data compiling, analysing the result, and interpretation of the findings objectively and in an unbiased manner.	Completed.
7	Assembling the report, collecting proper references, composing the research abstract and reviewing and rechecking the report.	Structuring and composing report, including authentic references, finalising research abstract, word counting, grammar and plagiarism checking.	Completed.
8	Submit dissertation for evaluation.	Submitting within the due date and time.	In progress.