



**Role of Motivation in Enhancing Performance of Teaching Staff of Public
Secondary Schools of Khairpur District**

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Abstract:

This study investigates the relationship between motivation (Work Environment, Training, Reward and Safety as components of motivation) and performance with help of expectancy theory. The sample of the study is teachers of Government schools of Khairpur District of Pakistan. The survey questionnaires were distributed among the 100 respondents but only 70 questionnaires were adequate to be considered. The data were analyzed through SPSS, and as the relationship between variables is dependent and independent so the Regression method was used to interpret the results. The findings of the study shows that motivation can enhance 49.2% of teachers' Job Performance, further more it was found that training is the only component of motivation which has significant effect on teachers' job performance, where as other components of motivation (work environment, reward and safety) are not significant related to teachers' job performance. Thus, it is advised to Government to invest sufficient amount of funds in training in order to improve Government teachers' job performance.

Introduction:

Education is backbone of every nation. It has a strong relationship with the social, economic and human capital development (Siddiqui, 2012). 21st century demands more creativity, innovation, novelty, integration of knowledge, and research, analytical and critical thoughts. The main actors in providing quality education are teachers who are accountable for their work. Education reform advocates are dedicating huge amounts of time for improving public schools and raising student achievement. The concept of motivation for enhancing employees' performance is studied in different industries like automobiles, chemicals, textile, construction etc. Similarly motivation is very important in enhancing the performance of teachers. Simply motivation is the description of a person's motive to action (McPheat, 2010). It improves the skills and knowledge of teachers that directly influences the student's achievement. Teachers should be highly motivated towards their job because if they are motivated then they perform well. Job performance depends on motivation, ability and environment (Moorhead & Griffin, 1989). Advancement of motivation in private and public organization leads to higher level of human resource and high performance (Stella, 2008). Motivation is very vital because it directs effort of person towards attainment of goal. This paper identifies the role of motivation in enhancing performance of teaching staff of public school Khairpur District. In literature, different theories of motivation are present but we are working on Vroom expectancy theory of motivation in relation to performance of teachers. Expectancy theory of motivation is different than other theories of motivation because it focuses on outcome rather than on need (McPheat, 2010). "**Victor Vroom proposed that motivation is directly linked to the expected outcome of any effort**". Different components of



motivation are examined for getting the result of motivation on job performance of teachers. We have selected secondary public schools because the performance of public schools is not up to mark. So we want to know reason behind it and also identify the role of motivation in secondary public schools. So in this way, we are contributing in literature.

Literature Review:

Nzulwa, (2014) In his research he states that poor professional conduct leads to low morale & low motivation which results in the poor performance of teachers. His research findings indicated that teachers' professional conduct & work performance are highly influenced by the motivational factors & therefore there is a need to evaluate motivational tools in order to align them with teachers need.

Zameer, Ali, Nisar, & Amir, (2014) Have explored the impact of motivation on employees' performance which has shown that motivation play a vital role on performance of the employees. It is indicated in their research that motivation is positively correlated with the employees' performance. They have further suggested that without motivating the employee organizations can't achieve their goals.

Saeed, Lodhi, Naeem, Rehman, Mahmood, & Ahmed, (2013) Examined the relationship of work performance with respect to performance appraisal & motivation in banking sector and they found that there is a positive relationship of work performance with the performance appraisal & motivation therefore they have suggested that implementing the performance appraisal system can motivate employees to achieve high performance.

The Dobre, (2013) research review of literatures analyzed the drivers of employee motivation to higher organizational performance further more factors like empowerment and recognition can motivate employees in a same way dissatisfaction from monotonous jobs & pressures from clients can compel employee to job absenteeism and employee turnover which means different employees can be motivated by different strategies depending on their needs.

The paper of U.S., (2013) investigates the Impact of Employee Motivation on Organizational Performance; the researcher has used descriptive statistics (frequencies, mean, and percentages) to answer three following research questions posed for the study:

1. How does employee motivation affect organizational performance?
2. How does increase in motivational tools affect employees in an organization?
3. Does employee motivation have any relationship with organizational performance or firm growth?

The Spearman Rank Correlation Coefficient was used to test these three hypotheses. The results achieved from the analysis showed that the relationship exists between employee



motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers.

The research on employees of University for development studies in Ghana is conducted by (A. J & A. D, 2013) in order to assess the role of motivation on employee performance. The authors have used both qualitative and quantitative methods and have applied SPSS for the analysis of results. According to their research motivational packages concern with monetary rewards are inadequate for the staff this is because of non-availability of residential accommodation and transport for staff. Also senior members complained that all the allowances except medical are insufficient. Thus, the research suggests that university should get help from donor agencies for the purpose of solving the employees' issues and to motivate them.

The authors Aarabi, Subramaniam, & Almintisir, (2013) have provided the better understanding of employees' motivation factors such as payment, job security, promotion, freedom, friendly environment, training and performance in their research work. Survey method was used to collect the data from the respondents and correlation technique was used in the study. Findings of their research suggest that intrinsic motivational factors are considered more important as compare to the extrinsic motivational factors such as payment, job security, and friendly environment. Freedom an intrinsic variable however was not found to be significantly related to job performance. The study of (Sajjad, Ghazanfar, & Ramzan, 2013) investigated the impact of motivation on employee turnover in Telecom sector of Pakistan. The questionnaire utilized was designed to highlight motivation and turnover questions. One hundred and six close-ended questionnaires were used for analyses. Regression and correlation techniques came into play in order to explore the impact of motivation on employee's intention to quit the job. Motivation was established to be significant predictors of decrease employee's intention to quit. Research suggests that motivation factors contribute to decrease employee's intention to quit organization.

In the study of Asim, (2013) the impact of motivation on employee performance with effect of training is examined. Author has used motivation as independent variable and Performance as dependent variable with the mediator of training. Further the motivation includes two variables Rewards and Promotion. Whereas correlation as well as regression test is applied, results showed that dependent variable is mediating reliable on the independent variables and variables are maximum reliable on each other. The author has suggested that Pakistani universities must revise its salary and reward system.

In their study Solomon, Hashim, Mehdi, & Ajagbe, (2012) have shown the relationship between effects of employee's motivation on organizational performance & it has brought up a debate among personnel management professionals and academic researchers over the years. This investigation however seeks to look into the effectiveness



of employee motivation for increased organizational performance in multinational companies in Nigeria, especially the manufacturing sector. A survey of personnel of Cadbury Nig Plc was conducted. The data collated and analyzed using simple percentages and Pearson's Product Moment Correlation. The findings show provision of adequate motivation by Cadbury Nigeria Plc and improvement in employee productivity and, a positive correlation between employee productivity. Further authors have advised that senior managers should adapt continuous improvement in motivational programs as a core ingredient for increased employee productivity.

Problem Statement:

This study investigates the relationship between motivation (Work Environment, Training, Reward and Safety as components of motivation) and teachers' performance.

Research Objectives:

- To find out the role of motivation in enhancing performance of teachers in higher secondary schools of Khairpur District.
- To explore the relationship between employee motivation and employee performance of teachers.

Research Question:

How the motivation can enhance the teachers' performance with relate to expectancy theory?

Theoretical Framework:

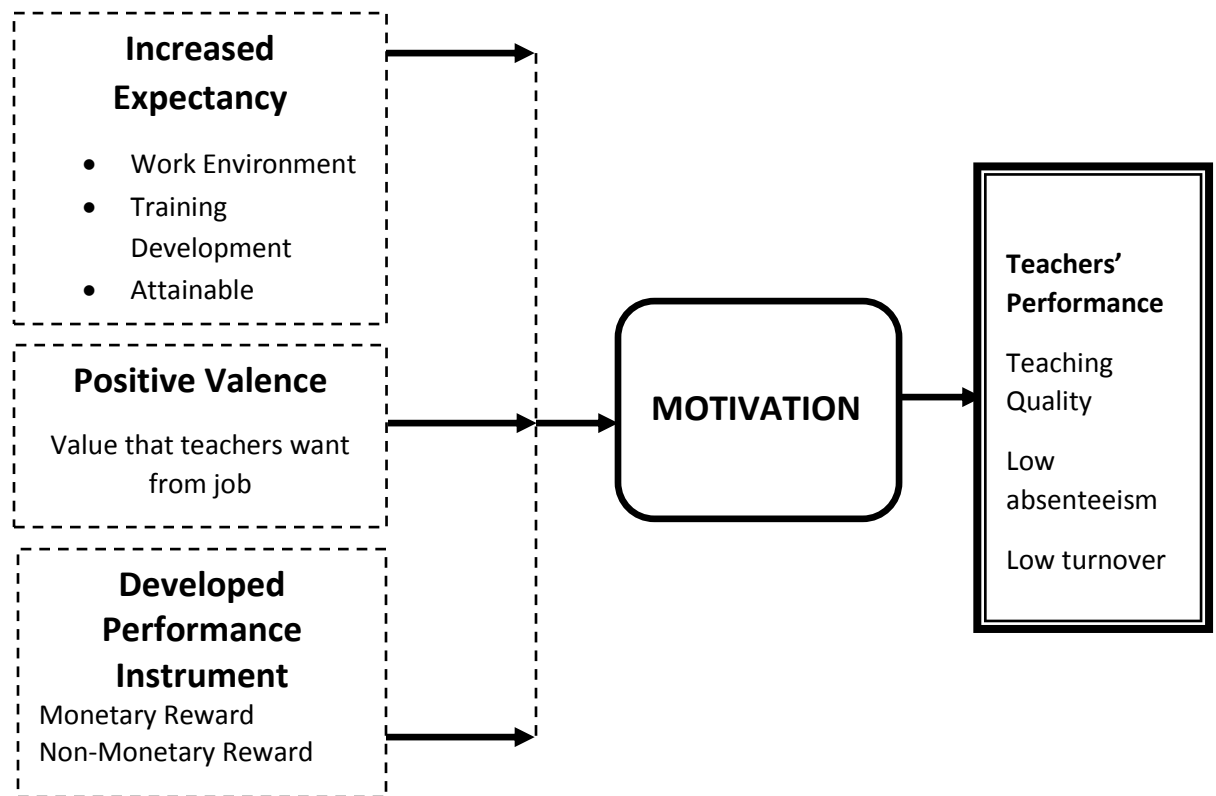
According to literature review, Motivation is independent variable and employee performance is dependent variable. Different Researchers had proposed the link between motivation and performance. According to Victor vroom, (zeithamil, 1990 & 1993) motivational forces are calculated by given equation:

Motivational forces= Expectancy x Sum of (Instrumental x Valence)

Teachers perform well when they are highly motivated. High motivation is result of high expectancy, instrumental and valence.

- Expectancy can be defined as good work environment and training that encourages good performance.
- Positive valence outcome refer to employees' perception regarding what they want out of their job.
- Instrument enhances work performance. It includes personal recognition and praise, pay increase bonus and other positive results.

Second Variable is performance of teaching staff that can be measured in term of teaching quality, low absenteeism and low turnover.



Research Hypothesis:

H1: work environment has significant impact on Job Performance

H2: Training has significant impact on Job Performance

H3: Reward has significant impact on Job Performance

H4: Safety has significant impact on Job Performance

Research Methodology:

Sample: The sample of study was only the teachers of Public secondary Schools of Khairpur. The sample included 100 respondents but only 70 questionnaires were useful.

Data Collection Methods: Modified Structured Questionnaires were used to collect data from respondents. The Questionnaire consisted of two parts:

1. Motivation: It is independent part of instrument. The questions of this part were taken from different scales of authors, (Jahagirda, 2012), (Bennel & Akyeampong, 2007), (Saleem, Mahmood, & Mahmood, 2010).
2. Job Performance: it is dependent variable. The questions of this part were taken from the author, (Amin, Shah, Ayaz, & Atta, 2012)



Pilot Testing: Initially, the questionnaires were distributed to only 10 teachers in order to get response from them. After that, questionnaires were adjusted and finalized.

Data Analysis Technique: Step wise model of Regression technique was used to analyze the gathered data with the help of software SPSS 16. The task was is to determine the role of motivation in enhancing the job performance of teaching staff of public secondary schools of Khairpur. Pakistan.

Diagnosis Test: The Linear regression equation is shown by:

$$JP = b_0 + Wb_1 + Tb_2 + Rb_3 + Sb_4 + e$$

It shows that, Job performance as a function of four components of motivation (Work Environment, Training, Reward and Safety) while e is error term in the equation.

Findings and Discussions:

Reliability Analysis:

We have calculated Cronbach's Alpha value of overall instrument. We also calculated Alpha's value of motivation instrument and Teachers' job performance instrument for ensuring more reliability of instrument. The reliability value of instruments is above.7, that's mean instrument was good in measuring the result. The tables of reliability analysis are given in appendix of paper.

Reliability Analysis

Table#1 Motivation and Teachers 'Job Performance

Cronbach's Alpha	N of Items
.840	33

Table#2 Motivation

Cronbach's Alpha	N of Items
.715	17

Table#3 Teachers' Job Performance

Cronbach's Alpha	N of Items
.802	16



Model Summary:

Table#4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.499	.492	.71288517

The R value of model summary is .707 which shows that there is positive relationship between Motivation and teachers' job performance. The adjusted R² value is .492 which shows that motivation can enhance 49.2% of teachers' Job Performance.

ANOVA:

Table 5# ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.442	1	34.442	67.772	.000 ^a
	Residual	34.558	68	.508		
	Total	69.000	69			

a. Predictors: (Constant), Training

b. Dependent Variable: Job Performance

The ANOVA table represents the significance of regression model. The significance is .000 that means data is 100% accurate in determining the outcome.

Coefficient Table:

Table 6# Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	-4.075E-17	.085		.000
	Training	.707	.086	.707	8.232

a. Dependent Variable: Job Performance

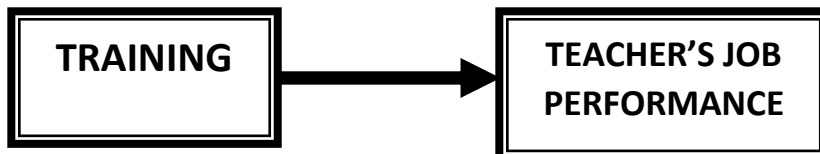
The standard coefficient value (Beta) shows that only one component of motivation (Training) has significant effect on teachers' job performance and this is 100% significant. The other components of motivation are not significant related to teachers' Job Performance. That's shows in excluded variables table.

So following points are concluded:



- ✓ H1 = There is no significant impact of work Environment on Job Performance.
- ✓ H2 = There is significant impact of Training on Job Performance.
- ✓ H3 = There is no significant impact of Reward on Job Performance.
- ✓ H4 = There is no significant impact of Safety on Job Performance.

New Model



The Government should invest funds in given training to teachers of Secondary Public Schools of Khairpur. So teachers can perform their job effectively. The schools should facilitate good conditions that enable the teachers to utilize their learnt skills in class. For Examples: A Teacher has do activity in class but large numbers of students create problem for a teacher to implement that activity.

Future Research Directions:

The research can be made to identify other variables that may effect on teachers job performance. The present study does not identify the variables that may have 100% effect on Job performance of teaching staff of secondary schools. The continuous efforts should be made on this topic, so that we can identify the variables that help us in enhancing the performances of teachers.

Limitations of the Study:

As the study is conducted in short time therefore it has some limitations that is the respondents were only 70 teachers and the findings of the study are only limited to the Government schools of Khairpur District.



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