

# Impact of Motivation on Employee Performance and Turnover in Pakistani Educational Institutes

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## Abstract

The purpose of this research was to investigate the impact of motivation on employee performance and turnover. In this study, the convenience sampling strategy was used to select the participants / respondents. Self-administered survey questionnaires were distributed among 130 employees of Educational Institutes (college, school and an academy) based in Lahore, Pakistan, among which 110 questionnaires were returned in useable form. SPSS (version 21.0) software was utilized for analysis of data. The findings indicated that motivation has significant impact on employee performance and turnover. This study is of vital importance for the Educational Institutes management and policy makers to better understand the importance of Motivation in employees and to reduce their turnover.

**Keywords:** Motivation, Employee Performance, Turnover, Educational Institutes

## 1. Introduction

Motivation plays a vivacious role in increasing or decreasing the performance of the employees in both public and private sectors organizations. Their performance is dependent upon their motivational level. If the employees are vastly motivated they will give good performance and will have less turnover intentions because they are satisfied from their job (Imran. *et al.*, 2017).

Ahmed. *et al.*, (2010) found in their study that the reason behind employees happiness or satisfaction are those factors which they require in form of input against their output. In the same way when they will be satisfied with that organization, they will become loyal employees of them. This loyalty always results in high performance. Finally there left no reason for the employee to switch over to another organization. This results in low turnover.

Muogbo. *et al.*, (2013) derived from their study that motivation means the sense of having satisfaction level at a certain point. They said that it has been a very important phenomenon for the organizations in both Public and Private sectors. Every organization have to keep the employees motivated towards their work so that it may help organization to easily meet the standards of the market and to have satisfied customers.

Mohamad. *et al.*, (2014) conducted a research about the employee performance. They were of the opinion that employee performance is the function of different factors. They concluded that the employee performance is affected by many factors but the monetary benefits affect more on it.

Yamona. *et al.*, (2014) said that the turnover intensions are the factors which are most likely to be created by the dissatisfaction in the employees about their jobs. When the employees are less motivated they become fed about their job and there are more chances of their left. Omolo *et al.* (2015) examined the impact of job satisfaction on employee motivation and turnover intensions. The study found that job satisfaction results in increased motivation and lower or reduced turnover intentions.

### 1.1. Problem Statement

It is very complicated to understand about the turnover of the employees, recently educational institutes are facing this problem because their competitors are capturing their employees. Any organization is always on high risk which is unable to retain its employees for a longer period of time because the skilled human resources are a vital asset of the organization. It is critical for educational institutions to know about the motivation level, performance and turnover intention of their employees. Therefore it is deem necessary to know about the factors which make them loyal to their organizations or educational institutes.

## 1.2. Research Questions

This research study will be aimed to find the answers of the following questions which are mentioned below.

1. What will be the impact of motivation on the performance of the employees?
2. What will be the impact of motivation on the turnover ratio of employees?
3. Whether the motivation have any relationship with the performance of the employees and their turnover intentions?

## 1.3. Significance of the Study:

This research is being conducted in order to find out the motivational level of the employees of the educational institutes like KIPS and Punjab College and to find out the level of turnover intentions in them. This study will help all educational institutes to boost up the motivational level of their employees, if found that they have low motivational level and that's why their performance is being decreased. Further this study will help them to retain their skilled and precious Human Resource, if found that they are really facing high turnover due to low motivational level of their employees. Specially this study will further help all the educational institutes in Pakistan to evaluate the performance of their employees depending upon their motivational level and permanently have their Human Resources.

## 2. Literature Review

Motivation consists of psychosomatic mechanisms, and personality differences which are used to clarify employee conduct on the job in provisions of efficiency, contentment, well-being and performance (Benedetti. *et al.*, 2015). Abbas. *et al.* (2014) founded in their research that this is very important phenomenon for all the organizations that each organization wants to keep the motivational level of their employees high and to keep the turnover level to low. Mohamad. *et al.*, (2014) concluded from their study that any organization can only have more performance from their employees when they are satisfied from the monetary and non-monetary benefits provided to them.

A significant implement for administration of employee motivation involves inducement systems, which may be intrinsic or extrinsic. Both kinds of enthusiasm, but particularly intrinsic motivation is very significant factor of individual inventiveness, because individual and specialized development lies in these incentives and can be transmitted at organizational level (Muñoz. *et al.*, 2017)

Making motivation of the workforce better, has constantly been a important part of attention for practitioners and academicians. Employees who are less motivated are probable to use up small or no exertion at work, turn out substandard work output, reveal a lack of obligation and, if agreed good chance, can also way out from the business. On the other side, extremely motivated employees are strong-minded, innovative and resourceful. They are probable to turn out high-quality consequences freely for no matter what job they hold out (Bhatti. *et al.*, 2016).

According to Hakala *et al.* (2008) the dynamics which are possible to disturb the performance of employees at workstation are the limited nature and purpose of occupation pleasure, alteration of orderly growth or depressing the job gratification above influence. Employee performance basically depends upon a lot of factors like performance appraisals, employee inspiration, employee contentment, payments, guidance and improvement, job safety, business configuration etc. (Pawirosumarto. *et al.*, 2017)

When the employee's motivation point to carry out away from least requirements is minor, it results with having a lack of attention in everyday jobs, stage of participation and engagement in jobs and also a unevenness in unconstructive behaviors such as showing intentions to give up the organization might boost (Afsar. *et al.*, 2018). Employees plan to give up their employers if their outlook is not met. The lack of relatedness of work with interest and enlargement factors may strengthen their choice to quit. Although, request, curiosity and financial value also observed negatively connected with turnover intentions, but the analytical involvement is not obvious from the consequences (Kashyap & Verma, 2018). Zameer, *et al.*, (2014) argued that motivation have positive relationship with employee performance because as the motivation increases the employee performance also increases and vice versa. The findings show that if the employees are let to make their own decisions and methods to improve the work quality, their performance can be increased (Pang & Lu, 2018; Khoreva & Wechtler, 2018).

Job motivation is also considered as a foundation of employee inventiveness and performance. Componential theory of organizational creativity and innovation shows, persons with elevated job motivation may get pleasure from their job and have a propensity to produce more artistic outcomes. Based on these thoughts, leaders should effort to expand the task motivation of employee inventiveness and, thus, get better performance (Wang, 2016; Panagiotakopoulos, 2014).

Employee motivation has constructive association with employee performance. A motivational employee is quick to respond of the exact goals and objectives he/she must attain. Motivation formulates an association additional flourishing because motivated employees are continuously looking for enhanced practices to do a

work (Sandhu. *et al.*, 2017; Beltrán. *et al.*, 2018). Uzonna *et al.* (2013) said that motivation has negative relations with employee turnover because as the motivation increases the employee turnover decreases and vice versa. Only built-in motivation of public employees was considerably and unenthusiastically associated to their intent to leave public organization. Extrinsic motivations did not considerably control turnover intention in the public sector where outside factors, conclude and organize extrinsic motivators. In this view, the affiliation between motivation and turnover intention depends largely on work environments (Kim, 2018). Higher salaries were considerably linked with lower intentional and involuntary turnover rates. In adding up, other monetary incentives and sharing in a definite settlement retirement plan were associated to voluntary separation but not dismissal (Schuck & Rabe-Hemp, 2018).

### 2.1. Conceptual Framework

Here below is the framework of the research study which is adapted from the research of Asim. *et al.*, (2013) and showing that the motivation have impact on the Employee performance and the turnover intentions. It is also showing the dependency or independency of the variables i.e. Motivational factor is being affected by no variable it means it is independent variable and the Employee performance and the turnover intentions is being affected by the Motivational level of the employees which shows that the employee performance and the turnover are dependent upon the motivation.

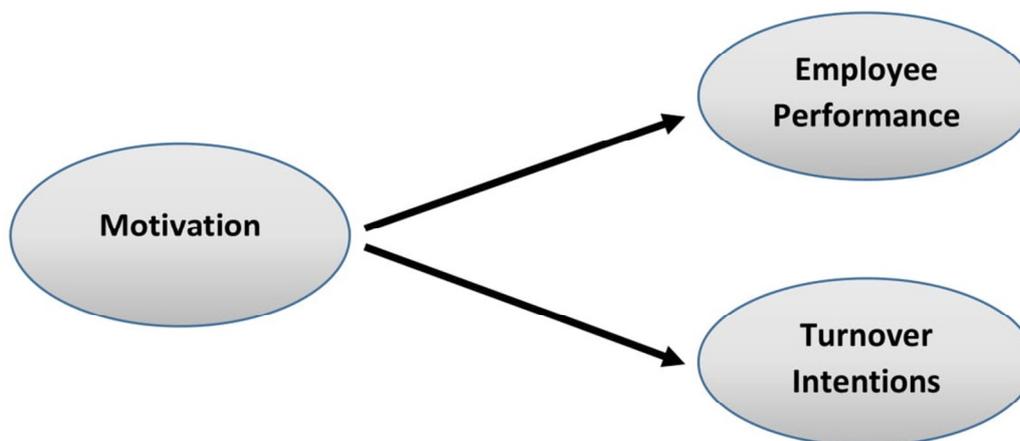


Figure 1: conceptual frame work

### 2.2. Hypothesis Development

After the deep study of literature, this research has following hypothesis:

$H_1$ = Motivation has positive relation with Turnover of the Employees.

$H_2$ = Motivation has positive relation with the Performance of the employees

## 3. Research Methodology

### 3.1. Research Design

While conducting this study, the research methodology is followed from the research of Amna. *et al.*, (2015) where they took sample from educational institutes. The research design of the study is based on empirical research. It is quantitative analysis based research. The nature of the study is Causal. This study deals with the primary source of data. The unit of analysis of this study includes all employees of educational institutes. (Including Schools and Colleges)

### 3.2. Population of the Study

The population of the study is the employees of the selected school and colleges of Karachi and Lahore cities of Pakistan.

### 3.3. Sample size and Sampling Techniques

The sample size of this research is 130 employees of educational institutes, the sample is of this study is selected by the Non-Probability Sampling technique. More specifically the convenient sampling technique is used to select the sample of this study.

### 3.4. Development of Questionnaire

Several published research articles were used to develop initial questionnaire draft. Later first draft was refined by discussing it many senior professionals both from industry and academia so that it gets aligned with the scope of our work and context.

### 3.5. Data Collection Method

The type of data used in this study is primary data. The data is collected by floating questionnaires in schools and colleges. The management personnel and faculty members were accessed to collect data. SPSS software is used for the purpose of data analysis.

### 3.6. Data Analysis and Results

#### 3.6.1. Demographical Analysis

The study has taken the following demographical variables;

1. Gender
2. Age
3. Qualification
4. Job Area

From table 4.1 it is revealed that out of 110 respondents, 93 were male which 84.5% of the total respondents are. Only 17 respondents were female which 15.5% of the total respondents are.

With regards to age, mostly respondents belonged to the age group of 25-40 years. 34 respondents were below than 25 years which is 30.9% of the total respondents. 68 respondents were having 25-40 years of age which is 61.8% of the total. Only 8 respondents' age was above 40 years which is 7.3% of the total respondents. It means mostly respondents were young having age of 25-40 years.

Regarding the qualification of the respondents, only 8 respondents were under-graduate which comes to 7.3% of the total respondents. 42 respondents were graduate which is 38.2% of the total respondents and 60 respondents were post graduated which is 54.5% of the total.

Lastly the study has taken the job area as demographic variable as well i.e. Management or Faculty. 60 respondents were belonging to Management staff which is 54.5% of the total respondents and 50 were from faculty staff which is 45.5% of the total respondents. It is shown by results that management staff respondents were more than faculty staff.

**Table 4.1: Demographic Analysis**

Variable	Range	Frequency	Percentage
Gender	Male	93	84.5
	Female	17	15.5
Age Group (Years)	Below 25	34	30.9
	25-40	68	61.8
	Above 40	8	7.3
Job Area	Management	60	54.5
	Faculty	50	45.5

#### 3.6.2. Reliability Analysis

The reliability of this study model is shown in the below table which is 0.938. It is enough value for the good reliability and consistency of the model.

**Table 4.2: Reliability Table**

Cronbach's Alpha	N of Items
.938	20

### 3.6.3. Data Normality Analysis

The values of Skewness and Kurtosis calculated from the average of the variables of this study revealed the values range from -1.80 to -0.55 as shown in table 4.3.

**Table 4.3: Normality Table:**

Variable	Statistics	Standard Error	SK/SE
Motivation	Skewness	-.393	.230
	Kurtosis	-.254	.457
Turnover	Skewness	-.775	.430
	Kurtosis	-.121	.457
Performance	Skewness	-.493	.280
	Kurtosis	-.428	.457

### 3.6.4. KMO and Bartlett's Test

**Table 4.4: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling			.793
Adequacy.			
Bartlett's Test of	Approx. Chi-Square	989.369	
Sphericity	df	190	
	Sig.	.000	

Kaiser-Meyer-Olkin (KMO) and Bartlett Test is a measure for the suitability of the data for further analysis. If the value is KMO is between 0.7 and 0.8 and value of Bartlett Test is less than 0.05 then then data is acceptable for further analysis. In the current scenario the value of KMO is 0.793 and value of Bartlett Test of Sphericity is 0.000 (less than 0.05) which indicates that this data is valid for further analysis.

### 3.6.5. Descriptive Statistics

The descriptive statistics includes the statistics of the responses i.e. mean, maximum, minimum and standard deviation. These are shown in the table below,

**Table 4.5 Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	110	1.25	4.88	3.4898	.79421
Turnover	110	1.67	5.00	3.7697	.79274
Performance	110	2.00	5.00	3.7470	.70809

Valid N (list wise) 110)

Here in this table, N explains the number of total respondents which is 110 regarding all the variables. It means that the respondents respond to the all variables equally in number. The Minimum response to the motivation was 1.25 and maximum was 4.88 similarly to turnover it was minimum 1.67 and maximum 5.00 and to performance of employees it was minimum 2.00 and maximum 5.00. The average response to the motivation was 3.489 which are near to neutral but towards agreeing and the respondents has deviated their responses with the deviation of 0.79. Similarly the average response to Turnover was 3.76 which are near to agree, it also means the respondents have positive response for turnover and their responses deviated with the deviation of 0.79. Lastly the average response to the Employee performance was 3.74 which are near to agree and the respondents deviated with the deviation of 0.70.

### 3.7. Correlation Analysis

**Table 4.6 Correlation Analysis**

		Motivation	Turnover	Performance
<b>Motivation</b>	Pearson Correlation	1	.865**	.882**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
<b>Turnover</b>	Pearson Correlation	.865**	1	.925**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
<b>Performance</b>	Pearson Correlation	.882**	.925**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

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

We can see that the values of all dependent and independent variables are given. First of all we explain the relationship of all that variables categorically. Here the value of relationship between motivation and turnover is ( $r=0.865$ ,  $p>0.05$ ) and the results are significant; it means that motivation has semi-strong positive relationship with the turnover. Similarly the value of relationship between motivation and performance is ( $r= .882$ ,  $p>0.05$ ) and the results are significant; it also means that motivation has semi-strong positive relationship with Employee performance.

### 3.8. Regression Analysis

The regression analysis for the variables of this Study (Motivation, Employee Performance and Turnover intentions) is given below.

**Table 4.7: Regression Analysis**

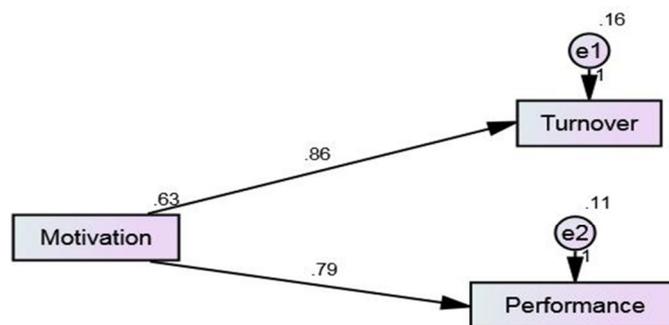
		Estimate	S.E.	C.R.	P Label
Turnover	<--- Motivation	.863	.048	18.003	0.000
Performance	<--- Motivation	.786	.040	<a href="#">19.547</a>	0.000

The above table shows the impact of motivation on the employee performance and the turnover as well. Here we can see that the value of impact of motivation on turnover is .863 which shows the significant impact of motivation on employee performance. Since the p value ( $p<0.05$ ) is showing that the results are significant so we can say that our H1 is accepted.

Secondly while seeing the impact of motivation on employee performance, its value comes to .786. It shows that motivation has significant impact on employee performance. If the employees are fully motivated they will give good performance and vice versa. Since the p value ( $p<0.05$ ) is showing that the results are significant so we can say that our H<sub>2</sub> is also accepted.

While seeing the above table we can see that the impact of motivation on turnover is 86%. It shows that the turnover in Pakistani educational institutes is being caused 86% due to demotivation and the rest is due to other factors which are not being taken in this study. Similarly the impact of motivation on employee performance is 79% which shows that the motivation is effecting the performance of employees of the Pakistani educational institutes at the rate of 79%. The rest affect is due to some other factors which are not being studied in this research.

### 3.9. Structural Equation Model



This structural equation model is showing the combine effect of variables. It is the diagram shape of regression analysis. Here motivation is affecting the employee performance and turnover as shown in the regression analysis.

### 3.10. Hypothesis and Research Questions Testing

According to the results of tests the hypothesis  $H_1$  and  $H_2$  are accepted because the p value is ( $p < 0.05$ ) showing that the results are significant and it proves that motivation has significant impact on employee performance and turnover intentions.

#### ***RQ1: What will be the impact of motivation on the performance of the employees?***

The research results showed that motivation ( by periodical salary increment, job security, good relationship with colleagues, appraisal system of the organization, promotion strategies, other staff members' support, organizational acknowledgement and recognition of employees' work and organizational policy) have significant impact on the performance of the employees. The respondents' response was 3.74 which are near to agree in case of motivation and the regression analysis showed that motivation impacts 77% on the performance of the employees.

#### ***RQ2: What will be the impact of motivation on the turnover ratio of employees?***

The research results showed that motivation ( by periodical salary increment, job security, good relationship with colleagues, appraisal system of the organization, promotion strategies, other staff members' support, organizational acknowledgement and recognition of employees' work and organizational policy) have significant impact on the turnover of the employees. The respondents' response was 3.76 which are near to agree in case of motivation and the regression analysis showed that motivation impacts 74% on the turnover of the employees.

#### ***RQ3: Whether the motivation have any relationship with the performance of the employees and their turnover intentions?***

The results of this study showed that the motivation has semi-strong positive relationship with employee performance and the turnover intentions of the employees. When correlation test was applied to check the relationship of motivation showed .865 with turnover and .882 with employee performance and the results were significant. It is proved that motivation has a relationship with turnover intentions and employee performance. We can conclude that the employee will give high performance when they are motivated and will have lesser turnover intentions.

## 4. Conclusion

The purpose of this study was to know the impact of motivation on employee performance and turnover in Pakistani educational institutes. The correlation analysis results indicated that there is positive significant relationship among all the factors and the model is fit as proved by regression analysis. So it is concluded that the performance of the employees can be increased by keeping them motivated. Management can practice different methods to keep their employees motivated and to retain their skilled human resources. It will result in the satisfaction of the employees and they will give more best of them. The management must take adequate measures to reduce their turnover of the employee.

## 5. Implications of the study

### 5.1. Theoretical Implication

We can say that this study will help to fill the gap between the unattended areas of the studies of motivation. The existing body of knowledge has only assessed the employee's performance or the organizational performance in relation to motivation, in different sectors and organizations.

This study will help the future researchers to follow the literature about motivation, employee performance and turnover. This will have a significant importance for the all educational institutes and services organizations

to keep their employees motivated and to analyze the impact of motivation on employee performance and turnover intentions.

Employee motivation, employee performance and turnover have ever been a critical issue for many of the organizations in the Pakistan and other countries. Many researchers have conducted the studies about employee motivation, employee performance and the turnover intentions in different industries like banking, hotels and beverages industry but the literature was lacking of the research on the same topic in education sector. This study is aimed to fulfill this gap of literature and will be helpful for the future researchers who are going to research on employee motivation, employee performance and the turnover of the employees specifically in the context of education sector of Pakistan.

## 5.2. Practical Implications

Motivated employee has become blood for the organizations. The aim of any organization is not only to have skilled and motivated labor force but also to retain them for a longer period of time. This study shows that what factors of motivation significantly impact the performance of the employees. The employees wants more motivation from its management, if they are not satisfied with the facilities, monetary and non-monetary benefits, decisions and the policies of the organization they become demotivated and they do not want to work anymore with that organization, this leads to low performance and turnover intentions.

This study is practically helpful for the higher management of educational organizations. They can see their turnover is whether to low motivation or there are some other factors which are creating low motivation and turnover. The management can highlight their weak points in motivation of the employees and can take proper measures to overcome. The results told that motivation has significant impact on the employee performance and their turnover intentions so management of educational organizations can increase the motivation of their employees by taking the factors of motivation into consideration and this situation can be handled.

This study got the attention of the higher management and the policy makers to improve the working environment, benefits (Monetary and Non-Monetary), organizational policies, good relationships among employees, organizational recognition and acknowledgement of the work of employees and also can improve any other factors which were not taken into consideration in this study.

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