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Parvaiz, Tuba and Ahmed, Ovais

26 February 2016

Online at <https://mpra.ub.uni-muenchen.de/69728/>

MPRA Paper No. 69728, posted 26 Feb 2016 18:58 UTC

Sustaining the Growth of Employee: Motivation and Career Development in Organization

**By
Tuba Parvaiz¹
&
Ovais Ahmed²**

Abstract

The research study is to determine the sustaining the employee's growth of employee with motivation and career development in organization. The data for literature review have been collected from published journals and books. The purpose of this research is to evaluate the significance impact of motivation on employee growth with respect to career development and those factor which are broadly set in this research study. The sample technique and analysis are used by SPSS tool. Regression and correlation analysis are conducted

Keywords: Employees Growth, Motivation, Employee Performance, Career Development

1. Introduction

New Definition

“Motivation is the internal strength of accomplishment for career development what an individual expect desirously without ignorance of group of people who are related.”³

Motivation means something that arouses action or activity. It is one of the most important principles or challenges those managers and supervisors are facing today. Motivation is the basic requirement in order to achieve the end objectives of a business, by encouraging all team members of the organization. Employee's performances are affected by motivation which eventually affects

¹ HRM practitioner and Professional Employee

² Phd Scholar and Research Consultant.

³ (Ovais & Tuba, 2016)

the overall objectives of the departments, managerial and divisional. The fulfilled employees can only show the way to the fulfilled customers. Some organization put allot of burden on their workers and in turn pay them less wages which makes the workers demotivated. Due to this reason, the employee does not carry out their work efficiently and show distrustful feelings. If the organization gives well reward, incentive or compensational structure to their employees, they will in turn gives the organization a better performance, increase their revenues and hence there is a chance for the company to promote in the global village. According to Webster's New Collegiate Dictionary, a motive is "something a need or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating".

The company's most desirable asset is the employees, so it is important to keep them in high spirit. This target can be achieved by motivational programs, which beseech to their sense of team work and individual professional development. With a greater sense of morality, the company should have employees who are more than happy in order to go the extra mile to complete tasks and projects in a timely manner.

1.1 Research Question

What are the consequences of sustaining the growth of employee motivation while keeping balance between job satisfaction and organizational objective?

1.2 Research Objective

The objectives are of this research study as follows:

- To know the growth of employee to reduce the stress time among organization
- To determine the motivational aspects of increasing job satisfaction in organization
- To know the HRM practice for training and development for employee career growth
- To know the reducing the work stress during HRM practices during work environment.
- To evaluate the job performance is the cause of motivation due to intrinsic rewards and appreciation.

2. Literature Review

Frederick Winslow Taylor (1856 – 1917) put forward his theory of motivation. This theory has three approaches. The first approach is the traditional approach which states that, the manager has lots of knowledge about the job and when the organization pay high amount of money to their employees the employees agree to perform any kind of job or work. This shows that money is more important for the employees rather than the job they perform. The second approach is human relationship approach which is related to the community processes in the labor place. According to this approach the social needs of the employees are strong and is considered to be more worthwhile than the cash in order to motivate them. The third approach is human resources approach. According to this approach the endowment and participation enriches motivation and are beneficial to both individuals and the company. It is thought that the people who make substantial contribution encourage participation and hence a peaceful and creative environment is build up which uses full human resources.

Vroom's theory states that, when the employee works individually their performance helps them to achieve the rewards. The reward may be either positive or negative. More optimistic the reward, higher the employee motivated and more pessimistic the reward, the employee is demotivated. (Vroom, 1964) there is another literature on motivation theory suggested by Abraham Maslow known as Father of early motivational theory, developed his "Need Theory of Hierarchy" in 1954. According to his theory, motivation is based on number of human needs that are satisfied through five levels. In order to satisfy the human needs, it is necessary to assign them challenging tasks and to provide them with job opportunities for achieving the organizational goals. (Maslow, 1943)

"Career commitment refers to one's behavior towards one's profession or vocation, where it involves one's personal attachment or identification with one's career, one's persistent willingness to maintain one's career, as well as, one's exert continuous effort in support of one's career development and goals." (Blau, 1985)

The published literature is suggested by Kaliski in 2007 that success and sense of achievement are the lead part of job satisfaction which directly associated with motivation of the employees. Further implied on job satisfaction linking with motivation that led to employee productivity. The one job

is enjoying, it is as well as perform skillful and recognize within organization. It is also explained by researchers that job satisfaction could become a cause of happiness and work enthusiasm with individual employee. These overall key factors have compiled to fruitful example of achievements, promotion, recognition in organization, and other objectives of career success. (Kaliski, 2007)

Moreover, the research study have found that the collection of job satisfaction described the current job beliefs and feelings of organizational environment. Job satisfaction is the degree of extensive levels of employee satisfaction, hence, it can range from extreme satisfaction to dissatisfied level. Individuals could have various aspects of their employment which differs attitudes of kind workers and supervisors (George & Jones, 2008)

Table 1 JOB SATISFACTION FACTORS (Herzberg, 1976)

Hygiene Factors	Motivators
Company policies	Achievements
Supervisions	Recognition
Interpersonal relations	Work itself
Work Conditions	Responsibility
Salary	Advancement
Status	growth
Job security	

2.1 Two Factor Theory

According to the (Herzberg, 1987) there are two types of condition.

- Good
- Bad

One of the research found that good factors are related to the job experiences. Good factors are motivator factors which show satisfaction like recognition, advancement, responsibility, achievement, and possibility of growth or the job content. Bad factors are related to the tangential aspects of the job. Bad factors are hygiene factors .They occurs when the above mention motivation factors are absent and the employee become dissatisfied. Hygiene factors or maintenance factors are: technical supervision, salary, job security and working condition status.

2.2 McClelland's Theory of Needs

According to David McClelland's theory, the needs of an individual is obtained over time and are organized by one's life experiences .He classified these needs as achievement, affiliation or power.

- Need for Achievement: In this need a person look for achievement, commands of accurate but challenging goals and promotion in their job. There is a strong need for positive responses and commands.
- Need for Power: In this need a person looks for efficiency, influential and impact making. There is a strong need prevailing the ideas ad need toward personal glory.
- Need for Affiliation: In this need a person looks for co-operation and friendly relationship. This need provides motivation and people belonging to this need are team players

There were previous studies suggested that if employee has will to leave out his/her employment may be the cause of organization lacking human resource practices. In other words, the practice of HRM directly affects among employee's appraisal which become circumvents and nearly handle of organization. Furthermore, it was suggested that "Despite the attention and its immense evolvement across sectors and occupations, major researchers claim that most appraisal systems fail." (Deming, 1986; Longenecker & Goff, 1992; Varma, Denisi, & Peter, 1996)

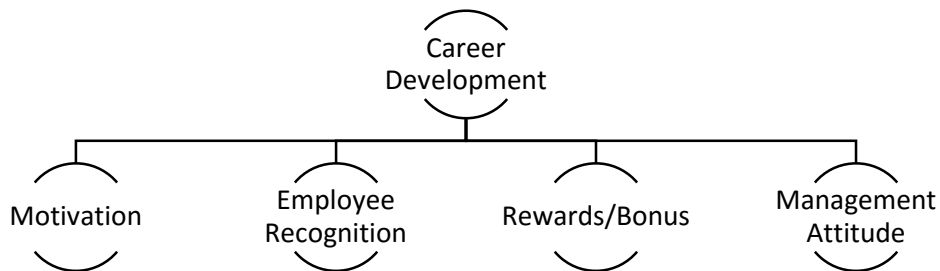
"The education industry in Malaysia has experienced a significant growth for the past few years. With the aim of becoming a world class education hub, the Malaysian government, as well as, the universities have been aggressively engaged in increasing research contribution, as well as, foreign students' intakes to improve the universities' world ranking. In order to sustain or enhance the country's global competitive edge." (Tight, 2003; Humphreys & Hoque, 2007)

3. Methodology

There are mostly data have been collected from journal articles and digital of social sciences. The research is based on a quantitative paradigm and scrutinize the cases of every respondent who are directly responsible for this survey. An empirical study is carried out by close-ended questionnaire and survey conducted. The primary objective of this research study to an applicability of academics as the knowledge employees in organization that how they interact with competitive HRM practices to increase their motivational level in their career development. Through this survey, variables are specifically identified main problems and vitally important test validity.

The data analysis is used by SPSS tool. Likewise, this study used appropriate and adequate method were used for getting valid results. The Cronbach Alpha is correspondingly used for proving the validity and reliability of scales. The research approach is to evaluate the sample technique to identify the needs of motivation theory in practical work environment. Therefore, we have took banks survey to collect the banking working behavior and attributes of organizational ethics towards employees. The sample technique is analyzed by SPSS to measure the regression and correlation between dependent factors of motivation theory.

3.1 Conceptual Framework



4. Data Analysis

Cronbach's Alpha	N of Items
.957	16

The reliability for scale is (.957) approx. 95.7 validity and reliability exists in sample data. The Cronbach's alpha is evaluated validity of data samples.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956 ^a	.914	.910	.24518	2.362

- a. Predictors: (Constant), EmployeeRecognition, ManagementAttitudes, CareerDevelopment, RewardsBonus
- b. Dependent Variable: Motivation

The Model Summary Table illustrated the coefficient of correlation that described the strength of overall model within applicable collection of respondent's data. The R, therefore, indicating that 95.6% of degree of association or strength of model fit constructed among variable. Consequently, the coefficient of correlation of dependent variable, i.e. Motivation is strongly correlated with independent variables. In the meanwhile, The R-square is the statistically measured the data is 91.4% to the fitted regression line and existence of strong independent variation, therefore, it is coefficient of determination that how dependent variable is explained by independent variables.

The adjusted R is modified type of R-square, the model is being predicted by adjusted R-square very well i.e. 91% adjusted numbers of predictors explained in model in above table. In this model, the Durbin-Watson is the numbers that measured the autocorrelation in the residuals from regression analysis i.e. the value of 2.36 which has significantly no autocorrelation exists in the sample. The Durbin-Watson is 0 indicating positive autocorrelation and crossing above 2 approaches negative.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.905	4	14.976	249.134	.000 ^b
	Residual	5.651	94	.060		
	Total	65.556	98			

- a. Dependent Variable: Motivation
- b. Predictors: (Constant), EmployeeRecognition, ManagementAttitudes, CareerDevelopment, RewardsBonus

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.602	.138		4.375	.000
ManagementAttitudes	.497	.055	.573	9.058	.000
CareerDevelopment	.430	.057	.509	7.470	.000
RewardsBonus	-.128	.064	-.140	-2.005	.048
EmployeeRecognition	.092	.144	.083	.642	.522

a. Dependent Variable: Motivation

In above model summarize the regression equation analysis i.e. illustrate the values of measurement of regression in the model. Subsequently, the independent variables have slope intercept in the category of unstandardized coefficients i.e. B.

The 'Management Attitude' is the independent predictor has the slope inference is (.497), 'Career Development' is (.430), Reward Bonus is (-.128) and Employee Recognition is (.092) respectively. the regression equation is described below. The beta coefficients are respected independent variables.

Regression Equation:

$$\text{Motivation (Y)} = 0.497\beta_1 + 0.430\beta_2 - 0.128\beta_3 + 0.092\beta_4 + 0.602C$$

In this equation, Motivation (Y) is dependent variable is equalized with independent variables as above in equation. The change in every predictor is changes the variation in dependent variable with slope inference. Furthermore, the T-test assess the null hypothesis of the given samples of data sets. The model elucidated that the test conducted to measure the significance difference between variables with respect to dependent variable. The T-test value of 'Management attitude' is (9.058) that is significantly difference from sample. The P-value ($P < 0.05$) proves that, therefore, the null hypothesis (H_0) is rejected. By explaining the result that motivation is essentially come from within your work environment which is management attitudes plays a major role internally for human motivation.

The second value of T-test of 'Career development' is (7.470) is exceeding the distribution of ($T > 2.4$) and p-value ($P < 0.05$) has significance in sample of career development therefore, the null hypothesis (H_0) is rejected. Another factor, similarly, explained the positive relations with motivation.

In the same way, Reward and bonus are essential bumped of employment and it motivates too. The T-test value is in negative i.e. (-2.005) due to negative hypothesized value of variable. The ambiguity occurs in this variables which inversely and out of parameters of motivation. The null hypothesis (H_0) is rejected by p-value ($P < 0.05$). The last variable i.e. Employee Recognition of T-test value is less than 2.4 ($T < 2.4$), consequently, the null hypothesis is failed to reject.

5. Conclusion

The research study is conclusively enlightened the motivation factors therefore, are developed by management attitude. The statistical results are above revealed the significant and substantial outcomes towards motivation of employee. Employee motivation increases when corresponding professional attributes positively impact on an individual employee within organization. The predictors are described manifested results of work environment which deals to employee satisfaction from motivational assessment. Career development is most essential part of building a recognition of competent employment in organization. therefore, employee motivation something got from supervision who can guide properly at every stage of professionalism and direct their activity. By this, employee as being an individual who thinks to understand the goals of expectations that mutually agreed upon it. In this study, further evaluated the motivational concepts directly determined by organization's well designed HRM policies which regulates employees benefits in the form of rewards and bonus for competent and diligent employees and they got recognition in within work environment increases directly motivational level.

6. Recommendation

- Human resource practices arrange training and development sessions for middle and lower management employee.
- Motivates employees needs clear achievement of goals what they are set for satisfaction, control over their work and respect from their superiors.

- Career guidance are important to determine and help out to reach every employee to their motivational level.

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