

# Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan

Masood Asim

**Abstract-** The study explain the impact of the motivation level among the employee performance with the mediating of the training needed in the Pakistani universities. Respondents from the universities of about 118 suggest the impact of the HR need like promotion, motivation level of the employee, training and employee performance. In the model we taking motivation as a independent variable and training taking as mediating variable and employee performance as dependent variable. Alpha is about 0.684 which shows that dependent variable is mediating reliable on the independent variables. The variables are maximum reliable on each other. On the other hand descriptive statistics is calculated correlation as well as regression test is applied. And Pakistani universities must needed to take revise he salary and reward benefits to evaluate the performance of the universities employees. Future research as well as limitation also discuss in the paper.

**Index Terms-** Motivation, Training , Employee performance

## I. INTRODUCTION

Some theory needed to explain how the motivation factor works. In the term of the management scenario most popular explanation is based on the need of the individual. The basic model theory is the content theory of motivation. some employees interested basic needs but some are more interested psychological needs these are fulfill through experiences. Some other theorist explain motivation in different ways like most important is the Abraham maslow,david,maclellard,Frederick haerzberg,etc.these are the source of the motivation. In the modern world of today some and every organization wants to successful through continuous process. Every organization compete with each other to handle the customer among the organization size is considered more with the proper constant format. Human resource is the creating and maintaining positive relationship among the organization. They face different challenges' to achieve the targets. Very few organization supports that employee are the main assets of the organization. They satisfied and need to motivate to fulfillment the task. The main focus of the study achieving goals and task completion. so objectives near the author one is the factors increase through motivation level of the employees and other factor is the relationship of the employees motivation can be examined. Globalization and the advancement of the technology create more innovation for achieving the targets. Top management create relationship between the employees and the organization demands to creating rules and regulation. They need to satisfy through motivation process as well as different rewards. High

profiles companies create customer loyalty through spending of money but often ignore employee motivational factors .motivation levels affects both characteristics working environment as well as customer satisfaction. if organizations play role in motivation employs they are 100 percent able to achieve the targets easily. Motivation effects performance of the employee in the organization he give up the performance with the same skills a person have more skill they sometime effort less but the person who have less skill they are more motivated with the work as well and put 100 percent with the work.

## II. LITERATURE REVIEW

### REWARDS:

(Asghar Ali & Muhammad Naseem Akram e'al) Author says employees in the any sector are the real assets of the organization. if they are motivated they perform their duties with full honour and dedication. also they become full loyal with it.they consider as a human capital of the organisation. they actively perform their duties with all this.in the hypothesis show the relationship with the rewards specially financial rewards with motivational factors and also more motivated if their salary and job position are according to your qualification.

(Ali Usman et'al 2010) Authors says firstly Human resource it is the major resources of above all. which directly relate with the orgaisation the impact more and check the overall performance of the orgaisation. Its help to check the retain effientancy and work force are the major problem for the organisation. It help to solve all matters related to Human resource. They can motivate employee with full profitable way and show relationship among rewards with motivation factors. The data will gather on motivation factors through different ways mostly collect through questionares .During gathering data responded should be under confidentially and show significant relationship.

### PROMOTION:

(Syed Umer farroque et'al 2010).According to the author point of view this study is to show that rewards are the major role to increasing the performance of the organization. They gather data through different senerios like through questionare. the aim of the study is explaining the varience of variable like payments. promotion and benefits. The author interested to gather the data through questionare and direct interaction. Above all the promotional factor directly effects the motivation in the organization and works of the employees.

### EMPLOYEE MOTIVATION:

(Qurat-ul-aan manzor et'al 2012)The main purpose of the paper is to check and identify of the factors which effects more on the employee motivation and check the relationship between the organizational effectiveness and the EM. the hypothesis is build on the basis of the this relationship.its show the relationship of the literature. According to the literature these are all factors which effects more on employee motivation with the organization effectiveness.

Employee empowerment is also factor. The relationship is stronger in the end the more employees are able to successful as well as performance is manageable. This study is mainly two factors one is the motivation and other is the performance. The organisation is making design on the basis of the model. motivation level are increasing with all this organization were more effective as well. its also able to enhance the empowerment of the rules and policies as well.is help to fulfillment of the growth in the employee satisfaction. its appreciate the tasks management. above all shurity were increase.

(Qurat-ul-Ann manzor et'al 2012)According to the author every new orgation as well as stable organization must wants to successful and must be in the desire consatant stage.it is very highly effective manner and in the size. they face a lot of chellenges. due to this its overcome the restriction and able to increase the relationship more stronger and positive. its also create a bond between employee and the organsation.HR is needed more influential to maintain and maintain the task fulfillment. organisation size are the impact more on the EMPLOYEE PERFORMANCE. there are some objectives near to the author first is employee motivation and on the other side organization effectiveness as well. they are positively related one increase other factor increase. Motivation is the one of them.

(Qurat-ul-aan et al 2012) Webster's says motivation is the something we are desire which cause a person to acts as well. its turn its provide to motivate.it is acts of the motivation. some says its derived from the word motivate which mean to move. its more influential and must wants to manage. its must push to fulfillment a more wanted.

(Saif ullah malik et'al 2012).the author says employees plays more important factors in the success and failure in the organsation.in the education sectors its effect more on the performance. the level is increasing with it. its creates more in the students as well. if the motivation level was increasing. if organization stands on every steps. the performance was increasing. Motivation level is the directly and positive relationship with the EMPLOYEE PERFORMANCE and the organization commitments. Organisations spends mor on the training and enhancing capabilities of the employees. They bhost more and with increasing the financial and non financial rewards. the mind setting was increase. the behavior of the companies changes with the passage of change of technology as well as change of the moods of the organsation. new environment in the organisation changed due to the set global standard. introduce new rewards systems. With the reference to the context of the author motivation is the simple terms which may be the understand the force which causes people in behave in the different positive levels. some major factors which effects more on the level of the motivation. productivity is the one of them. if productivity is best then at the end quality is increase according to the author. there are some different needs and expectation of

the employees. its change after some times. management finds different ways to motivating the employees for enhancing the performance. organsations prefer more human capital than the financial measures. because some assumes competitive advantages then other rewards.due to increase in the technology and global standards organizations must improve old culture organisation into the new style organization. employees mostly focus on joining these organsation where promotional opportunities are in the good way and follow all rules to increase promotional activites. due to this all performance is increase. employees interest to joining these type of the organization. because in this organsation job security is good. and decrease the employee's effort to fit in the new setup.

### III. EMPLOYEE PERFORMANCE

(Anthony Afful-Broni et'al 2012) According to the author this particular study shows the relationship between motivation factors as well as the employee performance in the education sector.he is particularly focus on the education sector employees.near to the author point of view income level in the organisation impact positively on the employee performace as well as employee performance. Every human being need to survive in the organization with full respect and honour.they stay when the organization pay more with return of the proper satisfaction.employee have targets professional goals and targets.some scholars said individual performance with orgasation performance effects equally.there are three main factors which generally determine one is ability,work envionrmeint and last but not the least is capabilities to do the jobs.maslow believed that human nature which is satisfied their performance is achieved.

(Nupur Chaudhary et'al 2012).Due to set global standards and change in technological factors businesses around the world are more chanlenging and tough day after day.global market increase the revenue growth due to the internal as well as external factors.highly competition among the firms all because of the globalization.Human resource management is very strong and highly competitive.

(Dauda Abdulsalam et'al 2012) .According to the author study search about relationship between motivation and performance are in in the on hand.research performance and motivation factor on the other end.they gather a data on different senerio and different relationship and motivational factor on the both sides.positive nd negative.effective employee performance effects the academic staff and its able to lead the realization of the broad objectives.All over the universities have main prime objective is to impact knowledge through research and teaching and other community service.performance not just base on function of academics its also based on the importance of the ability as well and motivation.

### TRAINING:

Employee performance is directly based on the function of the training.with motivation and employee performance. Training helps to create good result in performance if training is good performance is also good. Due to training skills and development

is properly perform. If the job is perform not well employee not motivated and at the end results cant generate up to the mark. According to performance model Blanchard in this model shows enable with the skill and knowledge and abilities. He person not perform well until he is not motivated.

**PROBLEM STATEMENT:**

This study investigates the relationship between reward, promotion on the employee motivation with effects from employee performance more specifically on education sector.

**RESEARCH QUESTION:**

How reward and promotion can effects on the employees' motivation with intervention of training?

**SIGNIFICANCE OF THE STUDY:**

The significance of the study to analysis that motivation can effects employee performance ,reward and promotion with intervention of training with in the context of the education sector.

**IV. RESEARCH OBJECTIVE**

To explore the relationship between the reward and employee motivation with respect to employee performance with mediating of training.

To explore the relationship between the promotion and employees motivation with respect to employee performance with mediating of training.

**HYPOTHESIS:**

**H1:** Rewards are positive related with effect from employee performance on employees motivation in education sector.

**H0:** rewards does not positive related with effect from employee performance on employee motivation in education sector.

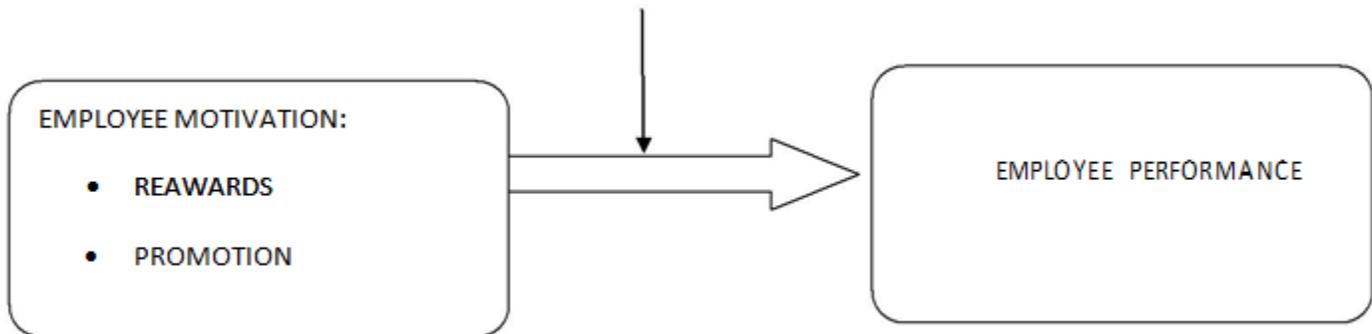
**H2:** Promotion is positive related with effect from employee performance on employee motivation in education sector.

**H0:** promotion is not positively related with effect from employee performance on employee motivation in education sector.

**V. THEORITICAL FRAMEWORK**

**MODEL:**

**TRAINING**



**EXPLAINATION:**

**REWARDS:**

Reward is process that give to human more strength and motivated if on the basis of any performance. its behave like as reinforce which sometimes as before and after the behavior. But probability is mostly after it. if its delivery has increased the probability of a behavior. There are two rewards one is the primary and other is secondary rewards. primary include such as food and other necessary items.secondary rewards is the derived from the primary rewards in the secondry money is the one of the good example.Music touch is also secondary reward.Reward effects positive as well as negative effects on the performance of EMPLOYEE PERFORMANCE. it is just say in simple words that whrn you are doing well every one give good rewards in the organization. There are two types of the rewards intrinsic and extrinsic rewards. *intrinsic* rewards is the reward is the activity itself own rather any benefits that may come.Intrinsic came from

when in the the time of the need which is competent,autonomy and relation are match.Intrinsic rewards goes hand to hand with enjoyment of the situation.

**PROMOTION:**

Promotion effects in the different style taking as ladders as motivator but sometime as prize and sometime as taking as incentive and recruitment.more talented workers are usually high productivity its assigns according to their skills quickly move toward talented workers. There are some other purpose of the promotion its can help as rewards as past employee effort, promote investment in the some specific manner in human capital and low turnover.There are pre post and post promotion jobs for the firm taking as pofit from promotion.in the organsation worker are promoted because they think their status are increase as well as wage rate specially increase later on. It is

time of need that regular job turnover are the rising star having some little bit disadvantages for seeking the older jobs with the firm wage structure are seen as a whole. Rewards are taking as team and individual efforts of the human capital. Its effects the overall performance of the firm. Productivity increase as well. Promotion are regular prize offered for encouraging more efforts at the lower level. The rewarding of team and individual effort provision and the accumulation of human capital. It is the structure of wages within the firm rather than individual current wages and productivities that can be important to the overall productivity of the firm. Some proper reward are being promoted and sorting employees into senior jobs that better matching their own relative abilities and skills for accumulating human capital. Incentives and promotion increase the productivity of the employee its enhanced commitment in the work performance good impact on the psychological satisfaction and subordinate toward he works and get maximum capabilities of the exploited less.

### **EMPLOYEE PERFORMANCE:**

Abilities and skills are effectively understand to complete and up to date job description for the position. and must understand it with the job description. performance review process typically takes place on the annually basis but it can schedule more frequent manner. it is highly depended whether it is classified as professional staff. its also include labour contract, contract establishment process. Supervisor play tremendous role in the employee performance its give feedback. personal relationships in the organisation has large impact on the promotion and more firing decisions where personal relationship are more still important today. some organisation try to systematically judge worker performance to increase the productivity. There are four major classes measure the productivity likes.

- Production Counts
- Personnel Data
- Judgmental Methods
- Production Counts

There are some constraint on performance which are as follows:

- Lack of proper equipment and skills
- high work load
- insufficient working environment
- insufficient more clerical hold
- non-attendance of key human resources
- insufficient routine of managers
- undecided objectives or performance standards
- insufficient statement within the organization
- Pressure from co-workers to limited presentation
- Lack of ability to get things done more

### **EMPLOYEE MOTIVATION:**

According to the latest survey there are more than 1,000 people from many several hundred companies and found that able that when leaders and supervisor can use four or more methods of influence in combine format. they're ten times more likely to create change. Some specific forces are to consider

when influencing employee motivation its includes: personal, social, and structural. In the below there are some sort of the increase steps. Good supervisor have make an eye on the lower staff members they diagnose when imagine that there are some flaws they judge the employees that they are demotivated., apathetic and show laziness They give care to the employees for the betterment in the performance. Without the correct and exact knowledge and training or coaching, even then the most motivating employee will quickly grow depressed, frustrated and unproductive.

The place where trying to enhancing employees motivation lies in the satisfaction on the gain from the task itself. There are some target dates. In the Routinely ask people if they enjoy what they're doing and do your best to match them to their changing desires and satisfaction. Some

Research on job satisfaction explains that the employees are most satisfied when they're working on taking challenging task. Now a days interval come with each email, phone call, and text message. When the boss give some positive appreciation to the subordinates it is good sign for the whole team they get motivated. normally use phrase likes that "Thank you for your good work." these words normally show the difference between the a satisfied employees and one feels demoralized and overwork load. in the organisation peers have more important role for delivering satisfaction. They permit people to work with dedication. basically in the organization people work with most of the time like own family sometimes its damage morale and motivation and some time not. incentive and prize and other factors of the extrinsic rewards motivate the employees. some taking as long term but some taking as short term. but finally rewards taking as a actual reward to getting motivated the employees.

### **TRAINING:**

Ep is directly based on the function of the training, with motivation and employee performance. Training helps to create good result in performance if training is good performance is also good. Due to training skills and development is properly performed. If the job is perform not well employee not motivated and at the end results can't generate up to the mark. According to performance model Blanchard in this model shows enable with the skill and knowledge and abilities. He person not perform well until he is not motivated.

### **POPULATION:**

The population of our research is the education sector near Wahcantt and Taxila and specifically the universities. The population consists of the faculty members as well as administration staff cadre in education sector.

### **SAMPLE SIZE:**

Data is gathering from all universities in wahcantt. 30 questionnaires are distributed to each university, making a total of 150 questionnaires. But respondent is just 118 from all 150.

### **INSTRUMENT FOR DATA COLLECTION:**

All questions are based on the five likert scale. All are clear, simple and able to understand and float after the approval of the supervisor. All questionnaire distributed personal basis.

**DATA ANALYSIS:**

**Case Processing Summary**

	N	%
Cases Valid	118	100.0
Excluded <sup>a</sup>	0	.0
Total	118	100.0

**Reliability Statistics**

alpha Is one of appropriate common internal and reliability show multiple

Cronbach's	N of Items
Alpha	3
.684	

Cronbach's the most most measure of consistency having likert

questions in the questionnaire having scale and show how it is realizable. There are two common measurement tools in the management sciences which is reliability and validity. Validity shows the test is on the target or not reliability shows he accuracy in the data. Due to internal consistency of the items its leads that positioning are reliable or not they are more correlate having called test retest reliability. cronbach reflects that there are internal consistency measure in the reliability having show taking as  $\alpha$ , which can be the developed by using number taken a K in an instrument. it is very common research having to collect multiple same construct.the data reflects the multiple measures of the data having agree with one another. The data reflect that there are three variables in the data shows results of taking 118 respondents having the value of the alpha is 0.689 which shows that dependent variable is mediating reliable on the independent variables. The variables are maximum reliable on each other.

**DESCRIPTIVE STAT:**

**INTERPRETATION:**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
motivation	118	4.67	5.00	4.9901	.05012
training	118	4.67	5.00	4.9915	.04276
ep	118	5.00	5.00	5.0000	.00000
Valid N (listwise)	118				

**INTERPRETATION:**

In the data valid N is using for the non missing values in the data. N shows there are number of the values which are valid in the observation and sum of total missing values. Minimum values shows the the relationship having smallest vales in the data as well. maximum table shows that date is largest overall the values in the data. in the data mean shows that data must be centrally and must be average in the data. mean show that the sensitivity values having more extreme small and large. the S.D data shows that there is square roots in the data having variance as well. It help the data which is spread of set of all observations.

Large SD there is more spread in the data and observation. variance measure the variability and show the sum of the square of the data.sum of square reflect the substance of the value from the average data. Variance is corrected which is divisible by N-1.we get generally measure the variance in the indexes as well. Instead of measuring the S.D.inthe descriptive statistics skewness measures the degree as well as direction of the asymmetry. this is the distribution which is normal and must equal to 0.e.g when the mean is less than median its mean it is negative skewness. In the above data the relationship shows that N is the total observation which the data is collected from the respondent. Minimum shows

motivation as well as training show the relationship is minimum as compare to the EP In the maximum table the relationship is balanced in the data. Mean data shows that maximum mean is the ep other than two. S.D shows more in the motivation as compared other two.

**CORRELATION:**

**Correlations**

	training	motivation	ep
training			
Pearson	1	.848**	.a
Correlation			
Sig. (2-tailed)		.000	.
N	118	118	118
motivation			
Pearson	.848**	1	.a
Correlation			
Sig. (2-tailed)	.000		.
N	118	118	118
ep			
Pearson	.a	.a	.a
Correlation			
Sig. (2-tailed)	.	.	.
N	118	118	118

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

**INTERPRETATION:**

Correlation measure strength and the direction in the linear relationship between the two variables. it is range between +1 to -1. which indicated a perfect relationship which is highly negative as well as highly positive. And the 0 relationship shows that the data is no correlation. In the table N shows that these the respondent and population size in the data. High correlation mean the relationship is more strong toward the strong relationship. And shows significance level in the data as well. in

the table motivation is strongly relate with the moderating variable like training shows 0.848. its mean it is highly significant and more positive. Motivation also show positive relationship in the data. And more significant as well. The value of p related with the correlation and explains what the single is and double data is significantly shows that if the value is missing in the data there is is the different correlations.

**REGRESSION:**

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	training <sup>a</sup>	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	df1	df2	Sig. F Change
					R Square Change			
1	.848 <sup>a</sup>	.720	.717	.02666	.720	1	116	.000

**INTERPRETATION:**

Linear regression is the next step after correlation. It used how the value is predict and one value is based on the other variables. The variables which the data is predicted is called dependent variables some time called outcome variables. the first

tables show the model summary having R and R square which show the simple regression. R square indicated that how much the variables which is independent.e.g its shows whether performance is significant or not. the value of the P is always less than  $p < 0.0005$ .which show highly significant.

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.211	1	.211	297.611	.000 <sup>a</sup>
	Residual	.082	116	.001		
	Total	.294	117			

- a. Predictors: (Constant), training
- b. Dependent Variable: motivation

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.028	.288		.096	.924
	training	.994	.058	.848	17.251	.000

a. Dependent Variable: motivation

**INTERPRETATION:**

The next table in the correlation is the ANOVA table. the table indicated that regression model predict and significant as well. here P value is less than 0.0005 which is highly significant. This result shows that model is predicted and highly significant. In the above table it is the coefficients in the data. its give us information that we need to predicts motivation with the training. Beta value show the data is the 0.848 which is highly correlated and more significant.

The choose data is analysis in the independent t test is the part of the process involve and make sure that the data wants to analysis can actually in the independent data and t test.

**Descriptive Statistics**

	Mean	Std. Deviation	Analysis N
training	4.9915	.04276	118
motivation	4.9901	.05012	118
ep	5.0000	.00000	118

**FACTOR ANALYSIS:**

**Correlation Matrix**

	training	motivation	ep
Correlation training	1.000	.848	.
motivation	.848	1.000	.
ep	.	.	1.000

**INTERPRETATION:**

Factor analysis shows the method in the data reduction .these are some factor which shows in the data analysis and generally shows least square and unweighted least square. in the factor analysis these are some varimax as well as equinox rotation in the data. which impose restriction in the data. With all these there is prom ox analysis is also set. which help to allow the factors is the correlated with one another. Factor analysis is the technique that require a large sample size. It is based on the correlation matrix and usually shows large sample size before the stability. Factor analysis also involve generating one and more

unobserved value which is highly independent and positively measure. It is commonly used to reduce different technique to overlap the smaller number of the different factors. In the data mean is highly significant is the employee motivation as compare to the training and motivation as well. and training show more correlation with motivation as well.

## VI. CONCLUSION

The purpose of this study to check the impact of the motivation level of the employee with th employee performance with the effect of the training in the education sector. In the education sector motivation play positive results in the performance as well motivation increase as well as employee performance is increase. Our results also show the positive relationship. If the EMPLOYEE PERFORMANCE .Increase they contribute more in the organization. Its show high performance as well as high motivation level. Motivation directly affects the rewards and promotion. The paper gives the relationship with the HR practices like performance, reward, motivation as well as the promotional factors in the education sector. According to the results it is positive impact with the rewards as well as the training. Training needed to created positive results among the employees. With the training promotion is other factor to increase it. Performance of the employees indicated significant relationship with the financial rewards as well as non financial rewards. With the light of the results motivation factor is the one of them impact positively on the performance with the intervention of the training. Training helps to investigate overall performance of the employee. Training session cover the quantitative as well as qualitative manners. Organizations evaluate the employees through training process. For creating better results organization invest a lot of the resources for the fulfillment of the training need for improving skills and training programs. Training and the employee process is completely linkage with the competition. Training promotes competitive advantage with reference with the context of the job satisfaction as well as performance and decrease non attendance issues. Future studies mention that its properly focused how these practices are linked and how these linking practices produce more accurate results like other variables as well not only focused on training and promotion. With promotion and some other factors teacher needed to improve performance in the organization. At the end there are some findings that indicated rewards increase the motivation levels and progressively maintain the standard to increase it. Its also highlighted the features through employee training and cover all the quantitative as well as qualitative factors

## VII. LIMITATION

- There is very short time span for conducting the research. There are small number of the respondent like

just 118 and due shortage of time just cover surrounding area universities

- Some Respondents were unwilling to give the response during floating the questionnaire.
- Respondents are equally taking divided on the basis of the gender based. But due to the unavailability and less interaction with females there is gender biasness. But perhaps the results is different if the accessibility is free to the females.

## REFERENCES

- [1] Abbas, Q., Hameed, A., & Waheed, A. (2010). Gender Discrimination & Its Effect on Employee Performance/Productivity.
- [2] Chaudhry, A. (2012). Examining the Relationship of Work-Life Conflict and Employee Performance (A Case from NADRA Pakistan). Chaudhry, AA, Malik, MI, & Ahmad, I.(2011). Examining the relationship of work-life conflict and employee performance (a case from NADRA Pakistan). International Journal of Business and Management, 6(10), 170-177.
- [3] Manzoor, Q. A. (2012). Impact of Employees Motivation on Organizational Effectiveness. Business Management and Strategy, 3(1), pp-1.
- [4] Ahmad, M. B., Wasay, E., & Malik, S. U. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan. Interdisciplinary Journal of Contemporary Research in Business, 4(6), 531-539.
- [5] Muhammad, G., & Memon, U. (2012). Determinants of Employee Motivation-A Case Study of Afroze Textile Industries Limited, Karachi, Pakistan. IOSR Journal of Business and Management, 4(3), 22-25.
- [6] Ahmad, S., & Shahzad, K. (2011). HRM and employee performance: A case of university teachers of Azad Jammu and Kashmir (AJK) in Pakistan. African Journal of Business Management, 5(13), 5249-5253.
- [7] Bowra, Z. A., Sharif, B., Saeed, A., & Niazi, M. K. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. African Journal of Business Management, 6(1), 323-332.
- [8] Batool, A., & Batool, B. (2012). Effects of employees training on the organizational competitive advantage: Empirical study of Private Sector of Islamabad, Pakistan. Far East Journal of Psychology and Business, 6(5), 59-72.
- [9] Elding, D. J. (2005). Modelling employee motivation and performance (Doctoral dissertation, University of Birmingham).
- [10] BEN-NER, A. V. N. E. R., & Jones, D. C. (1995). Employee participation, ownership, and productivity: A theoretical framework. Industrial Relations: A Journal of Economy and Society, 34(4), 532-554.
- [11] Pierce, W. D., Cameron, J., Banko, K. M., & So, S. (2012). Positive effects of rewards and performance standards on intrinsic motivation. The Psychological Record, 53(4), 4.

## AUTHORS

**First Author** – MASOOD ASIM, asimmassod@yahoo.com