
RELATIONSHIP BETWEEN DEMOTIVATIONAL FACTORS AND EMPLOYEE PERFORMANCE: OPINION OF UNIVERSITY AND OTHER WORKPLACE BASED EMPLOYEES

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ABSTRACT

Work is a very important part of man's life. Hundreds of theories have been written on the topic of motivational level of employees and the factors behind creating demotivation among them, we human beings naturally born with the high imaginative power which leads us to think over to get power, high position, financial stability, look towards life as an adventure, feeling of extreme excitement towards getting or fulfilled our goals and dreams and when the matter comes towards their work life the need for a certain things become more strength full through them and they can feel enjoy doing their work, feel empowerment ,professional grooming and excitement at their work place, but sometimes due to some of the de motivational factors employee starts taking their work as a burdened , so for the purpose to find out that what sort of practices done by the supervisors which leads to create de motivation among Pakistani (Karachi) based employees, a small sample size of 60 professionals have been taken from a diversified organizations, and after analysis and meditation found out that inequality, biasness, issue of temporary employment ,lack of empowerment to bring some innovation are detected as the most practicing de motivational factors. Another

exponential factor which create high disturbance among employees exist when within the organizational culture people starts getting favor more easily as compare to reward and sometimes even their rights, considered as one of the worst de motivation for talented, capable and workable employees.

KEYWORDS

Empowerment, Inequality, Demotivation, Dissatisfaction, Productivity

INTRODUCTION

Every country is having different sort of motivational and demotivation factors like Japanese industrial employers usually judge the level of satisfaction with the duration of the employment, that how long an employee has spent his professional life at the single industry but on the other hand If we look towards an American organizational culture their level of excitement usually judge with the drifting they had during their professional career.

The mind set of employees vary from country to country, region to region, organization to organization nature of the industry, person to person because of certain norms, believes and values they inherited Pakistani employees are also having the same aspects to get motivated but on the other hand we do have some of the interesting facts because of the current situation and need of the time. This study revealed that Pakistani specially Karachi based employees are very curious related to the hygiene needs, psychological, professional needs etc

On the topic of satisfaction at work place number of researches have been done internationally but related to Pakistan specifically for Karachi , only few researches have been conducted and those researches only done for particular sector and industry , so it is a very important to look over that what basically the problem which Karachi based employees work force is facing apparently point out the aspects those are source of declining the moral of talented employees and increasing dissatisfaction towards doing their jobs at work place. That type of demotivation aspects are increasing feeling of isolation & depression among the young Pakistani professionals when they face such problems they start looking to find a jobs in the international countries .Where they can be able to get better work environment and can get an exposure to utilize their full potential and capabilities. So as a result of this Pakistan (Karachi) based organizations are losing young and fresh human capital due to the mistake they are practicing factors like inequality among employees, lack of performance recognition, empowerment to bring innovative work etc, So the research is focusing on how these type of situations are creating worst effect on the ambitions of young Pakistani (Karachi) professionals. Usually it happens that when workers feel that they are not getting the right reward of their efforts which they are putting for their organization,

than they start searching for a new job or stop doing work in an innovative way and show extreme boredom feeling towards doing their routine office work and when this situation would be at extreme than organization start facing the problem of turnover, less productivity, internal employees conflicts and issues etc..

LITERATURE REVIEW

On the topic of factors of motivation and de motivation of employees a substantial literature review is available, from different perspective a diversified researches already have been conducted through different angles and from a different sector of the industry. Anwer Hossain , Kamal Hossain(2012) In his research identified that in the particular sector where the researchers have done the research and identified that non-financial or intangible factors sometimes create more positive impact on employees as compare to the financial factors such as high salary ,compensation & fringe benefits etc , while one of the revealing fact existed that through this initiative of the management some motivational as well as demotivation factors both can exist, writer highlighted that through the same factors like extraordinary financial benefits can create very positive effect who got this amount in excess, but sometimes lack of proper distribution of incentives can create de motivation among those employees who did not the right reward of their efforts.

Deborah Roberts (2010) also focuses on the factor that money is not enough for the purpose to motivate employees, research proved that usually employees absentees, waste of resources intentions, lack of concentration towards doing work increases when big communication gap existed with their top management and they feel that they are not usually praised by the top management and these non-motivated employees usually create worst effect on the company profitability through their lack of concentration towards doing their assigned tasks.

Maitiu O Cuirrin (2007) states that sometimes management of the organization are puzzled to understand the reason behind cause of motivation and high stress level running into the organization and it leads towards less productivity and unachievable organizational goals that s why researcher emphasize on that a good relationship and understanding between the different departments and communication between the upper and the middle level manager can help to reduce the stress level of employees and increases the understandings of the management to pin point the basic issues through which lack of motivation usually developed among employees.

Sarfaraz Nawaz (2011) look towards motivation into the service industry perspective and develop a relationship that how frustrated employees at the customer service created annoyed customer, researcher found that employees motivation and commitment on an individual basis can able to implement on a service industry,

because the best motivated and loyal employees at customer service can deal with their customer at their best and customer would highly appreciate if they are getting quick response, value, worth and right return of the money they are paying to the company. Nadia Sajjad, Khalid Zaman (2011) focus on the point that sometimes complete empowerment given to the supervisor usually create very negative effect on the motivational level of the employees because sometimes supervisor starts using the power in a negative way or try to use it for personnel purpose, usually on the basis of the historical conflict with the employees he had, and once they get the liability they starts using it for the purpose to take revenge. Faizan Mohsan, M. Sarfraz Khan (2012) as per the other factors, some of the change have been evaluated that in most of the countries employees enjoy to have job rotation. but in Pakistan through this small study in the banking sector, researcher found that in Pakistan banking industry employees feel so much uncomfortable when their place has been changed and usually they do not enjoy job rotation and this create negatively effects on their motivational level.

RESEARCH OBJECTIVES

1. To study the relationship between inequality& favoritism and employee performance.
2. To detect de motivational factors which most significantly influence the work place performance.
3. To find out the effects of job insecurity on employee morale.

RESEARCH QUESTIONS

1. There is a relationship between inequality at work place and motivational level of employees.
2. There is a relationship between job insecurity and motivational level of employees
3. There is a relationship between employee empowerment at work place and on the job performance
4. There is a relationship between de motivational factors and organizational productivity

RESEARCH METHODOLOGY

The sample size was based on 60 respondents currently working in NGO, Public sector organizations, Banks, and Educational institution, due to time limitation and exposure, the data has been collected from only seven to eight organizations randomly, due to collection of data at a very small scale and from as very limited organization s, the results cant able to show their validity and acceptability for whole of the professional population of Karachi based employees.

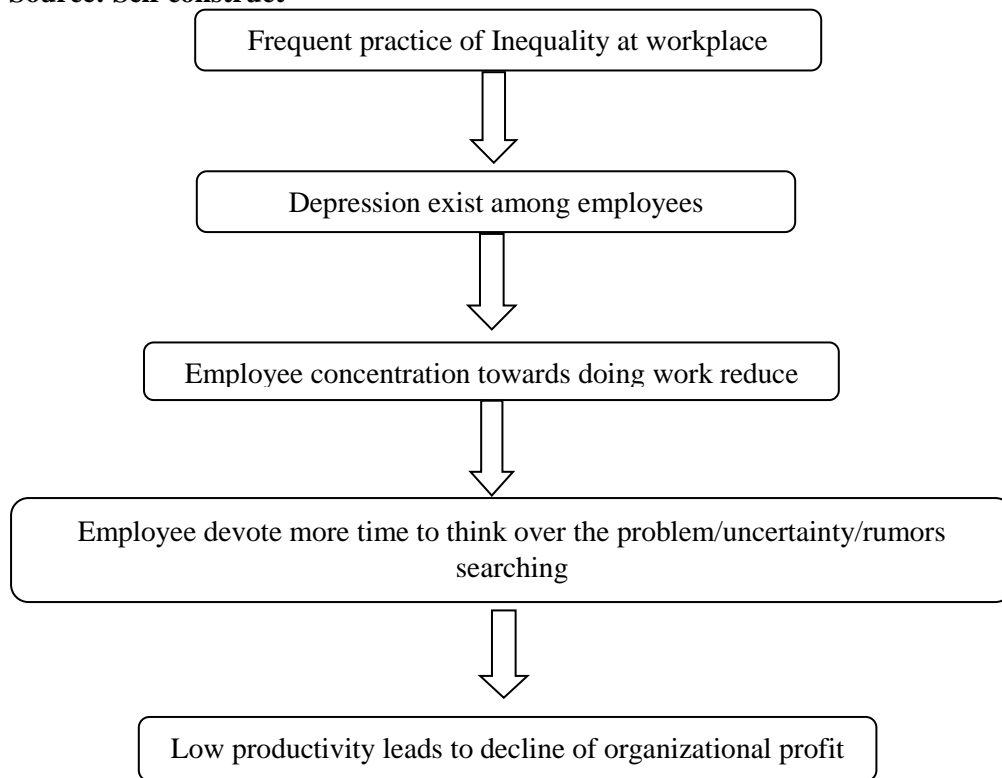
This study have been carried out in a diversified organization including banks, Non-government Organization, educational institutions, public sector organizations, For

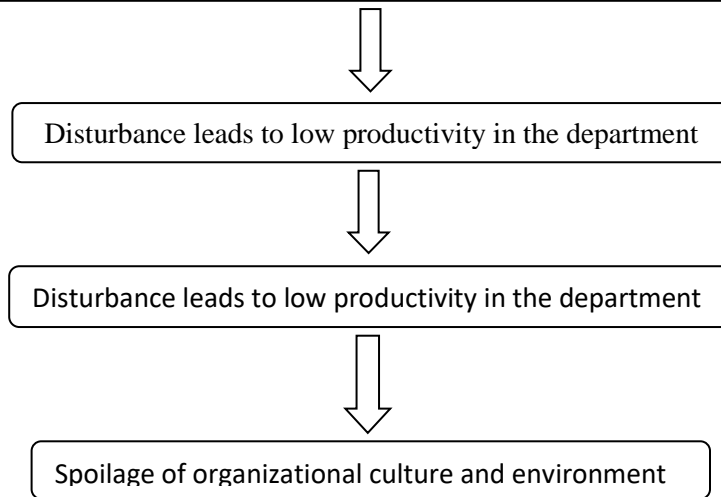
the purpose to collect data convenience sampling method has been used because of the shortage of time and size of research paper, the sample size includes small sample of 60 professionals from a different designations including lecturers, teachers, trainers, front line officers, public sector officials, assistant managers etc, the age ranges from 23 years to approx. 45 years respondents who holds degree from bachelors to M.Phil. and other professional qualifications.

Respondents are demonstrated about the objectives of the research and proper communication has been developed to established full understanding of the respondents with the matter questions contain, questionnaires contain proper place for the purpose to collect complete information about the respondents including time duration related to their jobs and asses their opinion about different aspects of demotivation, level of excitement and others through multiple answers selection method. To study the collected data statistically SPSS Vol 16 and MS excel software have been used.

Figure 1: Results of inequality practice at workplace (Model)

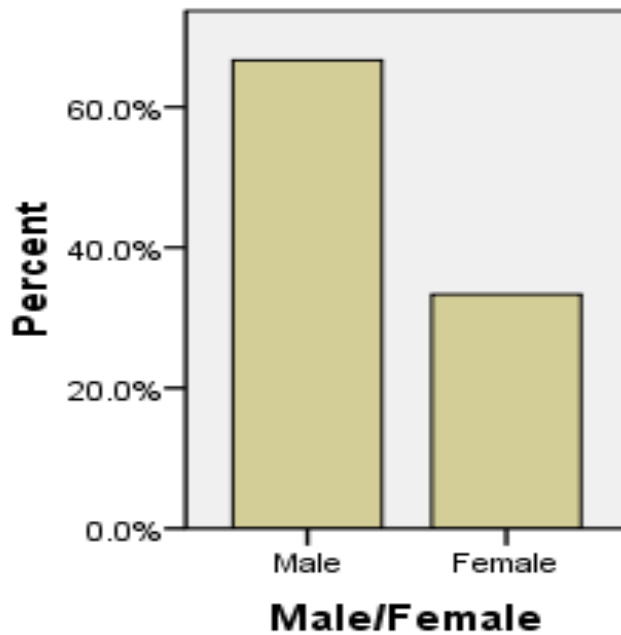
Source: Self construct





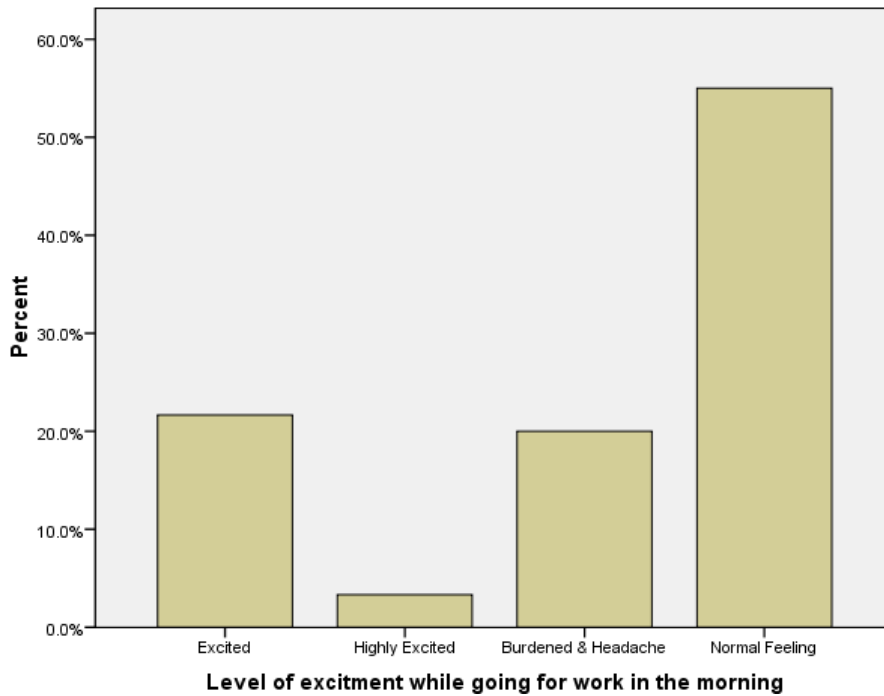
FINDINGS

Figure 1: Respondent ratio on the basis of gender



The figure 1 is showing the ratio that participation of male employees in the research is more as compare to female employees due to the reason that female participation in the job market in Pakistan (Karachi) is comparatively less as compare to males.

Figure 2: Level of excitement while going for work in the morning



The figure 2 is showing the results of the feeling and the level of the excitement workers usually feel while going to work showing a revealing fact that majority of the workforce of Karachi are showing normal feelings while moving towards their workplaces in the morning, while on the other hand very high numbers of respondents are showing sign of burdened and headache while going to their workplace, after than level of excitement and highly excited ratio comes accordingly.

This is one of the disasters when employees are having feeling of burdened and headache rather than excitement while going for work in the morning, it means that employees are not enjoying doing their work and this is a fact that we can show good results only in the case if we are having feeling of pleasure otherwise the work is taken for granted and as a formality, just to get the things done either good or bad usually the motive and priority.

Figure 3: Organizational (Sector /Industry) from where the respondents belong

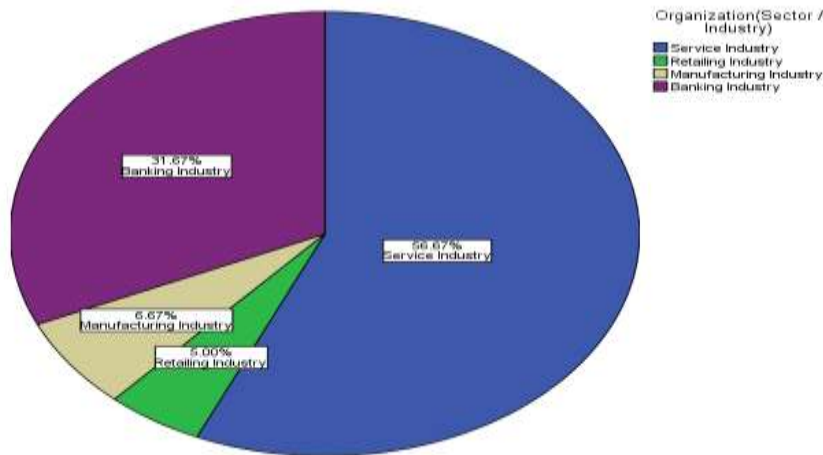


Figure 3 is showing that 56% of the data have been collected from the service industry, almost 30% from the banking industry, 6% from the manufacturing and 5% from the retailing industry.

Figure 4: Employment duration of respondents

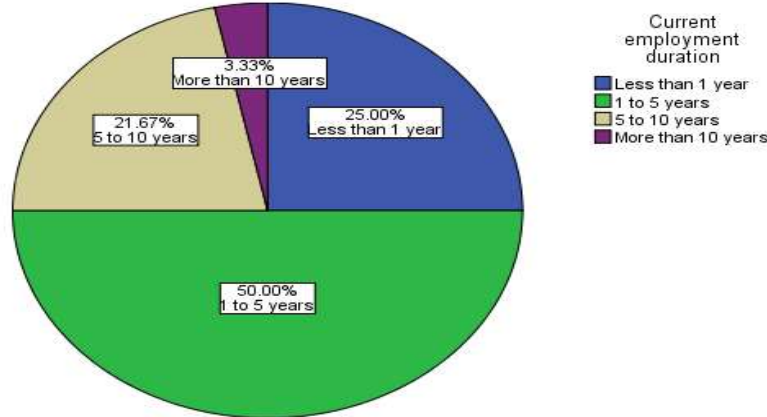


Figure 4 is showing the duration of the employment contain by respondents , the pie chart is showing that 50 % of the respondents are having an experience of working from 1 to 5 years , 25% of the respondents are having an experience of less than 1 year, 21% of the employees are with an experience of 5 to 10 years , while 3% % of the respondents are having an experience of more than 10 years .

Figure 5: Inequality/Biasness as the biggest de motivator

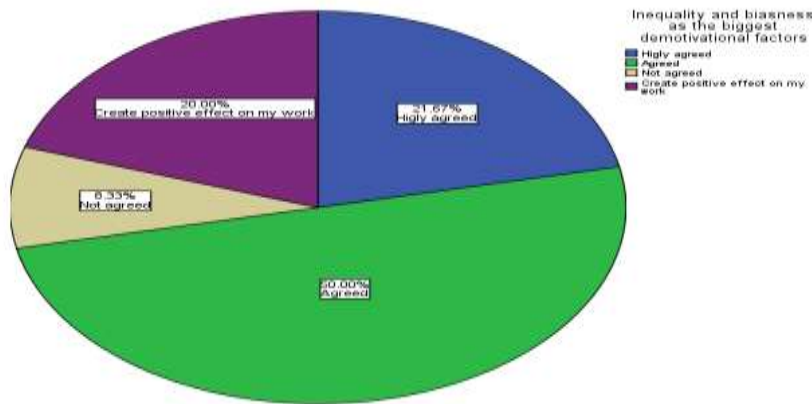


Figure 5 is showing the reaction of the respondents that how do they feel when factors of inequality and biasness are frequently being practicing by their bosses , so the results with the highest 50 % showing that inequality is a very common behavior practicing by their immediate supervisors ,while 20% of the respondents showed strongly agreed reaction , hence 21% of the respondents showed that they are satisfied with the behavior of their bosses and they are not involved to run such type of practices , while 6%of the workers comes with an opinion that “people will rise to tough challenges “....one of the positive human psychological factor , when they face extreme circumstances than they move towards the self-organized level of positive thinking and rather than to demolish themselves and to create frustration for themselves and for others , they try to put the things in their favor by putting more concentration towards doing their work.

Figure 6: Aspects decrease moral of talented employees:

Figure 6 is showing the bar graph and exploring the opinion of the workers that what

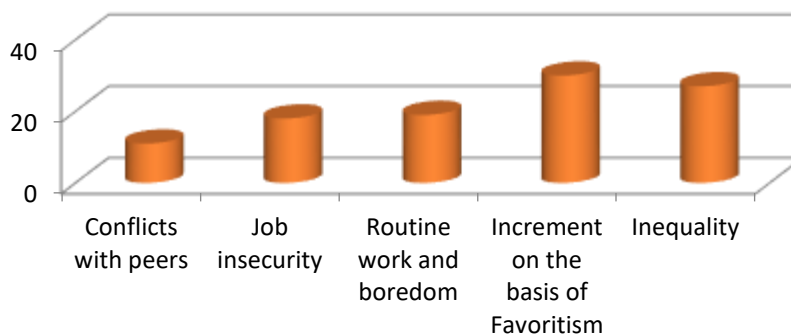


Figure 6 is showing the bar graph and exploring the opinion of the workers that what are the worst aspects which mostly demolish employee’s moral and can create worst effect on their performance. The most highest rating got by the option number 4 that is, increment on the basis of seniority and favoritism rather than on performance visualize with the longest bar (rating), one of the worst situation highly existed in Pakistani environment, numbers of highly talented workers when they started doing work on their new job they become frustrated when they see that at the time of increment, the performance they have extended for first whole year for their organization become worthless, when they see that people those are having more influence , power and links with the organizational higher officials or with some of the leading members , gets more increment and facilities as compare to the those who are doing hard work , fulfilling their assigned task on time and are not that much involved with the organizational politics or comparatively having less seniority level as compare to other officials working at a place. The second highest option categorize by respondents is of inequality that is most commonly practiced malfunction running in a Pakistani organizational culture, this is really a difficult situation to bear by the workers when in term of qualification, work & performance they are doing the same work as the others are doing.

Figure 7: Best motivational factors for Pakistani employees

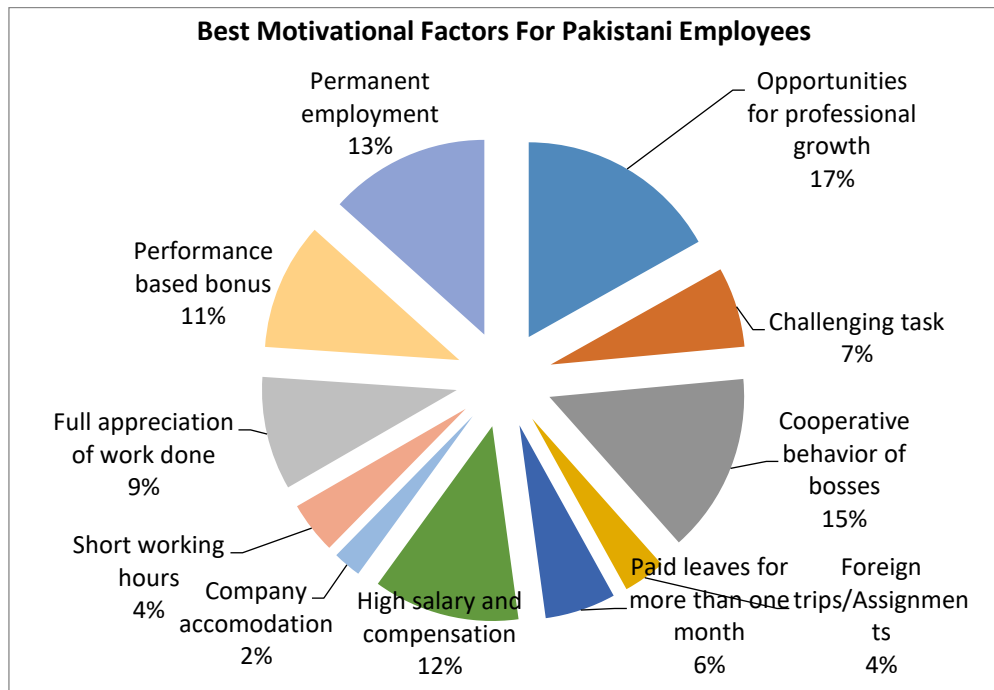


Figure 7 is showing the best motivational factors for Karachi based employees, revealing the fact that 17% of the respondents are looking for a professional growth and considering this as a biggest motivational factor for them and rejecting this perception which usually exist for Pakistani (Karachi) based professionals that they are not that much career oriented as the other countries professionals are, so this rating is showing that Karachi based employees are much more career oriented and give first preference to their career grooming rather than to look for a shorter working hours.

Then, some other motivational factors like cooperative behavior of bosses, permanent employment, & high salary and compensation & performance based bonuses come with 15%, 13%, 12% & 11% respectively. The other options like challenging task, paid leaves comes with the ratio of 7%, 6 %, while on the other side. While rest of the options like paid leaves, company accommodation and short working hours come up with a very minor percentage which shows that Pakistani workers are more willing to get full appreciation of work done and professional growth rather than to look for other tangible and relaxing benefits.

Figure 8: Supervisor ability to perform the task

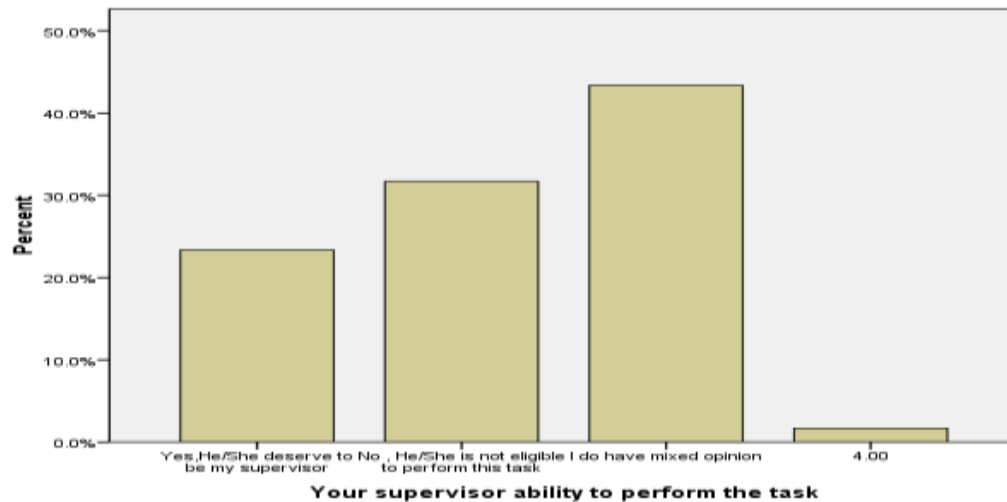


Figure 8 is showing the rating of the workers opinion that they do have about their supervisors capabilities, majority of the respondents do have mixed opinion about their supervisor capability to guide their subordinates elaborating result with the help of highest rating and bar, While big chunk of workers are not satisfied with their supervisor capability to perform the task shows that they are not getting treatment by their bosses as they deserve to be and because of this reason they are showing lack of confidence on their supervisor performance, behavior and attitude, the respondents

who showed full confidence on their supervisor capabilities come up with a less ratio.

Figure 9: Employee empowerment to bring innovation and change

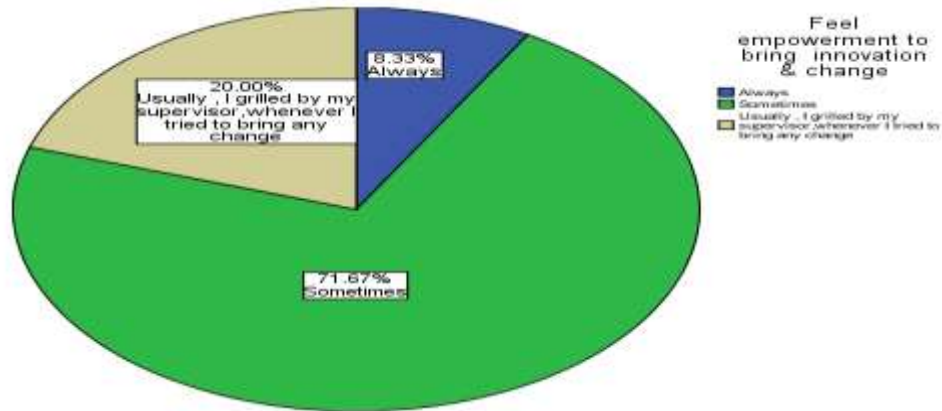


Figure 9 is showing results of the question related to empowerment to bring some innovation at workplace, a big portion of participants are having this opinion that sometimes they get empowerment when they wanted to do something different and innovative at their workplace, 20% of the respondents come up with this harsh reality that whenever they tried to bring some change they are usually grilled by their immediate bosses and they feel so bad and their moral become decline to create something different for their organization, while only 8% of the respondents give a response that their suggestion are accepted by their top management with an open arms and vision.

Figure 10: Increment on the basis of inflation rate in Pakistan

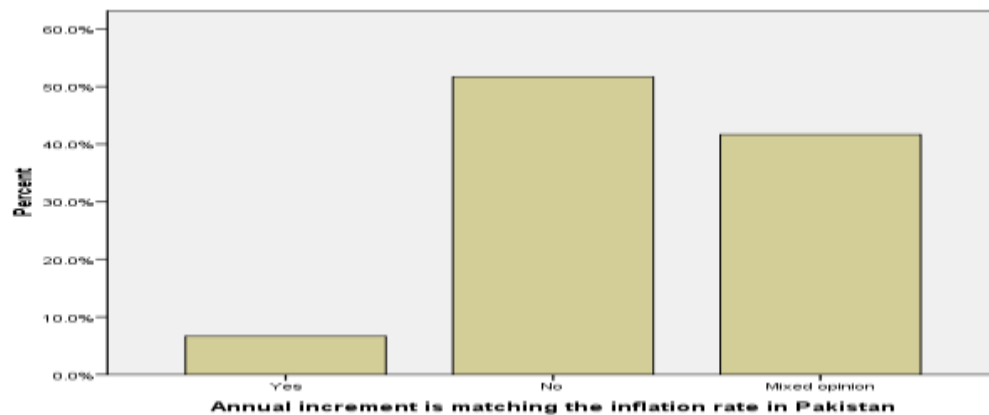


Figure 10 is showing the results of the question asked to the respondents related to their income and recession level of Pakistan, due to the fact that within few years the process of price rising is moving so rapidly and on the other hand the workers are having this complain that the process of rising of their salaries is not justifying the high inflation rate and they are facing extreme problems to bring bread and butter for their families. So increment should be performance and percentage of inflation rather than on the flexibility and availability of the cash flow and biasness.

Figure 11: Employer support to face domestic problems of Karachi

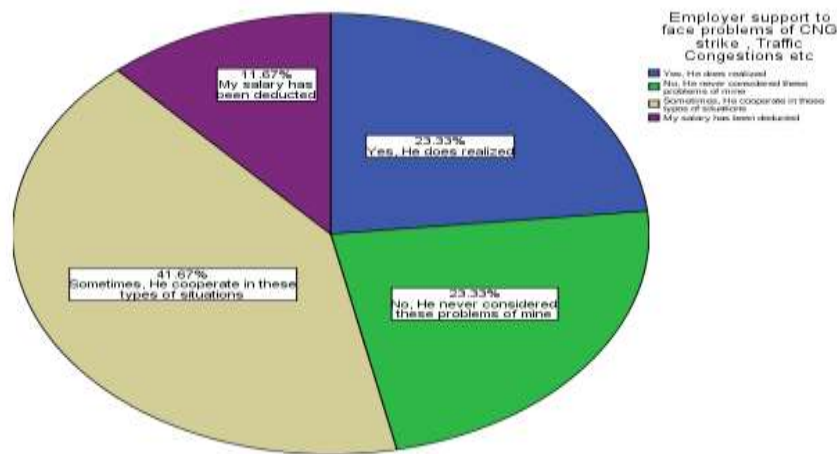


Figure 11 is showing results related to the current issues of the Karachi city like of CNG strike, traffic jams & congestion, worst law and order situation etc, 40% of the respondents showing that sometimes supervisors cooperate with them in these type of situations but not always, while 23% of the respondents revealed that in these type of situations no one cooperate with them even in the case when the circumstances are beyond their power while 11% of the respondents showing one of the painful situation when their salaries have been deducted due to these types of beyond their power situations.

Table 1: Descriptive Analysis:

Descriptive statistics on the basis of Inequality and biasness as the biggest demotivation factors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agreed	13	21.7	21.7	21.7
	Agreed	30	50.0	50.0	71.7

Not agreed	5	8.3	8.3	80.0
Create positive effect on my work	12	20.0	20.0	100.0
Total	60	100.0	100.0	

Descriptive statistics 1 has been developed on the basis of the ratings appeared after analysis of the question that were based on how inequality and biasness works as the biggest de motivational factor for employees, so out of frequency of 60 almost 13 showing rating of highly agreed, 30 with agreed , 5 are not agreed and 12 are showing that they usually react in an opposite way when they face these types of situations and try to use their capabilities and use will power to deals with these type of highly demotivating facts.

**Table 2: Descriptive Analysis 2:
Feel empowerment to bring innovative change**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	5	8.3	8.3	8.3
	Sometimes	43	71.7	71.7	80.0
	Usually , I grilled by my supervisor, whenever I tried to bring any change	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Descriptive statistics 2 has been developed on the basis of the rating appeared after analysis of the question that were based on the feeling of empowerment that generate among employees when they want to bring some positive change at their work place , so out of frequency of 60 only 5 with a cumulative of 8.3% are reflecting that they were always encourage whenever they try to bring some innovation on the process of doing work at their workplace and want to get permission to implement some new ideas, 43 frequencies come up with acceptance of the option of sometimes and having cumulative percentage of 71.7, and out of 60, 12 of the frequencies with a cumulative percentage of 20 reflecting that usually respondents had an experience that whenever they tried to do work in an innovative way they usually grilled by their immediate bosses.

DISCUSSION

In an attempt to determine the factors mostly contribute towards generation of a de motivation among Pakistani (Karachi) based employees, some of the variables comes in excess like issue of temporary employment, inequality and biasness at work place,

lack of empowerment, supervisors and immediate bosses behaviors are considered as the major hurdles behind creating job satisfaction and excitement at work place.

Second important finding which have been detected out that Karachi based workers are facing some of the domestic issues related to CNG strike and shortage, fluctuated electricity, law and order situation and traffic congestion problems and when they face these type of situations when they usually face their supervisors usually do not cooperate with them in these types of beyond their power situations and this factor also create disturbance, feeling of helplessness and anxiety among employees.

Another finding is related to the psychological factor of employees that whenever they tried to create or want to do something creative and innovative they usually get discouragement, so because of this de motivating factor they never get this thinking that they are supposed to do something innovative and productive for their organization and they never take organizational work as their own work.

Another finding through this report have been extracted is that frustrated employees usually create disturbance among the organizational culture and when employees concentration have been diverted from their work automatically the performance start declining and at the end it starts affecting the loss of productivity in the organization which leads to declining of organizational profitability. This research rejected this perception that Pakistani (Karachi) based employees are so much willing to look for shorter working hours, in fact report findings shows that young employees those experience level is in between 1 to 5 years are much more career oriented as compare to the past generation and they wanted to get things done with full perfection and sincerity.

For the purpose to look towards substantial results and findings of the study, the large size sample may be studied based on a large sample size of the respondents from a large number of organization as well as the professionals as can be included those who have been left the country due to the problem discussed in the study , so through all that the study would be more authentic and can applied on the field in a better way with reliability as well as supervisors opinion can also be included which helps to bring better judgment and can help to look towards from side of the pictures.

RECOMMENDATIONS

Study can further extended by increasing the sample size of the respondents, by mounting diversified respondents the results would be more accurate. Employee job satisfaction can increase in different sectors of the industries by practically implementing the suggestions of the workforce, employees and others.

Multiple sectors like pharmaceutical industries, automotive industries, personal care industries, eatery industries, and informational technology industries data in the form of responses of employees can be collected from time to time to check and evaluate the results of the research findings implementations.

Research horizon can increase by collecting data of employees worldwide related to job satisfaction and the factors those worked as a hurdle to perform in a better way. So research can be conducted in multiple regions like Middle East, Europe and other Asian countries like Bangladesh, Afghanistan etc.

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