


THE IMPACT OF MOTIVATION ON WORKER PERFORMANCE: SPECIAL REFERENCE TO DISTRICT AND DIVISIONAL SECRETARIATS IN AMPARA DISTRICT

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Abstract

The notions of motivation and work performance have become a popular driving force behind most successful organizations. In Sri Lanka, the government organizations seek to improve its workers performance for severe challenges exist to achieve the overall objectives of the organization so as to extend adequate motivational incentives to its entire Workers. This study makes a critical analysis of motivation and workers performance of the employees working in District Secretariat and Divisional Secretariats in Ampara District and identifies several motivation incentives that can help boost better performance. This study is an explanatory approach and simple random sampling was done and 244 respondents out of 976 from six secretariats in Ampara District. According to these research findings, there seem to be positive effect of motivation with Work performance. That is, the two variables such as, financial motivation and non-financial motivation have positive effect on the work performance of the staff. This investigation clarifies that staff grade officers perform their work better than non-staff grade officers. Non staff grade workers feel that they have not been given a good salary and incentives to work with interest. The study further establishes that element such as adequate salary, incentives, retirement benefits, training, loan, and high education are important to motivate workers. Further, achievement, recognitions, responsibility, initiative, and flexibility were seen to be vital for workers to encourage good performance. Thus, financial, and non-financial motivations have direct and significant relationship with worker performance among employees in District and Divisional secretariats in Ampara District in Sri Lanka. Accordingly, 98% of variance in worker performance was explained by both financial and non-financial motivation. Hence, the research finding would be immensely contributing to organizations to modify their motivational schemes with a view to enhancing the work performance in the organization.

Key Words: *Work performance, Motivation, Financial Motivation, Non-Financial Motivation.*

Introduction

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations lead to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. In Ampara District Secretariat and Divisional Secretariats a well-known government organization is not an exception, and the notion of workers motivation and good performance outcomes is not new. As the organization seeks to improve its workers performance severe challenges exist to achieve the overall objective of the organization to extend adequate motivational incentives to its entire population.

“In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results, you want, you still have to depend on your people to carry the day” (Storey, 2001). This therefore makes it a necessity to employ “talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures

and work processes that will make them to be successful” (Storey, 2001).

The study makes a critical analysis of motivation and workers performance in Ampara District Secretariat and Divisional Secretariats and identifies several motivation incentives that can help boost better performance. Its central question is: Why are workers not performing as expected? Its assumption is that qualified and skilled workers have assumed their rightful positions based on the job description and specification, but their performance is not satisfactory. The research examines whether this is due to limited or inadequate motivation measures to induce good performance.

The success or failure of any organization depends greatly on the type of human resources it has, and human resources translate all other resources in an organization into visible products (Mabonga, 2000; Opatha, 2003). Bearing that in mind it is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace. The human resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource

department (Administration Branch) but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001).

This study has its focus on motivational measured and its impact on worker performance of District and Divisional Secretariats in Ampara. And it required a significant effort to investigate the relationship between motivation and work performance. The literature of three motivation theories Alderfer's theory of ERG, Abraham Harold Maslow's theory of need, Herzberg's theory of hygiene and motivational factors and the human resource management paradigm and important concepts of motivation, extrinsic motivators, intrinsic motivators, performance management approaches, good work performance and good organization performance. This section brings to light what can be done in order to motivate workers to perform to achieve organizational objectives and goals.

We have to bear in mind that the strength of any organization is in its workforce and that an organization that does not have a well performing and dedicated workforce has a poor foundation to exist in a sound operational manner. This implies that human

resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2001). The key role of employee motivation in organizations has long been acknowledged in the relevant organizational behavior literature (O'Reilly, 1991). While it is generally better for people's mental health to work (rather than not) because unemployment has been linked to depression, anxiety and even suicide (Blakely et al., 2003), it is also clear that organizations (and employers) need motivated employees to achieve in any given goals set (Smith, 1994). Motivated employees are productive employees and help organizations to survive and prosper. In this context, one may define the notion of motivation as a psychological process that gives behavior purpose and direction (Kreitner, 2005), or as an internal drive to satisfy an unsatisfied need (Higgins, 1994), or as "internal processes and external forces that direct behavior" (Naylor, 1999). It is actually one of the management's keys tasks to constantly motivate their employees, something difficult at times, as what motivates one person may not motivate another and certainly what motivates one do not necessarily remain static over time.

This study has its focus on motivational

measured and its impact on worker performance District and Divisional Secretariats in Ampara. And it required a significant effort to investigate the relationship between motivation and work performance.

Despite the District Secretariat and Divisional Secretariats having a fully-fledged human resource department (Administration / Establishment Branch) with few staff that have been coordinating the human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance. These performance failures were both on the side of the organization and workers who constantly should work together.

District Secretariat and Divisional Secretariats workers had displayed negligence towards their work and also late coming (Official record, January to April, 2013), poor time management and the failure to meet deadlines for the preparation of important working documents (List of reminding letters) had become a common practice. This has been observed by attendance register carried out every morning that shows absenteeism (18% of absenteeism was reported) and late coming (Office documents).

The staff appraisal exercise had also shown that duties and responsibilities were not being adequately carried out, with low scores observed in many cases. This was revealed through the appraisal files that were filled annually and kept in the Administration / Establishment Branch in the District Secretariat and Divisional Secretariats. Some line managers had shown great weakness in the supervision of their subordinates.

The salaries of the public servants as stipulated by the Government of Sri Lanka are low and this resultantly did not encourage good performance. This was indicated in the Government of Sri Lanka salary structure for public servants. (PA-circular, 6/2006)

Some line managers such as Assistant Divisional Secretary, Accountant and Assistant Director Planning delegated their subordinates to carry out their duties and yet they were paid higher incentive, this de-motivates the junior employees whose salaries were low. This kind of exploitation created resentment and the resultant de-motivation and poor performance. Others had ignored their supervisory role and had taken to blaming the subordinates for their failures. This was indicated by the way in which workers managed their own affairs without superior intervention. Some had also engaged in late coming and earlier departure

from office as indicated by the attendance register, which was monitored by the Administration / Establishment Branch.

In relation to management a lot of directives were given to the employees to produce tangible results and yet little attention was given to adequately motivate their efforts. This could be observed by the Divisional Secretaries of meeting deadlines to produce documents, keeping punctuality, warning letters in cases of indiscipline with few inadequate incentives to encourage good performance.

This kind of dysfunctional behavior was not only damaging to the image of the organizations as a major organization in the District but it was also a major obstacle for its effective existence as a functional entity.

The research problem laid on that fact the employees working in District and Divisional Secretariats in Ampara district had shown dysfunctional behavior such as absentees, late arrival, and early departures, reluctant to accept delegation from superiors, negligent to submit report on time. This was revealed from the conversation with some employees, in observation and attendances registers and leave records.

Therefore from the above broad problem, the following research question was

formulated for further exploration “to what extent the motivation impact on the performance of public sector employees District and Divisional Secretariats in Ampara district.

Objectives of study

The main objective of this study was to identify obstacles hindering workers performance, in District and Divisional Secretariats.

The specific objectives were:

1. To identify the motivational factor currently in place in the District and Divisional Secretariats in Ampara District
2. To examine the impact of motivation on work performance of District and Divisional Secretariats in Ampara District.
3. To recommend ways to improve the performance and motivation of workers.

Accordingly, the significance of the study especially to the heads of the intuitions who were practicing motivation methods in order to achieve the organizational goal though the work performance of the employees. Accordingly, the findings might be immense value to the human resource of organizations, such as public sector origination in Sri Lanka,

as much research had not been conducted in this regard.

Methods and Materials

Study Setting

Nature of this study type was explanatory or hypothesis testing rather than exploratory or descriptive. The type of investigation was co-relational study rather than casual study. A co-relational study is conducted in the natural environment of the organization with direct interference by the researcher with the normal flow of work. The researchers used a standard and self-developed questionnaire and personally administering questionnaires to individuals. The data were collected over period of a month.

Study design

This research study relied upon the survey method for collection of data as it had for achieving objectives of this study compared with more advantages than the other research methods such as observations, structured and unstructured interviews. Hence, the survey was used by way of personally administering questionnaire to individuals in its natural setting. This study focuses the unit of analysis as the individual level: executive and non-executive employees in the selected sample employees in the District and

Divisional secretariat Ampara District. This study involves formulation and testing of hypothesis with a view to establish the correlation between dependent and independent variables. The study focused more reliable and original data to test the hypothesis. Five-point Likert scale from strongly agree to strongly disagree has been used to identify the level of agreement to the statements

Study sampling procedure

Information will be gathered from four layers of cadres, the miner staffs, secondary offices, tertiary officers, and Executives officers consisting of heads of departments and the Divisional heads. The study uses only the secondary offices, tertiary officers and Executives officers, since these are the people concerned about policy matters and motivation of staff and excluded the lowest cadres.

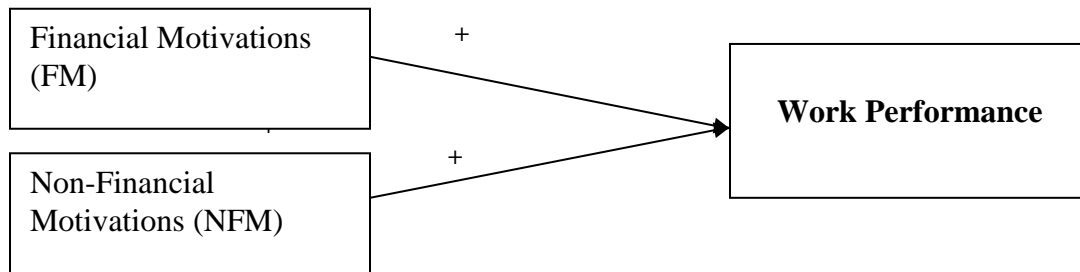
In a total of 1183 public servants at the District Secretariat and Divisional Secretariats 60 are executives, 921 are secondary and tertiary officers purposively select to participate in the research and a total of 202 miner employees will be excluded from the study. Population and sample are as follows. (25% of population will be selected for sampling)

Type of employees	population	sample
Executives	60	15
Nonexecutives (Secondary and tertiary officers)	921	230
Total	981	245

Conceptualization

Conceptualization of this research is described and elaborated network of associations among the variables deemed

relevant to the problem situation. The conceptualization for this study as follows,



Hypotheses

For this study the following hypothesis can be developed,

- H1: - There is positive relationship between financial motivation and work performance
- H2: - There is positive relationship between non-financial motivation and work performance

Operationalizing Concepts and Variable

The key concept and variables used in this conceptual model are operationally defined for this research as given below.

1. *Performance*: - It refers to “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” and measured by the dimension such as work skills work duties. Work enthusiasm

- quality of work, quantity of work, readiness to innovate
2. *Financial motivation*: - These are sources of need satisfaction that are associated with tangible rewards and measured by pay, incentives, retirement benefits, training, loan, higher education

3. *Non-Financial motivation*: - These are sources of need satisfaction, that derive from the individuals relation to the job itself and it involves job factors and it was measured by achievement, recognition, responsibility, initiative, flexibility.

Discussion and Findings

Descriptive Statistics

Table1- Descriptive Measures

Variable	Mean	Standard Deviation	Variance
FM	1.815	0.572	0.327
NFM	1.717	0.575	0.331
WP	1.751	0.561	0.315

Source: Survey Data

According to above data, there are little bit differences between variables in means and SD. Accordingly, mean value of FM is 1.815 Hence it is very lower than the mid value. It is a poor representative of the data values to describe the variable. But the standard deviation has a little more value of 0.572 explaining that, it has enables to predictive ability to describe about FM.

Mean value of NFM is 1.717. It is also lower than the mid value. It is a poor representative of the data values to describe the variable.

But the standard deviation has a little more value of 0.575 explaining that, it has enables to predictive ability to describe about NFM.

Mean value of WP is 1.751. Hence it is lower than the mid value. It is a poor representative of the data values to describe the variable. But the standard deviation has a little more value of 0.561 explaining that, it has enables to predictive ability to describe about WP.

Correlation of Independent Variables with Work Performance

The following table shows the correlation values and the test of significance of the variables in the analysis.

Table 2: Correlation and Regression Matrix between IVs and DV

Independent Variable	WP	
	Correlation Value (r)	Test of Significance (p)
FM	0.976	0.000
NFM	0.976	0.000

Source: Survey Data

From the above table, observing the correlations of independent variables (FM and NFM) with the dependent variable (WP) it can be commented as follows:

- ✓ There is a strong positive correlation between both dependant variables and independent variable at 0.01 significant levels.

FM and WP (r = 0.976, p =0.000)

NFM and WP (r = 0.976, p =0.000)

The empirical investigation on the work performance of staffs in District and Divisional Secretariats reveals that, there is a very strong positive significant correlation. (r

= 0.976, p= 0.000). Multiple Regression Model, when entered NFM at first, resulted in $R^2 = 0.953$. Therefore, the possible explanation is that there is a positive relationship between FM and WP (F= 492, p=0.000).

Further, beta value of the variable NFM has a value of 0.491, meaning that a change in Y of 0.491 units that can be expected to accompany a change of one unit in NFM. Hence it can be concluded that there is a positive relationship between NFM and WP. And, the FM variable of the sample, gives feasibility to staffs to work performance (mean = 1.717, SD = 0.575).

Model Summary- Regression Analysis in Selected Both Staff Positions

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.990	0.979	0.979	0.0809407

Source: Survey Data

Table 4: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	75.030	2	37.515	5.726E3	0.000
Residual	1.579	241	.007		
Total	76.609	243			

Source: Survey Data

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.017	.017		.986	.325
F.M.	.491	.028	.501	17.520	.000
N.F.M.	.491	.028	.503	17.584	.000

Source: Survey Data

Hence, this study also found there is significantly strong positive relationship between financial motivation and work performance. It can be found that, in general most of the staffs perform their work well and financial motivation gives more magnetism to the staffs to perform their works efficiently. In other government sectors in Sri- Lanka also, the staffs feel that financial

motivation gives more support to perform their work efficiently.

$$WP = 0.017 + 0.491FM + 0.491NFM$$

Hypotheses Testing

Here, the hypotheses are tested at 5% confidence level ($\alpha = 0.05$). *P* values are denoted ‘Sig.’ in Table 4.18 above. The following table shows the rejection and acceptance of the hypothesis.

Table 6: Hypothesis Testing

Variables	Hypothesis	P – Value	$\alpha = 5\%$	H ₀	H _A
FM	H ₀ , H _A	0.000	0.05	Not support	support
NFM	H ₀ , H _A	0.000	0.05	Not support	support

Source: Survey Data

Test of Hypothesis 1 (H₁)

The first hypothesis in the model is FM and WP. The hypothesis is as follows.

H_A : There is a positive relationship between an financial motivation and work Performance.

H₀ : There is no relationship between an financial motivation and work Performance.

When considering the above rule in accepting or rejecting the null hypothesis, the *p* value is for variable FM is 0.000, hence, the null hypothesis is not supported (Table 4.24) This means that FM has much influence in work Performance. The alternative hypothesis is accepted as the P value < α . Also the result in correlation table (Corr-coef=0.976; p=0.000) support this hypothesis. Thus, financial motivation of the public officer is a predictor of the work performance.

Test of Hypothesis 2 (H₂)

The second hypothesis in the model is NFM and WP. The hypothesis is as follows.

H_A : There is a positive relationship between non-financial motivation and work performance.

H₀ : There is no relationship between non-financial motivation and work performance.

Here too, the null hypothesis is rejected since the *p* – value is lesser than the α value (Table 4.24). This means that NFM has much influence in work performance. The alternative hypothesis is accepted as the P value < α . Also, the result in correlation table (Corr-coef=0.976; p=0.000) support this hypothesis. Thus, non-financial motivation of the public officer is a predictor of the work performance.

Conclusion

“The key role of employee motivation in organizations has long been acknowledged in the relevant organizational behavior literature (O’Reilly, 1991; Abejirinde, 2009; Locke et al, 2002). It is also clear that organizations (and employers) need motivated employees to achieve in any given goal set (Smith, 1994).

According to Ilgen and Klein, 1988, and Sulaiman, 2001, the direct impact of motivation on the productivity of a unit suggests the need to understand factors that affect motivation; such understanding helps managers modify conditions in the work setting to encourage individual behavior so as to remain consistent with the organizational goals set.

Therefore, employee' motivation is likely to have effects on the delivery of public services and the outcome of service and performance of work. There, low motivation and poor job satisfaction have a negative impact on the public sector, harmfully affecting job performance as well as the quality of service. The productivity of employees is not just a matter of how motivated they are for the job; it is also a matter of how well trained and prepared they are for the job.

This empirical research makes a critical analysis of motivation and workers performance District Secretariat and Divisional Secretariats in Ampara and identifies several motivation incentives that can help boost better performance. Accordingly, the study basically puts emphasis to investigate empirically the predictive relationship between motivation and work performance. That is the predictive relationship of the variables FM, NFM with WP. And these variables were analyzed into staff grade, non-staff grade and both selected staff positions.

As discussed in chapter three, a conceptual framework is developed to test the relationship of WP with FM and NFM. It is assumed that all the variables in the conceptual framework have a positive and direct relationship with WP. In the survey, questionnaire and interview are the methods used to collect data. Univariate analysis (single measure analysis), Bi-Variate analysis, Correlation analysis, and Simple Regression and Multiple Regression analysis are used to analyze the data using the SPSS 16.0. The sample consisted of only 244 staffs, selected from the chosen District and Divisional Secretariats. All the issued 244 questionnaires were collected and which were fully completed.

According to the findings (mainly on regression analysis) it is proved that there is a significant strong positive relationship between FM and NFM and WP and also as expected there is a positive relationship between FM and WP in staff grade staff position. Further there is positive relationship between FM, NFM and WP in non-staff grade staff position and both selected staff positions.

Furthermore, descriptive analysis also describe that staff grade people were motivated as well by financial and non-financial motivation factors to perform their work well than non-staff grade people.

The empirical investigation on the work performance of both staffs in District and Divisional Secretariats reveals that, there is a very strong positive significant correlation. ($r = 0.976$, $p = 0.000$). Multiple Regression Model, when entered NFM at first, resulted in $R^2 = 0.953$. Therefore, the possible explanation is that there is a positive relationship between FM and WP ($F = 492$, $p = 0.000$).

Basic relationship to be tested in this research is the relationship between WP and FM. It has been proved by the statistical analysis that, there is a very strong positive relationship between WP and FM. The

evidence can be taken from both correlation and regression analyses. There is a strong positive correlation ($r = 0.990$, $p = 0.000$) between the two variables. When considering the multiple Regression results $R^2 = 0.979$, and it is an increment of 0.026 from 0.953 to 0.979. Therefore, the possible explanation is that there is a positive relationship between FM and WP ($F = 492.3$, $p = 0.000$).

In this research model, it illustrated that when combined these two variables which are FM and NFM provides a stronger indication for the intention to better work performance at a very high confidence level (99.99%).

The research suggested six dimensions namely, work skills, work duties, work enthusiasm, quality and quantity of work and readiness to innovate for work performance. Accordingly, 98% of the variance in work performance was significantly explained by the two independent variables considered in this study, still leaves 2% unexplained. In other words, there are little other additional variables that are important in explaining work performance that have not been considered in this study. So, further research might be necessary to explain more of the variance in Work Performance. However, motivations such as financial and non-financial are the best predictor of work performance.

According to these research findings, there seem to be positive effect of motivation with Work performance. That is, the two variables such as, financial motivation and non-financial motivation have positive effect on the work performance of the staffs. The study further establishes that element such as adequate salary, incentives, retirement benefits, training, loan, and high education are important to motivate workers. Further, achievement, recognitions, responsibility, initiative, and flexibility were seen to be vital for workers to encourage good performance.

Furthermore, we can conclude that the hygiene factors such as working conditions, work relations physical environment, supervision, and job security, as argued by Herzberg should be able to form the baseline that can then stimulate the motivators such as achievement, recognition, responsibility, advancement, and training to motivate the workers to perform well. In that light motivation in Divisional and District Secretariats in Ampara District is seen to be good for staff grade officer and the resultant good performance but Non staff grade officer is not treated like these, therefore their performance not good.

Sri Lanka, mostly, District Secretariat and Divisional Secretariats offices had displayed negligence towards their work and late

coming, poor time management and the failure to meet deadlines for the preparation of important working documents had become a common practice. This has been observed by attendance register carried out every morning that shows absenteeism and late coming.

If the government organizations give more support and motivation to non-staff grade workers such as adequate salary, increment, incentives, training, and non-financial motivations such as promotion, supervisor supports in the works, recognitions, responsibility, initiative and flexibility, opportunity for independence and freedom, government can get efficient output from them.

Recommendation

In this empirical research of motivation and work performance District Secretariat and Divisional Secretariats in Ampara and identifies several motivation incentives that can help boost better performance. The research study would help to inform organizations about the motivational problems and develop strategies to minimize the problems. The research would also help the managers and the workers, to realize their obligations and responsibility towards the good performance of the Organization. Mostly, non-staff grade officers work hard

and too much of work they have to do within particular time with less payment than staff grade officers. If the organization offering more overtime to non-staff grade people, they will perform their job with dedication and it possible to get higher performance from them. Job training must be needed to the workers to know about their job description, current environments and trend and necessity of the public service. Provide challenging work, power and more responsibility which are helps to utilize their ability.

Working conditions are very important to the way employees feel about where they work. And Social Gatherings also will help to motivate workers as well. Scheduled offsite events enhance bonding which in turn helps team spirit, which ultimately impacts positive work environment. Labor Day, year end and festival parties are only some of the ideas that successfully bring people together for an enjoyable time. Be open, friendly, and professional with the staff, they are the hard workers and deserve to be treated with respect and visiting to staffs houses on special days such as funeral, heavy disease and wedding. These will enable the workers to work with higher performance. Providing a good work relation, physical environment supervision and job security are also helps to motivate workers to encourage good work

performance. The research would also inform the policy makers to find ways to curb the present undesirable situation and to understand pertinent motivational issues in regard to the organization. The study would add on to the existing literature on the implementation of motivational measures District Secretariat and Divisional Secretariats in Ampara. The research was in totality help to revive the organization to a good functional state and somehow guarantee its effective and smooth existence by means of motivating the employees.

In this study 98% of the variance in work performance was significantly explained by two variables in this research. Balance 2% should have considered to future research. And sample size can be extended in future. Although the present study is limited to the staffs of District and Divisional Secretariat in Ampara District, it can certainly be extended to all other government organizations in Ampara District even in Whole Island. And sample size also low not only is the minor grade employees omitted. It can be extended in future research to whole district and divisional secretariat in Whole Island and can be extend furthermore to other government sectors such as Health Department, Irrigation Departments, Education Departments, etc... in order to generalize the findings.

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