



Effects of Employee Motivation on Organizational Performance; the Case of Arba Minch University, Sawla Campus Ethiopia

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Abstract: *The study was conducted to examine the effect of employees' motivation on organizational performance in case of AMU, specifically in sawla campus. The study was conducted with 51 academic staff and 156 administrative staff as the respondents for the study. To overcome the basic research questions explanatory research design was used. Correlation and multiple regression analysis were used to analyze the data. The results of the correlation depicts that, there was statistically positive and significant relationship between employees training, employees salary, working and organizational performance with ($r = .736^{**}$, $P < 0.01$), ($r = .790^{**}$, $p < 0.01$), ($r = .897^{**}$, $p < 0.01$) respectively, The result of the regression model results in R Square value of 0.864 indicating that 86.4% of the variation in organizational performance was explained by the motivational factors. Among the motivational factors, employees training has with ($\beta = .106$, $p < 0.01$), and employees salary with ($\beta = .095$, $p < 0.05$) statistically significant and positively influences organizational performance. In order to improve the organizational performance. AMU, sawla campus in collaboration with concerned government bodies, it is better to adjust capacity building trainings for the staffs by coordinating the available organizational resources, improving employees salary in collaboration with concerned government bodies and policy makers, and giving training for employees for the increment of organizational performance.*

Keywords: *Training, Salary and Organizational Performance.*



1. INTRODUCTION

1.1. Background of the Organization

All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfillment (Murphy & Alexander, 2015). Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role.

Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (MUOGBO U.S, 2013). Now a day's researcher have more concerned with increase productivity, perfection and working ability. Employee's needs and wants having more important in research history.

Motivation is the one of the most important term of psychology and most of mangers who wants maximum output and productivity. They tackle this is with a good way and motivate their employee in batter way. And also increase the cooperation between employee and mangers, it also encourage their responsibilities. And also encourage participation their sub ordinates, to take their responsibilities in batter way and also help to overseas other employee and monitor their performance. And motivate get their maximum interaction toward work and knowing employee's working capacity and assign work according to their capacity to get maximum productivity (Ali, Abrar and Haider, 2012).

The general purpose of this study is how to motivate employees. Motivated employees help organization to survive. Motivating employees is more fruitful for an organization. Managers have to understand which thing will help much to motivate employees. If employees are motivated, they will be satisfied by their jobs and if they are satisfied by their job then they will work hard to attain organizational goals and if goals are achieved then organization will productive and successful. Issues of salary, and training programs can in one way affect or improve motivation among academic and administrative in Arba Minch University specifically Sawla Campus. So this study was focused on the impacts of employees' motivation on organization performance in a case study of Arba Minch University Sawla Campus.

1.2. Statement of the Problem

Motivation is a process in which people are influenced to move onwards to perform something, especially to fulfill their needs and get satisfaction (Butkus and Green, 1999). Baron (1893) defined motivation in his own right. He says, "Motivation is a collection or arrangement of procedures involved in push and pull forces that make the actions stronger towards success." Kinicki and Kreitner (2001) assume that motivation corresponds to such emotional processes that cause the inspiration and determination of voluntary actions that help to attain the goals.



Employees' motivation in all organizations is important for the growth of the organization (Meyer and Peng, 2006). Motivated employees are the main assets that can lead organizations to success or, if not managed well, to decline (Manzoor, 2011). According to Iqbal et al. (2012), employees' motivation and their ability to collectively participate in their performance and in their difficult tasks given by the manager are to get maximum productivity. Nowadays, researchers are more concerned with increasing productivity, excellence, and working ability. Employees' needs and wants have been more important in research history. A lot of research has been carried out locally and internationally reviewing the effect of employee motivation on organizational performance. Most of this research focuses on the effect of extrinsic or intrinsic effects of an employee's motivation on organizational performance. For instance, a study conducted by Matthew Abioro (2013) was mainly focused on extrinsic factors, whereas the study conducted by Carmen and Charlotte (2015) was focused on intrinsic factors. However, this study would take into account both intrinsic and extrinsic motivational factors. Another issue is that, as we all know, the Sawla campus is currently experiencing a high rate of employee attrition or emigration to other universities or campuses the researchers are eager to address the issue of employee motivation. Whether those employees are leaving the campus due to motivational factors or not. Furthermore, the outflow of experienced and highly qualified employees from our campus may result in lower organizational performance (researcher observation and information from staff members). As a result, the purpose of this study was to investigate the effect of employee motivation on organizational performance using a case study of Arba Minch University Sawla Campus [Sawla].

1.3. Objectives of the Study

1.3.1. General Objective

The General Objective of this study will be to investigate the determinants of employee's motivation and its impact on organizational performance.

1.3.2. Specific Objectives

- ❖ To determine the effect of employees salary on organizational performance.
- ❖ To identify the effect of employees training on organizational performance.

1.4. Hypothesis Test

- Employees Salary has a positive significant impact on organizational performance.
- Employees training has a positive significant impact on organizational performance.

1.5. Research Design

As it is stated by (John Adams, 2007), Research design is the blueprint for fulfilling research objectives and answering research questions. In other means, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It ensures that the study would be relevant to the problem and that it uses economical procedures. The major purpose of descriptive research is description of the state of affairs as it exists at present. Then study were describes and critically assessed the effect of employees motivation on organizational performance in AMU specifically Sawla campus both academic and administrative staffs. Second, the study were employed explanatory research design in that



the relationship between variables were correlated with an aim of estimating the integrated influence of the independent variable on organizational performance.

1.6. Target Population

(Cooper, 2006) Define population as the total group of people or entities from which information is required. There are about 336 administrative staffs and 104 academic staffs including expatriates who are currently serving in AMU Sawla Campus.

1.7 Sampling Design

1.7.1 Sampling Frame

A sampling frame is a complete list in which each unit of analysis in a research study is mentioned only once (Welman, 2001)). The list of the details of academic as well as administrative staff were obtained from the human resource department of Sawla Campus.

1.7.2 Sampling Technique

For the purpose of conducting the study stratified simple random sampling was used to get information from the respondents. This technique is preferred because it is used to assist in minimizing biasness when dealing with the population. With this technique, the sampling frame was organized into relatively homogeneous groups (strata) before selecting elements for the sample. The strata's are academic and administrative staffs.

1.8.3 Sample Size

According to (Hussey, 1997)) no survey can ever be deemed to be free from error or provide 100% surety and error limits of less than 5% and confidence levels of higher than 95% can be regarded as acceptable. Bearing this in mind, at a confidence level of 95%, the margin of error would be 0.5%. To obtain the minimum population sample for this study, the researchers was adopted stratified simple random sampling as a technique by using Yamane's formula (cited in Israel, 1992) as follows: -

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** is the sample size, **N** is the population size and **e** is the margin of error and 1 is the constant number

$$n = \frac{440}{1 + 440(0.05)^2}$$

$$n = 210$$

Therefore a sample size of 210 were selected from a total population of 440 i.e. from both administrative and academic staff. The following table 3.1 shows the sample size of each stratum.



Table 3.1: sample size of each stratum

| Staffs | Population of each stratum(staffs) | Sample size stratum |
|----------------------|------------------------------------|---------------------|
| | | $nh = (Nh/N) * n$ |
| Administrative staff | 336 | 160 |
| Academic staff | 104 | 50 |
| Total | 440 | 210 |

Source: Own table to showing the sample size of each stratum.

From the above table 3.1 the formula used to determine the sample size of each stratum representation is as follows:

$$nh = (Nh/N) * n$$

Where; nh = sample size of stratum h, Nh= population of stratum h, N= total population and n represents the sample size of total population.

1.8. Method of Data Collection and Sources

For the purpose of the study the researchers were employed both primary and secondary sources of data. Primary data was collected through data collectors and well-designed closes ended questionnaire as the best instrument to realize the target. The questioner was filled by both academic and administrative staffs of Sawla campus.

Whereas secondary data were obtained from different manuals of the study area, websites, reports and newsletters were reviewed to make the study fruitful.

1.9. Data Processing and Analysis

1.9.1. Data Analysis

This is the further transformation of the processed data to look for patterns and relationship between and/or among data groups by using descriptive and inferential (statistical) analysis. The Statistical Package for Social Science (SPSS) version 21 was used to analyze the data obtained from primary sources. Specifically, descriptive statistics (mean and standard deviation) and inferential statistics (correlation and regression) were taken as a tool.

1.9.1.1 Descriptive Analysis

Descriptive analysis was used to reduce the data in to a summary format by tabulation (the data was arranged in a table format) and measure of central tendency (mean and standard deviation). Moreover, tabulation were used to describe the general characteristics of the respondents.

1.9.1.2 Inferential Analysis

According to Saharan (2000:401), inferential statistics allows to infer from the data through analysis the relationship between two or more variables and how several independent variables might explain the variance in a dependent variable. The following inferential statistical methods was used for the purpose of investigation.



1.9.1.3. Regression Functions

The equation of regressions on this study will be generally built around two sets of variables, namely dependent variable (organizational performance) and the independent variable (Salary, Employees Training). The basic objective of using regression equation on this study is to make the study more effective at describing, understanding and predicting the stated variables.

1.9.1.4. Regress organizational Performance on Selected determinants of motivation

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

$$Y_i = (ET) + (ES)$$

ET= employees training, ES= employees salary. β_0 is the intercept term- constant which would be equal to the mean if all slope coefficients are 0.

β_1 , and β_2 , are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

As it is stated here, this statistical technique regress organizational performance (as dependent variable) on the selected linear combination of the independent variables using multiple regressions.

2. RESULTS AND DISCUSSION

In order to facilitate ease in conducting the empirical analysis, the results of descriptive analyses are presented first, and then it's followed by the inferential statistical analysis. The purpose of this study is to critically assess the effect of employees' motivation on organizational performance AMU, specifically in Sawla campus. Data were collected from both academic and administrative staff of Sawla campus. Two hundred twenty questionnaires were distributed across the academic and administrative staff of Sawla campus, out of which 207 were completed and retrieved successfully, representing 94% response rate. Out of the 207 questionnaires administered 166 and 54 were distributed to academic and administrative staff respectively. The numbers of questionnaires retrieved from academic and administrative staff are 51 and 156 respectively. This represents a response rate of 23% and 71% for academic and administrative respectively. Generally, this section is organized in the following manner: First, the demographic characteristics of the respondents were presented and analyzed. Second, data collected through questionnaires were analyzed. Moreover, the results of Pearson's Product Moment Correlation Coefficient and regressions were analyzed.

2.1 Demographic Characteristics

2.1.1 Age of the respondents

Table 4.2.1 age distribution of the respondent

| Age | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 20-29 | 120 | 58.0 | 58.0 | 58.0 |



| | | | | |
|--------------|-----|-------|-------|-------|
| 30-39 | 64 | 30.9 | 30.9 | 88.9 |
| 40-49 | 22 | 10.6 | 10.6 | 99.5 |
| 50 and above | 1 | .5 | .5 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

As its indicated in the above table majority of the respondents are under the age of 20-29 which represents 58% of the sample respondents and followed by 30.9%, 10.6%, and 0.5% which are included the respondents fall under the age of 30-39, 40-49 and 50 and above respectively. So the highest percentage of the respondents under the age of 20-29 indicates that most of the staff of AMU/ Sawla campus staff remains under young age.

2.1.2 Gender of the respondents

Gender Distribution of the respondents

| Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male | 127 | 61.4 | 61.4 | 61.4 |
| Female | 79 | 38.2 | 38.2 | 99.5 |
| Total | 207 | 100.0 | 100.0 | |

The above table shows that the majority of the respondents were male, which accounts for 127 (61.4%) and that of the female respondents is around 79(38.2%). So from this the researcher interpreted that majority of the staff of sawla campus were dominated by male.

2.1.3. Marital states of the respondents

Marital Status of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Single | 95 | 45.9 | 45.9 | 45.9 |
| Valid Married | 105 | 50.7 | 50.7 | 96.6 |
| Valid Divorced | 7 | 3.4 | 3.4 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

As it is indicated from the above table majority of the respondents 105 (50.7%) were married were as (45.9.3%) of the respondents were not married, while 7 (3.4%) were divorced. So this implies that AMU, Sawla campus staff were dominated by married staff.

Table 4.2.3 Educational level of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid Diploma | 85 | 41.1 | 41.1 | 41.1 |
| Valid Degree | 85 | 41.1 | 41.1 | 82.1 |
| Valid masters | 37 | 17.9 | 17.9 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |



The results from table shows that 41.1% of employees are Diploma holder, 41.1% are Degree holder, and 17.9 % are master’s holder.

Table 1.11.4. Staff type of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Academic | 51 | 24.6 | 24.6 | 24.6 |
| administrative | 156 | 75.4 | 75.4 | 99.0 |
| Total | 207 | 100.0 | 100.0 | |

The results from table shows that 24.6 % of employees were taken from academic and the rest 75.4% were from administrative department.

Table 1.11.5 work experience of the staff

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Below two year | 68 | 32.9 | 32.9 | 32.9 |
| 2-4 years | 112 | 54.1 | 54.1 | 87.0 |
| 5-6 years | 27 | 13.0 | 13.0 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

The results from table shows that 32.9% of employees have less than 2 years’ experience, 54.1% of employees have experience ranging 2-4 years, and the rest 13% of employee have experience ranging between 5-6 years. The results indicate that large number of employee amounting 67.1% have worked long time with a duration ranging 2-6 years.

2.2 Descriptive Statistics of Effects of Employees Motivation on Organizational Performance

| Variables | Level of agreement | | | | | | Total | | Mean and SD | |
|------------------------------------|--------------------|------|--------|------|------|------|-------|-----|---------------|---------------|
| | Low | | Medium | | High | | Freq | % | Mean | SD |
| | Freq | % | Freq | % | Freq | % | | | | |
| Availability of employees training | 23 | 11.1 | 141 | 67.9 | 43 | 20.7 | 207 | 100 | 3.1684 | .58669 |
| Adequacy of salary | 16 | 7.7 | 66 | 29.8 | 125 | 60.3 | 207 | 100 | 3.7295 | .80836 |

The summary of the descriptive statistics shown in the above table indicates availability of employees training. The result from the table shows that 141 (67.9%) of the respondents’ exhibit medium in terms of availability of employees training and followed by 43 (20.7%) who had response that there were high employees training, were as 23 (11.1%) had response that there is low availability of employees training. The mean score of the availability of employees training as it’s indicated by the respondent was 3.1684 with SD=.58669 which is rated as medium or moderate and needs the future improvement. It shows their is consistency with a study conducted by Jones and Wright, (1992) & Shaw et al., (1998)



As shown in the table above the response of the respondents towards the salary of the employees were indicates that 125 (60.3%) of the respondents had high level of agreement with the questions related with salary, 66(29.8%) says the level of agreement towards the salary of the employees were medium which is followed by 16(7.7%) respondents had low level of agreement with the questions related to employees salary and the mean score for the salary of the employees were 3.7295 with the SD=.80836 . This imply that salary level of employees plays great role articulately on their motivation and in organizational performance. which is consistency with a study conducted by Sara et al, (2004) who acknowledge financial reward such as salary as an influential motivation technique and organizational performance.

| Value of Coefficients | Relation between Variables |
|-----------------------|----------------------------|
| ±0.70 to ±1.00 | Very strong association |
| ±0.50 to ±0.69 | Substantial Association |
| ±0.30 to ±0.49 | Moderate association |
| ±0.10- to ±0.29 | Low association |
| ±0.00 to 0.09 | Negligible association |

Source: Cohen (1988)

Bearing this in mind, to determine whether there were significant relationships between employees training, employees salary, and organizational performance, the researcher has used Multiple Linear Correlation Coefficient analysis. Accordingly the following findings are presented in the table

Correlation among the variables

| No | Variables | 1 | 2 | 3 |
|----|----------------------------|--------|--------|-------|
| 1 | Employees training | 1.000 | | |
| 2 | Employees salary | .719** | 1.000 | |
| 3 | organizational Performance | .736** | .790** | 1.000 |

Source: own survey 2021

Note N = 207

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

** Correlation is significant at the 0.05 level (2-tailed).

The results of the correlation depicts there is Very strong association and significant positive relationship between employees training and organizational performance with ($r= .736^{**}$, $P<0.01$), also for employees salary and performance there is very strong association and significant positive relationship with ($r= .790^{**}$, $P<0.01$),



2.3 Regression analysis

Multiple regressions are the most common and widely used to analyze the relationship between a single continuous dependent variable and multiple continuous or categorical independent variables (George et al, 2003). In this study multiple regression analysis was employed to examine the effect of employee's motivation on organizational performance. The researcher conducted a multiple linear regression analysis to determine the extent to which the two independent variables (employees training, employee's salary).

The researchers checked the assumptions of linear regression; Normality, Homoscedasticity, Linearity and Multi-collinearity. As suggested by Hartwing (2016) normality in error term can be tested through SPSS by visual inspection by easily observing if histogram was bell-shaped shows error distribution is normally distributed and there is no normality problem. So the researcher tested if there is normality problem in the model. If the residuals normally distributed around the mean of zero the histogram is bell-shaped. Bell shaped histograms processed through software applications and the researcher concluded that there is no normality problem on the data used for the study (see appendix B, 1).

Homoscedasticity is related to whether the residuals are equally distributed, or whether they tend to cluster together at some values, and at other values spread far apart. When the normality assumption is met the relationship between the variables is said to be homoscedastic (Tabachnick & Fidell, 2007) (see appendix B, 2). To check the linearity assumption, regression analysis was performed and the scatter plot of residuals revealed that multivariate relationship was linear (see appendix B, 3).

Multicollinearity refers to when your predictor variables are highly correlated with each other in a sense that if they are highly correlated it implies, they are measuring the same thing. This is an issue, as your regression model will not be able to accurately associate variance in your outcome variable with the correct predictor variable, leading to muddled results and incorrect inferences. To check for multi-collinearity, an easier way is using variance inflation factor (VIF) values and the tolerance level of the value. As a rule of thumb, if VIF is above 10 and the tolerance level of below 0.10 suggests that there is problem with Multi-collinearity. For this study all the VIF values were below 5 and tolerance level of above 0.10 which show no problem of multi-collinearity (see table 4. 7 coefficient of regression analysis table)

Model Summary of Regression Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .930 ^a | .864 | .861 | .27413 |

Predictors: (Constant), Availability of employees training, and Employees' salary.

Dependent Variable: Organizational Performance



Source: own survey 2021

From the above model summary table R Square indicates the proportion of the variance in organizational performance which is accounted for the model. In essence, this is a measure of how good a prediction of organizational performance we can make by knowing the independent variables. Accordingly, R Square value for this model is 0.864. This means that 86.4% of the variation in dependent variable (organizational performance) can be explained by the independent variables (Availability of employees training, and Employees' salary and the rest percentage of variance in performance can be attributed to other factors which are held constant or not included in the model.

ANOVA Result of Regression Analysis

ANOVA^a

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 95.957 | 5 | 19.191 | 255.379 | .000 ^b |
| Residual | 15.105 | 201 | .075 | | |
| Total | 111.062 | 206 | | | |

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Availability of employees training, and Employees' salary

Source: own survey 2021

The above table shows the goodness of fit results of linear multiple regressions with organizational performance as the dependent variable and independent variables (Availability of employees training, and Employees' salary) as predictors.

The model tells that there was a statistically significant relationship between the organizational performance and predictor variables. Greater the value of F, greater will be the association among variables value and it must be greater than 10 to say a model is fit. Accordingly F = 255.379, p < 0.001. This shows that the model was significant. The ANOVA results indicated p value of 0.000 was less than 0.05 and even it's less than 0.001. This implied that the model developed was significant at 95% confidence level and hence could be used in prediction and decision making which indicate all the indicators of employees motivation explained under this study has significance effect on organizational performance.

Coefficients of Regression Analysis

| Coefficients | | | | | | | | |
|--------------|------------------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | -.316 | .115 | | -2.763 | .006 | | |
| | Availability of employees training | .132 | .051 | .106 | 2.605 | .010 | .411 | 2.432 |



| | | | | | | | |
|-------------------|------|------|------|-------|------|------|-------|
| Employees' salary | .086 | .043 | .095 | 1.996 | .047 | .298 | 3.353 |
|-------------------|------|------|------|-------|------|------|-------|

Source: own survey 2021

A standard coefficient beta used to determine the strong predictor of organizational performance from independent variables. The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable.

The result shows that Employees' training with ($\beta = .106$, $P < 0.05$), Employees' salary with ($\beta = .095$, $P < 0.05$), which is significant and positively influences performance.

The established regression model was as follow:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

$$Y_i = \beta_0 + (ET) + (ES)$$

ET= employees training, ES= employees salary, EP = employees promotion, ER=employees recognition, WE= working environment.

Modified as: organizational performance= $-.316 + .106(ET) + .095(ES)$

The result of this regression model shows that, employees training, and employees' salary, would result in an increase of 0.106, and 0.095, respectively in organizational performance. Among the two motivational factors that affects organizational performance of AMU, sawla campus; employees training has the greatest effect on organizational performance with beta value of 0.106, the second is salary of employees

2.4 Summary of Major Findings

The aim of the study was to examine the effect of employee's motivation on organizational performance of AMU, specifically Sawla Campus. To conduct this study, the required data were obtained through questionnaires. To select representative sample for each staff or academic and administrative staff the researcher was applied stratified simple random sampling technique. The variables which are included in this study were, employees training, and employee's salary are considered as the independent variables while organizational performance was taken as the dependent variable. Basically, a total of 220 questionnaires were distributed to the sample respondents, among them 207 were returned, of which, 13 responses were unreturned due to various reason. Thus, 207 returned questionnaires are analyzed using statistical package for social science (SPSS) version 21. In the analysis descriptive statistics, correlation analysis and multiple regression analysis was performed.

The results of the descriptive statistical analysis also indicated that, the response of the respondents towards the effect of employees motivation on organizational performance of sawla campus were mostly medium or the level of respondents agreements were moderate. This shows that employees training and employees salary level were not that much, it require future improvement.

3. CONCLUSION

This research was conducted at AMU's Sawla campus with the prime intent of critically examining the effect of an employee's motivation on organizational performance.



Specifically, the study attempted to determine how employees' salaries can affect organizational performance, and how the level of an employee's training can affect organizational performance. Having the above-stated objectives in mind, the data from the questionnaires was analyzed using descriptive statistics and inferential statistics. Accordingly, to measure an employee's salary and organizational performance, descriptive statistics were employed, and the result indicates that most of the respondents have a high level of agreement regarding the questions about the employee's salary, whereas with regard to employees training, the respondents responded that there was a medium level of agreement. The mean score shows that respondents exhibit the relatively highest mean score on the adequacy of employees' salaries, followed by the least mean score is that of the availability of employees' training. The result of correlation analysis indicated that there was a very strong and significant positive relationship between employee training, and employee salary and the dependant variable organizational performance is substantial and significant, a positive relationship. The results obtained from linear regression also showed that the best predictor of organizational performance was employee training, followed by employee salary.

Recommendations

the study found that employee training improves organizational performance by fostering labor peace among employees, making them more productive, and assisting them with their own personal development. This, in turn, leads to improved organizational performance. So, in order to improve organizational performance, it would be best if AMU, Sawla campus, organized various off-the-job and on-the-job training for employees.

According to the study, an employee's salary has a positive effect on organizational performance. This means that as an employee's salary rises, so does the organization's performance. As a result, in order to succeed, it is preferable that AMU, Sawla campus, increase employee compensation in collaboration with key government bodies, policymakers, and private organizations that can stabilize the staff as well as increase organizational success.

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