Research Paper

THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN THE ELECTRONICS INDUSTRY IN CHINA

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Abstract

Motivation and its impact on performance has always remained highly researched area and have gone through many discussions and iterations and through this paper a deeper investigation is made to identify the impact of Motivation on performance of the employees. Independent variables used to gauge Motivation are Training and Development, Reward and Recognition and Delegation of Authority whereas the dependent variable is employee performance. Descriptive and explanatory design has been adopted for this study and the survey questionnaire comprised of 20 questions prepared based on Likert Scale (strongly disagree -1 and 5 for strongly agree). Sample size consisted of 100 employees from electronic manufacturing company in china and used simple random probability sampling technique. Collected details were analyzed via SPSS employing regression and correlation. The most interesting aspect is that result of this study found all the factors chosen have significant relationship with motivation. Moreover, it found Training and Development, Reward and Recognition, and Delegation of Authority has significant impact on performance of employee.

Key Terms: Motivation, Employee Performance, Training and Development, Reward and Recognition, Delegation, Authority.
1. **Introduction**

With the introduction of automation in all walks of business, survival has become very challenging as comparisons are made between and machines in productivity in the pursuit of maximizing profit. Performance of the organization and growth of revenue is considered to be a great test by the external and internal operating environment factors (Chaudhary & Sharma, 2012). Managing 3M’s i.e., Man, Machine and Materials have become meticulous and to the core. Of this managing manpower or in another parlor as human resource management have become very difficult and demanding because that is one factor which is the driving force behind other activities. Moreover it calls for managing emotions and feelings of the employees at a proper time and with action which otherwise will become counterproductive (Chaudhary & Sharma, 2012).

Ensuring employees are committed to their work and ensuring they deliver the best output by working to their full potential to help the organization reach the goal is a herculean task for a manager (Maduka& Okafor, 2014). There is plenty of evidence to show that in the midst of competitive labour market, retaining a productive employee is a huge task as the hunt is always there to find and snatch from one organization to the other. An employee with a vision for growth requires to be shown clear path on his chances of progression in the organization apart from the economic benefits they will be availing during the process. Non Availability of skilled employee results in lack of knowledge, skills and experience which will have a deep impact on the organization economically (Omollo, Oloko, 2015).

Being a market driven world where every organization envisages reaching the milestone achievements by overcoming every challenge and by adjusting to the new environments. Compared to previous decades it is the smart work which is considered important than the hard work. There is a clear cut benchmarking to judge competency and productivity of employee and a system in place to reward those who outperform. Thus, it is very important to evolve positive relationship and bonding between employees and organization and to achieve best result possible creating a win-win situation in the process (Maduka& Okafor, 2014).

The most common policy adopted by the managers to increase effectiveness of performance is motivating employees. Hence, motivation helps an organization reach its goals faster because employees tend to work towards it as a result of motivation. Age old technique of carrot and stick does not work in today's environment and managers need to revolutionize the way they motivate people and get the desired output and reward employee (Forson, 2012).

This research will help researchers, readers and also society by providing a wider perspective portrayal of literature on motivation from different dimension and the impact on employee performance.

The objectives of this research are as follows;

- To examine the impact of training and development on employee performance
- To examine the impact of rewards on employee performance
- To examine the impact of career growth on employee performance

2. **Literature Review**

There has been umpteen numbers of definitions and literatures relating to motivation. Those literatures relevant to modern day business environment is considered for review. The word motivation as per Vroom (1964) has been derived from the Latin word “movere” that means “to move” which refer to the internal force, which is dependent on the need of individual that drive ones-self to achieve (Tan &Waheed, 2011). According to Webster’s dictionary by looking at the root of the terminology, motivation starts with motive which means something causes another thing to act, and thus, motivation simply can be defined as the act of providing motive that
causes someone to act. Motivation is responsible for someone to act and someone else self alone can make someone motivated (Burton, 2012). Motivation is defined in a broad sense by Gredler, Broussard and Garrison (2004) as the attribute which moves us to do or not to do something. Guay et al (2010) has referred to motivation as the reason principal to the behaviour. Researchers have contrasting opinion about intrinsic motivation and extrinsic motivation (Deci et al., 1999). According to Ryan and Deci (2000) intrinsic motivation is defined as the activities done for its inherent satisfaction rather than separable consequences. An intrinsically motivated or self-motivated person takes up challenges by himself and achieves the desired results without any external pressure or coercion. On the other hand, extrinsic motivation is construed as an activity done exclusively for the purpose of obtaining reward or non-attached outcome unlike intrinsic motivation where the activities are carried out for sheer happiness and out of passion for job (Oudeyer and Kaplan, 2007).

The definition of motivation in relation with employee performance can be simply defined as the factors, elements, or eagerness which urge employee to pursue and accomplish job goals and tasks and be the reason why employee act and behave in a certain way which could be influenced (Heathfield, 2015).

Frost, Vos, and Dreyer (2003) claimed that generally employee's feelings are not considered by employers on skill-set development. Traditional organizations hierarchy is that of Military style of downward looking as military is considered as the oldest and the largest organization as a group. And in response to that, Katcher and Snyder (2003) articulated development and the effect of training on employees can mostly encourage growth within the workers and the organization in conjunction with each other (Kum, Cowden, Karodia, 2014). Training and development helps in acquiring knowledge base and in application of developed knowledge. It improves individual's performance in terms of personal and organizational level and hence, it is considered as one of the imperatives of human resources management (Tahir, Yousafzai, Jan, Hashim, 2014). Training and development is of dual advantage where individual’s thought process is stimulated and in turn effective team work possibility is enhanced and ultimately results in enhancement of leadership qualities as found out by previous researchers and the most important aspect is employees are self-driven to achieve organizational goals (Rowold, 2007; Switzer et al. 2005). Some new age factors specific to training and development have been further explored in the following review for better understanding:

**Simulation:** Training and development in any mean is essential and substantial to any organization as it is beneficial for the employees and organization alike, one way of augmenting the training and learning process is setting up a virtual laboratory via interactive simulation (Koh et al, 2010). The simulation system provides opportunities to investigate situations
consider impractical to explore in actual or real settings or hitherto deemed difficult is replicating the realism (Tan, 2008). The advantage of simulation system is that it replicates realism and has a substantial benefit such as learner engagement, safe space, and importantly improved motivation. The use of simulation is to improve and develop learning such as flight simulation training or any field which may lead to a better and comprehensive understanding and result in effective performance, it has also been used in military circumstances training and decision making based on application of the simulation training (Koh et al, 2010). Simulation is used for engineering to help in project management analysis apart from health care and medical education as it gives training for critical care. Simulation, due to its near real life experience boosts confidence and motivate them to approach any situation and apply the learning experience and excel in what employees do (Koh et all, 2010).

**Computer-based training:** Usually training refers to some special skills, knowledge and abilities to perform job tasks in a better way by utilization of available resources judiciously (Sharma & Shirsath, 2014). Computer technology training has caught many educators’ attentions; it is considered an effective alternative to conventional methods of training. The computer training setting in today is numerous and used to develop and improve young and adults (Varank, 2006). The computer-based training is required for employees in sourcing and material handling and stores as it helps to ensure better understanding of all production and service features and in maintaining higher level of work quality and standards. Computer-based training improves employee performance in such a way that they can work from anywhere and at any time and under any circumstances which is a core to improved capability, confidence and create fluency in interactions in all directions like with colleagues, managers, subordinates and customers at any given point of time (Noe, Peacock, Harper, 2007).

**Team-building exercises:** As a manager or director, teamwork and team building are essential and critical for the effectiveness of the organization as well as for the success of the team. A detailed and comprehensive understanding of team building will make employees perform more effectively and fuel organizational growth. A proper training and exercise on team building will stimulate and motivate employees to get initiative and confidence to face situations fearlessly (Online management training series, 2009). It is a known fact that through team work employees work towards a common goal and achieve targets efficiently and in a faster time. This is because, when team building process is executed proficiently communication in an office between employees and superiors, professional relationships and work quality improves drastically. This contribute in motivating employees and building trust and these factors results in ensuring better efficiency and productivity thereby exponential growth potential and hence it is very much important to build efficient teams within organization for better prospect and for long term sustainability (Buzzle.com, 2016).

**Soft skills training:** Soft skills are considered to the human attribute which determine how the person can get along with others. Soft skills such as common sense, motivation, responsibility, leadership, and sense of humor are considered broader and much more critical arguably compared to hard skills like computer programming, a certificate or a degree, or even a proficiency in any foreign language. Soft skill training is a fundamental requirement for sustainable work environment and better work relation (Mikoluk, 2013). The soft skills allow maintaining a positive attitude towards employees, colleagues, and superiors. Soft skills can be enhanced and developed only through nurturing self-development unlike hard skills which is developed in colleges and institutes. The purpose of the soft skills training and practicing isn’t only to interact with colleagues at work, but clients also. By undergoing soft skills training a person will have self-confidence and motivation to approach people. Superiors and managers need not hire employee by the technical capabilities but by judging on how they get adjusted to the new environment and be a team player because even a single player in a team non co-operates overall efficiency and output will be affected and will get demotivated (Mikoluk, 2013).

**Managerial training:** Manager is the key to success of the team and it is he/she who shows light to the subordinates to reach goals and makes them perform by becoming a leader by example. In the critical situations the onus is on the manager to take critical decisions which may be a tough one at that instant. Managers motivate team and extract maximum output. But, the question here is do all these managers possess the inborn talent and acumen to achieve desired output from the team members? Even though rewards and incentives may be some of the motivating factors it is ultimately the manager who knows how and when to use it. A shrewd
Rewards and Recognition, Motivation and Employee Performance

In the human resources literature, it is widely recognized that promotion of the worker's motivation leads to a higher quality of human resources in both private and public organisation and results in optimum performance (Stella, 2008). The system of the rewards and promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. The system of rewards and promotions comprise of all components in the organisation, which include decision making activities involved in allocating benefits and compensation to the employees for their contribution to the organisation (Prateepkanth, 2011). The purpose of rewards and promotions is to provide a systematic approach for delivering positive consequences and attracts people to join the organisation and ultimately be motivated to deliver higher level of performance (Prateepkanth, 2011). Employees perform when they are rewarded and when they exceed the expectation and limits and surpass the target, as a way to motivate them they should be immediately rewarded. The practices of quick reward on performance will generate self-motivation and set higher standards by employees themselves as they will take the tasks positively and put all efforts to achieve targets. The system of rewards in the organisation should be properly designed and implemented to reinforce positive behaviour which will directly impart positivity on the employee’s performance (Nanja, Maina, Kibet, Njagi, 2013). Barton (2002) argues that rewards at job enhance the performance and the productivity level whether it is for the first time or for frequent achievements (Ibrar, Khan, 2015). To measure rewards and promotions, some fundamentals have been considered which is narrated below:

Pay: Pay can be categorised into two parts, a fixed pay, and performance linked pay. Fixed pay can be described generally as the amount of money given to an employee irrespective of the performance and is expected to achieve the bare minimum requirement and even if the employer is a super achiever no additional rewards will be given. On the other hand, in the case of performance based pay, rewards is in direct proportion to the performance at least to a small extend. Bishop (1987) has interpreted that size of the firm plays an important role in productivity related pay while deciding on productivity and also explained that monetary and non-monetary pay has a high impact on employees in any organization and motivate them to reach higher growth and productivity (Bishop, 1987).

Incentives: Incentives and rewards are considered to be different. Incentive can be defined as a thing which triggers certain course of action, while rewards are given as a token of appreciation following a behavioral desire particularly to increase the probability of behavioral repeat (Lai, 2009). In other words, employees are likely to put in more effort and energy into the job when incentives are offered for a particular goal and they will consider it as a reward once the goal is accomplished. Organizations use rewards as incentives to extract the desired behavior. Pattanayak(2005) has classified incentives in to three categories namely; 1) Monetary incentives, 2) Tangible non-monetary incentives and 3) Intangible non-monetary incentives (Lai, 2009). As it is difficult to identify what type of incentives influence an employee to perform better, the organization itself should discover which of the action motivates employees through two communication process and deep drill discussions with employees and how find out
employees would like to be rewarded. Many previous researches show a significant impact of incentives on employee motivation and better productivity (Lai, 2009).

**Acknowledgement (Recognition):** The program of recognition for keeping employees passionate and maintain high self-esteem is construed as the most contingent factor (Ibrar, Khan, 2015). Managers and superiors have the ability to make an influence on motivation of employees through acknowledgement and recognition of employee’s efforts and accomplishment. Employee recognition is a very important aspect of keeping them. Employers usually pay attention and concentrate more on monetary incentives as a primary solution for employee retention even though that is a short-sighted assumption and employees consider less intangible aspects for the job as important and motivating (Nelson, 1994). Employees desire to feel as they are a part of an organization, and giving importance to them and take them along with the growth story by trying to establish a concrete, transparent communication system. It is equally important to appreciate employees on their achievements and acknowledge their performances. Every organization may not have the financial resources to use it as a motivational tool and hence it is important to seek chances and opportunities to acknowledge and value the employees to ensure their retention and higher productivity (Laliberte, Hewitt, Larson, 2003).

**Allowances:** Allowances are considered being a very crucial factor to employee motivation. Many forms of allowances such cash allowance, travel allowance, overtime allowance, and generally individual bonuses are all considered to be an important and significant factor to motivate and retain employees (Aamir et al, 2012). Armstrong (2008) proposed that the difference between allowance and pay is that allowance can be a pay for overtime or maybe adjustment towards increased cost of living, whereas the pay is the rate that could be hourly, monthly, or annually. Allowance can be considered under the benefits category, and DeNisi and Griffin (2008) claimed that most of the allowances can be classified under benefits which are designed for all employees with various levels of hierarchy. Allowances are a significant element of financial rewards for employee motivation as it boosts the employee’s morale and also a feeling of belongingness as employees will live their lives with stability and dignity (Yousaf et al, 2014).

**Compensation:** Organizations which evolves innovative strategies to motivate their employees are the ones generally recognizing the importance of employee motivation for more productivity and target achievement (MWANGI, 2014). Compensation can be referred as the package of quantifiable rewards received for the efforts put in by the employee and is also known as benefits (Gomez et al, 2012). According to Bowen (2000) compensation is the primary way of motivating employees to ensure the need of the employee’s requirements are met. Compensation is the key driver of motivation as it is a known fact that humans naturally tend to perform better when they perceive something in return will be received for their efforts (MWANGI, 2014). Compensation by any form is considered to be the most extrinsic reward and an attraction to subside the desires for most people. Compensation is the set of rewards that is provided by the organization to their employees in return for performing various tasks and jobs willingly DeNisi & Griffins (2008). According to Nelson & Spitzer (2003), the most significant aspect of any plan of compensation is the existing relationship between reward and performance, and therefore, any organization involves a cost effective structure of payment structure which will motivate and retain competitive employees (Decenzo et al, 2007).

**Delegation of Authority (Power), Motivation and Employee Performance**

Stupendous way of motivating an employee is by delegating the authority. Delegation of authority is considered recently as a modern way and a trend to motivate employee and is commonly practiced by managers (Al-Jammal, Al-Khasawneh, 2015). As per Koontz & Weirich (2003) delegation of authority is a process of the organization to transfer authority from superiors to subordinates and it involves assigning responsibilities also. It empowers subordinate to use available resources, take decisions regard to designated duties and make commitment (Agada, 2014). Delegation is a key to success for any organization that ensures efficient and effective functioning because it is a common notion that a person alone cannot discharge all responsibilities single handedly and the subordinates or juniors are appreciated.
and expected to use their own intuition and decision making skills to demonstrate capabilities and thereby motivated (Agada, 2014). The ultimate purpose of delegation authority is to adopt best usage of resources to enable and facilitate the rise and appearance of agility of the organization, and therefore to enhance total performance of the organization (Ortiz, Gorita, Vislykh, 2004).

Delegation of authority can be measured in the following:

**Leadership:** Definition of leadership referring to Yukl (1994) as the process of effectively influencing, and inspiring subordinates and colleagues to focus and direct their entire focus towards the target to accomplish by maintaining an absolute integrity and cooperation within the group by taking support from external support wherever possible and required to reach the final destination and target efficiently. Likewise, Fry (2003), Belonio (2012) has explained leadership as the use of a technique or strategy for the reason of development and growth which by leading to offer inspiring motives to stimulate and enhance the potential of employees for development and growth within the organization. Leadership can be described as a primarily action as an input to team to enrich for process and performance, focused on the importance of functional leadership in teams (Day, Gronn, Salas, 2004).

**Assignment of responsibilities:** Responsibility assignment can be characterized as an arrangement of tasks, occupations and capacities that is official or business or relating to any other form of responsibility an individual can genuinely request (Department of Health, 2010). Requests in general are consummately been given reasonably and effectively to transfer obligation and duties energize representatives. It makes them more conceived to do a particular thing which likewise making them assigned on a thing which is vital. Obligation may demonstrate accountability. Obligation might be said to connect with self-portrayal of what a man has been told to perform and what that same individual has been accomplished (Bivins, 2012). It is implied by obligation as the assignment of energy to guarantee and affirm the assets praised to a money related instrument are mechanized decently so as to maintain a strategic distance from demotivation in a few circumstances and conditions and rather to be skillfully and efficaciously which will make the execution of works high (Ballesteros, 2010).

**Accountability:** According to Everest (2010) the accountability is considered to be the key to attain superiority in terms of what is performed. Accountability as a term is responsible for most part mentioned as an open agreement in the intrinsic shell of managing through responsiveness of association, ethics, and the authoritative execution (Gibson, 2005). Basically, the perception of accountability can be verified as to confirmation and ensure that all employees have the extreme and ultimate comprehensive understanding of the expectation of the managers and superiors (Haneberg, 2012). How brilliance in action accountability looks like, and so will reflect positively of the attitude of managers and therefore will stimulate their subordinates to achieve not down from expectation (Haneberg, 2012). An employee's performance can be raised by motivation and coercion and can put in more time and efforts to exert more deliverables which may lead to an excellent performance and get the tasks done within minimum of time. Managers prefer to hold accountable employees because to the premium aim is not to deliver any punishment or place any blame but just to increase and improve performance. If any organization lacks accountability it will lead to demotivating of employees in which it will reflect performance and outcome (Haneberg, 2012). When there is a concerted effort is made in group of people and associations to be accountable and excel there comes a will to work and perform along with inherited responsibility (Artley, 2001).

**Contributing in developing good will:** By performing out the capacities like making great workplace, making arrangements for execution, measuring execution, providing performance feedback, giving performance criticism, planning reasonable remuneration, acknowledgment and prize framework for the administration helps in change of the performance in all. The business related representative's issues are sorted out and give a feeling of certainty and motivation among people. Creating good will of the organization is so important that it stands for longer period time and results in getting the best human resources for the organization and it is equally important to give leisure and open door atmosphere to employees (McLeod, 2000).

**Trust relationship:** Trust is defined as per Mayer et al. (1995) as "The willingness to be vulnerable" and which played a central role in many conceptualizations. The essential of trust in motivation and employee performance is highly significant and positive relationship (Mickan,
Rodger, 2000). Trust additionally had an impact on behavioral aspect among a team and between superiors and subordinates and this will result in a synergy in the organization and better performance of employees. Trust is slowly built-up among members of a group in work place with a differential competencies and assumptions, but will grow high through constructing and develop the self-assurance within each-others (Mickan, Rodger, 2000). As trust exist, it won’t simply improve the performance of the group but where an excuse of trust will cause a lack of questioning may increase the willingness to take responsibility and stimulate employees as they trusted to complete their tasks in the best possible way (Manz, Neck, 1997). According to Sabel (1993) lack of trust will jeopardize the initiative of an employee and none of the employees will risk taking a different move first. Trust relation within managers and subordinates are crucial in work place as when a manager trust it shows how managers depends on their decision by choosing a certain employee to trust which in return will increase the motivational level to take responsibility and utilize ultimate effort to be up to the expectation when a decision is taken to trust (Sabel, 1993).

**Employee Performance**

**Level of commitment:** The affiliation of employees within the organization is regarded as commitment of organization. In general, the commitment to the organization can be extracted in three dimensions. 1) The continuous commitment. 2) The normative commitment and 3) The affective commitment (Allen and Meyer, 1996; Karrasch, 2003; Turner and Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006). According to Meyer and Allen (1997) these three types are demonstrated by dissimilar people at different levels of management in the organisation and these are totally independent. Porter (1974) has explained that commitment towards organization is considered to be the extent in which employees admit and accept the aims, values and morals of organization and are keen to continue and remain in the organization. If granted by the organization it will increase level of motivation towards the organization and employee therefore will comply and obey organizational requirement. The higher the commitment the higher the motivation at personnel level and the same will reflect in work place (Ahmad, Iqbal, Javed and Hamad, 2014).

**Attendance:** It is very crucial for any organization to track the attendance of employees as it affects the productivity of the organization. It may become burden to the organization as well as for the team and the rest of the staff (Scott, 2016). Frequent absence by employees from the work place prevents team and group from continuity of being productive. Absenteeism of employee at his/her station will add extra work to the rest of the staff to adjust the missing part which may end up omitting the original flair of the absent employee. Attendance is very important to ensure sustainable performance to complete the required tasks and avoid management conflict and diminished performance (Root, 2016)

**Quality:** The most important metric is perhaps the quality of work the employees put out, but is the most difficult one to define also. Members of the team who are engaged at work and care about what they do will perform better. The quality of work and how is it done and accomplished can be considered as an art as it reflects how employees are committed and have passion to what doing quality can be a very delicate aspect of employee performance (Scott, 2016).

**Initiative:** Taking initiative assist companies in anticipating the changes in the market place besides creating additional dynamic and energetic work environment. Additionally, initiative employees will participate in assistance in identifying best practices to ensure the company still remains in a position of competition without losing its target (Fan, Yen and Volz, 2005). One of the most unique aspects and characteristic that many employees may pursue is initiative. Members of a team or individual who is considered to have capabilities to take initiative have a positive impact on overall team and the organization alike (Cao, Volz, Loerger and Miller, 2005).

**Efficiency:** According to Low (2000) how input is successfully transformed into output is efficiency which itself shows the relationship between input and output. According to Campion, Medsker & Higgs (1993) efficiency is the ultimate outcome in the eyes of managers, customers, employers and colleagues. As per Hackman’s (1990) the efficiency can be three dimensional: 1) the cluster of output that meets the standards of quality 2) the ability of the group to
interdependently work in advance or the future, and 3) the potential growth and the well-being of members of the team (Tohidi, 2010).

3. Research Design and Methodology

The research based on quantitative is to statistically establish essential conclusion, and it consist of a group being studied by looking at a representative sample of the population (Lowhorn, 2007). Quantitative research tends to maximise objectivity for the purpose of generalizing the findings and further the prediction is interesting as per Harwell (2011). Quantitative research can be split into experimental and survey researches, as experimental research seeks to determine if specified treatment have any influence on an outcome, and it was assessed by the researchers by providing a specified treatment to a group and determine the outcome of how that comes out (Creswell, 2013). For the survey research, it describes the trends numerically or quantitatively and opinions and attitudes of a specific population by studying a sample and it comprises longitudinal studies and cross-sectional by applying a questionnaire for collecting data to be garnered from the sample to the population (Fowler, 2008).

According to Saunders (2003) there are three means of designing targeted questionnaire. 1) Using an existing questionnaire which have been previously established, 2) By adapting questions that have been previously established in another questionnaire, and 3) Constructing and creating a new questionnaire. To allow participants to understand and comprehend easier, the terms in the questionnaire should be familiar and simple to use and hence, the response will improve the validity and also for a higher degree of probability.

The reason for using questionnaire depends on the large number of data that can be collected at a lower-cost, Standardization of target group, easier to reach. More information can be collected which will result in straight forward answers to the questions and no ambiguity will prevail (Siniscalco & Auriat, 2005).

For this research, a quantitative method of data collection will be applied to test theories and hypothesis by collecting responses from 100 employees which is sufficient. The ultimate aspect of data collection from good quantity is to avoid any vague result and erase confusion which is possible to achieve through quantitative method (Abeyasekera, 2000). As noted previously, quantitative technique apply test and examine the cause and effect and the interaction between the independent variable and the dependent variables will be explained (Hassan, 2014).

### Table 1: Measurement Variables

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<th>Employee Motivation</th>
<th>Key Variables</th>
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4. Results and Discussion

Regression is used as the analytical technique in this study. The purpose of using regression analysis is to investigate the relationship among the variables. Generally, the investigator or researcher seeks to ascertain the causal effect of a specific variable on another, and assess the statistical significance of the relationship (Rawlings, Pantula, Dickey, 1998). For this research, regression is performed to investigate the motivation dimensions and its impact on the performance of employee constructed on three independent variables. And employee performance is the dependent variable.

The above table indicates the fitness of the model. According to Zygmont & Smith, (2014) the standard adjusted R-square should be more than or equal to 60% (Zygmont & Smith, 2014). Hence, this model is considered to be a good fit as the adjusted R-square is 0.840 (84.0%) fit. Therefore, it means that the variables of motivation (training and development, rewards and recognition, and delegation of authority) represent 84.0% variance in performance of employees.

The model indicates that the Durbin Watson is 1.773 which indicates there is no autocorrelation. Thus, multi Co-linearity among the variables doesn’t exist.

Referring to the above table, a positive and significant effect and influence between training and development with performance of employees. As Beta coefficient is 0.426 with a p value of 0.000 which (< .05) which indicate to a moderate and significant influence of training and development on employee performance. Therefore, if training and development increase, employee performance will increase. Previous researchers have also come out with similar findings (Tahir, Yousafzai, Jan, Hashim, 2014; Asfaw, Argaw, Bayissa, 2015).

A very strong and positive influence of rewards and recognition on the performance of the employees is visible since beta coefficient is 1.124 with a p-value of 0.000 (< .05). This indicates that the influence of rewards and recognition is very high and strong on the employee performance and it also shows that there is a direct proportion between the increase in rewards and recognition towards better performance of the employee.

Delegation of authority has a significant negative impact on employee performance, as beta coefficient is -0.521 and p-value 0.000 (< .05) which tells that the influence of delegation of authority on employee performance is negative and significant. Also it tells that if delegation of authority increased the level of performance will decrease.
5. Conclusion

As per the findings, there is a positive and significant relationship between training and development with performance of employees. Thus, training and development in the industry of electronics in China is a powerful method or tool to be used that can extract best results out of the employee. Training and Development is showing such a powerful relationship with performance that it is always worth investing money to get excellent training and also on having a detailed training schedule in place. It helps develop their skills to assist the organization and in self-development alike and to achieve the ultimate target or tasks. More importantly, as training and development's main purpose is to enhance and reduce the barriers to accurate amount of stimulation and clarity towards organizational objectives. Sustainable future progress of employees and the organization depends on the depth of training and development of employees. Referring to regression part, there is a significant and positive impact of training and development on performance of employees. Therefore, the more planned training and development process takes place the better employee performance will be. Similar findings as per previous researches such as (Tahir, Yousaفزai, Jan, Hashim, 2014; Asfaw, Argaw, Bayissa, 2015) have substantiated this claim categorically.

Similarly, regarding rewards and recognition, a positive and significant relationship is shown with the performance of employees. Therefore, rewards and recognition in the industry of electronics in China is very crucial and important scheme that can be initiated which will increase the employee desires towards completing objectives. It is the best possible way to motivate employee as they will have the thirst to achieve target for getting rewards and recognition. Referring to regression, a strong and positive impact of rewards and recognition on the performance of the employees shows that if rewards and recognition increased same proportion of increase is visible in performance of the employee also.

In the case of Delegation of Authority, a positive and significant relationship with the performance of employees is observed and that is a good sign. Thus, delegation of authority plays a significant role in employee performance. Regarding regression, it is obvious as per the result that Delegation of Authority has a significant and negative impact on performance of employees, and it tells as mentioned previously that delegation of authority is misused as managers and supervisors use their control and influence for their wellbeing and it may be limiting and restricting the employee performance. Due to this, their freedom of expression and team building initiative and level of motivation might be come down.

As far as the electronics industry in China is concerned, result of the analysis generated from this report clearly shows that motivation is an important factor that plays a vital-role of improving and sustaining the performance of the employees which reflects positively on the company performance. Regarding the training and development, it is considered a concrete factor as employees feels more secured once they learn more, increases the motivation level which will lead them to develop more knowledge and thus, managers and supervisor should increase the level of confident among employees to approach which may reflect positively on the working environment as employees seek higher rank and retention in the organisation, it may be a pleasant factor while performing their duties and tasks as it brings more comfortable atmosphere and excellent work-place environment.

Employees always seek to be recognised and rewarded. As rewards and recognition are important factor which reflect positively on the performance of employees, it is recommended for managers and supervisor not to disregard such a critical element. When the employee realizes that he/she is recognized for the work performed, that improves motivation and results in delivering more than the required amount of output and result in higher degree of efficiency.

Since the report has been done on industry of electronics in China, it is suggested for further researchers to focus and cover a different industry or multiple industries. A bigger sample size and target population on how motivation is beneficial for the performance of employees essentially and how it will reflect on the performance of the organisation in huge samples sizes will pave way for more accuracy in the research in this field.
Reference


