Relationship between Motivation and Employee Performance, Organizational Goals: Moderating Role of Employee Empowerment

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Abstract
The research was carried out to find out the effects of motivation on employee performance and organizational goals. A moderating role of employee empowerment. The study was conducted on the public sector universities operating at Peshawar. Four different universities (IM Sciences, IM Studies, University of Agriculture Peshawar and Islamia College University) were selected as a sample of the study. Employee performance and organizational goals were the dependent and motivation was the independent variables of the study. Employee empowerment was taken as a moderating variable of the study. As per the results, 1) Motivation has a significant effect on employee performance. 2) Motivation has a significant effect on organizational goals. As per the results of correlation test, 1) Motivation and employee performance are positively related to each other. 2) Motivation and organizational goals are also positively correlated to each other.

Keywords: Motivation, organizational goals, employee performance, public university etc.

1.1 Background of the study
Employee motivation is probably the essential concerns experienced by simply every business. The main job which often every supervisor has to carry out is always to inspire their subordinates as well as to develop the particular ‘will for you to work’ among them. This proficiency associated with a personnel depends on a couple of variables, 1st can be the degree of chance to perform a number of perform as well as second will be the determination to complete the job. Power can be acquired by simply appropriate knowledge as well as training, nevertheless the determination to complete perform could be manufactured by motivation. People could possibly have several desires and needs however just highly experienced wants grew to become factors. Drive will be the work regarding electrifying many or even yourself to realize preferred course of
action. Staff motivation features harnessed the interest on the scientists, enterprise commanders, along with the human being learning resource supervisors (Sofat, 2012). Intrinsic motivation refers to motivation that is certainly pushed through interest in it as well as pleasure inside the task alone, in addition to exists inside specific instead of relying upon external challenges or even a need to have incentive. Built-in motivation may be analyzed because the early on 1970s. Staff who are intrinsically encouraged will take part in the job willingly together with perform to further improve their ability, that'll boost their functionality (Sofat, 2012).

Extrinsic motivation means this efficiency associated with an activity as a way to attain a good end result, no matter whether in which activity is usually intrinsically determined. Extrinsic motivation originates from outside the person. Common extrinsic motivations are rewards (for illustration funds as well as grades) with regard to exhibiting the desired actions, as well as the risk involving abuse using misbehavior. Competitors is a good extrinsic motivator as it induces this artist to be able to win and to defeat people, not merely have fun with this innate rewards of the activity (Sofat, 2012). While using the improve inside rivalry, in the area as well as worldwide, companies need to be a little more versatile, strong, agile, as well as customer-focused to achieve success. Moreover, in this modify inside environment, your TIME skilled needs to evolve becoming a arranged companion, an employee attract or perhaps endorse, and also a modify coach from the business. So that you can be successful, TIME must be a company powered operate that has a detailed understanding of your organization’s large image and then have an effect on key choices as well as policies. On the whole, your concentrate connected with today’s TIME Administrator can be in arranged personnel preservation as well as skills growth. Drive is an efficient musical instrument within the hands connected with managers with regard to uplifting the job push as well as making assurance from it. Simply by stimulating the job push, administration results in can to work which can be necessary for your good results connected with organizational aims (Chhabra, 2010; Cole, 2004).

Today the connection between staff in addition to employers might be observed the other way up. Given that generally there the quantity of job possibilities for staff continues to be increasing in a growing worldwide economy, not only staff and also employers ought to readjust on their own to be able to contend up while using the design of company lifetime. Consequently, HOURS professionals ought to consider completely new methods for recruiting in addition to maintaining greatest in shape skill sets for corporations. Better incomes in addition to payment advantages may seem the most probably method to bring in staff (Leblebici, 2012). Even so, top quality on the real workplace surroundings could also possess a sturdy impact over a company’s ability to recruit in addition to keep talented persons several aspects throughout workplace surroundings could possibly be regarded secrets which affects employee’s diamond, productiveness, spirits, ease and comfort and many others. Equally positively in addition to badly. Even though convenient workplace ailments are requirements for enhancing productiveness in addition to top quality regarding results, working ailments in numerous organizations may well existing deficiency of safe practices, health and comfort concerns like the wrong type of lightening in addition to venting, excessive sounds in addition to crisis surplus. Men and women working within awkward ailments may well end up
getting small effectiveness in addition to experience work-related well being ailments causing high absenteeism in addition to turnover. There are various organizations by which employees come across along with working ailments troubles related to environmental in addition to real aspects. Pech in addition to Slade (2006) argued which the employee disengagement is increasing also it becomes far more crucial to make locations in which positively impact staff (Leblebici, 2012).

In line with Pech and Slade the particular focus will be about indicators associated with disengagement such as distraction, insufficient attention, weak selections and large absence, rather than the underlying causes. The actual doing the job atmosphere could/or very well be an integral underlying producing employee’s brid al or maybe disengagement. A different analysis suggests that will increase the particular doing the job atmosphere minimize grievances and absenteeism even though increasing productivity (Roelofsen, 2002). Wells (2000) declares that will office achievement continue to be linked to task achievement. In recent times, workers ease and comfort on the job, dependent upon office disorders and atmosphere, continue to be named heavily weighted with regard to calculating their particular productivity. This can be especially true for all those workers who invest the vast majority of evening managing a pc terminal. Since a growing number of desktops are now being mounted inside places of work, an ever-increasing variety of businesses continues to be taking on ergonomic office models with regard to practices and vegetable installs. Ergonomics, also referred to as biomechanics, has become well-known on account of requirement associated with employees with regard to more human ease and comfort (Leblebici, 2012).

Worker empowerment offers generally also been accepted as a crucial factor to help organizational achievement along with many experts seeing a direct relationship between the quality of employee empowerment along with employee efficiency, employee employment full satisfaction along with employee responsibility. Strengthening staff makes it possible for businesses for being far more versatile along with sensitive along with can result in changes inside the two particular person along with organizational efficiency. In the same manner, it’s preserved that will employee empowerment is critical to help organizational innovativeness along with success. Worker empowerment is usually far more relevant inside today’s aggressive natural environment in which know-how staff tend to be frequent along with businesses tend to be transferring to decentralized, natural and organic kind organizational constructions (Meyerson, 2012).

Within this time of globalization there may be desire for staff empowerment in business to ensure staff will probably be in position to make quick decision and react easily to help any modifications inside the atmosphere. Business which have been dedicated to member of staff empowerment these are in a position to really encourage and hold on to their staff, though it’s a difficult supervision instrument which often needs to be nurtured and handled with many treatment. Worker empowerment is often a motivational technique in which was designed to boost effectiveness in the event that handled appropriately via increased numbers of staff engagement and self determination. Worker empowerment can be involved with trust, enthusiasm, decision-making, and bursting your intrinsic border concerning supervision and staff since “them” compared to people (Meyerson, 2012).
1.2 Objectives of the study

- To investigate how motivation affects employee performance.
- To examine the moderating effect of empowerment on employees performance and organizational goals.
- To know the effects of motivation on organization goals.

1.3 Scope of the Study

The current research study investigated the relationship between motivation and employee performance and tried to find out the factors that can create motivation which leads to get good performance of employees by providing good working environment and by empowering them regarding their job responsibility. All the data is sampled from Teachers of educational institutions working in Peshawar.

1.4 Problem Statement

In recent times employees move from one organization to another due to lack of low level of motivation. Some employers try to give high salaries or wages to their employees just to motivate them to give up their best so as to increase productivity. Others also give rent and transportation allowances to their employees so that the employees can put up their best to enhance their performance. According to Maslow, individuals attain the next hierarchy of needs after the first one has been achieved. Senior managers are not much motivated extrinsically by money and other physiological needs but are well motivated intrinsically through self esteem and actualization needs and by so doing if their ideas are well transformed into performance, they feel well motivated (Maslow, 1943).

1.5 Hypotheses

H₀: There is insignificant relationship between motivation and employee performance.
H₁: There is a significant relationship between motivation and employee performance.
H₀: Motivation has no significant effects on organization goals.
H₂: Motivation has significant effects on organization goals.
H₀: Empowerment has insignificant moderating effects between motivation and employee performance.
H₃: Empowerment has significant moderating effects between motivation and employee performance.
H₀: Empowerment has insignificant moderating effects between motivation and organizational goals.
H₄: Empowerment has significant moderating effects between motivation and organizational goals.

2. Review of Literature

Motivation would be the habit to help act within an ideal way to attain a number of needs. Motivation will be a vital subject connected with study in recent days to weeks. Every single organization will be engaged and also seeking to encourage their own employees to obtain their own organizational goals. Within obtaining organizational goals, it is crucial that the employee need to be motivated in the direction of the organizational goals. The particular employee effectiveness can be a degree of which actions the expansion with the organization. Encouraged employees can perform greater in comparison with non-motivated employees. Therefore, for the organization it is advisable to help encourage employees in receiving the effectiveness. A lot of
professionals are within the mistaken effect of which the level of employee effectiveness practical will be proportional to help how big the employee’s settlement package. Even though settlement package is just about the extrinsic drive device.

2.1 Motivation

Creech (1995), "motivation will be that provides pressure to the conduct by means of arousing, retaining, along with leading the idea to the particular success associated with goal". Numerous creators of these studies had furthermore examined around the major principle powering enthusiasm. Kreitner (1995) in particular, possesses defined enthusiasm for the reason that emotional method that brings about a directional along with purposeful conduct. Determination is also understood to be the particular trend to conduct themselves in a suitable method to achieve specific requires (Buford, Bedelian& Lindner, 1995). The introduction associated with several studies on employee enthusiasm has also launched numerous practices describing the particular aspects that stimulate staff members. These types of practices range from the need-hierarchy concept plus the 2 issue concept. The need-hierarchy concept associated with Maslow (1943) is probably the primary enthusiasm practices that had been launched. In this particular theoretical product, Maslow noted several numbers of employee requires, including the particular physiological, cultural, confidence, safe practices along with self-actualizing requires. By his perform, Maslow is often a tough method and that enthusiasm essentially performs via a number of requires which have been established in a very specific level.

Herzberg, Mausner and Snyderman (1959) reported that towards stage that motivators can be found in a very task, enthusiasm will probably come about. The absence of motivators isn't going to produce discontentment. Even more, these people reported that towards stage that hygienes usually are lacking from a task, discontentment will probably come about. When existing, hygienes avoid discontentment, however do not produce fulfillment. In our instance, the lack of useful perform (motivator) for the centers' staff members would not produce discontentment. Spending centers' employees' reduce wages (hygiene) in comparison with exactly what these people consider to get good can lead to task discontentment. However, staff members are going to be enthusiastic after they usually are doing useful perform along with however is not going to necessarily become enthusiastic by means of increased pay out.

Based on Armstrong (2001, v. 623), an incentive method can certainly develop teamwork. Lawler states, “Reward devices can certainly assist change along with stimulate visitors to agree to change along with achieve the skills that in shape the particular adjusting nature on the business” (Lawler, 2003). A lot of returns devices work within organizations, often used to be a important managing software that will increase a firm's usefulness by means of affecting personal along with class conduct (Lawler along with Cohen, 1992). Returns work intended for encouraging staff members to contribute concepts along with engage in development method. Elton Mayo throughout Hawthorne reports figured output greater due to awareness the staff got from the exploration workforce instead of due to changes towards fresh adjustable. Hawthorne reports located that staff members are certainly not enthusiastic only by means of funds however enthusiasm will be linked with employee conduct along with their own perceptions. The Hawthorne Scientific tests begun the particular human interaction method of managing,
to ensure the required along with enthusiasm associated with staff members get to be the principal emphasis associated with administrators.

Exploration completed by means of (Higgins, 2004) possesses turn out having ten the majority of encouraging aspects which can be: useful perform, excellent wages, total gratitude associated with perform completed, task protection, excellent doing the job disorders, campaigns along with expansion inside firm, feeling to be throughout on factors, personalized respect to staff members, tactful discipline, along with sympathetic assistance with personalized complications. The true secret to encouraging staff members is usually to understand what urges all of them along with creating a enthusiasm system determined by individuals requires. When staff members include higher autonomy, acquire opinions in relation to their own effectiveness, and have absolutely a crucial, spectacular piece of work to accomplish which in turn demands proficiency variety, they will often practical knowledge thoughts associated with joy and therefore built-in enthusiasm to hold carrying out nicely (Hackmam& Oldham, 1980).

2.2 Employee Performance

A lot of executives are within the mistaken impression which the degree of employee performance on the job is actually proportional in order to how big is the employee’s compensation package. While compensation package is probably the extrinsic drive tool (Ryan and Deci, 2000) it offers a small quick influence on employees’ performance. A widely acknowledged predictions is actually which far better place of work environment provokes staff members and makes far better final results. Office environment could be explained in terms of bodily and behavior parts. These parts could additionally always be separated as distinct unbiased factors. A great organization’s bodily environment and its particular design and structure could affect employee actions at work. Brill (1992) quotes which changes from the bodily design from the place of work may perhaps spark a 5-10 % increase inside employee output. Stallworth and Kleiner (1996) claim which progressively more a organization’s bodily structure is made about employee requirements in order to increase output and full satisfaction. That they claim which progressive office buildings could be formulated in order to encourage the discussing associated with info and networking no matter in order to career limitations by means of making it possible for verbal exchanges openly throughout departmental organizations. Statt (1994) argues which the contemporary operate bodily environment is actually seen as an technology; computer systems and models and also general household furniture and fixtures. To achieve high levels of employee output, agencies need to ensure which the bodily environment is actually approving in order to organizational requirements aiding connection and solitude, custom and informality, features and cross-disciplinarily.

According to ideas of concurrent and also construction, the fundamental thesis of the HRM approach books is usually among conjunction, both top to bottom and also horizontal. Whereas top to bottom conjunction is usually outwardly focused on market-positioning techniques (Arthur, 1992; Cooke, 2007; Schuler & Knutson, 1987; Youndt et al., 1996) horizontal conjunction is usually in the camera concentrated. The objective of horizontal conjunction is always to release and also assimilate HRM guidelines and also procedures in manners in which improve their own chemical and also interactive results on the expertise and also determination of staff in order to optimally conduct their own
careers and also workouts (Boxall, 2007; Collins & Cruz, 2006). Your prominent theoretical basis intended for much of your strategic HRM books and the focus on building member of staff expertise and also determination is derived from your resource-based (RB) viewpoint of company approach (Allen & Wright, 2007; Colbert, 2004; Lado & Wilson, 1994; Lepak & Snell, 1999; Wright, McMahan, & McWilliams, 1994). Within some sort of RB viewpoint in which competing advantage is derived from some sort of firm”s constellation of real, man, and also organizational methods, it does not take causal ambiguity in which underlies exclusive functions in which likely brings valuable, exceptional, imperfectly imitable, and also imperfectly substitutable assets. Mainly because like TIME functions are derived from your socially difficult tacit information about staff in which can not be codified, they may be non-imitable and also possibly provide bottoms intended for achieving your durability of competing rewards (e. g., see Barney & Wright, 1998; Barney, 2001; Teece, Pisano & Shuen, 1997).

2.3 Empowerment

Empowerment has been described in numerous approaches, yet many creators of these studies recognize that the core element of empowerment will involve presenting workers a new acumen (or latitude) around particular job associated actions. Randolph (1995) identifies personnel empowerment as “a move connected with power” from the workplace for the workers. Blanchard et al. (1996) as an illustration asserted which empowerment isn’t just having the overall flexibility to act, but acquiring greater degree of liability as well as responsibility. This means which managing must enable their workers to be able to always be encouraged, determined, pleased as well as help the organization with achieving their goals. Mohammed et al. (1998) says of which empowerment is a state of mind. A staff by having an motivated state of mind experiences sensations connected with 1) control above the career to become carried out, 2) knowing of the particular circumstance when the operate is performed, 3) answerability regarding particular operate result, 4) discussed duty regarding model along with organizational effectiveness, along with 5) money from the incentives determined by individual along with group effectiveness. Rodwell (1996), Hage along with Lorensen (2005) content label empowerment as a possible „enabling method as well as an object happens from your articulation part connected with belongings along with leads which in turn enhance decision generating to accomplish transform.

Environment modifications and also greater worldwide opposition brings the actual staff empowerment has a primary importance position in operations. Simply because corporations with sturdy personnel, committed, qualified and also determined is going to be superior able to remain competitive and also adapt to modifications (Torani, Eting, 2008). Moreover, technologies improvement offers induced corporations in 20 century has brought an alternative variety from traditional corporations. With traditional corporations the actual personnel vitality managed but also in 21 years of age century corporations have to be how the add-on of one's, coping with the actual intellectual power and also ingenuity of personnel. Below these ailments, chain of command and also preventing approaches is just not suited and also employees should demonstrate his or her motivation and also swiftly work to unravel complications in fully autonomous competitors which have been enjoying their position (Maccoby, 1999).

2.4 Organizational Goals
It is a fact that success divorce lawyers atlanta corporation will depend on the grade of its human resources each qualified in addition to not skilled work and that is probably the many intangible facet of the corporation, that's why the most important. All these items crops, machinery in addition to capital are not able to generate profits devoid of manpower. Reports demonstrate that will throughout today’s competitive company surroundings, success is actually significantly a functionality involving useful human resources supervision (Ahindo, 2008). Importance needed to experience a employees that is certainly determined in order to deliver top rated in addition to production toward accomplishing your organizational goals in addition to goals. Due to this investigation, this is involving motivation by means of Greenberg in addition to Baron (2003) is actually implemented, the way it is actually much more practical in addition to simple the way it takes your persons in addition to their overall performance. Greenberg in addition to Baron outlined motivation seeing that “the group of operations that will arouse, direct, and look after man habits toward reaching goals. Employees’ achievements, additions in addition to exceptional overall performance toward company goals in addition to goals need to be identified by supervision in the course of staff durbars in addition to standard gatherings.

Craabe (2001) sustains this kind of position while the lady aimed that it must be essential that will staff are created to see a distinct relative between prosperous overall performance on their aspect in addition to invoice with their sought after rewards. This as a result grow to be incumbent after supervision every single child determine remarkable overall performance in addition to rewards these accordingly. Whenever rewards usually are not considering overall performance, we all count on motivational levels to get reduced especially in a very rising economic system. Whenever an individual can a good task it's crucial to acknowledge their particular achievements (Agnes, Some sort of. 2012).

3. Data and Methodology

In chapter of the thesis we will discuss the research design. The data of our research is qualitative and gathered from the faculty members of sampled universities. The data were primary as it was collected for the first time. In this section we will discuss the population, sample size and sampling technique, data collection tools, variables of the study, theoretical framework and econometric model of the thesis.

3.1 Data Source

As the data of our study was qualitative in nature so the questionnaire was designed to collect from the sampled universities. Closed ended and structured questionnaire was designed and distributed to the faculty members for the data collection. All the questionnaires were personally administered.

3.2 Population

The current study was conducted on the public sector universities operating in the Peshawar market. All the faculty members working in the public sector universities were treated as the population of the study. University of Agriculture Peshawar, University of Peshawar (IM studies), IM Sciences and Islamia College University will be selected for the data collection.
3.3 Sample Size and Sampling Technique

In the current research study four business institutions were selected for the collection of data. The questionnaires were distributed to the faculty members of sampled public sector institutions. 170 faculty members were distributed a questionnaires. Proportional allocation method (Cochran, 1977) was used.

Proportional allocation method uses the following formula:

\[ n_i = \frac{n}{N} \times N_i \]  

(3.1)

Where,
- \( n \) = the required sample size
- \( N \) = population size
- \( N_i \) = number of faculty members
- \( n_i \) = number of samples employees

<table>
<thead>
<tr>
<th>Business School</th>
<th>No. of Employees</th>
<th>Sampled Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Agriculture Peshawar (IBMS)</td>
<td>270</td>
<td>73</td>
</tr>
<tr>
<td>IM Sciences</td>
<td>70</td>
<td>26</td>
</tr>
<tr>
<td>University of Peshawar (IM Studies)</td>
<td>30</td>
<td>11</td>
</tr>
<tr>
<td>Islamia College University</td>
<td>143</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>513</td>
<td>170</td>
</tr>
</tbody>
</table>

3.4 Variables and Measurement

3.4.1 Dependent Variable

The purpose of the research is to find out the effect of motivation on employee performance and organizational goals. So employee performance and organizational goals were treated as dependent variable. Employee performance was measured by 8-item scale through 5-item likert scale (Ayeni, C. 2007) and organizational goals will be measured by 10-item scale through 5-item likert scale (Leblebici, D. 2012).

3.4.2 Independent Variable

This research study will investigated the effects of motivation among the faculty members. So motivation will be independent variable. Motivation will be measured by 10-item scale through 5-item likert scale (Leblebici, D. 2012).

3.4.3 Moderating Variable

Employee empowerment will be used as moderating variable of the study. Employee empowerment will be measured by 10-item scale through 5-item likert scale (Meyerson, G. 2012).

3.6 Regression Equation

All the Data was analyzed and interpreted with the help of regression analysis in SPSS

\[ OG = \beta_0 + \beta_1(Mot) + e \]

\[ OI = \beta_0 + \beta_1(Mot) + e \]

\[ OG = \beta_0 + \beta_1(Mot) + \beta_2(Mot \times E) + e \]

\[ EP = \beta_0 + \beta_1(Mot) + \beta_2(Mot \times E) + e \]
4. Results and Discussions

Table No.1: Demographic Distribution

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Qualification</th>
<th>Experience</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>135</td>
<td>&lt; 17</td>
<td>16</td>
<td>Top</td>
</tr>
<tr>
<td></td>
<td>(79)</td>
<td>(20.6)</td>
<td>(9.4)</td>
<td>(48.2)</td>
</tr>
<tr>
<td>Female</td>
<td>21</td>
<td>18-24</td>
<td>43-60</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>(21)</td>
<td>(28.2)</td>
<td>(25.3)</td>
<td>(35.3)</td>
</tr>
<tr>
<td></td>
<td>25-35</td>
<td>57-81</td>
<td>(47.6)</td>
<td>(16.5)</td>
</tr>
<tr>
<td></td>
<td>&gt; 34</td>
<td>30-30</td>
<td>(17.6)</td>
<td>(17.6)</td>
</tr>
</tbody>
</table>

The above table shows the allocation of sample respondents on the basis of their gender. The figure shows the male respondents were 135 having 79 percent of the total sample respondents. The female are the minor respondents with 35 numbers and 21 percent of the total respondents. The above table shows the allocation of sample respondents on the basis of their age. The figure shows that the majority of the respondents were having the age from 25 to 35 years, they are 57 respondents with 33.5 percent. The least response were from the age group of above 34 years, the number are 30 and 17.6 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their educational qualification. The figure shows that the majority of the respondents were having master degree, they are 81 respondents with 47.6 percent. The least response was from the intermediate or below group, their numbers are 16 and 9.4 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their working experience. The figure shows that the majority of the respondents were having 1 or below year experience, they are 82 respondents with 48.2 percent. The least response was from the group having 4 years or above experience, their numbers are 28 and 16.5 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their status in the current organization. The figure shows that the majority of the respondents were from the middle level of management, they are 108 respondents with 63.5 percent. The least response was from the junior level group, their numbers are 21 and 12.4 percent of the total sample response.

Table No.2: Correlation

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Pearson Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>1</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>.511**</td>
</tr>
<tr>
<td>Organizational Goals</td>
<td>.358**</td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>.489**</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Goals</td>
<td>.422**</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowerment</td>
<td>.453**</td>
</tr>
</tbody>
</table>

The above table shows the allocation of sample respondents on the basis of their gender. The figure shows the male respondents were 135 having 79 percent of the total sample respondents. The female are the minor respondents with 35 numbers and 21 percent of the total respondents. The above table shows the allocation of sample respondents on the basis of their age. The figure shows that the majority of the respondents were having the age from 25 to 35 years, they are 57 respondents with 33.5 percent. The least response were from the age group of above 34 years, the number are 30 and 17.6 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their educational qualification. The figure shows that the majority of the respondents were having master degree, they are 81 respondents with 47.6 percent. The least response was from the intermediate or below group, their numbers are 16 and 9.4 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their working experience. The figure shows that the majority of the respondents were having 1 or below year experience, they are 82 respondents with 48.2 percent. The least response was from the group having 4 years or above experience, their numbers are 28 and 16.5 percent of the total sample response. The above table shows the allocation of sample respondents on the basis of their status in the current organization. The figure shows that the majority of the respondents were from the middle level of management, they are 108 respondents with 63.5 percent. The least response was from the junior level group, their numbers are 21 and 12.4 percent of the total sample response.
The above table shows the results of correlation test. The Pearson Correlation test was used to know the relationships between the variables of the study. The values of correlation of motivation and employee performance is .511, means that the motivation and employee performance are 51 percent positively correlated to each other and this relationship is significant under 5 percent level of significance. The results show that whenever the company wants to get high performance of the employee they have to increase the level of motivation. The values of correlation of motivation and organizational goals is .358, means that the motivation and organizational goals are 36 percent positively correlated to each other and this relationship is significant under 5 percent level of significance. The result shows that whenever the company wants to get their goals and objectives they have to increase the level of motivation. The values of correlation of motivation and employee empowerment is .489, means that the motivation and employee empowerment are 49 percent positively correlated to each other and this relationship is significant under 5 percent level of significance.

Table No.3: Reliability

<table>
<thead>
<tr>
<th>S.No</th>
<th>Variable</th>
<th>Alpha</th>
<th>Reliable</th>
<th>Non-reliable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Motivation</td>
<td>0.730</td>
<td>Reliable</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>Employee performance</td>
<td>0.738</td>
<td>Reliable</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Organizational goal</td>
<td>0.760</td>
<td>Reliable</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>Employee empowerment</td>
<td>0.810</td>
<td>Reliable</td>
<td>-</td>
</tr>
</tbody>
</table>

The above table shows the alpha value of all the variables included in the questionnaire. The standard in this test is 0.60. If the value is greater than 0.60 then the variable is reliable and if less then not reliable. The results shows that motivation is 73 percent, employee performance is 74 percent, organizational goal is 76 percent and employee empowerment is 81 percent reliable. It means that all the variables of the study are reliable.

Table No. 4: Regression Analysis of Motivation and Employee Performance

<table>
<thead>
<tr>
<th>Employee performance</th>
<th>B</th>
<th>t-value</th>
<th>F-statistics</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.922</td>
<td>2.289</td>
<td>.023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.783</td>
<td>7.707</td>
<td>59.393</td>
<td>.000</td>
<td>.261</td>
</tr>
</tbody>
</table>

The above table shows the regression results of motivation and employee performance. Motivation is the independent and employee performance is the dependent variable. The value of $\beta$ shows .783 for motivation. It means that 1 unit change in the dependent variables will make .783 unit changes in the independent variable. The t-value of motivation is 7.707 which is significant as the as the p-value of motivation shows .000. As the p-value is less than 0.05, so can say that motivation has a significant effect on employee performance. The F-statistics value is 59.393 which shows the fitness of the model. If the value of F-statistics is greater than 4 then the model is significant but if the value is less than 4 then the model is not significant. The value of coefficient of determination ($R^2$) is .261, which shows that the independent variable motivation has
almost 26 percent effect on the dependent variable employee performance. The value of correlation coefficient (R) is .511, which means that the motivation and employee performance are 51 percent correlated to each other. The same significant effects of motivation on employee performance can be seen in the empirical results of Muogbo (2013). According to this research work the employees can perform well when they are motivated to perform well.

**Table No. 5: Regression Analysis of Motivation and Organizational Goals**

<table>
<thead>
<tr>
<th>Organizational Goals</th>
<th>B</th>
<th>t-value</th>
<th>F-statistics</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.777</td>
<td>6.485</td>
<td>.000</td>
<td>.128</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.440</td>
<td>4.965</td>
<td>24.648</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

The above table shows the regression results of motivation and organizational goals. Motivation is the independent and organizational goal is the dependent variable. The value of β shows .440 for motivation. It means that 1 unit change in the dependent variables will make .440 unit changes in the independent variable. The t-value of motivation is 4.965 which is significant as the p-value of motivation shows .000. The p-value is less than 0.05, so can say that motivation has a significant effect on organizational goals. The F-statistics value is 24.648 which show the fitness of the model. If the value of F-statistics is greater than 4 then the model is significant but if the value is less than 4 then the model is not significant. The value of coefficient of determination (R²) is .128, which shows that the independent variable motivation has almost 13 percent effect on the dependent variable organizational goals. The value of correlation coefficient (R) is .358, which means that the motivation and organizational goals are 36 percent correlated to each other. The same significant effects of motivation on employee performance and organizational goals can be seen in the empirical results of Muogbo (2013). According to this research work the employees can perform well when they are motivated to perform well and as the employees are the important part in case of achieving the goals of the organization.

**Table No. 6: Regression Analysis of Employee Empowerment and Employee Performance**

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>β</th>
<th>T-value</th>
<th>F-statistics</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>1.570</td>
<td>6.127</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>.608</td>
<td>9.599</td>
<td>92.146</td>
<td>.000</td>
<td>.354</td>
</tr>
</tbody>
</table>

The above table shows the regression results of employee empowerment and employee performance. Employee empowerment is the independent and employee performance is the dependent variable. The value of β shows .608 for employee empowerment. It means that 1 unit change in the dependent variables will make .608 unit changes in the independent variable. The t-value of employee empowerment is 9.599 which is significant as the p-value of employee empowerment shows .000. The p-value is less than 0.05 so can say that employee empowerment has a significant effect on employee performance. The F-statistics value is 92.146 which show the fitness of the model. If the value of F-statistics is greater than 4 then the model is significant but if the
value is less than 4 then the model is not significant. The value of coefficient of determination (R²) is .354, which shows that the independent variable employee empowerment has almost 35 percent effect on the dependent variable employee performance. The value of correlation coefficient (R) is .595, which means that the employee empowerment and employee performance are 60 percent correlated to each other. This significant effect of employee empowerment on employee performance can be seen in the research work of Meyerson (2012).

Table No. 7: Regression Analysis of Employee Empowerment and Organizational Goals

<table>
<thead>
<tr>
<th>Organizational goals</th>
<th>B</th>
<th>T-value</th>
<th>F-statistic</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.522</td>
<td>11.053</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Employee Empowerment</td>
<td>.371</td>
<td>6.579</td>
<td>43.282</td>
<td>.000</td>
<td>.205</td>
</tr>
</tbody>
</table>

The above table shows the regression results of employee empowerment and organizational goals. Employee empowerment is the independent and organizational goal is the dependent variable. The value of β shows .371 for employee empowerment. It means that 1 unit change in the dependent variables will make .371 unit changes in the independent variable. The t-value of employee empowerment is 6.579 which is significant as the as the p-value of employee empowerment shows .000. The p-value is less than 0.05 so can say that employee empowerment has a significant effect on organizational goals. The F-statistic value is 43.282 which show the fitness of the model. If the value of F-statistic is greater than 4 then the model is significant but if the value is less than 4 then the model is not significant. The value of coefficient of determination (R²) is .205, which shows that the independent variable employee empowerment has almost 21 percent effect on the dependent variable organizational goals. The value of correlation coefficient (R) is .453, which means that the employee empowerment and organizational goals are 45 percent correlated to each other. This significant effect of employee empowerment on employee performance can be seen in the research work of Meyerson (2012).

Table No.8: Regression Analysis of Interaction 1 (Motivation + Employee Empowerment) And Employee Performance

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>B</th>
<th>t-value</th>
<th>F-statistic</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.090</td>
<td>12.170</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Interaction</td>
<td>.121</td>
<td>11.332</td>
<td>128.407</td>
<td>.000</td>
<td>.433</td>
</tr>
</tbody>
</table>

The above table shows the regression results of Interaction 1 (Motivation + Employee Empowerment) and employee performance. Interaction 1 (Motivation + Employee Empowerment) is the independent and employee performance is the dependent variable. The value of β shows .121 for Interaction 1 (Motivation + Employee Empowerment). It means that 1 unit change in the dependent variables will make .121 unit changes in the independent variable. The t-value of Interaction 1 (Motivation + Employee Empowerment) is 11.332 which is significant as the as the p-value of Interaction 1 (Motivation + Employee Empowerment) shows .000. The p-value is less
than 0.05 so can say that Interaction 1 (Motivation + Employee Empowerment) has a
significant effect on employee performance. The F-statistics value is 128.407 which show
the fitness of the model. If the value of F-statistics is greater than 4 then the model is
significant but if the value is less than 4 then the model is not significant. The value of
coefficient of determination (R²) is .433, which shows that the independent variable
Interaction 1 (Motivation + Employee Empowerment) has almost 43 percent effect on the
dependent variable employee performance. The value of correlation coefficient (R) is
.658, which means that the Interaction 1 (Motivation + Employee Empowerment) and
employee performance are 66 percent correlated to each other.

Table No. 9: Regression Analysis of Interaction 2 (Motivation + Employee Empowerment) and Organizational Goals

<table>
<thead>
<tr>
<th>Organizational Goals</th>
<th>B</th>
<th>t-value</th>
<th>F-statistics</th>
<th>P-value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.816</td>
<td>17.892</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Interaction</td>
<td>.075</td>
<td>7.694</td>
<td>59.193</td>
<td>.000</td>
<td>.261</td>
</tr>
</tbody>
</table>

The above table shows the regression results of Interaction 1 (Motivation + Employee Empowerment) and organizational goals. Interaction 2 (Motivation + Employee Empowerment) is the independent and organizational goals is the dependent variable. The value of β shows .075 for Interaction 2 (Motivation + Employee Empowerment). It means that 1 unit change in the dependent variables will make .075 unit changes in the independent variable. The t-value of Interaction 2 (Motivation + Employee Empowerment) is 7.694 which is significant as the as the p-value of Interaction 2 (Motivation + Employee Empowerment) shows .000. The p-value is less than 0.05 so can say that Interaction 2 (Motivation + Employee Empowerment) has a significant effect on organizational goals. The F-statistics value is 59.193 which show the fitness of the model. If the value of F-statistics is greater than 4 then the model is significant but if the value is less than 4 then the model is not significant. The value of coefficient of determination (R²) is .261, which shows that the independent variable Interaction 2 (Motivation + Employee Empowerment) has almost 26 percent effect on the dependent variable organizational goals. The value of correlation coefficient (R) is .510, which means that the Interaction 2 (Motivation + Employee Empowerment) and organizational goals are 51 percent correlated to each other.

5.1 Summary

The research was carried out to find out the effects of motivation on employee
performance and organizational goals. A moderating role of employee empowerment.
The study was conducted on the public sector universities operating at Peshawar. Four
different universities (IM Sciences, IM Studies, University of Agriculture Peshawar and
Islamia College University) were selected as a sample of the study. Employee
performance and organizational goals were the dependent and motivation was the
independent variables of the study. Employee empowerment was taken as a moderating
variable of the study. As per the results, 1) Motivation has a significant effect on
employee performance. 2) Motivation has a significant effect on organizational goals. As
per the results of correlation test, 1) Motivation and employee performance are positively
related to each other. 2) Motivation and organizational goals are also positively correlated
to each other.
5.2 Conclusion
The research was carried out to find out the effects of motivation on employee performance and organizational goals. A moderating role of employee empowerment. The study was conducted on the public sector universities operating at Peshawar. Four different universities (IM Sciences, IM Studies, University of Agriculture Peshawar and Islamia College University) were selected as a sample of the study. Employee performance and organizational goals were the dependent and motivation was the independent variables of the study. Employee empowerment was taken as a moderating variable of the study. The regression and correlation tests was used for the analysis of the data. Closed ended and 5 likert point questionnaire was used for the data collection from the sampled Universities. The total employees in these 4 universities were 513; 150 employees were selected on the basis of proportionate sampling for the distribution of questionnaire.

5.3 Discussion
As per the results of regression model: 1) Motivation has a significant (p-value .000, R^2 .261) effect on employee performance (Alternate Accepted). 2) Motivation has a significant (p-value .000, R^2 .128) effect on organizational goals (Alternate Accepted). 3) Employee empowerment has a significant (p-value .000, R^2 .354) effect on employee performance (Alternate Accepted). 4) Employee Empowerment has a significant (p-value .000, R^2 .205) effect on organizational goals (Alternate Accepted). 5) The employee empowerment has a significant (p-value .000, R^2 .433) moderating effect between motivation and employee performance (Alternate Accepted). 6) The employee empowerment has a significant (p-value .000, R^2 .261) moderating effect between motivation and organizational goals (Alternate Accepted).

As per the results of correlation test, 1) Motivation and employee performance are positively related to each other (PC .511, p-value .000) and this relationship is significant. 2) Motivation and organizational goals are positively related to each other (PC .358, p-value .000) and this relationship is significant. 3) Motivation and employee empowerment are positively related to each other (PC .489, p-value .000) and this relationship is significant.

5.4 Recommendations
• The employees should be given financial, non-financial motivation to get good performance.
• Different types of trainings seminars should be conducted to educate the employees.
• The employees should be given respect and pleasure to get the intrinsic motivation.
• The motivation of employees can also lead to the attainment of organizational goal.
• The employees should be empowers at work place so that they can take suitable decisions for the betterment of the firm.
References
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http://www.academicjournals.org