EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE AND EMPLOYEES' COMMITMENT

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Abstract: The current study aims to test the impact of the motivation on the employees' performance and commitment at Royal Court Affairs of Oman. The model of the study consists of three variables one of them was the (Motivation) as independent variable and the rest were two variables (Employees' Performance, and Commitment) as the dependent variables.To achieve the research aim, the quantitative approach has been employed for data collection. Structural equation modeling (SEM) technique was carried out by Amos software to test the validity of the research model. The results obtained in the study showed that the Motivation has a positive effect on the Employees' Performance and Commitment. The factor explained 67% of this impact on employees' performance. While the impact of the Motivation was 44% on Employees' Commitment, and the independent variable (Motivation), was showed the greatest impact on Employees' Performance, than Employees' Commitment,the researchers recommends that all policy makers of Leadership should pay more concern on policies and practices related to the motivation which results into developing the employees' performance, also policy makers inside the Royal Court Affairs of Oman should concentrate on emotional aspects of the employees which in turn result into a higher positive influence on their performance compared with the direct impact on their performances and Commitment.

Keywords: Motivation, Employees' Performance,Employees'Commitment

I. INTRODUCTION

The performance of employees is affected by different factors at Workplace. Job performance assesses whether a person performs a job well. Employee performance indicates the effectiveness of employee's specific actions that contribute to attaining organizational goals. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries (Aliya, Maiya and, et al.2015). There are lots of factors that affect the performance of employees. The main theme of the study revolves around those variables. The problem statement is about factors affecting the performance of employees in Oman. This study will focus on the Royal Court Affairs in Oman sector to know about their performance and factor affecting them. The variables that are determined to affect the performance at workplace include motivation, These variables are described in different studies that affect the performance of employees at Workplace. This study will find out the impact of these factor on the employees' performance and Commitment in Royal Court Affairs of Oman It will also highlight how these variable affect the performance and Commitment either positive or negative. Although the positive affect has been seen through the literature review but this study will determine it again. This study also is quantitative know about their performance and Commitment factors affecting them. In nature and data will be collected by questionnaire by the variables that are determined to affect the 310 employees from the Royal Court Affairs in Oman.

II. LITERATURE REVIEW ANDDEVELOPMENT OF HYPOTHESES

2.1 Performance of Employees

Performance of employees related to their jobs has been a major concern for both organizations and researchers. For decades, organizations and researchers have been seeking diverse means to enhance or improve employees' performance. Thus, in its simple definition, job performance is the employees' behaviors or actions associated to the aims or goals of the organization in question" (McCloy, Campbell, & Cudeck, 1994). Performance is defined as a variable having multiple dimensions and distinct components and elements according to the job (McCloy et al., 1994). Porter and Lawler (1968) argued that attitudes influence performance. For instance, previous researchers, Christen, et al. (2006), Cohrs, et al. (2006), Rayton (2006), and Zhang (1999) provided evidence indicating that employees' job satisfaction as an attitudinal variable affects or influences their job performance which is a behavioral variable. Based on the results of their empirical study, Lawler and Porter (1967) stated that employees' satisfaction of their higher order needs is most closely associated with their job performance. From these previous studies investigating the effect of employees' satisfaction on their job performance, the issue that has not been resolved yet is the causal direction between job satisfaction and job performance.

2.2 Commitment of Employees

Porter (1990) views or defines organizational commitment as the constant tendency of employees

to engage or take part in specific activities related to their organization. It is a result of employees' investment in this organization and their fears of losing their jobs if they are not committed to their work. As added by Rebecca (2013), organizational commitment is seen as a means that does not only connect employees to the aims or goals of their organization, but also creates among them a sense of values and acceptance of these identified goals and makes them willing to put into much effort on behalf of the organization to survive and continue its membership. Qaisar et al. (2012) also defined organizational commitment from a psychological perspective. In this regard, it is defined as a psychological means of connecting individuals to their organization, motivating them to work harder and pushing them to adopt the values of the organization, thus positively affecting the productivity and effectiveness of their organization. Some earlier researchers reported results confirming that organizational commitment has significant contributions to achieving the goals of organizations and accomplishing the work within a short time, least effort and least cost. This is because it motivates employees to work harder or engage deeply in their work. Moreover, their results of showed that the longer time employees work in a given organization, the more experience and higher competence they will achieve. Thus, in turns, fosters their productivity as well as the productivity of their organization (Salleh et al., 2013;Yeh et al., 2012).

2.3 The Relationship between Motivation,Employees' Performance and Employees' Commitment

Results of some previous studies have showed that Leadership is positively related to variables such as commitment, productivity, profitability and quality (Guest, 1987; Schneider & Bowen, 1985; Ulrich, Halbrook, Meder, Stuchlik, & Thorpe, 1991). In addition, the results obtained by Combs, Liu, Hall, and Ketchen (2006) from a meta-analysis confirmed positive relationships between practices of human resources and organizational outcomes, and such relationships were also found to be stronger in manufacturing companies than they were in service companies. In the same vein, other previous studies reported policies and practices of Leadership had favorable effect on the performance of organizations (Boselie, Dietz, & Boon, 2005; Menezes, Wood, &Geladi, 2010; Subramony, 2009). The results reported by Guest and Conway (2011) also support the evidence that more Leadership practices are conducive or lead to higher effectiveness of Leadership and a higher range of performance outcomes. In a study by ALDamoe, Yazam and Ahmid (2012), it was concluded that the retention of employee probably plays a role in mediating the relationship between Leadership practices and organizational performance. Moreover, how employees perceive Leadership policies and practices has its influence on discretionary work effort as well as co-worker assistance (Frenkel, Restubog, &Bednall, 2012). However, the efficiency and acceptance of Leadership policies are relevant to the organizational values and culture (Stone, Stone-Romero, &Lukaszewski, 2007).To sup up, Leadership policies play an important role in developing, appreciating and retaining talents. They also foster employees' commitment or accountability, which motivates them to act and work or perform their work in a more flexible and adaptive way and pushes them to move towards excellence in organizations (Legge, 2006). Therefore, planning an entrepreneurial strategy should take into account that such strategy that aims at producing and supplying the added-value products and services should address developing and implementing Leadership policies that will result in better qualifications of employees in a given organization (Legge, 2006). Many previous studies have investigated employees' Performance and commitment, thus proving that such commitment is a result of Leadership practices (DeCotiis& Summers, 1987; Mathieu &Zajac, 1990). As reported by Delaney and Huselid (1996), employees' Performance and commitment are affected by several factors, including empowerment, recognition, fair rewards, sharing information and development of employees' competence. In spite of investigation of employees' Performance and commitment in previous studies, the factors that affect promotion and development of such employees' Performance and commitment are still ambiguous or not well identified yet (Beck & Wilson, 2000).

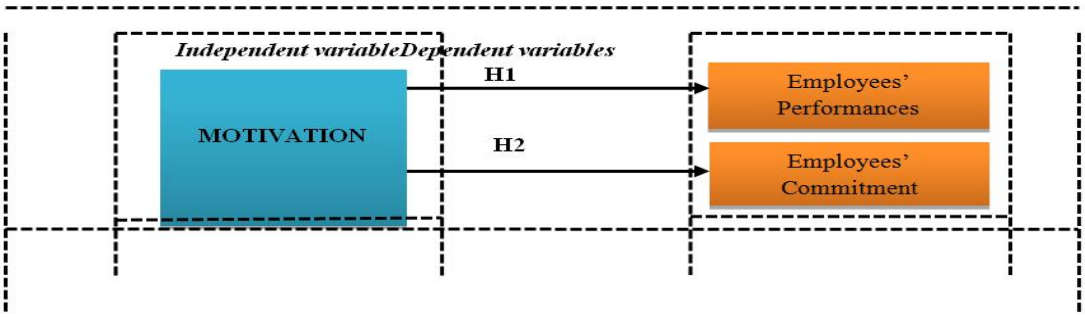


Figure 1: Frame model

The following hypotheses were to address the research objectives:

Hypothesis 1: There is asignificant positive effect between motivation and Employees' Performances

Hypothesis 2: There is asignificant positive effect betweenmotivation and Employees' Commitment

III. METHODOLOGY

3.1 Sampling Design and Data Collection

The present study used a quantitative research design, specifically the descriptive survey design. This is because such design accurately and objectively describes the characteristics of a situation or phenomenon being investigated in a given study. It provides a description of the variables in a particular situation and, sometimes, the relationship among these variables rather than focusing on the cause-and-effect relationships (Johnson & Christensen, 2012:366). Thus, this study used a questionnaire which was developed from previous research in order to measure the relationships among the investigated variables. As an approach to theeasy collection of data, the survey used in this study encompasses three main Variables: Leadership, Motivation, and Employees' Performance.

These Variables were adopted from the literature review of previous related research from these studies (Pimtong Tavitiyaman, 1996; Ronah, 2015; Chng, Hee & et al, 2014; Caroline Njambi, 2014; Yasir, 2011, & Neelam, Israr& et al. 2014).Thus, the entire survey used in this study comprises 24 items which had to be responded to by the respondents using a five- point's Likert scale: 1= strongly disagree to 5 = strongly agree. Before distributing the survey to the participants, it was translated into Arabic because the participants cannot read in English.The questionnaire was distributed to Employees in Royal Court Affairs of Oman. Total of (318) questionnaires were distributed. (310) questionnaires were valid;the data was collected over a period of time from (February to April 2016).

3.2. Model Fit

The fit of the measurement model was assessed using the following statistics and indices: Chi-square, the ratio of the Chi-square to the degrees of freedom (DF), Goodness-of-fit index (CFI), Root-mean-square residual and Root Mean Squared Error (RMSEA). Chi-square/df values less than or equals 3 indicates a good model fit, and between 2.0 and 5.0 is acceptable level (Hair, et al., 2010; Schumacker and Lomax, 2010). CFI values should be greater than 0.9 (Wang and Wang, 2012; Hair, et al., 2010). RMSEA values less than 0.10 indicate good fit Kline, R. B. (2011). The goodness of fit indices of the measurement model is presented in (table 3); according to these results we can infer that the measurement model was reasonably fitted to the data set.

IV. RESULTS AND DISCUSSION

Based on the values of the model fit indices as in Figure (2), it is clear that the structural model does not differ much from the measurement model. Such results showed that there is a good fit between the hypothesized model (motivation, Employees' Performance and Commitment) and the data collected. The value of the Chi-Square was (282.211) and the degree of freedom was equal to (100), and the level of significance was (P=0.001). The normative Chi-Square (CMIN/DF) was (2.822) which did not exceed the value (5) and the value of the relative strength index CFI was not identical (0.940), which is big than (0.90). Such values are evident that there are correlations between the Factors it as well as among correlations among the three factors in the model. The analysis also showed that the value of the index RMSEA was (0.080), which is less than(0.080). As seen in Figure (2), such value indicates that the structural model exist in the overall population from which the sample was taken. In brief, it can be stated that the values of such above indices suggest that the structural model are consistent with the real Oman environment through the collected data and based on such results, it was possible to test the proposed research hypotheses.

4.1 Testing Hypotheses

After ensuring the efficiency of the relations or corrections among the variables as remarked by their underlying factors, the hypotheses of the model were tested.

4.1.1. Hypothesis 1: There is a significant positive effect between motivation and Employees' Performances

The first hypothesis states that the motivation has a positive effect on the Employees' Performance in Royal Court Affairs of Oman. The results in Figure (2) and Table (1) showed that this relationship of effect as stated in this hypothesis was statistically significant since the (C. R) value was (14.2249), higher than (1.964). Moreover, the value of the level of significance was (P=0.001) which is less than (0.05), hence, indicating that this hypothesis was accepted too. The value of the parameter estimates was also (0.76) showing a positive trend and confirming that the motivation leads to the Employees' Performances.

4.1.2 Hypothesis 2: There is a significant positive effect between motivation and Employees' Commitment

The second hypothesis states that the availability of the motivation has a positive effect on the Employees' Commitment. The results in Figure (2) and Table (1) showed that this relationship of effect as stated in this hypothesis was statistically significant since the (C. R) value was (10.4330), higher than (1.964). Moreover, the value of the level of significance was (P=0.000) which is less than (0.05), hence, indicating that this hypothesis was

accepted too. The value of the parameter estimates was also (0.67) showing a positive trend and confirming that the availability of the motivation leads to the success of the Employees' Commitment.

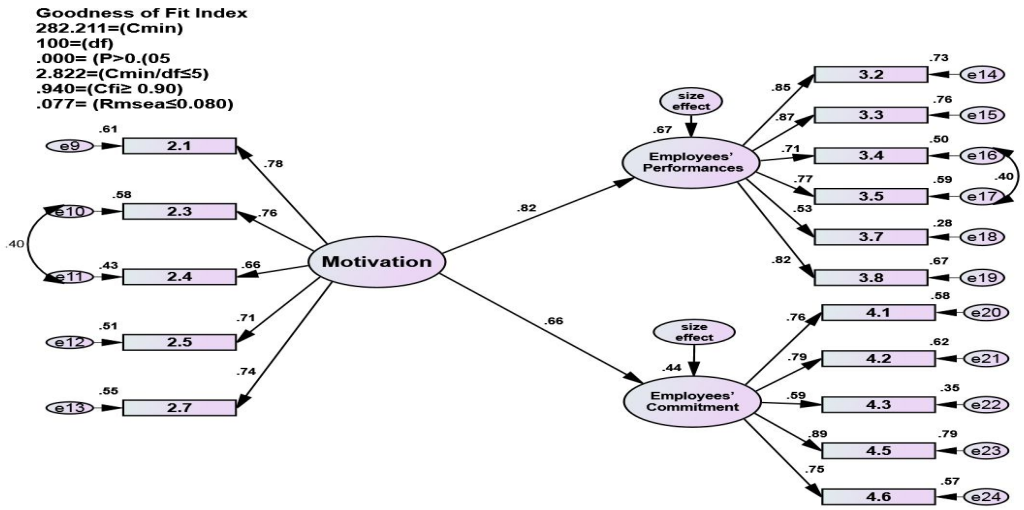


Figure 2: Structural model

Table 1: Parameter and Non-Parameter Estimates of the Structural Model

I.V	D.E	D.V	E.S	S.E	C.R	P	S.F	RESULT
Motivation	→	**E.Performances**	0.9292	0.0732	12.6962	0.001	0.67	Acceptance
	→	**E.Commitment**	0.8112	0.0778	10.4330	0.001	0.44	Acceptance

D.E: *Direct Effect****, E.S.*** *Estimate,* ***S.E****. Standard Error,* ***C.R****.: Critical Ratio,* ***P****: Probability,****S. F:****Size effect*

DISCUSSION AND CONCLUSION

Structural equation modeling (SEM) technique assertive was used and the results showed the appropriateness of the model according to the indicators of the structural equation modeling (SEM).The impact of the Independent variable (motivation) on (Employees' Performances, and Commitment). The study found as Figure (2) that the size of the effect was (67%) that is the rate of the effect of the Independent variable (motivation) on (Employees' Performances),also the study found as same Figure that the size of the effect of motivation on (Employees' Commitment), was (44%). In other words, such result indicates the Independent variable (motivation) was positive effect on employees' performances, and commitment as this rate or percentage is high and it provides strong evidence that the availability of the support administrative leadership will lead to the Employees' Performances and Commitment at Workplace.

These results also agreed with previous studies, such as (Guest, 1987; Schneider & Bowen, 1985; Ulrich, Halbrook, Meder, Stuchlik, & Thorpe, 1991,Boselie, Dietz, & Boon, 2005; Menezes, Wood, &Geladi, 2010; Subramony, 2009,Stone, Stone-Romero, &Lukaszewski, 2007.andFrenkel, Restubog, &Bednall, 2012). Finally, the contribution of the present study is in testing the impact of the motivation on Employees' Performances, and Commitment at workplace in Royal Court Affairs of Oman.

LIMITATIONS AND FUTURE STUDIES

Although this study provides several theoretical and practical implications, there are several limitations that would provide excellent opportunities for future contributions to this important stream of research. First, since the study focus was the Royal Court Affairs of Oman, the generalization of the results to other countries is limited. Future studies may test the relationship between motivation and employee performance in other countries in the same region. Second, cross-sectional design of the research could be another limitation. Additional research using a longitudinal methodology addresses the relationship between motivation and employee performance through mediator variable.

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