

Determinants Analysis of Motivation, Influencing Employee Performance Study of Local Government Departments of Karachi Pakistan

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Abstract

Rational-The Intent and rational of the study is to analysis determinants of motivation influencing employee performance through mediating role of motivation of public sector(PS) local government(LG)of Sindh Karachi Pakistan Methodology- Entirely study based on the quantitative research approach are applied theoretical approach is reviewing of related literature for back ground of the study employee performance(EP) and determinants of motivation. Secondly for field collection of data primary and secondary data were collected and convenient sampling technique is used a pretested questionnaire was incorporated as a instrument of the study. The target population of the study was four municipal committees of Karachi Metropolitan Corporation (KMC) district East, West, South, and Central. The population comes to 454 respondents and the sample size calculated through <http://www.creative-research-system.com> sample size comes to 208. Tools of Analysis- AMOS, SPSS and Smart PLS-3 softwares are used for acquiring the reliability and variability of the constructs and also Cornbachs Alpha to test the hypothesis of the study PLS-SEM (Partial Least Square-Structuring Equation Modeling) is applied. Results/Findings-The results shows that there is a partial mediation between employee performance and motivation, results indicate significant association between pay and employee performance and significant impact of recognition on motivation. Future direction and Limitation of Study-Mainly every research require limitation obviously no one can be ideal in all directions in this study many limitations were present however these limitations give an exceptional track for further study we can proposed for conducting future study in this regard. Consequently, performance of the employee can be enhanced by increasing motivation and sufficient pay recognition to achieve the organizational objectives.

Keywords:

Performance, Employee, Motivation, PLS-SEM, AMOS, SPSS, Classification M100, M120, M140

1. Introduction

Bartol & Martin,(2005) to enhance the employee performance is an ultimate objective of an organization in the form of improved service quality and productivity. According to Bartol&Martin (1998) he figure out the ways to motivate the employee is become a big apprehensive for various organizations, but motivation at rest remain a

dynamic force that energies behavior and provide track to behavior and underlies the force to carry on as motivation and de-motivation are important determinants for the employees and organizational performance.

Reinhold (2006) concluded that the organizational discipline text for motivation has been long divided into two main categories; the organizational financial situation focusing on extrinsic motivational factor and behavior of an organizational arrangement emphasizing intrinsic motivational factor.

Frederick Herzberg's Two-Factors Theory (1964) According to this theory the reasons for employees getting satisfied is one set of factors whereas the reasons for getting employees dissatisfied is just another set of factors. Intrinsic rewards actually fulfill employee's intrinsic factors or motivators and thus motivate him. Extrinsic rewards actually fulfill employees extrinsic factors or hygiene factors and thus do not let him start thinking about leaving the company. Examples include; pay rise, bonuses, paid leaves, annual recreational plans etc. In fact employee performance (EP) and organizational performance (OP) is crucial factors in the public, and private, non governmental organizations (NGO's). Motivation and de-motivation is a immense problem for these organizations as well as for researchers and leaders. To give the answer of this unresolved problem various theories and paradigm are derived to answer these questions the causes and consequences of employee motivation in the work place. The aim of this study is to focus on financial and non financial motivational factors used by the researcher for the study in the public and private sector. The study tries to explore the Intrinsic and Extrinsic factors which increase motivation level of an employee in the organization, the study investigate the intensity of motivation on performance of an employee in the work place. All of them merely depend up on the formulation of variables in the hypothesized conceptual model of motivation. Flaxen payment has been made key components of the organization policies over the years that are enable employees to put their best efforts while they are working and turn their efforts into organizational performance. In addition the level of performance can be determined at every level in the services

for example, decision making linking to elevation and job spin and job enhancement etc .Aidis (2005); Meyer& Peng (2006) actual use of payments and employee efficiency to inspire them started in 1970s.Maybe in early 1970s, the organizational philosophy observed that boredom of hostile solicitation of payments to shake the employee enactment to encourage the inspiration level between the employees. Many researchers have done their study on the topic some of them are (Nwachukwu; 2004; Meyer&Nguyen; 2005; Egwurudi, 2008). Meanwhile this approach related with communal anxiety is important to determine and accomplished in industrial development context due to unintended conduct of the executives to accomplish of their employees' by given autonomy and empowerment them to increase their performance. Vroom (1964) supported the expectations that employees have a tendency to execute extra professionally if their remunerations are linked with performance which is not established on individual favoritism or bias sometime according to the bases of the objectives and the assessment of an employee's excellence. The efficiency of an organization and worker inspiration has a pivotal point of laborious, research efforts in up to date. In what way how much smooth an organization encourages its employee to accomplish their task and apparition is of vigorous apprehension. Employees in civic and private regions organization are appropriate gradually more attentive that motivation improves the proficiency of an employee. Since the past and watching at present line of work and occupational development hereafter it is exciting that the speediness of alteration in our occupation trope domain existing innovative tasks are day to day even but there is no investigation work has plagued to inspect the effect of an a individual' inspiration and organizational efficiency the outcome of leaders and clean lines on job performance by (Jibowo; 2007). Correlated research on this investigation was on motivation and its obliteration on effectiveness; (Bergum& Lehr, 2004). In practice identical some organizations check the intensity of an employee motivation on organizational efficacy on the service. Daniel &Caryl,(1998);Akerle(2001) did not wrapping the evidences which are the purposes of this work. So for the outcome of this research attempts theoretically to explore how motivational instruments can be used by service organization.

1.1 Organizational Value

Relevant literature shows the significance of suggested constructs with employee performance the literature show a scenario in which all the variables are in the contact of study. The current study share new knowledge associated important issues in the seniorior of public sector local government in pakistan.

1.2 Aim and objective of Study

1.3

- To check the mediation effect on employee performance
- To study the type of relationship between pay and motivation
- To inspect the association of motivation with employee performance
- To investigate the nature of relationship pay with employee performance
- To examine the impact of recognition with motivation

2.1 Relevant Literature

According to Bulkus& Green (2009) motivation has been defined as motivate, means a move forward for the attainment of desires, and wants. Bartol&Martin (2008) define motivation is an influence that powers the conduct and gives track to the performance and motivate the understanding to carry on. This definition determines that in directive to attain certain goals than employee should be content and keen and remain vibrant regarding goals and aims. According to Bedian (2003) this is an inner encouragement to content a hopeless and unwanted needs and boldness to achieve the motivation. This is an effort of heartwarming and nourishing goal oriented conduct.(Chowdhury,M.S,2006). It is an innermost influence that impules employees to straining of individual and organizational objectives (Reena et al, 2009).Inspiration has a traditional arrangements linked a kind of influence which increase the efficiency and to enhance and achieve positive goals and objects (Kalimulla et al, 2010). In human resources employee motivation is the newest and more vital and has the expertise to provide an enterprise with workable force as connected for others (Rizwan et al, 2010).

An individual effectiveness mainly be determined by several motives e.g. performance assessments, individual inspiration and satisfaction, compensation, training and enhancement, in job security, performance, organizational philosophy and environment but the extent of research is concerted purely with the individual motivation the nature of this cause has a great impact on the performance of an employees. Motivation of an employee is one of the policies of leaders to raise the efficiency work handling among the employees in an organization (Shadareet et al, 2009). Motivated employee actually become more volatile for the attainment of definite aims and objectives s/ he must be accomplish therefore ultimately they utilize their strength when needed. Rutherford (1990) stated inspiration articulates and has a great impact to make an organization more effective meanwhile motivated employees are continually watching in the developed prospective to perform their jobs.

Organizational performance is theoretical concepts and how an organization is accomplishing the outcomes and goals (Muhammad et al, 2011). This delivers a vital role and has a significance purpose in hastening organizational advancement (Bulent, 2009). This is an entire obligation for the whole parts and in the system for gathering all kind of resource and transforming in to output in a proficient system (Matthew, et al., 2005). (May et al, 1996) the employee need to receive a suitable pay and remuneration and desiring what their workers are receiving employees motivation employee need and earn realistic pay and compensation wants employee (Houran, 2010). Wealth is a basic motivational tool and technique; and no any kind of incentives and emotional methods could not be nearer to it, in response to its impact (Sara et al, 2004). This takes superiority and creates a center of attention, sustain and motivate employee towards superior concert Frederick Taylor and his systematic administration correlated describe money is creates essential element in inspiring of an employee and achieve large production (Adeyinka et al, 2007) investigation devises and recommends motivation to day become basis of fulfillment of the individuals that has impact straight on the performance. (Kalimulla et al, 2010).

Remunerations of organizations are techniques and enthusiastically pay to companies 'efficiency by inducing single group manners. In service organizations motivation, pay and encouragement, reward and another sorts of remunerations to motivate and inspire the great level of an employee motivation (Reenaet al, 2009). By applying wages a tool of motivation efficiently, leaders should reflect pay structure which should consist the status of an organization attachment to all tasks, compensation rendering for the betterment of an individual or distinct pay and marginal pay, backs, allowances and carry on.

Adeyinka (2007) management almost gets work completed in straight direction that you need employee to catch-up because you want that they have faith in the work and if you need that they trust in you and do work for you and for the organization, they must be motivated (Baldoni, 2005). The concepts and theory essential because managers and administrators increase one by one to upper heights of integrity and inspiration (Rukhmani, 2010). Inspiration is basically managerial conduct this comes from the lacking to do in the right way for right employee as for the firm.

Managers and motivation both are active procedures (Baldoni, 2005) authorization delivers paybacks for firms and creates knowledge in relationship and superiority in the workforce it shapes a wining link between organizations and workers which is a considerable a best atmosphere in various organizations. On condition that can be enlargement of practical human capabilities authorized employees emphasis their occupation and work-life with extra significant and this give the direction for the consistently advancement in organizing and techniques of work.

The work force accomplishes their supreme innovations and understood with the wisdom of relationship of, zeal, and gladness, in brilliant organizations. In addition, they work with logic of accountability and to give preferences wellbeing of the organization (Yazdani, 2011). Faith has been explained the observation of an individual' regarding an others, judgment completely depend up on the communication, conduct and the judgment (Hassan et al., 2010). When an organization need to increase performance, in which faith has a vital role and must be constantly can be preserved for the confirmation of a firm survival try to improve employees' inspiration (Annamalai et al., 2010) however this can make intrapersonal and interactive impact and has the effect on the organizations out and inside of the organization (Hassan et al, 2010).

2.1. Variables of the Study

Since this empirical investigation, has been undertaken to establish stochastic association between the variables of interest. In this regard factors like pay, recognition, and motivation has been considered as (IV) exogenous variables and whereas Employees performance is (DV) endogenous variable predicted and motivation as an intervening variable mediator. The study is based up on the Frederick Herzberg's Two-Factors Theory (1966) because of employees getting satisfied is one set of factors whereas the reasons for getting employees dissatisfied is just another set of factors.

2.2. Employee Performance

(Anthony Afful-Broni et'al 2012) According to the author this particular study shows the relationship between motivation factors as well as the employee performance in the education sector he is particularly focus on the education sector employees near to the author point of view income level in the organization impact positively on the employee performance as well as employee performance.

Every human being need to survive in the organization with full respect and honor they stay when the organization pay more with return of the proper satisfaction. Employee have targets professional goals and targets some scholars said individual performance with origination performance effects equally there are three main factors which generally determine one is ability, work environment and last but not the least is capabilities to do the jobs. Maslow believed that human nature which is satisfied their performance is achieved. (Nupur Chaudhary et'al 2012). Due to set global standards and change in technological factors businesses around the world are more challenging and tough day after day global market increase the revenue growth due to the internal as well as external factors .highly competition among the firms all because of the globalization.

Human resource management is very strong and highly competitive. (Dauda Abdulsalam et'al 2012).

According to the author study search about relationship between motivation and performance are in the on hand. research performance and motivation factor on the other end they gather a data on different scenario and different relationship and motivational factor on the both sides positive and negative effective employee performance effects the academic staff and its able to lead the realization of the broad objectives. All over the universities have main prime objective is to impact knowledge through research and teaching and other community service. Performance not just base on function of academics it's also based on the importance of the ability as well as on motivation

2.3. Motivation and Performance

Bulkus& Green (2009), motivation has been defined as "motivate", means a move forward for the attainment of desires, and wants. Barto l& Martin (2008) define motivation is an influence that powers the conduct and gives track to the performance and motivate the empathy to take on (Farlandet al., 2011). This definition determines that in directive to attain certain goals; than employee should be content and keen and remain vibrant regarding goals and aims. Bedian (2003), this is an inner encouragement to content a hopeless want to boldness to achieve and the motivation is an effort of heartwarming and nourishing goal-oriented conduct (Chowdhury; 2006); it is an innermost influence that impulses employees to straining off individual and organizational objectives. Inspiration has a traditional arrangements linked a kind of influence which escalation the efficiency and to enhance and achieve positive goals and objects (Kalimulla et al, 2010). In human resources employee motivation is the newest and is more vital has the expertise to provide an enterprise with workable force as connected for others (Rizwan et al., 2010). An individual effectiveness mainly be determined by several motives e g performance assessments, individual inspiration and satisfaction, compensation, training, enhancement, in job security, performance, organizational philosophy and environment but the extent of research is concerted purely with the individual motivation the nature of this cause has a great impact on the performance of an employees. Motivation plays a significant role in organizational performance and for the attainment of organizational goals and objective.

Various studies shows that a positive relationship among the discernments of performance and motivation. A prominent model put forth by (Spreitzer; 1995) recommends the two foremost modules of controller organisms is absolutely affect employee approaches of authorization and performance. This investigational research gives a direction for the social behavioral investigation works by exploring how explicit kind of performance response and performance grounded

recompenses put effect on emotional extents of authorization and performance.

2.4. Pay

Pay is associated with motivation when pay is minimum and increments, bonuses and merit increments are unlikely to be come little low it be come cause of de-motivation and high wages and other benefits increase high level of motivation of an employee (Peter & Schmitt, 1983). Fernie & Metcalf (1999) they proposed in modern economic stresses the supremacy of performance, related pay and over time-based pay systems under circumstances, in which employees can perform in a best way, it is very difficult to measure the employee efforts in the work place.

2.5. Performance Pay

Performance related pay (PRP) has been at the forefront of the reform of pay incentives for public servants in the UK since the late 1980s. By the late 1990s, it had replaced pure time-based pay with annual increases based on seniority for most civil servants and for many in local government. Megaw (1982) proposed measures for custody of increments for worst. Performance was rarely if ever invoked. In best public servants are paid on time base rates, separately of their short term performance. Rewards may be divided in to two components these may be intrinsic reward/internal or extrinsic/external maybe in the form.

2.6. Recognition

Kim Harrison (2016) he concluded that employee recognition is the well-timed, unofficial or official acknowledgement of an employee or team's behavior, efforts or business achievement that chains the organization's objectives and values that are evidently is clearly from normal expectations. In fact to be really efficient in the work place, managers need to be aware of the psychology of praising employees making efforts for the best work although by applying the philosophy of employee recognition physically and to give confidence others to instigate in the working relationship in the organization. Dr Lawrence Hrebiniak (2016) state that recognition is a vital factor for success even at higher levels of management what's entirely significant is that an organization celebrates success. The employees those carry out work be obliged and recognized. Employees' behavior and their accomplishments should be armored.

2.7. Intrinsic Rewards

Actually fulfills employee's intrinsic factors or motivators and thus motivates him. Examples include; giving challenging task, involving in decision making process, giving a higher rank in hierarchy etc all these rewards do not required having increased salary as well and employee may be working at higher management rank without an increase in the salary and still more motivated.

2.8. Extrinsic Rewards:

In reality needs of an employee fulfills extrinsic factors or hygiene factors and thus do not let them start thinking about leaving the company. Examples include; pay rise, bonuses, paid leaves, annual increment, recreational pay plans etc.

2.9. Extrinsic and Intrinsic Motivation:

The extrinsic motivation literature evolved first extrinsically motivated behaviors are actions that result in the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others. Since Thorndike (1911), thousands of studies, from laboratory experiments to field interventions such as the Emery Air Freight study (Hamner & Hamner, 1976), have carried on the behaviorist tradition of changing behavior by manipulating extrinsic contingencies. Through the identification and change of environmental contingencies, including extrinsic reinforcements, motivation increases have been realized in work behaviors including attendance, punctuality, stock work, selling, cost reduction, work quality, productivity, sales calls, and customer service (Komaki, 1982). In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforce.

2.10. Variables Used Model:

S.N	Variables	Source of Items
1	Pay	Fernie & Metcalf (1999) (Peter & Schmitt, 1983).
2	Motivation	(Judge, et al 2001 and Luthans,2002). Locke,(2008).
3	Recognition	. (Graham & Unruh, 1990), Jeffries,(1997), Stajkovic & Luthans, 1997)
4	E. Performance	Ferris,(2007). (Muhammad, et al 2011).

3. Theoretical Framework

The motivation philosophies involved with this investigation is linked with inspiration to discovery arises again is their feasible impact could be the hypotheses, that motivation philosophies those have been related for the investigation, efforts are the motivational and objectivity theory (Harder, 1991; &Robbins, 2003). An expectancy theory, goal setting theory(Locke, 1968;Austin &Bobko,1995) one thing which is mutual for humans is to relate themselves employees with each other's, the concepts which derives since it is, assessing of one's-self and each other is an even handed philosophy. Carrel&Dittrich (2008)

The concept of intrinsic motivation was an important challenge to behaviorism, and has roots in White's (1959) competence or reflectance motivation.

Maslow (1943) and Alderfer's (1969) addressed similar needs. After psychologists introduced these intrinsic "needs," management scholars developed the important distinction between intrinsic motivations a hypothetical construct presumably residing within the person, and intrinsically motivating tasks. Herzberg (1966) described tasks as intrinsically motivating when they are characterized by key "motivators" such as responsibility, challenge, achievement, variety, and advancement opportunity.

With Herzberg as predecessor, Hackman and Oldham (1976) identified task variety, task identity, task significance, autonomy, and feedback from the task as key task characteristics that generate internal motivation. More recently in the psychology literature, intrinsically motivated behavior is alleged to derive from and satisfy innate psychological needs, including needs for competence and autonomy (Deci & Ryan, 1985; Kasser & Ryan, 1996). According to Deci (1980), perceptions of personal (as opposed to external) control satisfy these needs, and constitute the fundamental feature distinguishing intrinsically motivated behavior from extrinsically motivated.

shows many philosopher conferring the even handedness concept has one and two fundamental facts. An employee observe an impartial reoccurrence for what they are contributing to their jobs secondly employees then work some kind of what their compensation should be with their coworkers. In the last each employee that recognizes himself to be in a biased position he or she will attempt to minimize this unfairness. Robbins (2003) describe that the motivation is a theory that is midpoints on observed impartiality of an employee.

An employee reveals on how ample efforts she or he has depleted and matches this, to what she or he has acquired after it, after this employee assess, what is the ratio of employee's efforts and performance s/he will match his/her ratio with the others, particularly the straight aristocrat.

When an employee sees her/his input-output ratio to be equivalent to the ratios of others related workers, a state of equity occurs the employee feel that he is dealing honestly. In this condition the person is apparently relaxed and will not be have to imbalance the situation (Crosier Dalton, 1983). In fact when an employee observes inadequate ratios among him and his colleagues, there will be a situation of injustice. Exterior equity rises while individual apply the contrasts on coworkers because of the have same job however they are working in various firms, interior equity happens when employees match themselves to others. The even handedness philosophy is determined for the investigation since it is remarkable to see in what way workers associate with each other and everyone. This lead to job turnover when few employees observe that they is not to be treated honestly.

The Significance is that equity theory shows that faith, and observations and approaches effect of motivation. If the employees are motivated and powerful for the current condition when there is a discrimination inequality present on the other hand, expectancy theory denotes to a conventional decision theories of work and motivation and performance (Vroom, 1964; InFerris, 2007). Observations play a vital role in the center of expectancy theory since it stresses intellectual capability to expected significances of conduct (Kinickiet al., 2003) As conferring by V room(1964; in Kopfi, 2008), the expectancy philosophy has two main expectations.

The first hypothesis show an employee have observation about the magnitude of the results from his or her behavior and activities the pivotal association with those consequences, these observations, are motivation and denoted as either beliefs or instrumentalities. Secondly suppose that employee has active responses to definite outcomes. Effective responses reveal the value of positive or negative outcomes of consequences (Kinickiet al., 2003).As the expectancy theory, explain that an employee become much inspired and accomplish two possibilities (Ferris et al., 2007; Isaac et al., 2001).

Expectancy is the possibility that the efforts put forth will enhance for required efficiency, expectations can be shown with the possibility of a specific proficiency an move towards positive desired results. If the possibility of few work could not be compensated, the individual could not be significantly inspired to work for the definite job

expectancy theory fundamentally depend upon the motivators to simplify the reason for performance demonstrated at the place of job(Leonard,Beauvais & Scholl, 1999). An external remunerations can be watched for persuading inspiration conditions and work as a fuels conducts, as conflicting to inherent instigators, the conducts are derived from an inside services such as the satisfaction of the employee and himself since this is inspiring, and exciting.(Isaac et al., 2011). In other words the Goal setting theory (Locke, Shaw; Sarri&Latham;2008) clear objectives as what an employee tries to achieve it is the aim or object of certain activities. The basic supposition of goal-setting is that goals are instant controllers of human activities (Locke et al., 2008). Results shows the outcome of goal setting study specifies that precise objectives increase and to rise incompetence and that kind of problematic objectives, once employee have acknowledged them, consequences in advanced effectiveness objectives come very easy (Locke, 1968 in Austin and Bobko,1985; & Locke, 2004). This goal setting philosophy has various inspirational mechanisms (Bryan & Locke, 1967, Locke & Latham, 2002).

The paramount of motivational instrument is that goals are in my opinions significant and attract viable liable to focal point an employee attention is vital and what is related. Locke (2008) another instrument is that objectives have bracing purpose. It has been clear that if the objects are higher than the efforts al so higher if the goals are less than the efforts are al so less Locke,(1967). Third method may be goal disturbs perseverance, determination is the struggle finished within the precise job above and infinite amount of period, (Laporte&Nath, 1996).

Usually the extra tricky is to achieve goals, the high the determination, and the last inspirational instrument clamps that objective subsets accomplishment ultimately by leading to the provocation finding and use of information and plans (Locke, 1990& Locke, 2002),on subject the effect of goal setting models on native inspirations.

Elliot (1994) research ascertains attractive verification in their investigation. They give details through happily, regression examination that the outcome inefficiency attentive on objectives an inherent inspiration subject at the intensity of the attainment of course of an employee. The objective remain alternately and goals or out comes seems are normal for satisfaction. Locke (2002) if an employee has desire for attaining the definite objective and aims, means that the employee could not be content awaiting till her each for the goals; consequently, objectives assist as the articulation position and standard of disappointment versus dissatisfaction. (Mento&Locke; Klien, 2002).

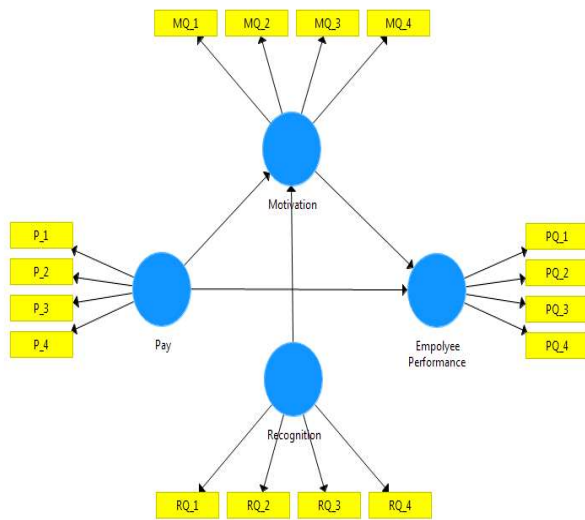


Figure 1 Theoretical Model with manifest variables before analysis

3.1. Hypotheses Development

Projected model of the study based on the related literature review, influence of pay and intervening variable and performance was not empirically tested particularly in public sector service based organizations of Local Government of Sindh. Motivation as a intervening variable is incorporated in this study to figure out the full mediation and partial mediation association among proposed variables Intervening variable has bilateral and unilateral relationship between proposed variables (Boron et al.1986) Regression Equation of the Model

$Y = \beta_0 + \beta_1 X = \text{Pay and recognition and motivation}$
 $\hat{y} = b_1x_1 + b_2x_2 + b_3x_3 + \text{Error} = f(\text{Employee performance})$

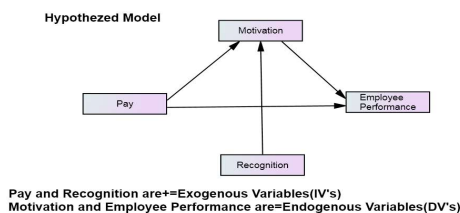


Figure 2. Hypothesized Model

- H₁: Pay is associated with motivation and has a significant impact
- H₂: Recognition has a positive association with employee performance
- H₃: There is no effect of recognition on motivation
- H₄: There is no any association among motivation and Employee performance

4. METHODOLOGY

In this study primary and secondary data is collected for the analysis and accomplishment of results. In this respect hypothetical framework has been studied to find out the gap where this research is outstanding of its type.

4.1. Target Population and Sample Frame

The population for this study is Local Govt: department of Sindh four district Municipal Committees. District east, district west, district south, and district central from Karachi.

- District East Municipal committee 108
- District West Municipal Committee 140
- District South Municipal Committee 110
- District Central Municipal Committee 96
- Total Respondent and Population Total= 454

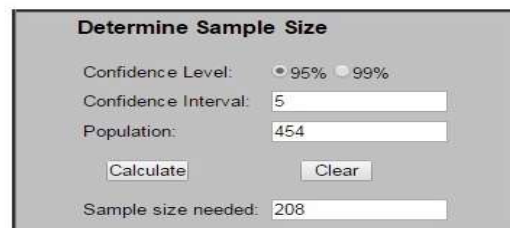


Figure 3 Source: <http://www.creative-research-system.com>

4.2. Data Collection and Research Design

For the attainment of the objectives of study, methodological paradigms consists on quantitative for inferential statistics and qualitative approach for descriptive analysis (Mouton 2001) A structured questionnaire is used as an instrument for data collection on, five levels Likert scale is used, adopted from (Saunders Lewis & Thoruhill; 2003) For the measurement of variables, of this study. The questionnaire was distributed among the employee of four municipal committees, South, Central, East, West of Karachi Metropolitan Corporation Karachi according

calculation the sample size of the study is 208 respondents as per population out which 100 were accepted and 108 were rejected.

4.3. Constituent of Analysis

Target population of the study are four municipal committees and are functioning under the control of Karachi Metropolitan Corporation and KMC al so working under the Local Government of Sindh

4.4. Sampling Technique

The convenient sampling method is used to collect response from the respondent. Consequently this study was under taken by using convenient sampling method.

4.5. Data Collection Tool

For the collection of data primary and secondary technique were used a pretested close ended questionnaire consists of 20 statements was established to figure out the opinion of the employees; to achieve the objectives of the study for which questionnaire was composed on part A and B part A for demographic data Age, Education, Work Experience, Gender etc. B for variables items, for four other dimensions along with four items were asked in each dimensions were on five likert scale are used for the study ranging from strongly agree, to strongly disagree, the items was adopted from the work of motivation behavior scale of the (Akinboys; 2001) and executive behavior.

5. Resu;ts and Discusion

Table 1 Measurement Model results and Construct Reliability

Model construct	Measurement Items	Loading Values	Cornbach's alpha	Composite Reliability(CR)	Average Variance Extracted(AVE)
Pay	P03	0.55	0.848	0.929	0.868
	P04	0.521			
Motivation	M_Q1	0.387	0.809	0.887	0.724
	M_Q3	0.443			
	M_Q4	0.341			
Recognition	R_Q3	1.084	0.574	0.523	0.467
	R_Q4	-0.345			
Employee Performance	E_Q1	0.485	0.569	0.735	0.480
	E_Q2	0.0416			
	E_Q3	0.416			
	E_Q4	0.345			

5.1. Construct Reliability Statistics

Reliability is the degree to which the measurement of the test is repeated. Therefore this study entails those measuring tools effects. A researcher who designs a measuring instrument must make sure that the instrument gives similar, and close or the same results if the study to which the instrument is applied is pretend. In other words, would the instrument give the same or similar result when different researcher under the same molds and circumstance uses. Asika (2000) explained that reliability as the consistency between the items of variables.

Reliability shows the stability, dependability and predictability of the measuring tool. It is the accuracy of a measuring tool. Nearby four methods a researcher can easily test for the reliability (Asika, 2000).

These are test-re-test reliability, multiple (alternate) forms, split half technique and Cornbach's alpha test. The

Cornbach's alpha test proceeds by associating each measurement item with every other measurement item and obtaining the average inter-correlation for all the paired associations.

However, in this study, a set of questions were used to measure the performance of an organization in this study the Cornbach's Alpha technique is incorporated for the analysis of data. The reliability test is performed to find out the internal consistency among the items to define constructs of this study. The table 1 shows that the Cornbach's alpha reliability for most of the items of this study was close to 1, hence the variables along with items reasonably defines the related constructs.

5.2. Descriptive Statistics

Table 2 Demographic Variables

Variable		N	Percentage
Age	18 to 35	46	46
	35 to 45	47	93
Gender	Male	69	69
	Female	31	31
Academic	Graduate	80	80
	Masters	20	20
Work experience	5 years	61	61
	10 Years	32	32
	Above 10 Years	7	7

The descriptive statistics shows that the age of respondent were **20 to 35** years with **88%** and 36 years to 45 years were **10%**. Male respondent were **90%** and Female respondent were **10%**. Table show that the education level of the respondent was **48%** graduate and 52% masters. As well as job experience is concerned **61%** were **5** years and **32%** of **10** years & **7%** above **10** years.

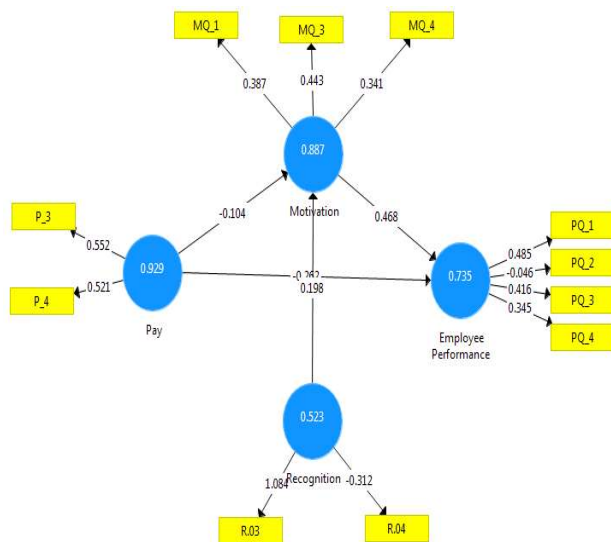


Figure 4. Composite Reliability Results

Note: Few constructs including p₁, p₂ and R_{Q1}, R_{Q2} are deleted from the analysis because of lower values of loadings (P<0,05).

5.3. Composite Reliability (CR)

Employee Performance	Employee Performance	Motivation	Pay	Recognition
	0.693	0.851		
Motivation	0.494	0.851		
Pay	-0.271	-0.124	0.931	
Recognition	-0,040	0.208	-0,100	0.683

Square of the summation of the factor loadings/(square of the summation of factor loadings) = + (square of the summation of the error variance).

5.4. (AVE) Average variance extracted

Summation of the square of the factor loadings/(summation of the square of the factors loading) + (Summation of the error variance) According to PLS-SEM criteria, the values of Cornbach’s alpha should be more than 0,700 in the fig.4.1 hence this clear that the reliability of the all projected constructs in range between 0.700 to 0.929, higher from required limit (Suriety et al.2013). Value of the AVE average variance extracted (a degree that shows the genuine convergent validity is the range of between 0.5-0.763 al so predictable from required limit 0.500(Bagozzi et al.1991; Yap et al.2012). Composite reliability of all construct (Pay= 0.929, Recognition=0.523, Motivation=0.724, employee performance= 0.735) al so in range and more than their required limit 0.700.Subsequently from this analysis we conclude that the loading values of al measurement are valid and reliable.

5.5. Discriminant Validity

Discriminant variability indicates distinct concepts of items and their constructs(Suriety et al.,2013) . According to(Hair F.et al;2010) suggested that in discriminant variability we approached correlation between the proposed constructs and after that al so take square root of AVE of that constructs. In table.2. It has been clearly shows all square root of AVE are more than their correlation values exists in the table below shows the sufficient loading values.

Table.3. Discriminant Variability of the constructs

Employee Performance	Employee Performance	Motivation	Pay	Recognition
	0.693	0.851		
Motivation	0.494	0.851		
Pay	-0.271	-0.124	0.931	
Recognition	-0,040	0.208	-0.100	0.683

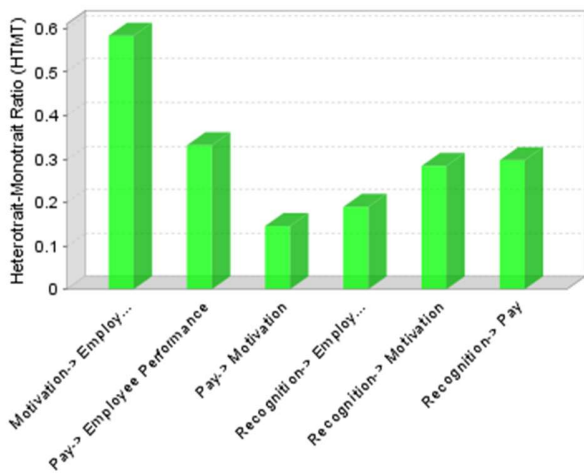


Figure 5. Construct Reliability and Validity

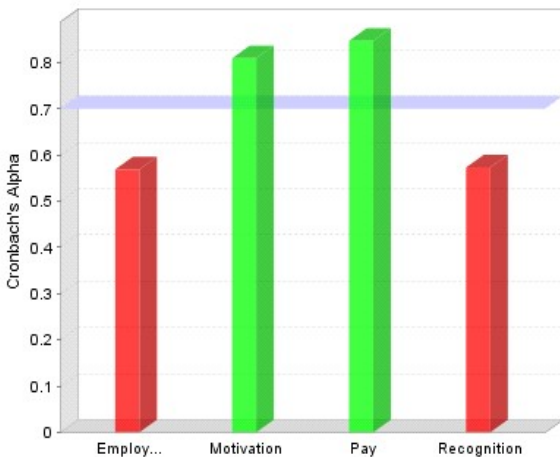


Figure 6. Construct Reliability and Validity

5.6. Method of Statistical Analysis PLS-SEM Structural Equation Modeling

According to Hoyduk (1987) structural equation modeling technique that is especially associated with analyzing complex causal models with constructs. Structural Equation Modeling also join the two popular multivariate factors analyzing technique and multiple regression analysis. Structural Equation modeling always incorporated with respect of traditional multivariate techniques by applying theoretical concepts better by using various measures to minimize the measurement error. Although it enhance the measurement of relationship among the constructs by measuring of errors in the construct (Hair et al.2009).

Partial least square based on structure equation modeling (PLS-SEM) method used to analyzed and measure the research model's hypotheses. SEM (Structure Equation Modeling) based PLS model is designed to solved a variant of multiple regression (Jogiyanto et al. 2009; Surityenty et al.2013). PLS-SEM technique is considered as multivariate statistical techniques in which manifold comparison exists between dependent and other numerous independent variables. Smart PLS version 3.0 analysis technique was used to measure and analyzed the gathered data. Harman Wold and Joreskog (1974, 1978, and 1982) was first introduced PLS-SEM and CB-SEM based techniques. However, after many modifications at last Ringle et al. (2005) was adapted Smart of PLS-SEM analysis. For acquiring the required results the bootstrapping method (1000 resample's with PLS approach is applied to obtained the significance level of path coefficient, level loading and weight. Cornbach's alpha also as composite reliability in PLS analysis to confirm the reliability of the constructs in Sindh Karachi region of Pakistan. The accurate factor loading for significance and for appropriate constructs should be better than 0.700. Cross-factor loading value in PLS-SEM technique was used to confirm the discriminant validity (Yap et al., 2012).

5.7. PLS-SEM Path Analysis

In the Figure 5, the results indicates the casual association between anticipated by the structural model in brief the variables analyzed by the PLS-(SEM) methods. Results shows that when the other conditions remain identical increased with one unit increased in (EP) employee performance, this is also increased in motivation by 0.560 and also in one unit transform in recognition this will bring change 0.625 unit discrepancy in motivation. When other factors remain unchanged, then 01 unit difference in motivation, employee performance changed by 0.474. Similarly when all other association factors stay steady, then one component alteration in pay, employee

performance changed with 0.275. Hence it is clear by the path analysis the error should be minimum.

5.8. PLS-SEM Path Analysis Results:

Figure 4 Shows the reliability statics also supports path analysis by showing their P-value, path coefficients and T- statistic value. Result shows that pay ($\beta=0.104$, p-value 0.009) employee performance ($\beta= 0.468$ P-value= 0.05) and recognition ($\beta= 0.398$, P-value- 0.323) have significant impact on employee performance directly and also indirectly through motivation ($\beta= 0.468$, P-value= 0.000). The result support H1, H2, H3, H4, respectively

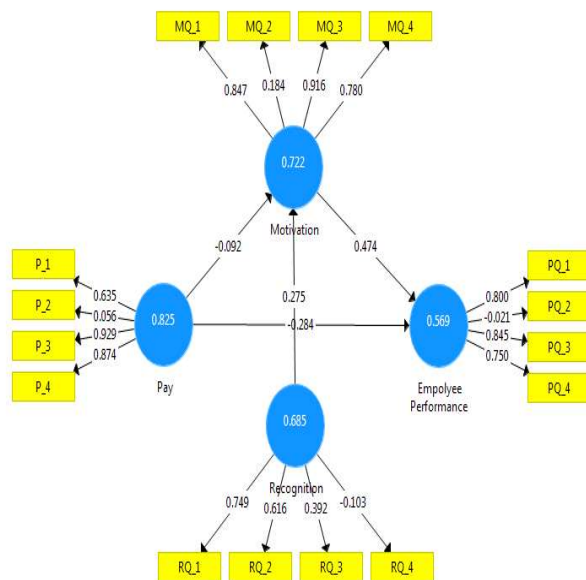


Figure 7 Results of Path Analysis of PLS-SEM:

6. Conclusions

Endeavor of this study is to discover various experimental evidences of local government departments of Sindh Pakistan service based organizations their employee performance in their work places inferential statistics of the study figure out in depth depiction regarding employee working in municipal committees of Karachi Metro Politian Corporation. The intended study is to acquire the importance association between motivation and employee performance and pay, recognition.

Quantitative approach is integrated with regards to (SEM) structural equation modeling pretested item of the questionnaire is used to obtained the inferential static Smart

PLS V.3.software is used by applying SEM techniques. Empirical evidences indicate positive and significant relationship between various variables and their magnitude according to analysis. Motivation is significant and has direct mediating effect of employee performance (EP) and pay al so has a positive relationship with EP. Mean while pay with motivation is not significant and has no positive impact. Hence it is concluded that in the public sector organizations provide benefits to their employees. Financial as well as non financial benefits absolutely they become an assets being a human capital for the organization.

The indicated results reveal that a motivated employee is more productive effective for an organizational efficacy as the level of motivation increases of an employee he/she can perform well for the betterment of his/her organization. The results of the study al so support prior analysis of research those were conducted in various approaches with regards to their environment and culture. (Hassan et al, 2010). Kim Harrison (2016)

• **Future direction and Limitation of Study:**

Mainly every research require limitation obviously no one can be ideal in all directions in this study many limitations were present however these limitations give an exceptional track for further study we can proposed for conducting future study in this regard.

• **Comparative study**

This study can be done in public sectors of Pakistan in the context Of future research could be executed in various department with in the country in same sector.

• **Quantitative and Qualitative Methodology**

Entirely study based on the quantitative research approach it is best way for upcoming researchers to perform the study on mixed method paradigms that is (quantitative and qualitative by conducting case study, grounded theory, action search and ethnography, hermeneutic.

• **Longitudinal Study**

Because of limited time the study was carried out under certain time limit that is cross sectional study the researcher also apply longitudinal study to accomplish further in-depth analysis in this context to achieve more comprehensive inferential statistics.

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