

Analyzing the Impact on Performance of Employees through Motivation and Career Development

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Abstract

This research assessed the influence of motivation and career development on the performance of employees in UNAMI as a case study. The research included motivation factors, career development policies and job performance as well as motivation-performance interactions in UNAMI. The survey covered a systematic sample of 20 UNAMI staff respondents. The data were evaluated using descriptive and inferential statistical methods, obtained using a standardized questionnaire. The survey indicated that the firm employs several strategies to inspire its personnel. These include providing marginal benefits, payment of bonuses to individuals who make further efforts, a sense of responsibility, the advancement of industrious employees and the equitable treatment of workers. The research indicated that motivation is the main element affecting the performance of employees. This is because the majority of the respondents thought that motivation and career development are the major influence on employee success. The results also showed that motivation makes employees work more effectively and there is a direct and positive link between the motivation and career development of employees and the performance of UNAMI personnel.

Keywords: Motivation, Career Development, Performance, Incentives, Promotion

1. Introduction

The main responsibility for ensuring the work or activities is carried out by the workforce is by corporate leaders within firms or corporates. To this end, these leaders must ensure that they are equipped with a knowledgeable staff department for hiring the best staff capable of doing the job. The workforce must be properly empowered to maximize the efficiency of the firm's performance. In this respect, one has to understand human behaviour more to comprehend how the aspects of career development and motivation can affect the performance of employees. To accomplish this objective, the right career development policies, motivational mechanisms and proactive management and leadership must be combined to ensure their incentive impacts on optimizing the performance of employees.

Although it is important for career development and motivation to assess the skill of an individual, other considerations such as the opportunities available to employees to do their work are also important. A range of career development mechanisms and motivational factors may also lead to performance efficiency. For instance, two employees doing similar jobs can both succeed, one employee can be inspired by the revenue received from sales, while the other can become more worried about fulfilling sales goals. This makes the situation a difference, and it ranges from person to person, and from firm to firm, as an incentive for increasing

performance. These are the difficulties that corporate leaders face in developing suitable tools for career development and motivating the workforce to reach their corporate expected production levels.

1.1 Background of the Problem

While performing the activities of human resources, the role of motivation and career development for employee work in global corporates was created as a tool that promotes the efficiency and performance of the firms (Subrahmanyam & Azad, 2020). Motivation and career development have an important part in the performance of the workforce in any firm (Calder, 2006). The motivation and career development of the workforce has been an extensive notion in managing human resources and a key theme for researchers and practitioners (Calder, 2006).

This has led to several concepts and theories to explain the nature of motivation and career development of employees in global corporates. Most of the earlier research nevertheless has little or no practical relevance to the function of motivation in employee performance or gives it primarily to the corporate world. The challenge is that nowadays, more than before, all global corporates need real solutions to drive their workforce to be productive and obtain “more for less” Robbins, et al, (2007), with the consequences of the present global financial crisis.

1.2 Statement of the Problem

This research was prompted by the necessity for human resources in global corporates since the firms need to be efficiently and effectively managed. The rapidly increasing number of global corporates, competition and the necessary increase in workforce turnover and replacement costs have prompted the corporates to compete actively for personnel. These difficulties and concerns require global corporates if they are to stay competitive, to regularly examine their internal procedures and capacities (Subrahmanyam, 2018).

The management of human resources, according to Amstrong (2007), can have a favourable influence on the performance of global corporates. However, little research has been conducted in Kurdistan Region on the subject. In addition, an interesting subject in both private and public sectors was to examine the role of motivation and career development for the workforce in their job performance. Ghafoor (2011) said that motivating the employees in every corporate is the most crucial technique. In addition to Lather and Jain (2005), it was said that motivated employees are the foundation of the success of any corporate since they are aware of specific objectives to be reached in particular and so aim at accomplishing these objectives.

The role of motivation and career development should be critically expanded in this research in evaluating the function of motivation in employee performance in the UNAMI – Kurdistan Region. However, in many investigations, the evaluation of the role of motivation and career development in employee performance in the Kurdistan Region did not include the factors of employee satisfaction in managing human resources. The purpose of this research is thus to analyze the difference between the function of motivation in the job performance of employees in global corporates.

1.3 Research Questions

The aims described for this research led by the following important questions based on the study subject:

- What are the tactics managers use to inspire global corporates’ employees?
- What are the effects on employee performance motivation?

- What are motivation and career development-work performance relationships?
- What motivation and career development practices relate directly to the performance of employees?

1.4 Objectives and Purpose

The overall aim of this research was to evaluate the influence of motivation and career development on employees' performance at UNAMI.

- To identify techniques leaders, use to inspire UNAMI employees,
- To investigate the role of motivation and career development in the organizational job performance of employees of UNAMI,
- To determine the link between motivation and career development and the performance of employees
- To study how theories of motivation and career development influence attaining performance.

1.5 Significance of the Study

This research is highly significant to tell UNAMI and many global corporates about effective and motivational practices. The criteria utilized for motivating personnel are widely examined as the importance of motivation and career development for performance. The research will contribute a body of literature to understand the problem and not only benefit stakeholders but also employers as well as the motivation of UNAMI in the comparison with other global corporates.

The research will also assist the other related corporates to reorganize the criteria of motivation and career development policies and develop the atmosphere of motivation and take crucial aspects into account in inspiring personnel. This research is intended for future researchers to encourage additional studies in areas of workforce motivation. Their results attempt to make recommendations for leaders and managerial officials particularly those who work in human resources which are extremely valuable in terms of motivation for their employees when read.

2. Review of Literature

2.1 Theories on Motivation

In the past, motivation was a topic of concern and has been an important part of the modern corporate environment. Motivation to understand is very difficult to realize that many aspects affect the success of the workforce of a single corporate. And what motivates one employee would certainly not motivate another employee in the same business. McShane et al define motivation as "the element in a person that is capable of affecting the path, intensity and eagerness of working" (McShane & Von Glinow, 2003). Petri and Govern have endorsed the above concept of motivation "motivation is the idea, which explains an individual's propelling force which explains variations in behavioural strength" (Petri & Govern, 2004).

2.1.1 Hierarchy of Needs – Maslow

First of all, people are inspired by psychological requirements: Maslow makes these psychological conditions the fundamental need of life, including food, warmth, clothes and shelter. If people are starving and don't have shelter or clothes, these needs are more driven because they have the main effect on their behaviour. However, since individuals do not lack

certain specific needs (psychological needs), their needs begin to shift to the second stage where Maslow is similarly seen as the higher order of needs.

Security needs are seen in the second level: For people at this rank, security is usually the most necessary need. This is reflected in the health and family welfare of the employee. Social needs are Maslow's third level of needs. As employees feel comfortable and happy at work, they are now focusing on working relationships to develop healthy friendships, affection and intimate ties.

People would have self-esteem requirements as they go up the ladder: Maslow recognizes this fourth level of needs that some embrace and value. Self-actualization needs are the top or final stage of Maslow's needs: Self-actualization was to grow more and more into something that you are about to become (Srivastava, 2005,) Figure 1 shows the five hierarchies of needs Maslow.

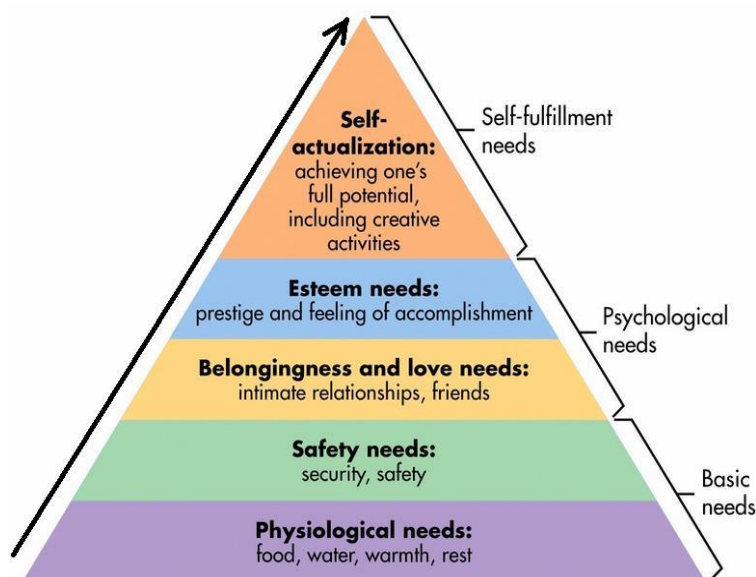


Figure 1: Maslow's Hierarchy of Needs
Source: Maslow, 1943

2.1.2 Two-Factor Theory – Herzberg

Herzberg was aware that the conditions that induce happiness at work are the opposite of the factors that cause discontent. Herzberg's survey was conducted on accountants and engineers. In his study, Herzberg concluded that the motivators and the hygiene factors are determined by two factors. The motivators build work satisfactions that involve accomplishment, acceptance, control and other intrinsic facets. On the other side, hygiene considerations were identified which would increase discontent if they were not met.

The motivators are the ones that make the workplace feel satisfied. These influences affect the way a business works; for instance, it leads to development and progress in higher-level tasks as it is responsible for the expansion of a job within an enterprise and provides a human with the requisite conditions. Motivators are the factors that come from the intrinsic individual.

These reasons may be successes, commitment to the job, responsibilities for expanding work, development and progress to a higher degree. Hygiene considerations in Herzberg build an appropriate working atmosphere but do not improve satisfaction. For instance, low pay may trigger work frustration that affects the output of workers. Factors of hygiene are necessary to

prevent the working atmosphere from being an uneasy condition. Sales, working conditions, status, business policy and management are typical hygiene considerations (Saiyadain, 2009).



Figure 2: Herzberg's Two-Factor Theory
Source: Herzberg, 1959.

2.1.3 Fifty–Fifty Theory – John Adair

John Adair introduced this as an incentive to influence business efficiency. Fifty per cent of his understanding comes from an individual's inspiration (intrinsic), and the other fifty per cent is from the environment (extrinsic), most people around us. This rule is not used to announce the exact proportion but to clarify that 50% of our inspiration comes from ourselves and 50% from an external force, namely our atmosphere, namely from the people around us. These conclusions are not mathematical but indicative and could vary from one person to another. The essence and consistency of the leading current are ultimately critical in these important external influences. Therefore, the strong correlation between leadership and motivation is crucial for determining the motivation of employees. The 50-50 rule serves to warn leaders that they have a major role to play in motivating employees to succeed or fail. Positively or negatively not all the cards are in their possession when they work with people with different degrees of self-motivation. There are obstacles that corporate leaders face to motivate employees in the corporate.

2.1.4 Expectancy Theory – Victor Vroom

Victor Vroom first developed the idea of expectancy theory and it was published in 1964. Victor Vroom gave an approach to motivational awareness. Motivation is thus a function of a person's expected benefit. He felt that the goals of the individual would be fulfilled as a result of the expected benefit of a move. The paradigm of Vroom is therefore based on the principles of meaning, expectation and power. The definition of force is entirely motivated and the algebraic sum of the products of valence and desires can be seen. So, motivation (force) = Valence x Expectancy.

Valence is the intensity of the preference of a person for a result of a goal. The strengths (fear of demotion or transfer to less significant jobs) can be negative or optimistic (prospect for promotion). The expectation is likely to contribute to the required result for a specific measure. If there is a certain purpose for the employee, certain actions must be developed to achieve the

aim. The employee is responsible for assessing the probability of actions that would achieve optimal results and selecting the best behaviour.

2.2 Career Development

Career is a dynamic concept and it is described in various ways by different scholars. In the past, this concept was not considered as complicated and significant as it is now, and an individual was considered to have a job for a long time. People started their job young and they stayed with the same organization until they retired and sometimes in the same place. It was taken for granted that a person would be employed as long as s/he wished if a hard worker was trusted, professional, trustworthy and without problems.

Today, because of the many continuous shifts in the economy and technology, the situation is very different and much more dynamic. If a person wishes to survive in such a tumultuous and changing world, s/he needs to adapt and develop new talents, skills and training during his work life. It is now apparent that an individual need to learn new and improved skills continuously. New careers and activities are more demanding, meaning that people need to be trained and qualified to perform more and more advanced tasks and tasks in technical terms (Ivancevich, 1994).

In short, a career is a lifelong phase, which consists of the work experience acquired by the individual during his or her various work and his or her movements from various roles, but also by gaining a greater degree of responsibility, control and development. The main link between a person and a corporate would be a career. Young, talented, experienced, qualified professionals play a key role in their career and growth and remain in a position to see prospects for personal and career development.

2.3 Career Planning and Career Management

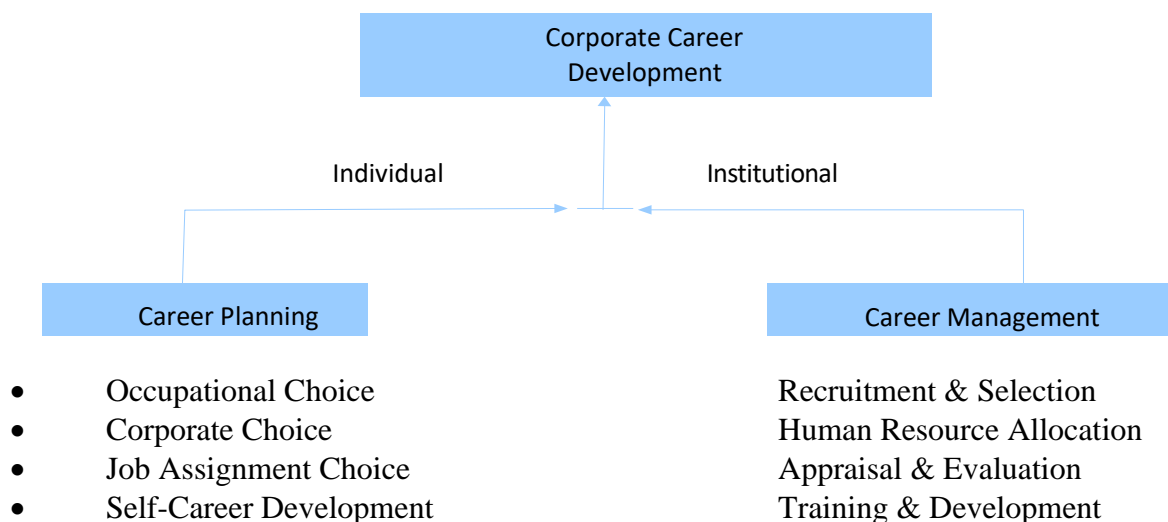


Figure3: Model of Corporate Career Development

Source: Bernardin and Russel, 1993

Career development can be described as a term that has an internal focus and refers to the way an individual views his/her career, but it has also an external focus that refers to the series of jobs and positions held by an individual. Understanding career development in a corporate requires an examination of two processes: how individuals plan and implement their own career goals (career planning), and how corporates design and implement their career

development programs (career management) (Bernardin & Russel, 1993). This process can be seen in figure 3.

Career influences all players, individuals and a corporate in the growth of career and builds relationships (Milkovich & Boudreau, 1997). The development of careers is therefore a complicated topic, divided into two important factors. Both are: career planning, the mechanism by which employees determine or take action to reach career targets, and career management as the other component reflects the process by which corporates pick, evaluate, appoint and cultivate employees and include a pool of eligible persons to fulfil their potential needs.

The matching method is critical because both the individual and the corporate have an interest in the career of the employee. The discussion of human preferences, skills, expectations, wishes, decisions or restrictions takes job planning into consideration, which in this process is an individual component. Career preparation also includes identifying and preparing strategies for the achievement of career objectives. It is an exercise undertaken by a person to learn and regulate his/her working life (De Simone & Harris, 1998). It is not appropriate for an individual to schedule a career alone but in collaboration with the consultants, advisors and the entire corporate. The planning of careers should always be in line with the focus of the corporate. Another significant element in the job selection process is career planning which identifies corporate and their future needs and is a continuing process for planning, executing and reviewing career plans conducted by individuals (De Simone & Harris, 1998).

2.4 Career Programs and Strategy

Career programs in the corporates need to be linked to their plans. The development of careers can differ and can be seen in recruitment, career development and promotion (Bahtijarević, 1999). These two aspects establish four job growth groups, which are closely linked to both the corporate strategy and the competition strategy (see Figure 4) (Subrahmanyam & Azad, 2019). Recruiting into the corporates may be through internal or external sources. When corporates indulge in internal recruitment, they may occupy almost all of the lowest levels. If instead, a corporate is hiring externally, it hires at least as much as it does.

The fortress (top left) has low competition amongst people for internal employment opportunities but is open to external staffing at all levels. The fortifications corporates cannot rely on their employees' safety or the granting of their merits. They prefer to protect qualified workers with shifting orientation. Also, this system characterizes businesses that have deficiencies in certain fields and also strive for sustainability. E.g. printing, textiles and retailing, this group is included.

The baseball team (top right) characterizes radically transparent systems, with the potential of entering the internship at all professional levels and strong individual competence. These corporates look for those workers who are prepared to make the greatest effort possible. Human resources play a leading role in these corporates and are more geared to draw expertise from the outside than to create it from the inside. Baseball teams are typically represented by the following: law, consultancy and accounting companies, science, sports, publicity, public relations, and biotechnological research.

The club (beneath left) is not very open to external selection, with membership normally only at entry and low competition for individual opportunities. These corporates rely

more on the domestic labour market and typically encourage collective rather than individual contributions. Seniority, loyalty and equitable relationships with all members are more important to them than advancements and profitability. Typical club examples are banks, telecommunications, insurers, military and government departments.

The Academy (beneath right) has a fairly closed structure where admission is normally only available at early ages, as well as a high standard of education and job preparation depending on the commitment of the applicant. The reliability and low fluctuations in these corporates. The main role of human resources is, understandably, growth, since they hire people from outside, who expect most of them to be in the corporate until they retire. For instance, pharmaceuticals and electronics are academic.

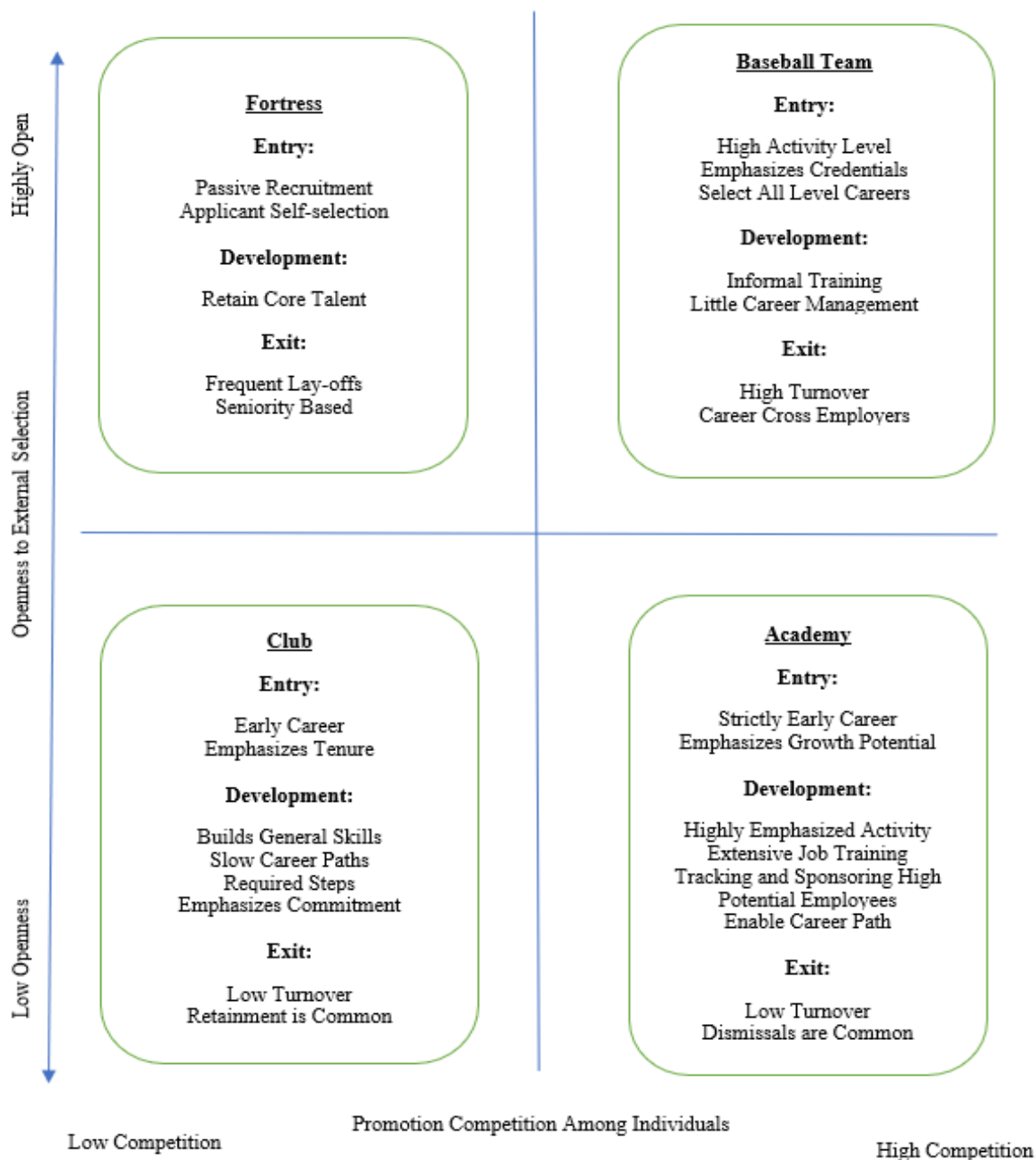


Figure 4: Four Career Programs

Source: Adapted from Milkovich & Boudreau, 1997

2.5 Performance Management

For employees' motivation for high efficiency, having an effective performance management mechanism and resources is important. However, this is not a sufficient condition for efficient control of results. In every performance monitoring scheme, the only problem is how seriously leaders and workforces take it (Pulakos, 2009). Performance management aims to perfect and synchronize, and upgrade to generate value for and from customers to stockholders and owners as a result of creating economic value.

The extent of performance management is quite general, and thus performance management must be used as a method to increase employee morale to achieve high performance within a corporate (Cokins, 2009). Successful performance management requires strong performance context awareness. This means knowing the roles and tasks within a corporate or non-corporate that are part of the job description. Once the employees know what the work demands, they have the foundation to evaluate and improve results.

This is the basis for the evaluation and improvement of corporate results. This leads to a lack of a correlation in the assessment of employee efficiency and the possibility to improve the performance of employees in corporate or non-corporate. There is also a lack of link in the evaluation of the results of employees in the same job description in contrast to other colleagues (Robert, 2003).

2.6 Performance Parameters

Comparing a performance measurement system with a dashboard instrument panel offers important insights into the combination of financial and non-financial measures that a management control system needs. A dynamic structure cannot be regulated by a single measure (Anthony & Govindarajan, 2007) Performance measurement can mean “daily results (outcomes) measurement and reliability of programs or services.”

This involves regularly monitoring progress towards precise outcomes, a customer-oriented practice that is aimed at optimizing gains and minimizing the detrimental costs of service clients and services. This is an essential component in achieving results. If success is not calculated or inaccurately measured, people who use the details are deceived and poor decisions would probably be taken.

The old saying “garbage in and garbage out” thus gives more credibility (Hatry, 2006). Performance measurement provides generic knowledge and can be used both by leaders and for all workforce levels for decision-making purposes. The output measuring device may be the instrument panel in this capacity. The toolbox is used for strategic manoeuvres, day-to-day organizing and preparation, enhancements and updates (Andersen & Fagerhaug, 2002).

Financial and accounting are conventional metrics for corporate success. It has now developed into advanced applications with a range of features. First, financial metrics were used as instruments to manage the corporate's financial capital to support corporate goals. Secondly, financial success indicators have served as barometers that show success against key corporate goals. Thirdly, they also have incentives for potential success. Moreover, they were considered influencers for potential achievements by offering a window into the past. The idea that they were cost-based and backup was not quite motivating beyond the merits of the financial and accounting metrics of performance measurement (Manzoni & Islam, 2009).

Activity-based costing is a methodology for understanding a corporate's operations, procedures, resources and goods. The ABC outlines practical environments that are most likely to affect the earnings or costs of leaders through prompt decisions. Leaders might attempt to

recover a commodity that increases the costs of goods that need heavy aid capital and reduce prices to make products and services that subsidize the lower volume products more affordable.

It can look at ways to minimize total resource usage by eliminating operations to generate the same productivity or to reduce resources to manufacture and serve current commodity and consumer mixes. They can find solutions to reduce resource consumption. This would include the introduction of productivity and ongoing improvements to increase production, minimize configuration time and improve plant layouts. If functional area leaders understand that they can achieve the same result with fewer personnel or fewer machines, they can simply reduce their resource expenditures (Forrest, 1996).

Investment is a first pay on what we value in swaps and the anticipated advantage that we get more than we put in. The difference between what we have put in and what we have returned is the refund. Corporates thus invest to get a return on their money. For the recovery of financial properties, all the profits received by the corporates whether they finally sell them or mature them and the income gained between buying and selling are used. Return is compensation for the intermediate $ROI = (\text{Gain from the investment} - \text{Cost of investment})$.

The balanced scorecard is a collection of different business measurement metrics. A balanced scorecard usually covers customer experience success metrics, creativity and learning and corporate procedures as well as financial performance. Learning and innovation performance metrics also revolve around the research and development activities of a corporate. For instance, success metrics for creativity are the number of innovative products produced over a year and the time needed to get new products to the market.

The number of staff training sessions and the number of staff who are cross qualified in multiple qualifications will provide performance measurements for learning. The number of customer complaints and repeat clients are the performance metrics for customer service. In comparison to rivals, consumer reviews can also be used to combine metrics for customer loyalty (Subrahmanyam & Farwq, 2020).

The performance measurements of internal processes take into consideration the time required to produce a component. The sum of waste and scrap is a quality indicator of the production processes of a corporate. The number of refunds from customers is an indicator of the efficiency of the production and distribution order systems. Financial metrics cover operating income, investment return rate and residual income.

3. Methodology

In this research, the descriptive research paradigm was adopted as the overall research design since the approach specified was suitable for exploratory research aimed primarily at identifying relevant ideas, insights and methods concerning assessing the role of motivation and career development in employee performance in UNAMI. This method of research has unique skills to address a variety of evidence documents, interviews and comments and so on and so prevents the prejudice associated with the use of one single source of evidence (Kothari, 2004).

3.1 Population of the Study

The population consists of a combination of factors before the selection of the sample according to Neuman and Taylor (2000). The expression Population refers to a big group of individuals with one or more common features, which Cohen et al. (2001), focus on in a

research study. It is a unit or collection of units having one or more features that the researchers find more interesting. The UNAMI-hired staff were included in the sample population for this study (N=20).

3.2 Sample Selection

A sample is defined as a population subgroup. Several of the individuals in the population have been picked (Sekaran, 2000). Somekh and Lewin (2005) refer to a sample as people from the whole population that would be included in the data gathering. The research consisted of 10 managers in the department for human resources and 10 non-managerial personnel working in the department for human resources at UNAMI to produce 20 samples. The reason for choosing ten non-managers was due to the nature of the employee population, the study and the assessment of the role of motivation for the performance of employees while the purpose of involving department employees was to evaluate the motivations and career development of employees and their performance impacts used by the firm.

3.3 Data Collection

The investigator used several data-gathering strategies. The primary data was acquired through observing, utilizing questionnaires and employing a checklist. Secondary data was obtained also from relevant study documents and books. In such a situation, the investigator chose to construct interview questions using questionnaires. Questionnaires have been a popular data collection method. A cheaper and less time-intensive questionnaire instrument, Collis and Hussey (2003) and may capture small samples for interviews.

4. Analysis

The findings of the statistical analysis were produced based on the use of descriptive and inferential statistics and then discussed. The research analyzes the function of motivation and career development and the performance of the staff of the sampled set of UNAMI that received the questionnaires and analyzes variations in terms of biographical factors.

4.1 Gender of Respondents

The result shown in the table shows 47% to be male and 53% to be female. The organisation, although the majority are female, employs both men and women. This means that both men and women are employed by UNAMI, however, the difference is 6%. This shows that UNAMI is not inclined to engage only female employees. The conclusion, however, demonstrates that the motivation for career development and performance of work depending on money, advancement, recognition, and perks among men and women varies significantly.

4.2 Duration of Service

Table 1: Length of Service

Being in Service	Frequency	Percentage
Previous 1 year	4	20.0
Previous 2 years	7	35.0
Previous 3 years	5	25.0
Previous 4+ years	4	20.0
Total	20	100.0

The result shown in Table 1 shows that 20% of respondents were in the past 2 years and 35% one year ago joined the firm. The data reveals furthermore that 25% of the workforce joined the organization three years ago and 20% over four years ago. Using the results mentioned above indicate that in the last two years UNAMI is served by personnel. This is an

example of the firm's ability to sustain its workforce for a lengthy term, which explains UNAMI's high turnover.

4.3 Pay and Salaries

To find out if the pay and salaries provided to employees motivate employees to perform. As descriptive statistics demonstrate, 3% of respondents are highly in agreement and 14% agree that they are motivated by their existing income. When contrasted with those who say they are not motivated by the existing wage (63% in combination), it is apparent that the majority do not agree with the assertion. This means that employees' pay does not influence their performance levels, even if UNAMI regards to pay and salaries as their motive tool. Leadership could consider combining tools as a motivating factor for achieving greater performance rather than pay and salaries. The work of the employees must be paid on time and in value.

4.4 Fringe Benefits

The research found that 55% of respondents agreed that the UNAMI offers fringe benefits against the disagreement of 35% and 10% not sure. In other words, it agreed that the supply of extra benefits was one of the instruments to incentivize workers, following the prior disclosure (Doellgast, 2006). Leadership should continue to give its staff greater fringe perks such as health benefits, housing allowances and transportation advantages. The table sums up the results of this variable.

Table 2: Fringe Benefits

Fringe Benefits	Frequency	Percentage
Strongly Agree	6	30
Agree	5	25
Not Sure	2	10
Disagree	4	20
Strongly Disagree	3	15
Total	20	100

4.5 Employee Training

The research as described in Table 3 reveals that 20 per cent of those working with UNAMI dispute that they are mostly trained by the firm. But 50% disagree strongly with the assertion, and 30% are uncertain. Training is thus not one of the strategies being used by UNAMI to encourage its staff. The leadership should use the training tool of its workers to provide them with the abilities essential to provide a good job in the firm.

Table 3: Employee Training

Employee Training	Frequency	Per cent
Strongly Agree	3	15
Agree	1	5
Not Sure	6	30
Disagree	4	20
Strongly Disagree	6	30
Total	20	100

4.6 Employee Decision Making

Given employees' participation in decision-making in UNAMI, the results show that 50% of respondents disagree with the declaration against 30% in total who agree and 20% are not sure that most employees take part in the organization's decision-making, which implies

that the leadership is making decisions about what to do and is passing it on to the firm. The leadership of UNAMI should consider enabling the workforce at various levels to participate in decision-making so that they recognize that their contributions contribute to the corporate's progress.

Table 4: Employee Decision Making

Decision Making	Frequency	Per cent
Strongly Agree	5	25
Agree	1	5
Not Sure	4	20
Disagree	4	20
Strongly Disagree	6	30
Total	20	100

4.7 Employee Sense of Responsibility

The results in Table 5 demonstrate that 60 per cent of respondents in total working with UNAMI believe that there is a sense of responsibility at their workplace. This variable employee was asked to identify if their feeling of responsibility is conferred on this variable in their work. The assertion was not accepted by only 23 per cent. The organization, therefore, employs responsibility to encourage its people as one of its instruments.

Table 5: Employee Sense of Responsibility

Sense of Responsibility	Frequency	Per cent
Strongly Agree	8	40
Agree	4	20
Not Sure	3	15
Disagree	3	15
Strongly Disagree	2	10
Total	20	100

4.8 Equal Treatment of Employees

Also, interviewees were questioned if employees are treated reasonably equally according to their efforts, experience and training. In Table 6, the data show that overall 60% of respondents believe that the organization treat its employees reasonably equitably, while 20% are unclear depending on someone's efforts, experience and education. To encourage them, UNAMI treats its workers equally. Leadership must continue to maintain this approach since employees feel they are appreciated at work.

Table 6: Equal Treatment of Employees

Equal Treatment	Frequency	Per cent
Strongly Agree	8	40
Agree	4	20
Not Sure	4	20
Disagree	3	15
Strongly Disagree	1	5
Total	20	100

4.9 Employee Promotion

Interviewees were questioned whether an employee is promoted and the findings below if it is consistent. The results from Table 7 show that 55% of respondents agree that 30% of them are not sure if someone does so consistently and just 15% disagree with the assertion.

That is why the firm employs promotions to inspire its personnel to continue managing a practice.

Table 7: Employee Promotion

Promotion	Frequency	Per cent
Strongly Agree	7	35
Agree	4	20
Not Sure	6	30
Disagree	2	10
Strongly Disagree	1	5
Total	20	100

4.10 Motivation, Career Development and Employee Performance

UNAMI respondents were asked if motivation and career development affect the performance of their employees and the results are discussed below. In the descriptive statistics of relationships between motivation and career development and employee performance, the mean score of $M=1.2$ showed that the work content provided the highest motivation and career development and work performance among employees, in particular with a moderate variation in responses to this dimension (standard deviation = 0.47). An assessment of the function of motivation and employee performance, as reported in Table demonstrates that 66.7 per cent demonstrated a good relationship. The results were statistically significant at 0,00, $p<0.01$.

Table 8: Motivation and Career Development and Performance

Variable	Test	Motivation and Career Development	Employee Performance
Motivation and Career Development	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	20	20
Employee Performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	20	20

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

The aforementioned correlation coefficient of Pearson shows that employee motivation and performance at UNAMI are positive and significantly related. The correlation between Pearson and 0.823** has been examined at the meaning of 0.01. The connection also reveals that the leadership of UNAMI must close a gap of 0.177. Leadership should take into account all motivating instruments, such as the timely payment, the rate of the part system, the perks of staff members, training and rotating staff, clarity of goals and participation in the decision-making process, among other things, utilized to completely meet the demands of the workforce.

5. Concluding Remarks

The research shows that a range of factors affects the motivation and career development and satisfaction of employees. The research also found that additional factors besides those included throughout the research might also impact the motivation and career development and performance of the employees significantly. It was crucial to discover in this research that some the factors, irrespective of earlier research, no significant links between these variables and motivating employees and performing jobs did not influence employee motivation and work satisfaction.

The research also showed that corporates must understand how employees are motivated. They should also be aware of the fact that such strategies have a different motivational impact on different employees and can affect an employee at different times because of their conditions, their requirements and personal objective conditions (Roberts, 2005).

The research also suggests that the association between motivation and career development and productivity among employees is quite beneficial. However, the research may observe that the fundamental cause of low efficiency in UNAMI is not self-motivation, but the instruments utilized by the business that are not the motivators employees seek.

It should be noted that incentives for motivation play a very important part in the daily work of all employees in all corporates. It is so evident that performance of any kind is the function of the corporate's motivation and career development and hence improves and raises productivity. Given these problems of motivation, employers and workers should be considered.

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