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The Effects of Motivational Factors on Employee Performance: A Case Study on Telecommunication Sector in Nangarhar, Afghanistan

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ABSTRACT: This study evaluates the impact of motivating variables on worker performance in Nangarhar, Afghanistan's telecommunications industry. The data from relevant respondents is gathered using the stratified random sampling technique. The study's sample size consists of 120 workers from Nangarhar telecommunications industry. The study's outcome is analyzed using the basic linear regression technique. Positive correlations have been found between motivating elements and employee performance. This suggests that employee performance will rise in tandem with an increase in motivating factors. The degree of relationship is shown by the correlation's size, which is 73%. This suggests that there is a 73% correlation between motivating factors and employee performance. According to the anticipated positive coefficient of motivating variables, employee performance would climb with every unit increase in these components. With all other variables held constant, an increase of one unit in motivational factors would result in an average improvement in employee performance of 35.4%, according to the magnitude of the coefficient, which is 0.354. The explanatory power of the study's independent variables is indicated by the R-square. The study's R-square of 68 percent indicates that the independent factors contributed 68 percent of the variation in the dependent variable. The model's overall relevance or fitness is demonstrated by the F-statistics. Since the model's p-value is less than 5%, the model as a whole is significant.

KEYWORDS: Employee Performance, Motivational Factors, Telecommunication

1. INTRODUCTION

Regardless of size or industry, all businesses aim to inspire the greatest workers because they want to succeed in the fiercely competitive world of today. Recognizing their critical role and impact on organizational effectiveness (Dobre, 2013), businesses must cultivate a solid rapport with their workforce and support them in achieving their goal of improving performance (Albeiti, 2015). Based on goals and objectives, organizations have developed strategies to maximize efficiency and compete in a highly competitive market (Knapp & Mujtaba, 2010). Conversely, not many individuals believe that human capital is a significant resource. They can lead to success or failure if not managed properly (Barthol and Martin, 1998). if the employee's dissatisfaction with their job prevents them from having the motivation to strive toward achieving the goals. Any type of business is concerned with staff productivity since it impacts the organization's capacity to achieve its goals and objectives. A diverse range of resources is necessary for an organization to thrive and achieve its goals. Human resources, or staff, are covered by this (Shanks, 2012). However, if skilled workers don't support them, they might not get the desired results. According to Osei (2011), motivation is therefore an essential attribute needed to achieve organizational goals. Employee dedication to the business isn't absolute. It will therefore divide up the time for various activities. Internet use for non-work-related purposes or during an extended lunch break (Shanks, 2012).

Uzona (2013) asserts that companies need to implement motivating techniques to increase employee output and, eventually, the performance of the entire organization. As per Yang's (2008) findings, entities utilize diverse incentive tactics. The Latin term motus, which means movement, effect, and excitement, is where the word stimulation supposedly originated (Re'em, 2011). Bartol and Martin (1998) accepted motivation as a tool. And encouraged a tendency toward persistence. Stated differently, motivation refers to the intrinsic drive to fulfill the needs of the downtrodden and achieve specific goals. It's also a phase that begins with the desire to perform a precise activity, either physically or cognitively. It is up to each individual to assess their level of motivation.

Shanks (2012) states that motivation is a subjective term that can be explained by three main pillars: consciousness, which is the energy or driving force behind behavior; instructions regarding the type of behavior displayed and whether it actually occurred; and Dobre (2013) Because every employee is motivated by something different, it is important for managers to understand what motivates their employees. Incentives can be either internal or external. Internal motivation comes from within the individual and

leads to an internal sense of motivation (Reim, 2011). Burton (2012) asserts that an individual's sense of self-satisfaction serves as the primary drive. The rewards are typically applied in real-world situations and don't depend on outside variables to change behavior. Internal motivation is, therefore, the most significant and prevalent type of motivation. Because it develops people's natural stimulation habits, which in turn strengthen their cognitive, social, and physical capacities (Ryan and Dessie, 2000).
A variety of dynamic elements influence each person to work hard and complete duties effectively (Ganta, 2014). Asım (2013) claims that non-pursuit forms of motivation, such as self-actualization and awareness, are bonuses, incentives, and the like. Businesses can accomplish both short- and long-term company goals and objectives by utilizing a range of stimulus strategies and tactics (Obi-Aneke et al., 2014).

2. EMPIRICAL LITERATURE

2.1 Employee Performance

Performance in the workplace can be divided into two categories: organizational performance and employee performance. We shall cover more details regarding these two ideas in the topic that follows. When an employee or group of employees inside the organization successfully completes tasks and meets deadlines. Working together with every element of an organization to attain desired results is the process of achieving organizational performance (James, 2012). According to James (2012), achieving a high level of organizational efficiency is necessary in order to evaluate an organization's performance. The predetermined targets and goals are used to measure performance. The organization's strategic long-term goals. Productivity and employee performance are related. The worker's ability to complete the task at hand properly and efficiently will be demonstrated by both parties. There are multiple meanings. most when the word "performance" is used without any reference to a particular variable. It's also essential to accomplish organizational and personal goals. Organizational efficiency is the state in which a group of people work together to achieve the goals and objectives of the organization. When an employee performs well in achieving the goals and objectives of the company, it means that they are making use of their present abilities and skills (Patel, 2013). However, a number of circumstances may allow for the fulfillment of both. According to Pathhrage et al. (2004), institutional efficiency is dependent on individuals completing specific tasks and using resources intelligently to achieve goals and objectives rather than achieving broad aims. Sonnentag et al. (2008).
It should be mentioned that the proposed study solely looks at overall organizational performance. Furthermore, a comprehensive analysis of the relationship between worker motivation and productivity will be carried out. Only firms that are active in the short- and long-term will find that performance enhancement is most beneficial (late 2014). High-performing personnel are advantageous to organizations (Ali et al., 2016). According to a recent study, staff development is highly valued by many companies due to the strong correlation between employee productivity and profitability (Hamid and Wahid, 2011).

2.2 Motivational Factors

Incentives can also motivate people to achieve their goals and boost productivity when an organization or management satisfies the needs and desires of its employees (US, 2013). Motivation is a psychological process that can guide and drive an individual to stay above sales targets or be a dumb team member (Behnaz, 2013). It piques the interest of the staff in working toward the organization's shared goals and objectives. In both collective and individual contexts (Haque et al., 2014).
We appreciate our employees more than we do becoming the best in the world, as said by Google's vice president of human development (Fast Company, 2013). Our potential employees also like coming to work here. Because that's what we do. Two well-known motivation theories—Classification is necessary for Herzberg and problems—explain the notion of the relationship between efficiency and motivation. Virgin Atlantic and Google steer the development of policies and force tactics using this conceptual framework. Justifications (Martin, 2012; Dodovsky, 2012).
Studies have indicated that when it comes to inspiring workers in the banking or finance industry, financial incentives work better than non-financial ones (Delic et al., 2017). The primary motivator for the banking industry and its personnel is money. Like Herzberg, who emphasizes the importance of hard work, ideas, and hard teams, many behavioral scientists are examining the role that money plays as an incentive. Furthermore, this money is not a motivator for other reasons. The primary motivator to work, though, is money. This is due to the fact that it allows workers to buy products that fulfill the majority of their needs (Robbins et al). According to more studies, the majority of workers require an average wage to meet their basic necessities for physical health and safety. This makes it a trap for employees at lower levels (Wallace and Ziffin, 2011). Personal motivation has a favorable impact

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on motivation for money, according to Langton and Robbins (2007). For this reason, attributes derived from personal motivation are valuable when making claims about a company. Additionally, research by Daft & Marcic (2010) demonstrates that lower-level workers favor flexible work schedules. Payment and approval, particularly for the first three motivational prizes. This indicates that management finds individual financial awards more alluring than non-financial rewards that are paired with financial rewards, which can be found in many organizations. Glassock & Grams' (1995) argument that monetary rewards and non-monetary rewards like recognition should not be confounded, however, is unfounded. The financial benefit is out of proportion. Supporting the company's short-term objectives in accordance with its budget is its aim. The balance of financial and non-financial returns must therefore be taken into account by organizations. With flexible work schedules, this is particularly true for blue-belt personnel. One possible explanation for this could be the current tendency in the business world, which promotes healthy lifestyles (Daft & Marcic, 2010). Employee well-being is maintained and enhanced by flexibility in working hours.

2.3 Motivational Factors and Employee Performance

According to Wognum (2011), there are three organizational levels where training and development requirements could appear. Upper management determines needs at the strategic level while taking corporate goals, missions, strategies, and challenges into account. There are two tactical levels where needs are either modified or still necessary due to a moderate degree of management. Taking into account that coordination and cooperation are necessary for both organizational units and the third operational level, which requires sub-level executives and other workers, it takes into account operational issues, such as performance difficulties for particular employees and departments. Establish training and HRD goals to assess the proficiency of companies developing formal and informal HRD programs and initiatives to produce competent and competitive workforces. It is important to emphasize appropriate coordination, among other things. Three levels of appropriate needs inclusion (Torrington et al., 2005).

An organization might use a range of strategies to develop its key competencies. In contrast to the education and non-formal program systems, these courses and programs are generally recognized and specified programs where the organization and the workers receiving the training are aware of the training's duration, content, and other details (Beardwell, Holden, & Claydon, 2004). It is possible to set up programs, assessments, and research as soon as possible. Employee skill development in a business can be achieved through job transfers, which entail moving staff members from one formal role to another. Examples of job transfers include holding onto senior positions and changing departments. This could involve the relocation of laborers from one nation to another. Employees can gain knowledge about various operations through these adjustments and reassignments. There are clear differences between the organizations in each of the several nations where they conduct business. Several people present to a large audience during a session using training and development methodologies. This is incredibly inexpensive since a number of workers instruct a sizable audience on a subject at the same time. This approach is detrimental, though, as not every student finds it simple to comprehend the material as a whole. During training, not every trainer moves at the same speed. Some students may be singled out for attention because they appear to learn concepts more quickly than others and instruct others in TOT (Wagner, 2011).

Additionally, skill development raises the possibility of stable work and raises the potential income of employees (Kalkarni, 2013). Thus, the researchers questioned whether training may affect output and function as a non-monetary incentive. of workers? Metal Gamemaker is the case study. It was found that management required full-time employees to complete 66.5 hours of training yearly, whereas part-time employees only needed to complete 53 hours, in an effort to increase employee engagement. In addition, regarding self-improvement, it was found that internal candidates filled 31% of the company's open positions. This refers to the management's return on investment (Caccamese, 2013).

3. CONCEPTUAL FRAMEWORK

The following is the conceptual framework of the study that identify the dependent variable and independent variables of the study. Flowchart of the theoretical model

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EP = BO + B1 MF + ϵ
where,
EP = Employee Performance
MF = Motivational Factors
B1 - B3 = Regression Coefficients
ϵ = error term

4. METHODOLOGY OF STUDY

The majority of academic studies using descriptive designs employ survey research, which focuses on gathering primary data for the investigation. As a result, survey research methodology is used in this study.

5. DATA ANALYSIS AND INTERPRETATIONS

5.1 Descriptive Statistics

Table 4.1: Descriptive Statistics of the Study

Variable	Obser	Mean	Std. Dev	Maximum	Minimum
Employee Performance	**120**	**3.024**	**0.034**	**5**	**1**
Motivational Factors	**120**	**2.550**	**0.456**	**5**	**1**
Source: Eview Output					

A summary statistic that provides an overview of the data, including the variable's mean, standard deviation, maximum, and lowest values, is called a descriptive statistic. For the investigation, one hundred and twenty observations were made. The mean employee performance value, with a standard deviation of 0.034, is 3.024. The variable has a maximum value of five and a minimum value of one. The motivating factors have an average value of 2.55, with a standard deviation of 0.343. The variable has a maximum value of five and a minimum value of one.

5.2 Correlation Matrix

Table 4.2: Correlation Matrix of the Study

Variable	1	2
1. Employee Performance	1.00	
2. Motivational Factors	0.732	0.360
Source: Eview Output		

The correlation matrix for the study is really given in the above table. The correlation matrix displays the co-movement of the variables. The researcher is mainly given two concepts by the correlation matrix. The relationship's direction and degree come first and second, respectively. There are positive relationships between employee performance and motivating factors. This implies that when motivating factors grow, employee performance will also rise. The size of the correlation, which is 73%, indicates the degree of the link. This implies that the relationship between employee performance and motivational factors is 73 percent correlated.

5.3 Regression Result

Table 4.3: Regression Result of the Study

Panel A: Regression Result				
Variable	**Coefficient**	**Std. Error**	**t-statistics**	**Probability**
Motivational Factors	**0.354**	**0.047**	**2.365**	**0.000**
Constant	**0.024**	**0.048**	**2.789**	**0.004**
Panel B: Diagnostic Result				
R-Square	**0.689**			

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F-Statistics	**114.3**
Probability	**0.012**
Source: Eview Output	

To examine the association between independent variables, including motivational factors, and the dependent variable, employee performance, the study used a simple linear regression model. Regression analysis aims to find the values for β0 (intercept) and β1 (coefficient of motivational components). The regression model is estimated using the Ordinary Least Squares (OLS) estimation technique.

Session actually shows how an independent variable affects the dependent variable under investigation. Every unit increase in these components would result in an improvement in employee performance, according to the predicted positive coefficient of motivational variables. The size of the coefficient, which is 0.354, indicates that an increase of one unit in motivating factors would, under all other conditions, result in an average improvement in employee performance of 35.4%. The R-square shows how well the independent variables in the study explain the data. The dependent variable's amount of variance caused by independent factors is measured by the study's R-square, which comes out at 68%. The F-statistics show the model's fitness or general relevance. The model is significant overall since the p-value is less than 5%. On the other hand, R-squared (R2) provides a more comprehensive illustration of the combined impact or influence of independent variables (chosen in the model) on dependents. The total, cumulative, or compounded impact of an independent variable on a dependent variable is represented by the R2 value. Put another way, R2 shows how much the variance of the dependent variable in the regression model can be influenced by independent factors.

5.4 Diagnostic Tests

To determine the validity of the regression model outputs, we need to perform preliminary diagnostic tests (residual diagnostics and coefficient diagnostics). The heteroscedasticity test needs to be performed.

5.4.1 Heteroscedasticity test

The first test we must perform is the heteroscedasticity test. The variance of the error term should be constant in relation to the independent variable, as per the fourth assumption of classical linear regression. When the variance of the dependent variable in a population regression is not constant against each observation of the independent variable, the phenomenon known as heteroscedasticity takes place. Put another way, heteroscedasticity is the state in which the amount of the error term varies over the values of the independent variable. A biased ordinary least square (OLS) result, an unusable estimator, an incorrect hypothesis test, and a significance test that is either too high or too low are all caused by heteroscedasticity problems. The following table shows the results of the heteroscedasticity test for the data. Heteroscedasticity is determined by the following criteria: If the likelihood of the chi-square is less than 0.05, the data is heteroscedastic or there is a heteroscedasticity problem; if the probability of the chi-square is greater than 0.05, the data is homoscedastic or there is no heteroscedasticity problem. The likelihood of the chi-square is 0.83, which is greater than 0.05, according to the table below, indicating that there is no heteroscedasticity problem and that the data is homoscedastic.

Table 5.4.1: Heteroscedasticity Test			
F-statistic	0.275206	**Prob. F(3,110)**	0.8432
Obs*R-squared	0.849267	**Prob. Chi-Square(3)**	0.8377
Source: Eview Output			

6. CONCLUSION

This study assesses the effect of motivating factors on employee performance in the telecom sector in Nangarhar, Afghanistan. The stratified random sampling approach is used to collect data from pertinent respondents. 120 employees from Nangarhar, Afghanistan's telecom sector make up the study's sample size. The results of the investigation are examined utilizing the fundamental linear regression method. There are positive relationships between employee performance and motivating factors.

This implies that when motivating factors grow, employee performance will also rise. The size of the correlation, which is 73%, indicates the degree of the link. This implies that the relationship between employee performance and motivational factors is 73 percent correlated. Every unit increase in these components would result in an improvement in employee performance, according to the predicted positive coefficient of motivational variables. The size of the coefficient, which is 0.354, indicates that an increase of one unit in motivating factors would, under all other conditions, result in an average improvement in employee performance of 35.4%. The R-square shows how well the independent variables in the study explain the data. 68 percent of the variation in the dependent variable may be explained by independent factors, according to the study's R-square. The model's fitness or broad relevance is displayed by the F-statistics. The p-value of the model is less than 5%, indicating its overall significance. However, a more thorough representation of the combined effect or influence of the independent variables (selected in the model) on dependents is offered by R-Squared (R2). The R2 number indicates the overall, cumulative, or compounded effect of an independent variable on a dependent variable.

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