



## Research Article

# Impact of training, mood and motivation on employee performance in Universities of Sindh, Pakistan

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## ABSTRACT

This research aims to examine the impact of training, mood, and motivation on employee performance in academia of Sindh province, Pakistan. Training plays a vital role in enhancing the skills, abilities, and confidence of employees to achieve their personal and organizational goals effectively. Moreover, the mood and motivation of employees are also considered necessary features for the performance of employees. Therefore, an employee performance survey was conducted by adopting a close-ended questionnaire based on a 5-points and 7-points Likert scale to identify the relationship and impact on the performance of faculty. The method of sampling was convenience sampling, which enabled us to reach 265 participants from four cities of Sindh, including Karachi, Sukker, Hyderabad, and Mirpurkhas. SPSS was used to analyze the data, which highlights that training and motivation have a strong positive relationship to the dependent variable: i.e. employee performance; mood and employee performance have a moderately positive relationship. Every competitive organization in today's world needs a skilled workforce to achieve its short- and long-term organizational goals, so it is the organization's responsibility to provide its faculty with the right skills and information to improve their productivity.

**Keywords:** *Employee Training; Employee Mood; Employee Motivation; Employee Performance; University Research*

## 1. INTRODUCTION

Universities are organizations that play key role in societies by generating knowledge and educating the people. For this purpose, performance of employees is of great importance. The change in nature of workplace is due to technological and demographic change as it has caused many challenges for academic employees to meet rising productivity requirements and find the unexplored area of research to achieve the academic goals (Maria do mar, 2016) Employee performance in universities is considered an important way through which knowledge can be transferred to industries and gap between universities and industries can be reduced. Performance appraisal manager basically has an interview with employees to determines the performance and design the plan of improvement. Past research indicates that there is a significant impact of performance appraisal on employee performance (Khan, 2010). Moreover, ineffective performance evaluation may lead to an unwanted and uncertain problem which includes low productivity, lack of teamwork, low enthusiasm and lack of work engagement which will ultimately affect the organization's performance. Employee commitment and performance can be improved by providing

training and incentive to employees based on an improved performance evaluation system (Brown & Heywood, 2005). Therefore, universities should know all the factors that are playing an important role for the employee in creating transferable research knowledge (Perkmann et al., 2013). The University has two primary responsibilities: teaching and research. While the faculty has a great teaching experience and is interested in extra-academic events, academic advancement and growth rely on study success and publications. Academic assessment system follows more incentive policy for research productivity and quality of research published and the best achievement for employee is considered if research is published in Scopus indexed journal with high impact factor whereas low achievement is considered with research is published in local journal or lower quality journal with low or zero impact factor (Amir et al., 2016).

Training is the form of investment on faculty by the management in universities to improve knowledge, skills, and overall ranking, therefore it is attracted by academic researchers to improve their research performance, it simply means changing the behavior of faculty with experience; through training, we essentially transfer knowledge from experienced faculty to new or young experienced faculty (Edward Ocen, 2016). Every organization provides training to their workforce to improve its effectiveness and efficiency towards the job. In the same way, training need can be identified using various methods such as interviews, questionnaires, surveys and observations as per the requirement of university need (R. Anitha, 2016). Training of employees is beneficial to organizations in various ways such as development of employees skills and capabilities, emotional bonding of employee with workplace, employees long-term retention, increase in effectiveness and efficiency of workforce and increase in cost-effectiveness of organization (Strnadov et al., 2014).

The mood indicates the starting point of the effect, that is, the experiences of people. There are two types of effects. One is called positive affect and the other is called negative affect. Former refers to positive emotions such as Thorough understanding, energetic, enthusiastic active and alert, Late refers to sadness, distress, fear, envy, guilt and unpleasant emotions (Miranda-Correa et al., 2018). According to Experience Sampling Method (ESM) workers mood is observed throughout the day and it is noticed that when an employee is feeling positive mood then they unintentionally help the other employees at work or the company Moreover when organization is hiring for the vacancy research suggest that happy people with positive are considered well qualify for the job so giving a chance to happy people will lead to positive workplace behavior, social support and successful teamwork (Walsh et al., 2018).

Motivation is a Latin word that means to have a "motive" or "to move". It can be intrinsic motivation or extrinsic motivation. The former is dependent on task engagement and passion, however, later is dependent on the financial support or physical reward. In short motivational theories helps the workers in social direction and work engagement. There are different aspects of motivation that are studied in previous research such as development, social cognitive and educational (Lazowski & Hulleman, 2016). Previous research on social psychology proves that motivation is crucial for work engagement and performance if the workforce is not motivated it will affect the effectiveness and efficiency of the organization. Motivated students consistently perform far better than demotivated

students in university and standardized exams and prove the high quality of their education by contributing quality research work (Muhammed Yusuf, 2015). Thus to enhance the performance of universities, management should keep in mind the training of their workforce; training can be on the job and off the job training, moods and motivation aspects of employees. The performance of employees is very important for the overall success of an organization. If employees cannot perform their job due to lack of training, bad mood, and lack of motivation then this situation creates a challenge for the management to achieve organizational goals effectively. The problem for organizational management is to identify these three aspects of employee performance on which the organization depends. Organizations sometimes focus only on giving their employees high compensation to motivate them, but it is again an external source of motivation, and without training and positive mood employees fail to hold that temporary motivation, which affects their overall work efficiency. This research is supported by the framework of exchange theory or reciprocity theory that means management and workforce both take the responsibility of social and professional support toward each other.

## **2. LITERATURE REVIEW**

### **2.1. EMPLOYEE TRAINING**

Training is the process of helping employees to enhance their skills, abilities, expertise and knowledge to achieve their organizational goals. Many studies in the past have been conducted in this field to understand the importance and impact of training on employee performance. Training in organizational is vital because it helps the workforce to be mentally prepare for the upcoming changes in organization and jobs at workplace. Academic researcher learns and expands their research skills by attending the webinar, workshop and conferences (Strnadov et al., 2014). Effectiveness of training is measured by organization before and after training is given to employees because organization wants to engage all age group people so that it can help in developing employees individually and improve overall performance of an organization that is why such training programs takes a significant amount of time in planning and implementation (Ritter & Mostert, 2016). JC Penny started nationwide virtual universities for their departmental stores so that their employees get the required skills and abilities to perform their job because basic purpose of this off-the-job training was to transfer operational and managerial skills to employees.

The success of such training programs is dependent on the identification of training programs, training structure and adoption of proper communication channels. Moreover, the objectives of organization were to achieve the strategic goals and promote distance learning culture to adopt change and perform at optimal level. However, some organization just follow tuition reimbursement so that employee is motivated to get more education and achieve a higher degree in their respective fields but this program is only limited to a top-level employee and as per past research only 10% of employee get this kind benefit from organization in the form training and development (Jehanzeb et al., 2013). Moreover, past research indicates that providing feedback before and after training can

induce the motivation level of the learner. Therefore, organizations take it seriously and consider investing in it for future growth (Martin, 2010).

## 2.2. EMPLOYEE MOOD

Mood is defined as mental state or feeling of people. Mood is considered a long-lasting feeling related to a single event that can be known or unknown. Moreover, this kind of mental state or feelings can be positive or negative. Employee at workplace enjoys positive mood most of the time until some uncertainty happens and activates negative feeling. Past research highlights that positive mood of employees can balance and achieve the efficiency in the job due to positive psychological adaptation, with the positive mood employees can achieve needed results in many areas such as social relationship, work performance, creativity, effective use of resource, planning and decision making, with positive mood employees can accept change in organization (Diener et al., 2014)

On the other hand, research on negative mood is also significant for many organizations to understand its impact on job, it is stated in past research that negative mood is related to goal orientation behavior that negative feeling in employee function as a response to distinguish between current situation of job progress and desired job progress. So to deal with the negative mood employer and employee both need to have the knowledge of psychological empowerment with this employee can take effective decisions while performing job (Fisher & Ashkanasy, 2015). Another research in the past indicates that when an employee mood is negative his or her voice changes and it leads to criticizing the work other and complaints about job which results in detrimental social relationship at workplace, however, positive mood leads to engage in more productive conversation among colleagues and fruitful suggestion regarding work (Chen, 2015). Profile of mood states (POMS) is an assessment scale for the measurement of employee psychology in workplace. It can be applied to employees over the age of 18 years and observation time can be 5mins to 10mins depending on employee response to situation or event. The mood of an employee can be in any form such as anger, depression, tension, confusion, fatigue and vigor (Ding et al., 2015).

## 2.3. EMPLOYEE MOTIVATION

Motivation refers to the inner drive that leads to human behavior in a certain way. As per social scientists, motivation brings a change in human behavior through energy, directions and persistence in work. In short, it is the process that stimulates the desired employee behavior (Muhammed Yusuf, 2015). Past research draws the line between specific approach towards motivation of humans and human relation approach. The former approach is more attached to employees and economic gain to get the more productive workforce. Thus compensation, increment and reward are considered a source of motivation for employees in scientific approach. However, the later approach is more focused on the social relation and performance at workplace such as employee's respect, giving freedom to take decisions, and their job satisfaction (Priya, 2014).

There are four assumptions related to motivation that must be considered by the management in organizations. i) Employee don't feel good if he or she is not motivation with job. ii) Motivation is an inner aspect the other aspect must be fulfilled to do the job such as resources required to complete the job. iii) Supply of motivation from employer to employee is not a one-time activity. iii) As per research job satisfaction and employee commitment can lead to motivation but job satisfaction is dependent on employee attitude towards job at hand. iv) If employer successfully identifies the motivation of employee then can alter the job and add incentive and rewards accordingly to motivate his or her employees (Tella, 2010).

Public service motivation clearly distinguishes itself from traditional theories of motivation on the basis of obligation towards society, sense of responsibility and passion to serve. Self-determination theory is also significant to understand its impact on motivation as it has a strong research foundation in different aspects of life such as education, job, sports and entertainment. Therefore, to fully understand the impact of public service motivation on society management has to know about the self-determination theory in the context of intrinsic and extrinsic motivation of workforce. For example; Musician is intrinsically motivated when he or she is enjoying playing music in front of a crowd or for music company or movies but he is extrinsically motivated when he earns more money out of his that is playing music (Breugh et al., 2017)=

## 2.4. EMPLOYEE PERFORMANCE

Performance of employees in universities is based on many factors such as quality of teaching, subject knowledge, time management, number of research publications and attitude of employee at workplace. Therefore, promotion, increments and career growth in teaching job is dependent on the performance of employees. Many institutes want to creates separate objectives and goals for teaching and research performance in universities, so that performance of teaching and research work can be evaluated separately and it should be rewarded accordingly (Cadez et al., 2016). As per past research, many universities use to follow the peer review performance evaluation process but now universities are evaluating the research performance of researchers through research citations. Citation in simple words means your work is mentioned in other published work (Nightingale & Marshall, 2014). Several researchers think that research cannot be measured by single criteria and output because its multidimensional, therefore, performance evaluation on the basis of such standards would not be significant. However, demographic and geographic characteristics of researchers or academicians do play role in their performance. Thus it creates the biasness among the workforce because some because researchers are given privileged due to demographic characteristics and they get the chance to work under experienced supervisors under constructive work settings (Witte & Rogge, 2010).

Managerial institutes have high value for researchers over teaching because they bring external funding to institutes which creates the conflict between academic goals and commercial goals. One of the research indicates that such conflict leads to undesirable consequences of women being overburdened by teaching goals and results in

discrimination on the basis of gender (White et al., 2011). It is fact that in people-oriented industry top management plays a crucial role in changing the attitude, emotions and behavior of their workforce to achieve the goal of organization, this is possible with help of transformational leadership as it highlights the potential areas of workforce, encourage and induce them to work beyond their limits. So transformational leadership has an impact on employee performance because it's not for individual benefit of employee but it's for organizational benefit as employee identify their interest, refine their values, attitude and behavior with help of transformational leader to be a productive employee as workplace (Buil et al., 2018)

## 2.5. RESEARCH OBJECTIVES

- To identify the impact of training on employee performance.
- To identify the impact of mood on employee performance.
- To identify the impact of motivation on employee performance.

## 2.6. THEORETICAL FRAMEWORK

Based on above objectives figure 1 resentes the framework of the study.

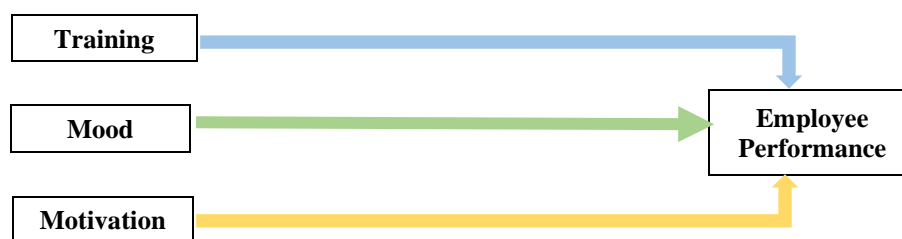


Fig. 1. Theoretical framework

## 2.6. RESEARCH HYPOTHESIS

H1: There is a significant relationship between training and employee performance.

H2: There is a significant relationship between mood and employee performance.

H3: There is a significant relationship between motivation and employee performance.

## 3. METHODOLOGY

The questionnaire consists of 45 closely completed questions in the primary data collection process on the basis of a 5-points Likert scale. To measure the impact of training, the study takes the questionnaire from (Hazra et al., 2017). It comprises 10 questions on the Likert scale. To check the impact of mood questionnaires, the (Polak et al., 2015) questionnaire is considered on the basis of positive and negative dimensions. It consists of 13 points on the Likert scale. In addition, the questionnaire was adopted by (Tremblay et al., 2009) to measure the impact of motivation. It contains 18 points based on a Likert scale of 7 points to investigate the extrinsic and intrinsic motivation of the work, to have a deep understanding of the theory of self-determination, and the impact of the performance questionnaire by (Shahzad et al., 2008) was measured with 4 items.

Pearson correlation was used to verify the relationship between training, mood, and motivation. Besides, regression analysis was performed to verify the influence of three variables on the performance of staff in universities. Besides this, the conveyance sampling technique was used to reach a good number of the population to obtain accurate data. A sample of 285 participants received our questionnaire. The sample population consists of employees in universities which include faculty and administration, or both in Sindh Province in Pakistan. One sample of 265 persons completed a questionnaire and submitted it online (table 1). All participants were informed of the confidentiality of the survey. A total of 171 men and 94 women participated in this study; 7 participants did not indicate their gender and education and a total of 20 questionnaires were not completed.

#### 4. RESULTS

Table 1 shows the descriptive statistics of demographics. The total number of participants in this survey was 265. 64.5 % of the participants were male and 35.5% of participants were female. The age of participants was from the range of (20 to above 50). 47.5% of the participants belong to (20-29) age bracket, 41.9 respondents belong to (30-39) age bracket, 9.8% of the participants were from (40-49) age bracket and 0.8% of the participants belong to (50 and above) age bracket. So highest participation was from (20-29) age bracket and Lowest participation was from (50 and above) age bracket. The majority of the participants in this survey had Master education (44.2%), MS/M.Phil. with (24.5%) then Bachelor's with (20.8%) and 10.6% participants had Ph.D. education. The highest number of participants in the survey was from Karachi with 36.6%, and lowest participation in the survey was from Mirpurkhas 15.1%. The majority of the participants in the survey had experience of 2-5years which accounts for 58.1% of survey then 16.6% of respondents had experience of 6-10years and the lowest number of participants had more than 10years of experience.

**Table 1. Demographics (n=265)**

Demographic Factors		Frequency	Percent
Gender	Male	171	64.500
	Female	94	35.500
	Total	265	100.000
Age	20-29	126	47.500
	30-39	111	41.900
	40-49	26	9.800
	50 and Above	2	.800
	Total	265	100.000
Education	Bachelor's	55	20.800
	Masters	117	44.200
	MS/M.Phil.	65	24.500
	Ph.D.	28	10.600
	Total	265	100.000
Location	Karachi	97	36.600
	Sukker	74	27.900
	Hyderabad	54	20.400
	Mirpurkhas	40	15.100
	Total	265	100.000

Demographic Factors		Frequency	Percent
Experience	Less than 2 years	42	15.800
	2-5years	154	58.100
	6-10 year	44	16.600
	More than10 years	25	9.400
	Total	265	100.000
Income	Less than or equal to 40,000	76	28.700
	41,000-50,000	97	36.600
	51,000-60,000	34	12.800
	61,000-70,000	30	11.300
	More than 70,000	28	10.600
	Total	265	100.000

10.6 % of the respondents earn more than 70000 income, 11.3% have income between 61000-70000, 12.6% have income between 51000-60000,36.6 % have income between 41000-50000 and 28.7% have income less or equal to 40000.

Table 2 provides the results of reliability analysis.

**Table 2. Reliability Analysis**

Variables (IV & DV)	Cronbach's Alpha
Training (IV)	.729
Mood (IV)	.714
Motivation (IV)	.735
Employee Performance (DV)	.730
Total	.828

As per rule of thumb if Cronbach's Alpha is greater than .70 it means questionnaire is acceptable for data collection. As mentioned in the table above training is an independent variable (IV) with Cronbach's Alpha of 0.720, Mood is independent variable (IV) with Cronbach's Alpha 0.714, Motivation is an independent variable (IV) with Cronbach's Alpha of 0.735 and Employee performance is dependent variable (DV) with Cronbach's Alpha of 0.730. All the value of Cronbach's Alpha indicates the reliability of the questionnaire and it's acceptable. Combined Cronbach's Alpha of dependent and independent variable is 0.828 which is means this questionnaire is 'Good' for data collection.

**Table 3. Correlation Analysis**

Constructs		Training	Mood	Motivation	Employee performance
Training	Pearson Correlation	1.000			
	Sig. (2-tailed)				
	N				
Mood	Pearson Correlation	.502**	1.000		
	Sig. (2-tailed)				
	N				
Motivation	Pearson Correlation	.470**	.420**	1.000	
	Sig. (2-tailed)				
	N				
Employee Performance	Pearson Correlation	.610**	.439**	.651**	1.000
	Sig. (2-tailed)				
	N				

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

In the above table 3, relationship between independent and dependent variable i.e training and employee performance show strong positive correlation i.e Pearson coefficient ( $r=.610^{**}$  and  $p = \leq 0.0$ ) and the relationship between mood and employee performance shows ( $r=.439^{**}$  and  $p= \leq 0.05$ ) which means there is moderate positive correction between these variables. Finally, the relationship between motivation and employee performance is ( $0.651^{**}$  and  $p= \leq 0.05$ ) which again shows the strong positive correlation between the independent and dependent variables.

**Table 4. Regression Analysis**

Independent Variable (IV)	R (sq.)	Beta (B)	Significance
Training (T)	0.395	0.690	0.000
Mood (M)	0.257	0.417	0.000
Motivation (M)	0.423	0.793	0.000
Dependent Variable (DV)	Employee Performance (EP)		

Table 4 depicts that motivation as an independent variable in the above table shows it has a greater impact on employee performance than training and mood. Motivation (IV)  $r$  (square) is 42.3% and beta coefficient indicates that if there is 1 unit change in the independent variable of motivation then it will create 0.793 change in dependent variable of employee performance (DV). Secondly, training has a greater influence on employee performance than mood, because  $r$  (square) of training is 39.5% which means if 1-unit change occurs in training it will impact on employee performance by 0.690. Finally mood has least influence on performance as compare to motivation and training variables, as  $r$  (square) is 25.7% if there 1 unit change in mood then it creates 0.417 change in dependent variable that is employee performance.

## 5. CONCLUSION

The analysis of independent variables such as training, mood and motivation shows that they play significant role in influencing employee performance in Universities of Sindh, Pakistan. Pakistan is one of the developing countries in the South Asian region with a very low per capita income, therefore employees in any industry put compensation at the forefront including faculty and administration in universities. The findings suggest that the performance of faculty in Sindh universities is heavily influenced by performance evaluation practices that are adopted in universities. Therefore, prompt attention from university management is required to understand why the performance of employees affected, it can be due to lack of training, personal factors such as mood and motivation. This study also shows significant correlation between independent and dependent variables. With the help of regression analysis, we can see the impact of training, mood and motivation on employee performance in this study. Moreover, the results of this research show that our (H1) is verified i.e there is a significant relationship between training and performance (Sharma & Taneja, 2018). So, this research proves that training has an influence on employee performance. Formal training not only provides more knowledge in a specific area but also makes researchers feel more motivated, as it offers them an opportunity for professional development. H2 there is a significant relationship between mood and performance which is proved by (Rothbard & Wilk, 2011). Many studies show that happiness

has a direct influence on employees' work and maintaining a positive work environment in universities will not only boost the morale of faculty and administration but also increase their productivity. Lastly H3 there is a significant relationship between motivation and employee performance which is proved in (Shahzadi et al., 2014) this research highlights the impact of motivation on employee performance. Employee training is considered essential to the performance of the workforce, as it leads to the development of employees who can do their current work effectively and efficiently in order to achieve the mission of the organization. By training the workforce, a manager can build trust among employees for whom the employee is obliged to perform his work at an optimal level. This study recommends that a manager should not only consider training as an essential source of performance but should also identify and create a positive work environment for employees in order to maintain their positive mood. In addition, the manager should not only focus on external sources of motivation for employees but also consider the internal source of motivation in order to increase team performance, individual productivity and overall market share of the organization. Therefore, if universities in Sindh want to improve their employee performance and institutional ranking, they have to seriously consider these variables such as training, mood and motivation because they have a significant impact on the performance of employees.

## 6. LIMITATION AND FUTURE SCOPE

Firstly, population in this study belongs to only four cities of Sindh province, Pakistan. Therefore, we cannot take the results of this study in a broad view to generalize the result of other provinces and cities in Pakistan. Secondly, the sample size of this study is small. Thirdly, limitation is specific focus of this research on university performance, so it limits the impact of this study on other organizations. This research can be done by taking same variables in manufacturing, baking and insurance sectors. Moreover, sample size can be increased so as get to more precise results. Moreover, in future research more independent variables can be added such as impact of employee emotions, personality and attitude on performance.

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