
**ANALYSIS OF EMPLOYEE MOTIVATION FACTORS:
A CASE STUDY OF JAMSHORO JOINT VENTURE LIMITED (JJVL)**

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ABSTRACT

This research has been conducted with a view to find out the Employee intrinsic and extrinsic motivation factors at JJVL. This research gives strategies to improve lack of motivation of employees of JJVL and Similar organizations. Generally a well-defined motivation is known as the psychological driver or power which controls the way of an individual's level of determination, along with an individual's tendency to face hurdles. The study is based on both qualitative and quantitative methods. The data is analyzed through such statistical tools Correlation, Crosstab and chi square through the use of SPSS 20 based on table as well as graphical representation. The study focused on current empirical outcomes in order to examine the motivations along with prospects that support employee growth initiatives so that corresponding assumptions and necessary implementations made possible to exercise. The study concluded that employee motivation is essential for organizations betterment and development.

Keywords: Motivation, Demonization, Company Performance and Employee Performance.

INTRODUCTION

Motivation is known as the psychological driver or power which control the way of an individual's level of determination, along with an individual's tendency to face hurdles. The course of an individual's level of determination used to refer several possible movements/actions in which an individual found engaged. Whereas tenacity refers to the level at which the individual tries to give up when face obstacles and hurdles.

This research helps to identify the employee motivation factors and employee de-motivation factors and its effects on performance of Jamshoro Joint Venture Limited (JJVL). Jamshoro Joint Venture Limited (JJVL) Plant is located at Jamshoro, Sindh. JJVL started its production in April 2005. Jamshoro Joint Venture Limited (JJVL) is the only LPG producer of Pakistan currently announced a 15 percent decrease in its LPG base-stock price. According to Associate Group Report, the JJVL's per day production is 3 to 4 corers. This project has 200 in 'millions' MACFED (Metric average cubic feet each day) of natural gas which is the Largest LPG Extraction Plant in Pakistan processing. The plant depends upon two lines. The first line is a High Pressured line (HP) while the other one is Low Pressured line (LP).

JJVL receive these two lines from Sui Southern Gas Company (SSGC) (Annual Report-April, 2014).

The research gap has been identified through in-depth review of literature by identifying the motivational factors and de-motivational factors and compared with JJVL employees motivation and de-motivation factors. According to Associate Group Report JJVL is owned by Associate Group (AG). AG established in 1965, is one of Pakistan's premiere business houses in the energy sector. It has joint venture with American company. The Hanover Company, listed on the NYSE (New York Stock Exchange). JJVL is certified ISO 9001 for its quality management system.

JJVL enhances and improves the employee's performance by applying different methods. They mainly focus on providing employees with marvelous training programs through which employees increase their confidence and self realization, increase their personal knowledge, broadened outlook, ease in communicating with others and carry out daily technical and administrative jobs. JJVL believes that motivation provides the strong determination and good benefits to employees. Motivation provides strong motives to achieve destination. JJVL plays an important role in motivating its employees. Motivational factors can bring fruits of desired objectives through a positive manner by enhancing the career development of employees. JJVL believe that career planning and progression are the key motivational factors of organization. Other motivation factors of JJVL are good communication, flexible programs, career building, achievement, care staff, self actualization, positive effectiveness, recognition, rewards, job security, personal loyalty to the employees, full appreciation, self motivation, good reviews and feedback. This study also revolves around the conceptual framework which does not only imparting the identification of factors but also reveals the effects of factors on performance of employees which helps to identify the mostly occurred factors which enhance the employee performance in JJVLS.

OBJECTIVES OF THE STUDY

- To find out the elements of employee motivation/inspiration from the literature.
- To identify the elements of employee motivation/inspiration from JJVL.
- To draw the model of employee motivation factors.
- To compare the employee motivation factors at JJVL with those found from literature.

LITERATURE REVIEW

Caroline Njambi (2014) in her research on '*Factors Influencing Employee Motivation and its Impact on Employee Performance: A Case of*

Amref Health Africa in Kenya found major extrinsic factors such as: work condition, pay, fringe benefits and the work environment as key factors. Further the author found that extrinsic motivational factors are the major source to influence employees for the achievement of identified goals.

Ayesha Binte Safiullah (2015) in her study on *'Employee Motivation and its Most Influential Factors: A Study on the Telecommunication Industry in Bangladesh'* studied the major motivation factors and in telecom industry of Bangladesh and concluded that, payment is not the major factor influencing employee but interesting field of work, job security, growth and development are the mostly affecting factors.

Hossain, *et.al.*, (2012), the researcher conducted a study in Bangladesh Dhaka, the major purpose of the study was to identify the major factors that motivates business professional, through the use of Five points likert scale the researcher found, challenging job, good team work, supportive environment to be major motivational factors.

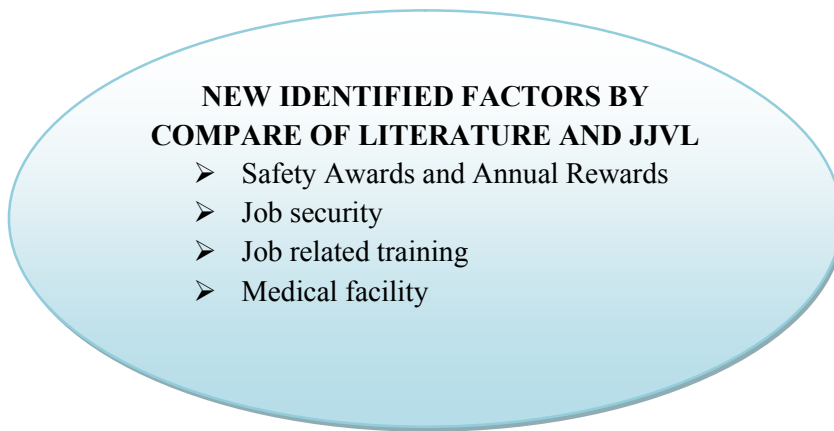
Abdullah Khan *et.al.*, (2017), authors studied the motivational factors among bank employees and found that the integrating knowledge, experience, helps develop skilled employees in the banks among others. According to Campbell & Pritchard, (1976); Pinder, (1998), motivation is a psychological driver that could be achieved through several possible activities like bonuses, salary and welfares in form of cell phones, products at promotional prices, cars, program elasticity and more, these all have diverse impact.

Mark R. Lepper *et.al.*, (2005), conducted a research study on *'Motivational Orientations in the Classroom: Age Differences and Academic Correlates'*. The author worked on identifying intrinsic and extrinsic motivation and whether it differs according to academic grade level changes, the findings suggests that extrinsic motivation doesn't change with grade changes.

According to Kreitner, (1995) motivation is the process of psychology that provides behaviour determination and direction (Kreitner, 1995); a tendency to perform in a purposive manner to realize definite, unmet needs (Buford, Bedeian, & Lindner, 1995). Another definition describes that motivation is an interior force that satisfy an unsatisfied need (Higgins *et.al.*, 1994); the drive to succeed (Bedeian, 1993). Motivation is of two types after evaluating the perspective of the motivational factors: (1) **Intrinsic Motivation**: This type of motivation is created by an element that originates within the subject (opinions, feeling). (2) **Extrinsic Motivation**: Created by an element that drives from the outside (like: salary, substantial compensates, good reviews) (Lepper *et.al.*, 1973).

FRAMEWORK OF MOTIVATIONAL FACTORS FOR JJVL	
EXTERNAL MOTIVATIONAL FACTORS	INTERNAL MOTIVATIONAL FACTORS
Good communication	Safety Awards and Annual Rewards
Improvements	Job security
Career building	Personal growth and development
Achievement	Job related training Safety Awards
Care staff	Self motivation
Self actualization	Good Reviews and Feedback
Positive effectiveness	Medical facility
Recognition	
Success and progress	

Source: This Study



From literature, 26 external motivational factors and 20 internal motivational factors have been collected. And from JJVL, we have collected 10 external motivational factors and 7 internal motivational factors by comparison of both literature factors and those adopted in JJVL, 4 new factors are identified, these are Safety, Awards and Annual Rewards, Job security, Job related training and Medical facility.

RESEARCH METHODOLOGY

The qualitative and quantitative research methodology is used to collect data and analyzing it. The tools employed include:

- Private Interviews
- Relate Literature factors by JJVL factors
- Questionnaires
- Analysis performed on SPSS and MS Excel.

The Personal Interview has been conducted by researcher by asking the questions from the employees of Jamshoro Joint Venture Limited about

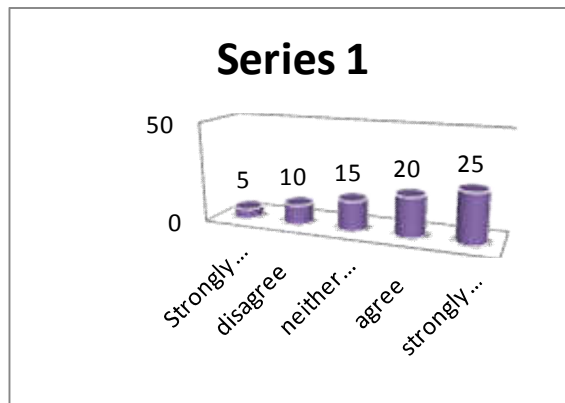
employee motivation and employee de-motivation. The identified factors of detailed interview are compared with the literature and got new factors which may affect on the employees of Jamshoro Joint Venture Limited.

DATA ANALYSIS

The indication of qualitative data suggest that the operational process and efforts were unpretentious, they were apprehensive innumerous technical and HR complications, and found that alteration in efforts require integration and consideration to human issues. This observation recommends that administrative leaders of any organization must carefully focus on how each action could be designed as well as a well-integrated design specially when scheduling and executing organizational change. The study deliberates the suggestions of these finding on HR policies and practices in financial institutions. The report focuses on what employers' organizations should and could be doing. The principal theme of this report is that investment in education and training is the main key to progress from one level of development to another.

FINDINGS AND RESULTS

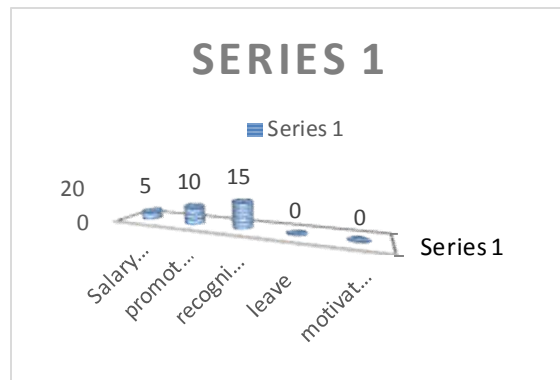
Internal Motivational Factors (IMF): Good communication as internal motivation factor may motivate and increases the performance of employees at JJVL. Communication is the process of sharing ideas. It helps to make a foundation for the following: Planning, forming, encouraging motivation, fluctuating individual's attitudes and socialization. This graph shows that 5% weight of respondent are strongly disagree on internal motivational factor of communication, 10% are disagree, 15% are neither agree nor disagree, 20% are agree and 25% are strongly agree. By seeing the high ratio of 25% it is concluded that good communication is the important internal motivational factor which motivates and increase the performance of the employees at JJVL.



Salary: The salary is defined as the employee's source of earning in the shape of guaranteed least amount of cash per annum for an approved upon amount of work every day. This compensation for employment is monthly salary.

Promotion and Success: The advancement of an employee's position within the organization.

Recognition: Action or process of recognizing or being recognized, in particular way.



Motivational Talks: self motivation can discover an aim and assists to complete a task, when stimulating, without any kind of give up. This graph shows that 5% weight of respondent are responding to salary increase on internal motivational factor, 10% are promotion and success, 15% are recognition and no respondent to leave and motivational talks. By seeing the high ratio of 15% it is concluded that recognition is the important internal motivational factor which motivates and increase the performance of the employees at JJVL

Self-Actualization as internal motivation factor motivates & increases the performance of employees at JJVL. The understanding or completion of one's aptitudes and potentialities especially considered as a drive present in every one. The analysis shows that 0% weight of respondent are strongly disagree on internal motivational factor of self actualization, 0% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that self actualization is the important internal motivational factor which motivates and increase the performance of the employees at JJVL.

Work Flexible: As internal motivation factor motivate & increases the performance of employees at JJVL. Elastic work preparations change the time and/or place that work is conducted on a steady basis in a manner that is as manageable and predictable as possible for both employees and

employers. About 0% weight of respondent are strongly disagree on internal motivational factor of flexible work, 10% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that work flexible is the important internal motivational factor which motivates and increase the performance of the employees at JJVL.

Recognition as internal motivation factor may motivates and increase the performance of employees at JJVL. The action or process of recognizing or being recognized, in particular way, about 0% weight of respondent are strongly disagree on internal motivational factor of recognition, 10% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that recognition is the important internal motivational factor which motivates and increase the performance of the employees at JJVL. Positive effectiveness as internal motivation factor may motivate and increases the performance of employees at JJVL. Due to that employee engages to perform better work. About 0% weight of respondent are strongly disagree on internal motivational factor of employee positive effectiveness, 0% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that employee positive effectiveness is the important internal motivational factor which motivates and increase the performance of the employees at JJVL.

Care staff as internal motivation factor may motivates & increase the performance of employees at JJVL. Care staff mentions to self-care and official responses to tension among charitable workers in predominantly problematic and stressful surroundings. About 0% weight of respondent are strongly disagree on internal motivational factor of care staff, 0% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that care staff is the important internal motivational factor which motivates and increase the performance of the employees at JJVL.

External Motivational Factors (IMF): Personal growth and development as external motivational factor are applied in JJVL and it can increase the employee efficiency. Individual growth denotes to self development of distinct to the actualization of the potentialities. Personal growth is the only thing which is going to remain with forever. About 0% weight of respondent strongly disagree on external motivational factor of personal growth and development, 0% are disagree, 0% are neither agree nor disagree, 20% agree and 25% strongly agree. By seeing the high ratio of 25% it is concluded that personal growth and development is the important external motivational factor which motivates and increase the performance of the employees at JJVL.

Self-motivations as External Motivation Factor are applied in JJVL and it can increase the employee efficiency. Self-incentive can discover a motives and strength to complete a task, without giving up or demanding another efforts to encourage them. About 0% weight of respondent are strongly disagree on external motivational factor of self motivation, 0% are disagree, 0% are neither agree nor disagree, 20% are agree and 0% are 41 strongly agree. By seeing the high ratio of 20% it is concluded that self motivation is the important external motivational factor which motivates and increase the performance of the employees at JJVL.

Annual rewards motivate the employees of JJVL more, annual awards are meant to encourage desirable behavior by spotlighting role models. But that relegates company's best employees to a passive role about 0% weight of respondent are bonuses, which are external motivational factor, 10% responded to promotion, 15% responded to appreciation letter, no one responded to medical facility and 25% responded to other kind of tangible rewards. By seeing the high ratio of 25% it is concluded that other kind of tangible rewards are the important external motivational factor which motivates and increase the performance of the employees at JJVL.

The employee of JJVL feels secured in their job. Job security is likelihood that an individual will keep his or her job; a job having high level job security is like a person with the job would substantially have a minor chance of becoming jobless. About 0% weight of respondent are strongly disagree on external motivational factor of job security, 0% are disagree, 15% are neither agree nor disagree, 20% are agree and 0% are strongly agree. By seeing the high ratio of 20% it is concluded that job security is the important external motivational factor which motivates and increase the performance of the employees at JJVL.

Training largely affects the productivity/ performance of JJVL employee. Training increases the skills. Training which consists of classes, seminars, or other types of training sessions which maintain or improve skills required for the job, or is required by an employer as a condition of employment for the employee's current job. About 0% weight of respondent are strongly disagree on external motivational factor of training, 0% are disagree, 15% are neither agree nor disagree, 20% are agree and 25% are strongly agree. By seeing the high ratio of 25% it is concluded that training is the important external motivational factor which motivates and increase the performance of the employees at JJVL.

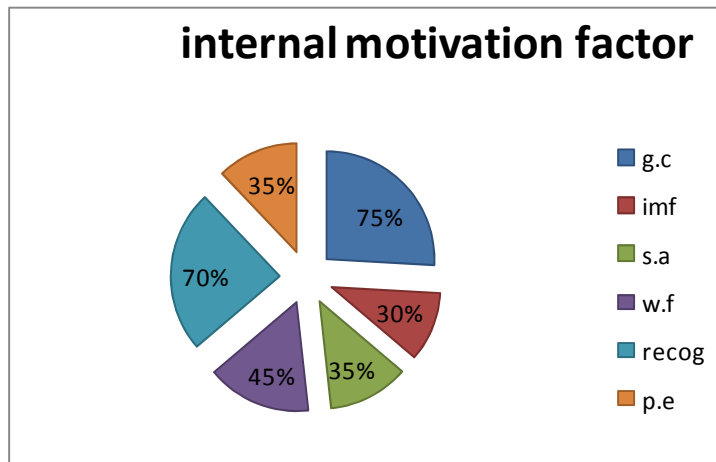
Combinations of all questions of graphical representations are given below:

This graph shows the results of all questions including internal and external motivational and factors with its percentages. By seeing the high ratio of 75% it is concluded that good communication is the

important internal motivational factor which motivates and increase the performance of the employees at JJVL. The second high ratio of 70% shows that recognition is the also important internal motivational factor which motivates and increases the performance of the employees at JJVL. By seeing the high ratio of 20% of self motivation it is concluded that is the important external motivational factor which do not motivates and increase the performance of the employees at JJVL.

COMBINATION OF MOTIVATIONAL FACTORS

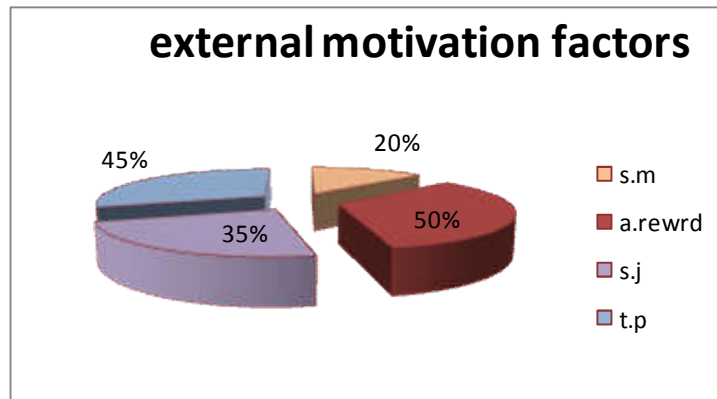
This graph shows the results of all questions including internal and external motivational with its percentages. By seeing the high ratio of 75% it is concluded that good communication is the important internal motivational factor which motivates and increase the performance of the employees at JJVL. The second high ratio of 70% shows that recognition is the also important internal motivational factor which motivates and increases the performance of the employees at JJVL



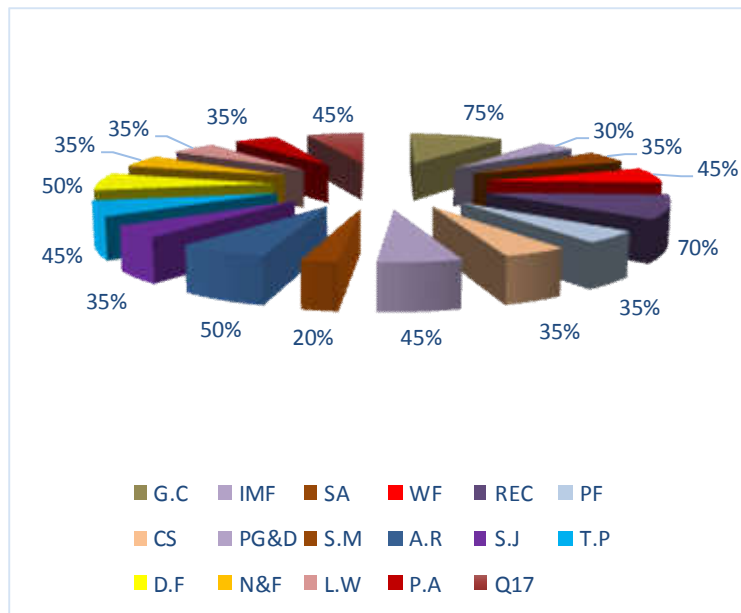
Source: This Study.

COMBINATION OF EXTERNAL MOTIVATIONAL FACTORS

By seeing the high ratio of 20% of self motivation it is concluded that is the important external motivational factor which do not motivates and increase the performance of the employees at JJVL. And high ratio goes to annual rewards which motivates and increase the performance of the employees at JJVL.



Source: This Study.



CONCLUSION

This research study has found that motivation system is a key tool within the organization. Organizational success cannot be achieved without strong leadership and a focus on work environment that promotes motivation. Work motivation typically has been described within the organizational behavior literature as these to psychological processes that cause the initiation, direction, intensity, and persistence of behavior. JJVL enhances and improves the employees by applying different ways. They mainly focus on providing employees with marvelous training programs through which

employees increase their confidence and self realization, increase their personal knowledge, broadened outlook, ease in communicating with others and carry out daily technical and administrative jobs. JJVL believe that motivation provides the strong determination and good benefits to employees. Motivation provides strong motives to achieve your destination. There are three sites of JJVL: AG Group, LGP and SSGC.

Understanding what motivated employees and how they were motivated was the focus of many researchers. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. Workers who are inadequately motivated tend to make only a minimal effort, therefore reducing overall productivity potential.

The research design for this study employed a descriptive survey method, the research methodology for completion of research objectives, where this research has taken the both qualitative and quantitative methodology for acquiring and analyzing the data from the Jamshoro Joint Venture Limited. The method we chosen for research is primary and secondary both. The target population of this study included employees at the Jamshoro Joint Venture Limited (JJVL). The sample size included all 15 employees of the target population. 10 out of 15 employees participated in the survey for a participation rate of 92%. Our mission to conduct the research is enhancing the motivational factors. From a review of literature, a survey questionnaire was developed to collect data for the study. Data was collected through use of a written questionnaire hand-delivered to participants. We analyze our data here through base table and graphical representation. Methods used to collect the data and analyzed the data include Personal Interviews, Compare Literature with JJVL, Questionnaires and Analyzed the Data through MS (Office). As an employer, you have a certain amount of responsibility for the motivation and wellbeing of your workforce. For a team to function to the best of its ability, all members must be fully engaged and fully committed. It's important to recognize that true engagement will mean different things to different people and to understand what really drives an individual's motivation. It's crucial to really listen and respond to your employees' needs to ensure high levels of engagement throughout your company. Motivational factors can bring fruits of desired objectives through a positive manner by enhancing the career development of employees.

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