Employee Motivation Under Multi-Project Environment: The Case of Development Sector in Hyderabad

Shah Muhammad Kamran
Assistant Professor, Mehran University Institute of Science & Technology Development, Mehran University of Engineering & Technology, Jamshoro, Pakistan.
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Waqar Ahmed Sethar
Assistant Professor, Mehran University Institute of Science & Technology Development, Mehran University of Engineering & Technology, Jamshoro, Pakistan.
.
Amanullah Parhyar
Lecturer, Department of Business Administration, Government College University Hyderabad, Sindh, Pakistan.

Yaseen Shaikh
MS Scholar, Mehran University Institute of Science & Technology Development, Mehran University of Engineering & Technology, Jamshoro, Pakistan

Abstract

The critical factor in achieving organizational goals is Motivation, which can energize, accomplish incredible achievements, and animate people and task groups. Presently, the organization must tackle many severe challenges to inspire their employees. So, for this purpose, a study is conducted in the Hyderabad region of Pakistan. The main aim of the research is to study the Motivation to perform by the employees of the NGOs working in the Hyderabad District. Data was collected with the help of the questionnaire from different NGOs to test the hypothesis of the factor affecting the performance motivation of the performance. Employees require support and encouragement to do their tasks encouragingly and attain common organizational goals. The factors selected are autonomy, goal clarity, project team support, supervisor support, and learning opportunity. Tests like T stats, standard deviation, p-value, mean, and multilinearity were performed on the collected data to test the research hypothesis. It was calculated and analyzed from the result of this study that the supervisor support highly affects the performance motivation of the project

Keywords: Autonomy, Goal Clarity, Supervisor Support, Project Team Support, Performance Motivation.

Introduction

This is the era of change, they have been rapid progress by many employees in corporate,

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while other employees partaking the same opportunity of development remains inactive. In most cases, an association has a member who neglected the opportunities of progress and motivation, but they will cause problem for other workers in these surroundings. This represents those employees who recognize their goals and who also know the way to accomplish them are extra thoughtful regarding their job as compared to others. If these employees are provided with a better chance of progress then these employees perform much better contrary to those employees who do not get this chance (Lee & Bruvold, 2003). The level of inspiration an individual and additionally group applies to extend endeavors can influence all parts of the undertaking comes about, including an immediate effect on the triple requirement venture achievement factors (i.e., on time, inside spending plan, high caliber, met scope/client desires). Knowing this, to comprehend the explanation behind de-motivation with a specific end goal to make extensive progress through the creation and keep of a propelling situation for all individuals from the group it is in the undertaking best enthusiasm.

This research has focused on the factors that can create motivation to perform like supervisor support, goal clarity, Autonomy, learning opportunities. Just as some teams are stimulated to achieve great success throughout all project efforts and assignments, other project teams may remain uninspired and shuffle meekly, quietly, and unassumingly toward the project end. Training and incentives are the main tools of motivation. This research aims to explain the importance of employee motivation, defines the concept of motivation and how is linked with employee job satisfaction. This study will be connecting the employee tasks and project management in such way that goals could be achieved will more clarity vision and along with motivated strength of employee to finish all the aligned task of an organization as an effective team.

Several establishments declare that their employee motivation structures are fundamentally a proficient motivation structure as it holds employees in advancing their capabilities which are vital and occupy a central role with the intention of getting work in any other association. substantial impact on advancing employee continuation is due to Executive motivation which has been very helpful, advancing employee capabilities and self- assurance, firmness of an employee, better-quality human capital training and assortment, and huge tactical improvement (Lăzăroiu, G. (2015).

Review of previous studies
A few angles in literature significantly affect sustainability in undertaking the project management procedures. The fundamental objective of this examination is the fuse of manageability in undertaking the board strategies for construction projects in Pakistan. Based on this assessment, examination of succeeding examinations is done so as to research the association among maintainability and project management. (Vos, (2007).

The elements of inspiration to achieve, especially inside numerous undertaking settings, is established in part hypothesis (Huang, S. C. (2017), especially their contentions with respect to desires put on singular individuals from social or workplaces to work in agreement to principles of common conduct and additionally work execution built up by the bigger referent association. In such a manner, the inspiration to perform can be seen as being both an individualized, inner power and also affected and molded, either decidedly or adversely by

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the bigger social connect with which an individual cooperates. Therefore, the inspiration to perform in a numerous undertaking circumstance speaks to a captivating fitting of standard portion and social recognize hypotheses, whereby the referent social identifiers (i.e., relegated to a perpetual work gathering) are liable to fuzzier boundary, in which an individual will clash different gathering, each with their particular elements, part desires, and social effects. In view of substance hypotheses of inspiration, the wellsprings of inspiration to play out that is the concentration of this investigation are: (1) predominant help, (2) venture group bolster, (3) self-governance, (4) lucidity of objectives, and (5) learning openings. These wellsprings of inspiration may appear glaringly evident, yet the exchange underneath concentrates on the business-related parts of them and clarifies why they particularly affect the inspiration of various task faculty.

In this authoritative writing, it has been for some time recognized that there exists a positive association with a manager what's more, subordinates' consequent inspiration and more grounded execution at work. That is, laborers' inspiration can be straight forwardly influenced, either emphatically or contrarily, by the mentalities, activities, and practices of their immediate administrators. Both in the initial writing and work environment inspiration inquire about, the connection between saw bolster from an unrivaled and a subordinate's upgraded work environment inspiration is plainly caught on. Some handy cases of how a prevalent can operationalize this help include: having an affirmative association with juniors, the recognition that the predominant has an open and steady outlook, getting open and reasonable input, and acquiring the correct harmony amongst course and opportunity (Seiler et al., 2012).

How much business-related targets are unmistakably characterized, comprehended and commonly settled upon by individuals from work amass has for some time been perceived as a basic forerunner of both laborer inspiration and resulting execution on the work. (Raziq, M. M. (2017). It is indicated that the exploration writing on objectives can be isolated into three general classifications: content research, which concentrates on the substance of people's particular objectives; basic inquiry about, which portrays how objectives are between related; and process investigate, which tries to describe how objectives impact motivational, data preparing, and behavioral examples. This investigation, underlining on how objective lucidity is identified with representative inspiration, falls inside the last of these exploration customs.

In this study, the author has studied the articles from different sources to do the literature survey in order to support the work conducted in the study. The factors like goal clarity, project supervision support, learning opportunity, autonomy and project team support are studied in this section of the research.

Methodology
This research will use the Questionnaire survey which will be developed through literature. Employees of NGO's are the unit of analysis for this study using convenient sampling employees will be selected from the NGO's which are working in the Hyderabad District.

In this study we have used Quantitative research methods, Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing

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statistical data using computational techniques.

Questionnaires provide a relatively quick and efficient way of obtaining large amounts of information from a large sample of people. Data can be collected relatively quickly because the researcher would not need to be present when the questionnaires were completed.

A questionnaire can help to collect quickly some answers, in bulk, in a short time, and it is not-money-consuming (depending).

However, the preparation of a well-designed questionnaire can be very time- consuming, spending a lot of money, and effort Using a questionnaire, one can Collect opinions, make a research on personality traits and characteristics Collect Demographics Collect Daily, Monthly, Yearly habits to record observations.

Results and Discussion

Motivation is the keystone factor to achieve the organizational goals; it can motivate, energize, and animate people and task chemical group to accomplish incredible achievements. Creation can likewise shuffle a domain that encourages cooperation and total action to achieve shared objectives or targets.

Non-Governmental Organizations (NGO's) are characterized by a multi-project environment. There are very few studies on the employees of these NGO's in the context of Pakistan. So, the purpose of this research was to study the impact of Goal Clarity, Autonomy, Learning Environment and Organization Culture on the motivation to perform using a questionnaire survey.

In this study when the data was obtained using the questionnaires, the software called PLC was used to perform the analysis tests on the obtained data. Furthermore, the data was entered in the excel sheets from there the graphical analysis of the data was performed by using the statistical method approaches.

Table 4.1: Hypothesis for performance motivation

Objectives	Sampling Technique	Respondent	Sample Size	DataCollection Method	Data AnalysisTechnique
1	Snowball Sampling	NGO Staff	63	Questionnaire	Smart PLS
2	Snowball Sampling	NGO Staff	63	Questionnaire	Smart PLS

Variables:
Dependent Variable

- Motivation to Perform

Independent Variable

- Supervisor Support

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- Goal Clarity
- Autonomy
- Learning Opportunity
- Project Team Support

Assessment of PLS Measurement Model
The research done in the Smart PLS software requires that the reflective measurement model first be validated, the validation of reflective measurement model is assessed through construct reliability, discriminant validity, out loadings. Each of these measurements are given as under with corresponding validation criteria. After validationof measurement model we can proceed further to assess the structural model.

Table 4.2: Construct Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Autonomy	0.863	0.869	0.936	0.879
Goal Clarity	0.874	0.89	0.923	0.799
Learning Opportunities	0.769	0.776	0.896	0.812
Project Team Support	0.911	0.92	0.944	0.849
PerformanceMotivation	0.785	0.787	0.861	0.608
Supervisor Support	0.906	0.915	0.941	0.842

Construct validity is established through Cronbach alpha, composite reliability and average variance extracted. As we can see in the table all constructs have cronbach alpha value greater than 0.70, while composite reliability is greater than the recommended value of 0.708 (Hair et al., 2014). The average variance extracted (AVE) is also greater than the recommended value of 0.5 of each construct (Hair et al., 2014). Construct reliability meets the established criteria as recommended by (Hair et al., 2014). Now we can move further to test the validity of items or questions for each construct throughout loadings as given in the table below:

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Table 4.3: Outer loadings

	AT	GC	LO	PTS	Performance Motivation	SP
A1	0.931					
A2	0.944					
CG1		0.916				
CG2		0.939				
CG3		0.823				
LOP2			0.889			
LOP3			0.913			
PM1					0.791	
PM2					0.777	
PM6					0.789	
PM7					0.762	
PTS1				0.901		
PTS2				0.931		
PTS3				0.933		
SP1						0.921
SP2						0.951

Source: Own Compilation

As we can see in the above table each constructs outer loading values are greater than the recommended value of 0.5 (Hair et al., 2014). It means each item is valid and there is no item deviating from the recommended value.

Table 4.4:

	Autonom y	Goal Clarity	Learning Opportunitie s	Project Team Support	Performanc e Motivation	Superviso r Support
Autonomy	0.94					
Goal Clarity	0.56	0.89				

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Learning Opportuniti es	0.45	0.68	0.9			
Project Team Support	0.51	0.68	0.59	0.92		
Performanc e Motivation	0.52	0.59	0.55	0.72	0.78	
Supervisor Support	0.53	0.6	0.56	0.81	0.8	0.92

Source: Own Compilation

Each construct must be uniquely measured and the measurements should tell this through certain values i.e discriminant validity According FornellLackerCriterian (1988) the values at the diagonal should be greater than 0.708In the table values at the diagonal are greater than 0.708As we can see all values for each construct obey FornellLackerCriterian (1988). It means measurements for each construct are unique.

The key criteria for assessing the structural model in PLS-SEM are: Step 2 – the significance of the path coefficients, Step 3 – the level of the R^2 values, Step 4 – the f^2 effect size, and Step 5 – the predictive relevance (Q^2 & the q^2 effect size).

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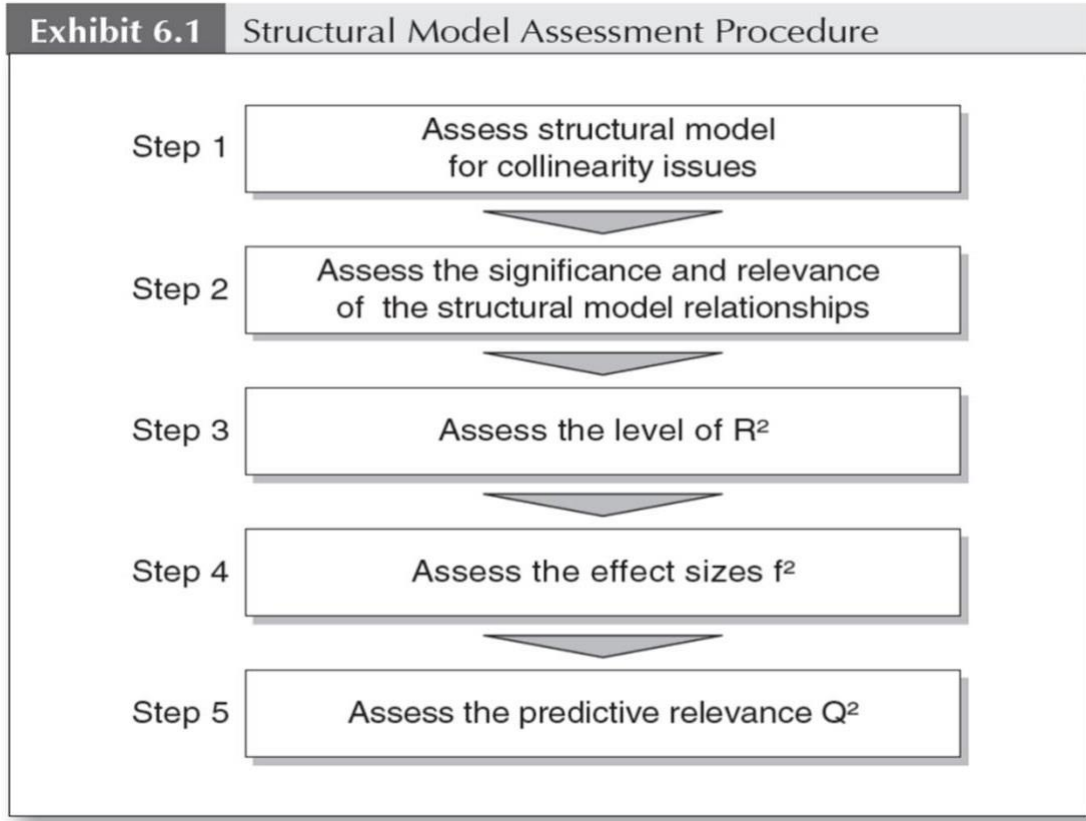

Fig. 4.1: Collinearity

Collinearity

Let us first start with the very of first step of identifying the collinearity in the constructs if any the criteria is that each construct's VIF shouldn't exceed the values of 5, if construct's VIF is greater than 5 it means there is collinearity in the constructs and questions must be rechecked or rephrased to measure the underlying construct

Table4.5: Variance Inflation factor (VIF)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-5.52E-05	0.076		0.001	0.999		
AT	0.089	0.096	0.089	0.925	0.359	0.629	1.59
GC	0.062	0.122	0.062	0.502	0.617	0.389	2.57

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1	LO	0.069	0.109	0.069	0.638	0.526	0.495	2.022
	PTS	0.153	0.142	0.153	1.077	0.286	0.29	3.454
	SP	0.549	0.134	0.549	4.108	0	0.327	3.059
a. Dependent Variable: PM								

Second step in the assessment of structural model is to assess the strength of path coefficient values and identify the significance.

Path Coefficients
Table 4.6: Path Coefficients

Construct	OriginalSample (O)	SampleMean (M)	Standard Deviation (STDEV)	T Statistics(|O/STDEV|)	P Values
AT -> Performance Motivation	0.089	0.089	0.101	0.88	0.379
GC -> Performance Motivation	0.062	0.051	0.114	0.539	0.59
LO -> Performance Motivation	0.069	0.063	0.108	0.64	0.522
PTS -> Performance Motivation	0.153	0.16	0.141	1.086	0.278
SP -> Performance Motivation	0.549	0.562	0.15	3.657	0

Source: Own compilation

Size of Path coefficients shows the strength of relationship and significance among constructs, Autonomy has weak relationship with performance motivation and not significant, Goal Clarity has weak relationship with performance motivation and not a significant, Learning Opportunities have weak relationship with performance motivation and its not significant Project Team Support has weak relationship with performance motivation and its not significant, Supervisor Support has strong relationship with performance motivation and its significant.

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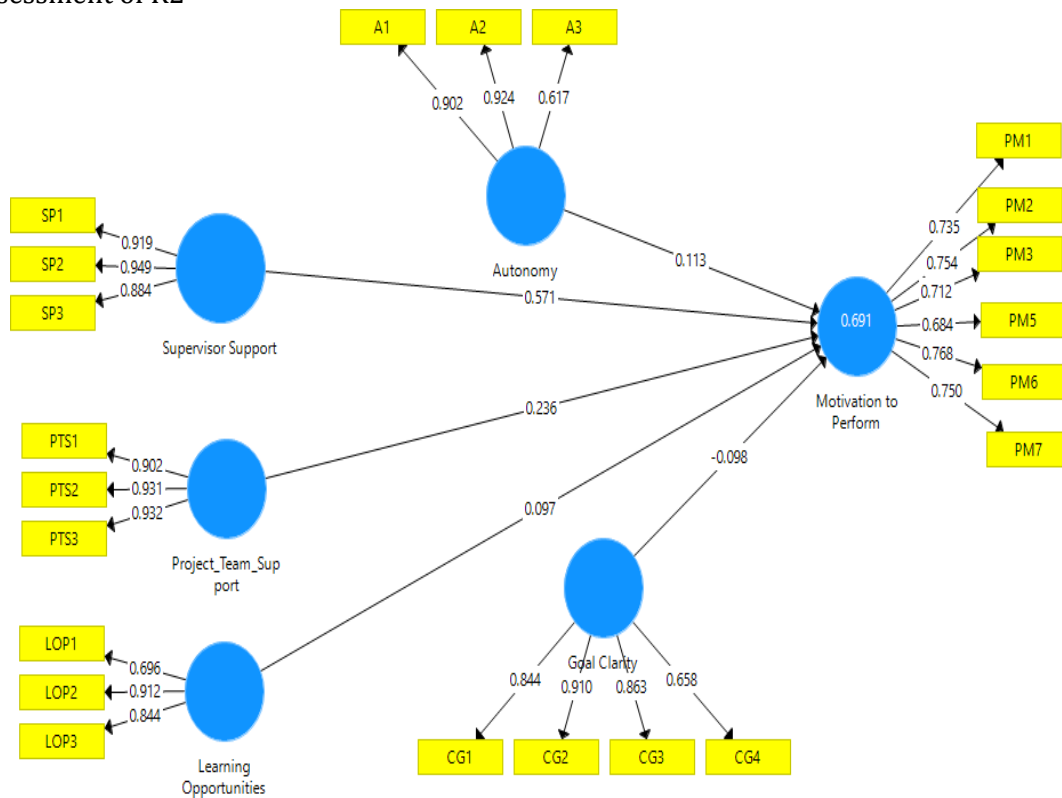
Assessment of R2

Fig 4.2: Assessment of R Square
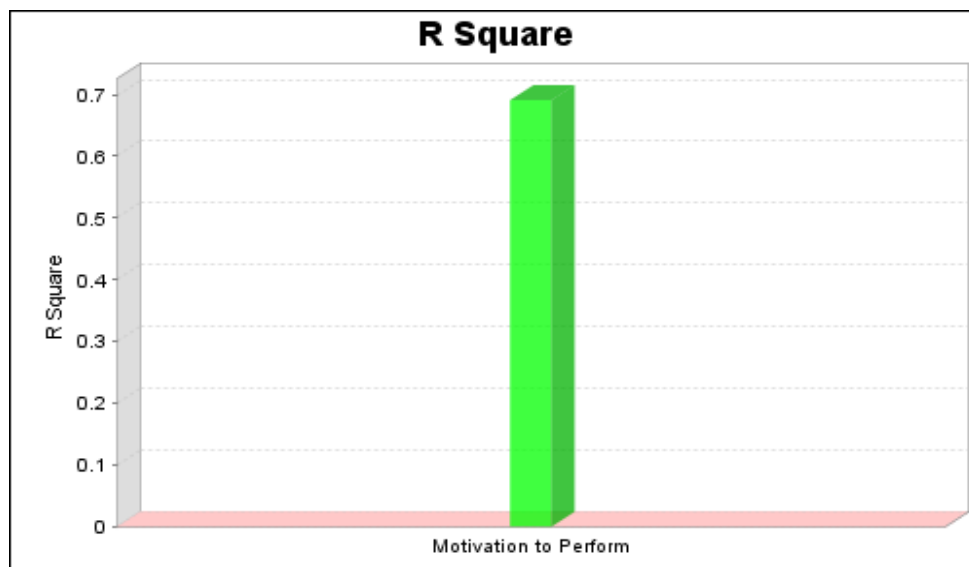Source: Own Compilation

Fig 4.3: R Square

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PLS-SEM is variance based technique where we assessed the value of R2 , all exogenous constructs (Independent variables) produce almost (70%) variation in the endogenous construct like motivation to perform. It's very strong value it means 70% change is produced by all these independent variables, still we must think about the factors and variable which account 100% variation in the dependent variable.

Effect Size f2: The f^2 effect size is a measure of the impact of a specific predictor construct on an endogenous construct. In addition to evaluating the size of the R^2 values of all endogenous constructs, the f^2 effect size can be calculated.Thef^2 effect size measures the change in the R^2 value when a specified exogenous construct is omitted from the model. It is used to evaluate whether the omitted predictor construct has a substantive impact on the R^2 values of the endogenous construct(s).Guidelines for assessing $f2$ values for the exogenous latent constructs in predicting the endogenous constructs are:

Vale		Effect Size
0.02	=	Small
0.15	=	Medium
0.35	=	Large

(Cohen, 1988)

Table 4.7: Effect Size f2

	Performance Motivation
Autonomy	0.015 (Weak Effect)
Goal Clarity	0.004 (Weak Effect)
Learning Opportunities	0.007 (Weak Effect)
Project Team Support	0.02 (Weak Effect)
Performance Motivation	
Supervisor Support	0.296 (Large Effect)

Source: Own Compilation As we can see in the above table all exogenous variables (Independent variables) have weak effect if they are removed from the model on dependent variable i.e motivation to perform. Only supervisor support has the large f2 effect (0.296).

Assessment of Q2

Blindfolding is a sample re-use technique. It allows calculating Stone-Geisser's Q^2 value (Stone, 1974; Geisser, 1974), which represents an evaluation criterion for the cross-validated predictive relevancy of the PLS path model. Besides evaluating the order of magnitude of the R^2 6 senses of value as a criterion of predictive accuracy, researchers may desire to also examine Stone-Geisser's Q^2 value(Stone, 1974; Geisser, 1974) as a criterion of predictive relevance. The Q^2 value of latent variables in the PLS path model is obtained by using the blindfolding procedure.

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Table 4.8: Blindfolding Results for Predictive Relevance

	SSO	SSE	Q^2 (=1-SSE/SSO)
Autonomy	189	189	
Goal Clarity	252	252	
Learning Opportunities	189	189	
Motivation to Perform	378	267.484	0.292
ProjectTeamSupport	189	189	
Supervisor Support	189	189	

Source: Own Compilation

The above table tells us the Q2 effect or predictive relevance and Predictive Relevance of Performance Motivation is greater than zero so (0.292) it is established. So overall the model has the predictive relevance and it can be used for predicting performance to motivation of the project employees.

Bootstrapping Results: Hypothesis Testing

Bootstrapping is a nonparametric operation that allows psychometric mental test ing the statistical meaning of various PLS-SEM resultant such path coefficient ,Cronbach's alpha , HTMT, and R^2 note value . PLS-SEM does not assume that the data is normally distributed, which implies that parametric import tests (e.g., as used in regression analyses) cannot be applied to test whether coefficients such as outer weights, outer loadings and path coefficients are significant. Instead, PLS-SEM relies on a nonparametric bootstrap routine (Efron and Tibshirani, 1986; Davison and Hinkley, 1997) to test the significance of estimated path coefficients in PLS-SEM.

Table 4.9: Bootstrapping (Hypothesis Testing)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Hypothesis
AT >Performance_Motivation	-0.089	0.084	0.098	0.906	0.365	Rejected
GC >Performance_Motivation	-0.062	0.058	0.122	0.505	0.614	Rejected
LO >Performance_Motivation	-0.069	0.056	0.112	0.616	0.538	Rejected
PTS ->Performance_Motivation	0.153	0.151	0.142	1.079	0.281	Rejected
SP >Performance_Motivation	-0.549	0.575	0.158	3.476	0.001	Accepted

Each of the hypothesized relationship is assessed through bootrapping algorithm, only one

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hypothesis is accepted i.e Supervisor Support on Performance Motivation and its quite strong (0.549), second is project team support (0.53) however this relationship is not significant so hypothesis is rejected.

Table 4.4

	Autonom y	Goal Clarity	Learning Opportunities s	Project Team Support	Performance e Motivation	Supervisor r Support
Autonomy	0.94					
Goal Clarity	0.56	0.89				
Learning Opportuniti es	0.45	0.68	0.9			
Project Team Support	0.51	0.68	0.59	0.92		
Performance e Motivation	0.52	0.59	0.55	0.72	0.78	
Supervisor Support	0.53	0.6	0.56	0.81	0.8	0.92

Source: Own Compilation
Each construct must be uniquely measured and the measurements should tell this through certain values i.e discriminant validity According FornellLackerCriterian (1988) the values at the diagonal should be greater than 0.708In the table values at the diagonal are greater than 0.708As we can see all values for each construct obey FornellLackerCriterian (1988). It means measurements for each construct are unique.

Conclusion
This study effectively utilized PLS-SEM to identify critical drivers of performance motivation. The high R^2 value highlights the model's explanatory power, but the remaining unexplained variance encourages further exploration. The effect size analysis provided additional details on the strength of each factor's influence. While supervisor support emerged as a significant motivator, the non-significant relationship with project team support necessitates further investigation.

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