

HRM Practices, Employee Motivation and its Effects on Perceived Performance

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Abstract: Aim of this paper is to study the relationship between human resources management practices and its impact on the level of performance. This paper is intended to investigate the impact of HRM Practices on employee motivation and study the effects of Motivation (Personal as well as infused by HRM practices being followed in some selected Public Sector Departments (PSDs) operating in Rawalpindi area. As we know, the performance of any organization is dependent on various factors like Organizational Support offered to the workers to perform their tasks, extra role behavior, commitment HRM or HRM Practices, reciprocities etc. But the main and most important player is the employee's Moral and Motivation. There are various theories prevail on the issue and the peers and practitioners are working to refine those, however, in the local context of Pakistan, there is a very little work has been undertaken in this regard. This study is aimed to fill the gap to some extent. Towards the end we will see the relevance and applicability of these internationally accepted concepts in the back drop of Pakistani PSDs operating in Rawalpindi.

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1. Introduction, Scope and Assumptions

The available literature and studies indicates that there is a considerable relationship between the two, human resources practices and perceived performance of the organization. The Motivation and Moral of employees has a direct bearing on the Outcome and efficiency of the orgs, and Public Sector Departments (PSDs) of Pakistan should not be an exception. Many enterprises limit their productivity to the acquisition of skills for the employees. Whereas, approximately 86% of productivity problems can be found in the work environment Of organizations. It is generally perceived that the work environment has effect on the performance of employees. The type of environment in which the workers work establishes the way in which such enterprises flourish (Akinyele Samuel Taiwo, 2009). In all types of organizations, realizing a change or reforms often suffers a dismal fate, notably because of the resistance pockets offered by the change agents themselves (Gilley et al., 2009). Especially in case of developing countries, where the lessons learnt from several decades of weak governance and public sector reforms show that high degree of failure is explained by their limited focus on technology enhancement and reform content – without adequately considering the approach of changing behavior and organizational culture, including individual incentives for transformation (e.g. Schacter, 2000; Easterly, 2001; Polidano, 2001; IEG, 2008a). In-fact, correct incentives are lacking in most of the public sector especially for low income countries. Particularly, the rapid growth of

employment of the government service in many of these countries during the decade of 1970s - 1980s was facilitated by drastically reducing the salaries, mainly those at management level. The overstaffing and lowest salaries thus resulted in drastic consequences and adverse repercussions, which included extremely poor staff morale and a sharp decline in work effort, the recruiting became sufficiently difficult and retaining the vital technical and professional staff was further complicated. The non-transparent forms of compensation and remuneration, especially nonwage benefits in any form either in cash or in kind and strong incentives; added fuel to the ugly culture of accepting bribes (Lienert, 1998).

The bearing of human resource management (HRM) practices on the performance (ROI) of any organization or establishment has been a leading premise for the research scholars during last ten-twenty years. The results of most of the studies carried out on the topic were found encouraging, indicating positive relationship between HR practices and organization performance (Appelbaum et al. 2000; Dyer and Reeves 1995; Guest et al. 2000a, 2000b, 2000c). On the other hand, in case of developed economies, extensive research has been carried out on the operations of domestic firms (e.g. the US Japan and Europe) excluding Pakistan and other low income countries. However, in order to add more weight to the growing trend of research, more studies in diverse settings and particularly for the developing economies like Pakistan need to be performed. In order to seal this gap, this study is

undertaken to find out the linkages between Employee Motivation and perceived organization performance in the Local context. For better understanding the empirical relationship that how the employee's motivation yields substantial results this research has been conducted to experimentally investigate the association between employee perceptions for quality of working atmosphere and firm's performance. Similar studies in the field of psychology have been conducted to find out the connection between dissatisfying situations viz-a-viz the impact on employee behavior (e.g. Turnley et al., 2003; Eisenberger et al., 2001; Hagendoorn, 1998).

The **scope** of the study would be restricted to:-

- The PSDs operating in Rawalpindi area.
- A limited scale survey covering 4-5 PSDs and 100-125 Respondents.
- Where necessary, self administered questionnaire filling will be the choice for a way forward.
- The focus will be the PSD employees of grade 1 to grade 16.

Following are few **assumptions** made while undertaking the study:-

- The PSD employees are 'Self Motivated' (to any extent) and can be further motivated using HR Practices, however, these will be measured using appropriate questions and scale.
- The employees have a fair idea of 'What are the Performance parameters of their respective PSD?' and are able to comment on this aspect as their candid opinion.

2. Literature Review

In the modern corporate world the top executives are focusing on to their HR functions for improving the company's performance (P. Morgan : 2001). In the recent past a mark increase in interest has been witnessed in the extent to which human resource systems have contributed to organizational effectiveness. As Pfeffer (1994, 1998) argues that the success in present day's hyper-competitive environment depends less on advantages which are less associated with access to capital, patents, technology, and economies of scale, and more on innovation, speed, and adaptability. Pfeffer further augment his arguments that these latter sources of competitive advantage are largely derived from the quality of the firm's human resources capital. Based on the similar arguments, Pfeffer (1994, 1998) and others (e.g., Becker, Huselid & Ulrich, 2001; Kochan & Osterman, 1994; Lawler, 1992; 1996; Levine, 1995) very strongly promoted that bigger firm investments for high performance and high

involvement human resource capital systems. The literature survey shows that actually, two possibilities of research exist. First, the human capital literature focuses on the effects of grooming, educating and training in modern Organization. Although empirical human capital research traditionally focuses on the earnings function of the individual worker, a stream of research is emerging that analyzes the effects of human capital investments at the Organization level. The second line of research has developed from the HRM or personnel economics literature (see Wood, 1999; Ichniowski & Shaw, 2003 for an overview of these studies).

Of-course a wide spread believe is "Greater employee involvement will only be achieved if we can ensure carefully managed HRM practices that strives for employee participation by integrating each individual employee is aligned with the organization perceptions and objectives and is stimulated to achieve higher quality and productivity and finally the competitive advantage (John P. Morgan : 2001). There is a large and growing body of evidence that demonstrates a positive linkage between the development of human capital and organizational performance. The more and more emphasis on human capital in the growing and vibrant organizations amply imitate the view that the market share & value depends far less on tangible resources, and far more on intangible ones, especially the investment on human resource capital. Recruiting and retaining, being a major issue in most of the cases, for the best and efficient employees, needs to be amply addressed at highest level in any organization. The organizations also have to influence the skills, dexterity and capabilities of employees by encouraging personal and organizational learning, creating a supportive and encouraging environment, in which know-how must be produced, shared, contributed and applied throughout the organization covering all dimensions through breadth and width of complete spectrum of activities in a progressive organization. (Dr Philip Stiles and Somboon Kulvisaechana). While a majority of practitioners and authors including Guest, **argued that there was a need for (1) theory on HRM, (2) theory on performance, and (3) theory on how the two are linked** (Guest, 1997). Down the line, after fourteen years we observe only a modest progress on the three fundamental issues as advocated by Guest and others. Boselie, Dietz and Boon (2005) performed an investigative analysis and overviewed the associations between human resource management (HRM) practices and performance for 104 experiential articles published in well-known international refereed journals from 1994 to 2003. They came-up with crystal and clear findings and

pointed out that a crucial deficiency in the (that time) literature regarding alternative suppositions on the concept of HRM practices, the concept of performance and finding their mutual linkage (JaapPaauwe& Paul Boselie : 2009).

The topic is two dimensional i.e measuring the level of motivation and than determining its effects on the perceived organizational productivity and performance (in a lateral sense).If the employees are poorly motivated and their moral is down due to the deficiency in organizational systems, there exists a potential threat that the employees' talent can be wasted and even transferred to contenders. Motivation in its conventional sense, among management writers means, a process for stimulating the people to act to achieve the desired goals. It remains a crucial factor to judge the successful or unsuccessful management style in addition to determining the productivity and profitability. Generally, we judge managers by two important considerations i.e production and people, which are in turn based on the three main factors which are participative management, motivation and interpersonal competence. We believe that good managers focus mainly on the need for self-actualization and are equally interested in people and production alike. They are termed as high-task and high-relationship oriented. The average managers are mainly concerned with egoistic status and are high-task and low-relationship oriented. And lastly the poor managers, who are preoccupied by ego-status needs, safety and they are of low-task, least-relationship kind of individuals. Their guiding principals are personnel manual and written SOPs and they believe in simple goals of self-preservation.

Coming on to the question of "exactly what are the motivators?". There is no defined answer despite Herzberg's assertion to the contrary. We believe that, it depends mainly on different societies and different individuals, different organizations and job levels& positions. There are, certainly no common motivators for everyone and all the mankind nor is there a unique motivating force for every individual. It is a major issue that what kind of a mix of needs for what kind of individuals in what kind of society. In most parts of the world, there is no doubt that money or hard cash is a biggest motivator with regard to both the lower-level need satisfaction and the fulfillment of status and achievement goals. Secondly, in motivating employees, managers have to identify the operative needs and job-related goals of the employees. Or, they have to devise some goal-setting process with employees' participation which apparently is a difficult rout for the managers. (As advocated by LAMP LI in NEW ASIA COLLEGE ACADEMIC ANNUAL VOL. XIX)

On the other hand, we the management practitioners, must clarify our mind on the concept of Organization Performance because in studies on the HRM practices, a variety of indicators of an organization's performance can be used: like perceptual measures of organizations' performance (Delany & Huselid, 1996), financial measures such as organizations' profits (e.g. Terpstra&Rozell, 1993) or the value added or sales of the organization per employee (Black & Lynch, 2001; Cappelli&Neumark 2001), or physical measures of organizations' productivity (e.g. Arthur, 1994). A drawback of the perceptual measures is that it can be highly subjective both in the judgment of organization performance itself and in the selection of a comparator organization, which one can select to benchmark its own performance.

Hence other measures like financial and value-added, are affected by various systematic and ad-hoc factors for which the control is exceptionally difficult. Moreover, these measures, when practically adopted, are often highly volatile. In-fact, productivity is of elementary weight-age to the individual worker of whatever status, to the organization whether commercial or not and to the national economy at large and accordingly therefore, to the up-lift meant of the welfare of the citizen and the reduction if not total eradication of mass poverty (Yesufu, 2000; Akinyele, 2007).Physical measures of productivity do not have these disadvantages because they are straightforward in measuring productivity given the specific production process in a sector of industry (cf. Ichniowski& Shaw, 2003). In this study, in particular, we will therefore try to use a physical measure of productivity by asking people to gauge their own productivity on an even scale. Thus we will be following the studies those focused on a specific industry / organization (Arthur, 1994; MacDuffie, 1995; Ichniowski, et al., 1997). Hence the physical productivity which is directly related to the value added of the organization will be gauged viz-a-viz HR practices and Motivation level.

3.1 What is Motivation ?

What actually motivation is? How one can be motivated? How one can measure the 'Employee Motivation? How motivation is translated into individual and collective performance? To answer the above questions we will use Ejere (2010) Model which he introduced to help employee motivation:-

1. Carrot and Stick approach
2. Employee participation
3. Employee empowerment
4. Goal setting
5. Incentives
6. Job enrichment
7. Management by exception

8. Management by objectives
 9. Quality control circles
 10. Quality of work life
 11. Sabbaticals
 12. Total quality management
- The motivation pyramid (Figure 1) best explains that word MOTIVATION

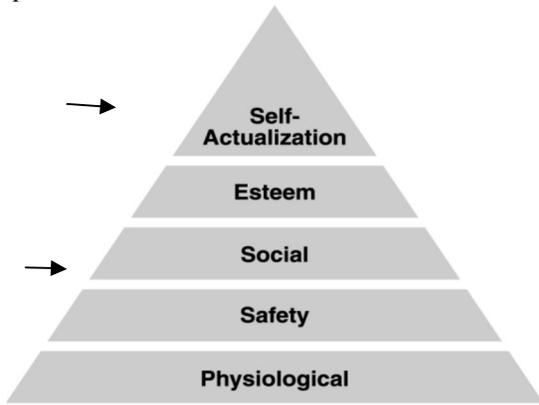


Figure 1 What is Motivation?
(<http://users.dickinson.edu/~jin/motivation.html>)

3.2 Theories on Measuring Performance of Public Sector

In any case, it is useful to know that the government agencies and bureaucracies differ from firms and other organizations in the private sector of the economy for which the many theories have been evolved. For instance, the fact that the output of public activities is not sold on the market or is not sold at its real price is the distinctive feature of what is commonly referred as the 'non market sector'. Consequently, the basic solution was, until recently, to evaluate the public sector production on the basis of the following equation: input = output.

A major obstacle to the introduction of performance related measures in the public sector is the difficulty to measure government output as the objective function of public agencies and bureaucracies is multidimensional. The public administration science conception of the relationships between motivation, incentives and performance in the public sector is usually based on the idea that individuals who work in the public sector have some specific characteristics. Thus, it is argued that preferences and work motivation of public sector employees differ from those of private sector employees. For instance, individuals working in the public sector are assumed to have more pro-social inclinations (that is to be more altruistic) and to be more risk-averse than employees of the private sector.

3.3 What Is The Nature Of The Relationship

Between Employee Motivation And Performance?

The most crucial part in our overview of issues relating to the Motivation and performance debate is of course the linkage between the two. In this paper we will be restricting ourselves to the most common model called five stage Guest Model as depicted in following figure:-



Figure 2 Conceptual Model of Guest

4. Research Methodology

4.1 The Survey

A survey was conducted by way of administering questionnaires while secondary data was collected through books and the internet. Data was gathered from five Major Government Departments working in Rawalpindi. 20 questionnaires were first administered to test the understanding of the respondent after which the 80 more were distributed among the Government Employees. Spread on the whole spectrum / all possibilities i.e from Old to Young, Senior to junior in rank and length of service, covering Literate to illiterate. Only the methodology of the response, that was found necessary in some cases, was adjusted as Self Administered survey (where necessary). A total of 82 were retrieved from the respondents and out of these, 10 were answered incorrectly, thus making them unusable leaving the number of usable responses for the analysis a 72 representing 72%. The Government departments included Banks, Def Dept, Education Dept, Broadcasting Media (PTV and Radio Pakistan), Public libraries etc. The respondents were made up of Top Managers, Middle Managers, First – line Managers and Non Managers. The questionnaires comprised of, in total, 40 serial numbers covering 'Personal Details', 'Personal Motivation', 'HR Practices in the Dept' and 'Effect of HR on Motivation', and finally the 'Effects of Motivation on Perceived Performance of the Department. The respondents were asked to rank each feature to the extent that is considered to be

important on a scale of 7 points i.e. 7 (strongly agree), 6 (Agree), 5 (Somewhat agree), 4 (Neutral), 3 (Somewhat Disagree), 2 (Disagree) and 1 (Strongly Disagree). Descriptive statistics have been used to describe the basic features of the data collected through the questionnaire survey.

4.2 Research Hypothesis

H0: The 'HR Practices' being followed by PSDs of Rawalpindi Area, effect the 'Employee Motivation' and the 'Employee Motivation' can influence the 'Performance of Individual and Organization as a whole'.

H1: The 'HR Practices' and 'Personal Motivation' of Employees of PSDs in Rawalpindi Area, do not affect the 'Employee Motivation' and also the 'Employee Motivation' has no influence on the 'Individual and Organization's Performance'.

5. Data Analysis

5.1 General

This is a descriptive study based mostly upon Self Administered Questionnaires. The population is all Major Government Departments with rank structure from Floor Manager / Supervisor

to Labour. A pilot study was carried out by administering 20 Questionnaires. Analysis of the data conformed the accuracy of the questionnaire and was followed by a detailed survey through 80 self administered Questionnaires distributed among Public Sector Employees in Education, Broadcast media, Defence Department etc. The Mean, Median, Mode, standard deviation, maximum and minimum were checked. On a scale of 1-7 the Personal Motivation's mean comes to 5.68 compared to 5.23 of 'Motivation Due to HR Practices' corresponding to more weight-age of personal motivation compared to 'Motivation due to HR Practices'. Similarly the Standard deviation of all variables varies from 0.97 (for Perceived Performance) to 1.25 (for Personal Motivation).

5.2 Correlation:

The definition of Correlation, as per Wikipedia is the dependence refers to any statistical relationship between two random variables or two sets of data. Correlation refers to any of a broad class of statistical relationships involving dependence and Correlations are useful because they can indicate a predictive relationship that can be exploited in practice.

Table - 1

	Dept Work Exp	Pub Sect Work Exp	work hrs per week	Personal Motivation	HR Practices	Motivation due to HR Practice	Perceived Performance	
Mean	0.82	7.54	9.54	36.63	5.68	5.45	5.23	5.34
Median	1.00	7.00	9.00	38.00	6.07	5.80	5.36	5.62
Mode	1.00	15.00	15.00	38.00	6.14	5.73	6.57	6.10
	Dept Work Exp	Pub Sect Work Exp	work hrs per week	Personal Motivation	HR Practices	Motivation due to HR Practice	Perceived Performance	
Standard Deviation	1.53	4.38	6.10	7.57	1.25	1.15	1.22	0.97
Minimum	0.00	1.00	1.00	6.00	1.29	1.40	1.57	2.68
Maximum	13.00	15.00	40.00	50.00	7.00	6.73	6.71	6.58
Count	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00

When we checked the 'Personal Motivation (PM)' against 'Gender' the relationship was very weak with a figure of 0.0251, thus suggesting that the PM is not dependent upon 'Gender'. Similarly the dependence of PM on other factors like 'Service Length in Present Department', 'Total Service length' and 'Working Hours in a Week', there is absolutely no dependence found between these. The Correlation figure comes to 0.0574, 0.05206 and -0.09202, showing no, very weak, or a weak negative relationship among these parameters.

Similarly when we checked the collected data for relationship of 'HR Practices (HRP)' with 'Gender', 'Service length' and 'Work Hours per Week' there is no relationship found between these like -0.0182, 0.0705 and -0.16845. But on the Contrast, when we checked the dependence of HRP on 'Personal Motivation' a figure of 0.86920 shows a very strong positive relationship between the two.

The data showed that the variable 'Motivation Due to HR Practices (MDHRP)' has absolutely no relationship with 'Gender', 'Service Length' etc but a sufficient correlation with 'Personal Motivation' having a figure of 0.75203. In accordance with the routine perception 'Motivation Due to HR Practices (MDHRP)' is closely related to HRP with a strong figure of 0.85806.

And finally for the 'Perceived Performance' no linkage with 'Gender' and 'Service Length' etc however, a sufficiently strong relationship has been found among the Public Sector Employees (in Rawalpindi / Islamabad) with HRP and MDHRP. Thus in commensuration with our basic Hypothesis (Topic of the Paper) 'The Perceived Performance of an organization in PSDs (of Rawalpindi region)' is strongly related to the 'HRP' and MDHRP' and is moderately related to 'Personal Motivation' as per the collected data of 72 respondents (Reference Table -2 below).

Table - 2. Correlation Between Variables

	Gender	Dept Work Exp	Pub Sect Work Exp	work hrs per week	Personal Motivation	HR Practices In The Dept	Motivation due to HR Practice	Perceived Performance
Gender	1							
Dept Work Exp	0.2666	1						
Pub Sect Work Exp	0.6988	0.7163	1					
Work hrs per week	-0.3762	0.0049	-0.08634	1				
Personal Motivation	0.0251	0.0574	0.05206	-0.09202	1			
HR Practices	-0.0182	0.0705	-0.07877	-0.16845	0.86920	1		
Motivation due to HR Practice	-0.0524	0.1197	-0.00808	0.00180	0.75203	0.85806	1	
Perceived Performance	-0.0001	0.2696	0.05417	-0.20094	0.56165	0.73142	0.75640	1

5.3 Summary

To summarize the above analysis:-

- The HR Practices are significantly positively correlated to Personal Motivation and Motivation due to HR Practices.
- Similarly the Motivation is Strongly correlated to the 'Perceived Performance' suggesting that the performance of PSDs is largely dependent upon the Motivation of employees.
- Hence the 'Employee Motivation' ensures better Performance of the employees working in PSDs.
- The individual Performance of the employee is finally translated into better ROI (Perceived Performance) of the Department in totality.

Table - 3

SUMMARY OUTPUTS	
Regression Statistics	
Multiple R	0.826124013
R Square	0.682480885
Adjusted R Square	0.647752232
Standard Error	0.577774706
Observations	72

5.4 Regressions – R²

Now coming on to the 'Regressions – R²' What Does Regression Mean? Actually it is a statistical measure that attempts to determine the strength of the relationship between one dependent variable (usually denoted by Y) and a series of other changing variables (known as independent variables). The figure of 68.248% variation (Reference

Table-3) is being explained by the Endogeneity Variable with respect to Exogenous Variable, which is a good indicator of the correctness of the results. The Statistics is suggesting that the chosen model is appropriate for the study under discussion. We have also found that a negative relationship exists between 'Long Working Hours' with 'Employee Motivation' and in terms with 'Perceived Performance' which shows that due to long working hours the employee's De-Motivation increases and thus this de-motivation is further translated (naturally) into Lower Performance.

The coefficient of determination R² is the proportion of variability in a data set that is accounted for by a statistical model. In this definition, the term "variability" is defined as the sum of squares. The independent variables

are explaining 68.24% variation. The value of R Square shows a strong relationship between dependent and independent variables.

Table - 4

ANOVA					
	Df	SS	MS	F	Significance F
Regression	7	45.92167	6.560238	19.65181	9.0388E-14
Residual	64	21.36471	0.333824		
Total	71	67.28638			

5.5 Significance F

F-statistic is a value resulting from a standard statistical test used in ANOVA and regression analysis to determine if the variances between the means of two populations are

significantly different. For practical purposes, it is important to know that this value determines the P-value, but the F-statistic number will not actually be used in the interpretation here. The value of 'Significance F' proves that the chosen model is significant.

Table - 5

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.72719	0.56600	4.81840	0.00001	1.59649	3.85790
Gender	-0.04640	0.08320	-0.55772	0.57898	-0.21260	0.11980
Dept Work experience	0.04904	0.02856	1.71700	0.09082	-0.00802	0.10611
Pub Sec Work Exp	-0.00260	0.02941	-0.08841	0.92982	-0.06134	0.05614
working hrs per week	-0.02327	0.01068	-2.17947	0.03298	-0.04460	-0.00194
Personal Motivation	-0.19708	0.12619	-1.56182	0.12326	-0.44917	0.05501
HR Practices	0.37198	0.18596	2.00026	0.04972	0.00047	0.74348
Motivation due to HR Practices	0.42969	0.11667	3.68310	0.00048	0.19662	0.66276

5.6 t-stat

P-value or Significance, is the probability that an effect at least as extreme as the current observation has occurred by chance. The t-test assesses whether the means of two groups are statistically different from each other. This analysis is appropriate whenever you want to compare the means of two groups, and especially appropriate as the analysis for the posttest-only two-group randomized experimental design.

The values of 'Working hrs per week', 'HR Practices' and 'Motivation due to HR Practices' are -2.17947, 2.00026 and 3.68310 respectively showing that the perceived performance of PSD is negatively influenced by the number of working hours per week and strongly positively influenced by the HR Practices being followed in these departments. However, the most pronounced impact of 'Motivation Due to HR Practices' has been observed.

Therefore, we can wrap-up our analysis in the words of Rumelt (1991) who concluded that the external characteristics (Competition, Market factors and Industry dynamics) do not considerably influence the organization's performance. The most prominent among all, as a critical and differentiating aspect is the organization itself, how it is managed, the motivation level of its employees and how they are

inspired to work for the achievement of organizational goals.

6. Future Work

After gone through this research, the author firmly believes that the subject needs more detailed data collection and data analysis. There exists a substantial vacuum and potential to crystallize the roadmap for PSDs in Pakistan to inculcate the modern management techniques among these departments. The in-depth and exhaustive research would be fruitful for improving the productivity of our Public Sector Organizations. The author intends to carryout following as his future work:-

- Same Study with larger sample size including all the Public Sector Departments (PSDs).
- Studying the existence of HR Practices being followed by the PSDs and the impact on effectiveness.
- The measurable outcomes of various PSDs may be studied and formalized.
- Sector wise (Education, Manufacturing, Services, Health etc) detailed studies with a view to measure the impact of HR practices on Motivation and Viz-a-Viz PSD's Productivity.
- Similar studies for the Private Sector organizations and suggest improvements to

achieve enhanced efficiency and improve productivity.

- Studies to suggest the top and middle managers in PSDs, how to influence the floor workers to increase the productivity of these departments.
- Studies to find out the actual motivators in the backdrop of Pakistani culture.
- Studies to suggest some tangible / measurable criteria to gauge the performance of PSDs in Pakistan.

7. Conclusion

The objective of the research was to ask the respondents from Public Sector Departments (in Rawalpindi) to state their perception about the HR practices being followed, their effect on Motivation and Perceived Performance of their respective Public Sector Department (in Rawalpindi). As the Questionnaire was divided in 5 Parts namely 'Demography', 'Personal Motivation', 'HR Practices Being Followed by the Department', 'Effects of these HRP on Employee Motivation' and finally 'The Effects on Perceived organizational Performance'. The 72 respondents out of 100 responded correctly. The findings of this research suggest that the Guest Model of Figure 2 is equally applicable on the PSDs of Rawalpindi, because the 'Performance' is largely dependent on the HRPs being followed by the PSDs through Motivation.

The implications of those findings are that, for the employees to be more productive and work towards the goals and objectives of the department to witness performance and be competitive, managerial workers first need to satisfy the following: interesting work (self-actualization); job security (safety needs); full appreciation of work done (social; esteem needs), and they (interesting needs; job security; full appreciation of work done) need to be significantly fulfilled. Though this study highlights significant contributions to the field of human resource management, there are limitations to the study. The use of quantitative patterns in prospective study might bring about a more comprehensive explanation of the phenomenon under study. Gathering data was done from a few major PSDs working in Rawalpindi / Islamabad from 72 respondents only. There should be a collection of data from all PSDs from different regions in Pakistan to obtain important data for a constructive conclusion drawing.

But one thing which has been established is the applicability of Guest Model (Figure-2) in PSDs of Pakistan though on a limited scale. To find out more realistic situation the guidelines listed in Para 5 above may be found useful for further elaboration and making concrete recommendations for the PSDs

in Pakistan as a whole to improve the effectiveness and Productivity of the PSDs.

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