



Effects of motivation, working conditions and perceived organizational justice on employee performance.

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Abstract

Studies on employee performance in organizations have revealed that, a well-motivated employee, favorable working conditions and fair treatment of workers promotes productivity in organizations. However, nowadays, the performance of employees in many organizations is not satisfactory as a result of low motivation, unfavorable working conditions and unjust treatment of workers. To address this problem, this paper provides an insight on how these variables (motivation, working conditions and perceived organizational justice) can promote high performance of employees in organizations.

Key words; *Employee Performance, Motivation, Working Condition, Perceived Organizational Justice*

Introduction

Employee performance is the foundation block that determines the success or failure of organizations (Abbas & Yaqoob, 2009). As it not only leads to success in organizations, but it also leads to the growth of individual workers and allows organizations to compete favorably in the global market (Robins & Judge, 2009). Furthermore, it creates a sense of belonging between workers and employers, creates a more committed workforce, minimizes employee turnover, absenteeism and provides opportunities for employee advancement (Robins & Judge, 2009; Justine, 2015; Muda, Rafiki & Harahap, 2014). In this regard, Bright (2005) has sum it up when he asserted that, high employee performance is very important to the individual, organization, society and nation as a whole, he has therefore identified some of the benefits or advantages of high employee performance which includes; increase productivity; provision of job satisfaction to workers; help to reduce psychological problems of workers; leads to active workers participation in their duties; develop commitment among workers; lead to improvement in transaction and market stock of the organization; help to increase revenue; and increase in workers' salaries and wages.

By definition, employee performance is defined by Jamal (2011) as a role that a person can successfully carry out under the standard constraints and available incomes. Arowolo (2012)

argued that performance is an act that comprises a lot of energy intended at realizing an aim. Performance is evaluated by a given set of standard so as understand the extent to which an action is executed. Thus, performance can either be good or bad. This paper defined employee performance as the ability of a worker to carry out duties assigned to him by the organization effectively and efficiently, within a limited period of time and resources.

Statement of the problem

Previous studies on employee performance have revealed that, various factors can lead to a satisfactory performance. Motivation, skills and organizational support were identified as determinants of performance (Ghorbanpour, 2014; Inayatullah & Palwasha 2012). While Kakks, Triralle and Fillipan (2010) believe employee performance depends on factors like job satisfaction, stress and motivation. Also Muda, Rafiki, and Harahap (2014) identified stress, motivation, and communication as the three determinants of employee performance. However, this paper posits that motivation, working condition and organizational justice will go a long way in addressing the problem of employee low performance. This is due to the fact that, whenever workers are well motivated, favorable working condition provided and fair treatment accorded to workers, their morale will be boosted and hence performance will increase.

Past studies have dealt with these constructs fragmentally (Omollo, 2015; Parks, Khuong, & Quoc, 2016; Swathi, 2013). All the studies reported a positive relationship between the constructs. Despite the findings of these studies, many organizations still experience low employee performance (Oladimeji & Oluwasegun, 2012). To date, no study has ever attempted to examine the effects of three variables together. To address this gap, this paper argued that by holistically studying the constructs, it will provide a model that can enable organizations to boost their employee performance.

Using the assumptions of the social exchange theory, this paper posits that once organizations are ready to provide adequate motivation, favorable work settings and fair treatment to workers certainly they will be energized and in turned



reciprocate by putting in their best which will definitely lead to increase in performance. On the other hand, failure to provide these requirements, the reverse will be the case (decrease in performance). As it was also observed by Blau (2006) that once organizations are ready to make provisions for the well-being of workers, favorable environment, workers will equally be ready to perform their job efficiently. So in social exchange theory, both parties the employer and employee benefits from the exchange and the relationship can terminate as a result of perceived unfairness on the side of one party.

Based on the above, this paper is designed to examine comprehensively the effects of motivation, working condition and perceived organizational justice on employee performance. The paper is structured in four main parts. Part one is the introduction, part two centered on the literature review while part three explains the framework and part four talk about conclusions.

Literature Review

Employee performance

Employee performance has been defined by many scholars based on their understanding among them is Saeed et al. (2013) who define employee performance as the method to carry out a task based on the recommended description; it is the way to complete a job within the clear boundaries. Employee Performance is the successful finishing off jobs by a selected worker or workers, as established and agreed by an organization through making efficient and effective use of available resources to pre-defined acceptable standards within a changing environment (Imran, *et al.*, 2012). Employee performance is also seen as the achievement of the desired result of skilled employees in some specific time and limited resources (Prasetya & Kato, 2011). In a study carried out by Selvanathan et al. (2016), it was discovered that, motivation and working environment are important determinants of employees' performance. The finding also shows that, for organizations to acquire and maintain devoted workers, it is imperative to motivate and to also understand what actually motivates them at a point in time. Because according to the paper, human behavior is very difficult to predict.

Motivation and Employee Performance

The word motivation comes from the word motive, meaning to move, push, persuade, to act for satisfying a need. According to Robinson, Michael and Moeller (2010) motivation is the process that accounts for an individual intensity, direction, and persistence of efforts toward attaining a goal. Ajang (2010) believes that motivation deals with all the

circumstances that can warrant for the disparity in the strength value and direction of attitude. Alalade and Akinola (2015) see motivation as a process that begins with physiological or psychological needs that activate behavior with a view to attaining a goal. Motivation can be intrinsic or extrinsic. Intrinsic motivational factors are termed as psychological motivators such as being treated in a considerable and a caring manner, a sense of achievement and opportunity to use one's ability. Extrinsic motivation, on the other hand, has to do with motivational factors that come from outside the job, an example includes; condition of work, promotion, security, contract of service, fringe benefits, salaries and wages (Chris & Cebollero, 2014).

Previous studies have revealed that motivation tends to increase performance. This is due to the facts that, motivation help to move workers into action improves the level of efficiency, leads to the attainment of organizational goals. It creates mutual understanding between superior and subordinates and also leads to stability in the organizational workforce (Nadeem, Ahmad, Abdullah & Hamad, 2014). This assertion is buttressed by studies on the effect of motivation on job employee's performance of Kenya Commercial Bank in Migori County conducted by (Omollo, 2015). The result of the study showed that positive relationship exists between motivation and employee job performance. This result concurred with the one revealed in the studies of (Alalade & Oguntodu, 2015; Chima, 2014; Formentky, 2015; Ismailji, Krasmiq & Qosja, 2015; Muogbo, 2013; Omollo, 2015). All the above studies show that motivation can influence employee performance. Based on this discussion the paper proposes that,

H1. There exists a positive relationship between motivation and employee performance.

Working condition and Employee Performance

Scholars have tried to provide meaning to working condition among them is Ahmad, Malik, Ahmad, Gomez and Ali (2011) who defines working conditions as the blending of factors such as communication process training and development job behavior, physical working conditions and social support which has significant effects on workers' performance. Swathi (2013) views favorable working conditions as a workplace characterized by a high degree of trust, satisfactory benefits, adequate resources, safe working conditions, challenging and rewarding jobs and open communication. This paper defines working conditions as the condition under which employee performs a job in accordance with the organization's provisions.



Working condition is an important determinant of employee performance, for the fact that, a favorable workplace environment minimizes the rate of accidents, stress related sicknesses, absenteeism, and employee turnover (Yassin, Ali, Ali & Adan, 2013). This statement is further confirmed by findings from the previous studies on working conditions and employee performance reveals that there is a positive relationship between working condition and employee performance. Ahmad *et al* (2011) investigated the work environment and employee performance in Pakistan. He uses 115 workers from Pakistan communication company limited (PTCL), the outcome shows that the work environment has a significant influence on employee performance. This finding concurred with that Swatchi (2013) who reported that a positive correlation exists between employee performance and environmental conditions. Kiruja and Kabare (2013) tries to establish a link between work environment and employee performance in public middle level TIVET institutions in Kenya, the findings from their studies show that there is a close link between employee performance and workplace environment. This result is also in line with that of Jayaweera (2015) who discovered that, significant correlation exists between job performance and working conditions. The same type of result was obtained by Imran *et al* (2012). Based on the above discussion, the paper proposes that;

H2 There exist a positive relationship between working condition and employee performance

Perceived Organizational Justice and Employee Performance

Perceived Organizational justice is the view of fair and just treatment of workers by organizations and the workers' reactions towards such treatments (Greenberg, 1990). This paper defines organizational justice as the workers view of just and fairness, they received from their organizations and the impacts of their actions on organizational productivity. Organizational justice has been seen as one of the constructs that influence organizational outcomes, because whenever organizations treats its workers fairly, they will exhibit behaviors that can lead to higher productivity, reduce the rate of turnover and enhanced loyalty and trust in the organization (Fernandes & Cedwyn, 2010).

Generally, three dimensions of organizational justice have been identified (Procedural, Distributive and Interactional justice), however,

recently researchers, Gupta and Kumar (2013) has discovered two additional dimensions (informational and Interpersonal justice). Procedural justice is concerned with the perception of justice and fairness in the process used to arrive at organizational decisions. The process supposes to be morally acceptable, take into cognizance interest of all parties involved, unbiased and consistent (Fernandes & Cedwyn 2010). Distributive justice has to do with how organizations employed justice and fairness in the allocation of significant rewards to its workers. This, according to Nasurdin and Khuan (2011) supposed to be in line with the Adam's equity theory (1965), which advocates that worker motivation is influenced by outcomes workers obtained from their inputs, compared to the inputs and outcomes of other people. Interactional justice focuses on the workers' perception about the kind of relationship that exists between them and their superiors. Interactional justice stresses the need for respecting workers' rights, and interests in order to enhance their effective communication (Hadi, Manaf, Latif, & Ali, 2014)

Previous studies have revealed that organization justice influence employee performance. This is explained by the fact that, organizational justice possessed the potentials for improving trust, commitment, customer satisfaction, reduced conflict and improves attitudes and behavior (Cropanzano, Bowen, & Gilliland, 2007). The study of Khuong and Quoc (2016) investigated the effects of organizational justice and ethical leadership on employee performance in Binh Duong's Industrial parks Vietnam. The findings indicated that a positive relationship exists between the three components of organizational justice and performance. This result corresponds with that of Imran and Allil (2016), it is also in line with past studies conducted of (Fernandes & Awamleh, 2010; Hadi *et al.*, 2014; Nasurdin & Khuan, 2011). However, the study by Wang, liao and China (2010) on the impact of organizational justice on work performance, reveals that indirect relationship exists between the two constructs. Mehrabi *et al.*(2012) reported no relationship between organizational justice and employee performance While Warokka and Gallato (2012) concluded that, interactional justice has more influence on employee performance than other dimensions of organizational justice. From the above arguments the paper proposes that



H 3 There is a positive relationship between perceived organizational justice and employee performance

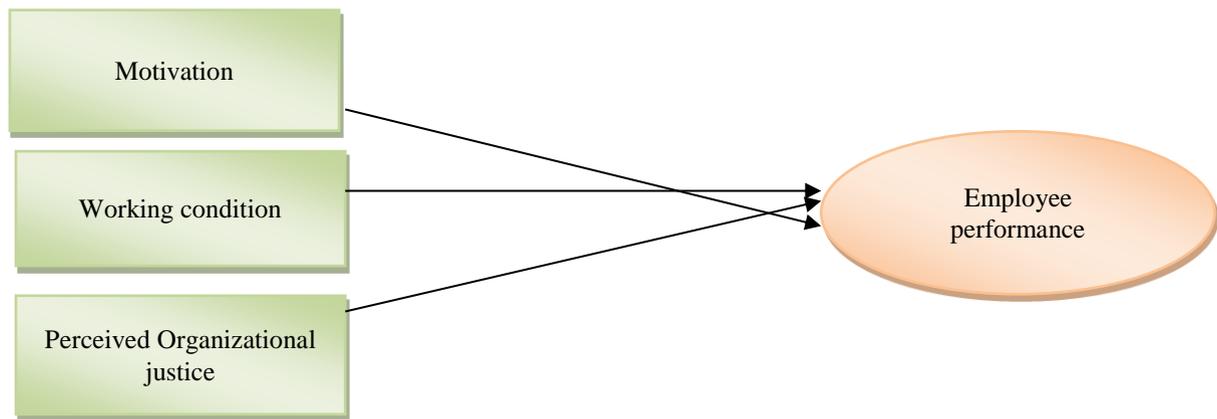


Figure 1; Proposed Framework

Figure 1.1 above provides a model of this paper. It indicates that, there are three independent variables (motivation, working condition and perceived organizational justice) and a dependent variable which is employee performance. What could be understood from the model is that, when organizations are ready to make available the requirements of these three constructs, no doubt a high employee performance level will attain. The model is made up of strong determinants of employee performance. I.e. Motivation shapes workers' behavior, working condition provides good and safety work environment and organizational justice perception, indicates fair treatment in terms of procedural, distributive and interpersonal aspects of workers in the organization.

Conclusion

This paper holistically examines the effects of motivation, working condition and perceived organizational justice on employee performance. It argues that, the persistent low employee performance faced by many organizations is due to the lack of a comprehensive study of the three variables, which this paper has attempted. The model has implications for organizations, managers and other stakeholders. It is optimistic that, to enhance employee performance, organizations must consider the provisions of this model. This has become necessary because it contains the basic principles needed for gingering workers to put in their best. So by the strict ad hearing to justice, smooth work environment and adequate welfare to workers the problem of low employee performance will be resolved. The model will also help in the expansion and application of Social Exchange theory in organizations.

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