

# IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN EDUCATIONAL SECTOR

(A study of private school in Surkhet valley)

A Thesis

Submitted in Partial Fulfillment of the Requirement for the  
Degree of Master in Business Studies (MBS)



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## DECLARATION

I hereby declare that the work presented in this thesis entitled **Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley** in partial fulfillment of the requirements for the award of Master Degree of Mid-West University, Birendranagar, Surkhet is an authentic record of my own research work carried out under the Thesis supervisor of **Assistant Professor Harendra K.C.** and external supervision of **Assistant Professor Surendra Basnet**

I also declare that work embodied in the present thesis is my original work and has not submitted by me for any other degree in any university.

.....

Nirmala Kandel

## RECOMMENDATION

I am pleased to certify that Nirmala Kandel has completed her thesis entitled **Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley** as a partial fulfillment of the requirement for the Masters in Business Studies (MBS) degree under my supervision following the respective guidelines for paper documentation.

I therefore, recommend the thesis for acceptance and approval.

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## APPROVAL SHEET

We approve the Thesis Research Report Entitled **Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley** undertaken by Nirmala Kandel has been found satisfactory for the award of Master of Business Studies (MBS) Degree.

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## **CERTIFICATE OF ACCEPTANCE**

Following a successful presentation and evaluation by the research evaluation committee, this thesis **Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley** submitted by Nirmala Kandel has been accepted and forwarded to the University for awarding Master in Business Studies (MBS) degree.

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Nirmala Kandel

## ABSTRACT

The thesis entitled **Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley** was conducted to find out the impact of employee motivation on employee performance in education sector. The study was conducted on the result of this study may not be generalized in other aspects. The population of this study was the entire employee working in School, Surkhet valley. Primary data was collected from the study area for the data analysis purpose. The respondents were limited up to 115 employees only.

This study used descriptive type and the data were collected by survey method from the study area. The entire number of employee working in different private schools of Surkhet valley was taken as the population of the study. Among the total population, only 115 employees were selected by using simple random sampling method. Data analysis by using questionnaire survey were expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis were using frequency, percentage was used to describe the nature of data. Mean and standard deviation will be used to analyze the data.

This study was divided into five chapters. The first chapter is the introductory chapter, which was covered background of the study, Significance of the research, conceptual framework, objectives of the study, research question, limitation of the study etc. The second chapter includes the review of the previous research work made in respect of advertisement. It includes conceptual review of impact of motivational factors that impact on employee performance. For this purpose, various books, journals and periodicals as well as internet were used. The third chapter describes the research methodology. The study fourth represents the presentation and analysis of data collected through primary sources. These data have been interpreted and analyzed with the help of statistical tools and techniques. The fifth chapter comprises the summary of entire thesis. It describes of the thesis and provides some suggestions and recommendation based on the analysis of the study. It also offers several avenues for future research.

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## **ABBREVIATIONS**

BS	Bikram Sambit
CBS	Central Beauro of Statistics
DOC	Department of Co-operatives
FOM	Faculty of Management
GOs	Government Organizations
HoF	Head of the Family
NGOs	Non-government organizations
NRB	Nepal Rastra Bank
SEE	Secondary Education Examination
STD	Sexually transmitted diseases

# CHAPTER-I

## INTRODUCTION

This chapter introduces the study by looking at its background and stating the problem. It further examines the purpose and objectives of the study research questions, significance, scope and limitations of the study.

### **1.1 Background**

Motivation is a critical factor that influences employee performance in any industry, including the educational sector. In the private school sector, where the competition for the best talent is high, it is essential to create a motivating work environment that encourages employees to perform at their best. The performance of employees in private schools is linked to several factors, such as student satisfaction, academic achievement, and the school's reputation. Therefore, identifying the right motivation strategies to enhance employee performance in private schools is crucial for the school's success and long-term sustainability (Albar, 2019).

Studies have shown that motivated employees tend to be more productive, committed, and engaged in their work. Motivated employees are more likely to go the extra mile to achieve their goals and exceed expectations. In the educational sector, motivated employees can have a significant impact on the quality of education provided to students, leading to better academic performance and increased student satisfaction. Therefore, understanding the impact of motivation on employee performance in private schools and identifying the most effective motivation strategies can lead to improved overall school performance and student outcomes (Skinner, 2018).

In the 21st century, workforce are being complex and employers want to keep their employees motivated in their job but still do not understand what factors truly motivate them. Every individual has different needs. What inspires and drives a person to do something and different than other person. All the educational organizations want to be successful in their own particular field, to achieve expected

goal, expectation, benefits and name and fame for the organizations. It totally depends on both motivation and employees performance based on their qualification, experience, skills and strategies. Motivation in any organization is the neediest way to inspire the employers to be dedicated, punctuality, creative, and feel freedom. Moreover, motivation is the most significant element for all organizations private or a public zone as well as employers. Likewise, an employee is a person who is paid to work for an organization. Employees are the heart of any organization. In this sense, motivation and employee are the fundamental elements for educational organizations to sustain for the future achievement. Motivation plays a significant role to energize the employee in performance (Butler, 2020).

Motivation is the inner power that pushes employees to achieve the organizational and personal objectives. Motivation supports job satisfaction and increases the productivity of employees. Invites the ambition in persons which increases initiative the persistence to follow one's goals. It can lead to employees working at their most efficient levels of production. Motivation assists employers to put confidential level which explores the real talent of employers required for the organization. Low motivation determines the employers' job satisfaction. Meanwhile, effort is in part determined by motivation. Motivation is the difficult powers that impact on Employee Performance with Effect of Training (Linder, 1998).

Good employee compensation has been one of the strategies that the company devises to improve the efficiency of the functions and thereby increase competing organizations. In addition, the current global economy tends to recognize most employers where employee performance is too sophisticated to measure an organization's success because of which companies he competed. On the other hand, he had the success of the employees in further business not only for the growth of organizations but also for the growth of the grandchildren employees. Employees only became amounts contributors to the company's production. If the study concludes that employees are not only active but also have important factors and affective variables in the company's production, ideas that employees he active alone may change. In addition, previous studies have shown that employees



have not primarily driven by money, and at work he related to their behavior (Snell, 2019).

Motivation is basically a combination of factors that affect each person and involves a combination of approaches. Motivation can generally be described as a blend of motivation and action. An organization is only as successful as its workforce. This suggests that if employees are motivated, their morale will be high and the level of performance and efficiency will be significantly improved, increasing the overall level of performance of the organization. Therefore, managers must constantly look for ways to ensure that their employees continue to achieve high levels of productivity and also to improve the efficiency or productivity of the organization (Aluko, 2019).

Among other factors of production, human resources are the most important of all resources and human capital is what separates one company from another. Therefore, to be successful and remain relevant and competitive, companies must be able to hire and retain productive and efficient employees in an effort to increase productivity .The overall success of an institution in achieving its strategic goals strongly depends on the degree of efficiency of the employees. Employee performance is a hallmark of skill and motivation, where skill consists of the skills, preparation and resources needed to perform a task and motivation is characterized as an inner strength that motivates people to act on something. He added that employee success in organizations translates into a more empowered workforce that requires greater efficiency, consistency, quantity, dedication and leadership. Employee motivation is therefore very necessary for organizations because physical, financial and human capital is required to achieve the goals of each concern. This can be achieved by improving the working capacity of employees. This will allow the company to make the best use of its resources. In this way, productivity improves, operating costs decreases and overall performance increases (Grant, 2018).

Jesop (2019) stressed that encouragement brings staff closer to the business. He added that as long as employee needs are met by competitive incentives, promotional opportunities, etc., workers are beginning to take more interest in their company.

They start believing that there is no distinction between the company's interests and their interests. This helps to create cordial relationships between management and employees. Motivation has significant function in public or private companies. Motivation is divided into two categories: monetary, such as income, incentives, salaries; and non-monetary, such as working conditions, employment status, job stability, job enrichment. While the performance of workers is classified into three dimensions, namely work efficiency, job quality, and job achievement. Research findings in the Pakistan beverage industry indicate that motivation plays a crucial role in employee success. Motivation has long been recognized as a very important factor for an organization because of the following advantages: putting human capital into action; enhancing employee efficiency; contributing to organizational goals; creating friendly relationships; leading to workforce stability.

Due to lack of motivation employees will not give their all to the organization as they will distribute their time to other non-work related activities such as long lunch hours, or surfing the internet for non-work related purposes. It is powerful in this sense, if organization able to motivate employee will they can show their real eagerness and creativeness in the performance which promotes their dedication, dutifulness, and creativity towards organization. To achieve the goal of any sorts of organizations depend on effective motivation. It determines the status and job security of employees based on their performance. Motivation is the energetic force that occur when one participants of the organization wants and eager to apply in the shape of skill or expertise, time and effort to establish different events which they are answerable and accomplish their responsibility in the reason to attain the organization goals and objective that has been scheduled (Locke, 2018).

Motivation refers to the force that stimulates, controls and maintains behavior inside and outside the individual. A person's motivation affects arousal, energizes and sustains behavior, although these behaviors do not necessarily lead to reward or diminished behavior in the workplace. Motivation refers to the amount of effort a person puts in to do something. It contains several elements that cause, control and maintain specific human behavior. He added that motivation is one of many

components that influence the level of efficiency and effectiveness of the organization. Motivation can be specified in relation to the strength of employees in explaining levels, directions and solutions related to effort in the workplace. Motivation is an internal state that promotes goal-directed behavior as well as leadership and controlled action. Motivation is believed to refer to an individual's passion for specific tendencies or behaviors. He also stated that a person's goals, needs and desires can influence, control and regulate his attitude. Davies (2005) proposed that what goes on within a person that results in those actions is part of the principle of motivation (Keller, 2017).

An energetic force of motivation allows management to meet the company's goals. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. High motivation develops in professionalism that mainly establishes intimate relation among the experts, and organizations through which the expected goal of the organizations can effectively be accomplished. Motivation is only one factor among many that contributes to an employee's job performance. Motivation is elements, eagerness and factors to pursue and accomplish job or tasks. Motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance. It performs to acquire both external and internal satisfaction and avoid contingency between organizations and employees. Well motivation consequences effective policies for organization (Khan, Farooq & Khan, 2020).

Higher performance, higher pay: A well-paid employee is usually a highly motivated employee, so companies that reward high performing employees with raises will inspire those employees to keep working at a high level and give others something to strive for. A majority of human resources professionals appear to believe that employees are likely to over-report the importance of pay in employee surveys. However, research suggests the opposite is actually true. We review evidence showing the discrepancies between what people say and do with respect to pay. We then discuss why pay is likely to be such an important general motivator, as well as a variety of reasons why managers might underestimate its importance. We note that

pay is not equally important in all situations or to all individuals, and identify circumstances under which pay is likely to be more (or less) important to employees. Some employees are motivated by money. In fact, most are motivated by money; at least for their basic needs. Employee motivation through compensation can come in the form of raises, performance bonuses, commissions, profit sharing, or any number of "extra benefits" like, automobiles, vacations, or other tangible items purchased and used as rewards (Ramlall, 2019).

Surkhet valley is located in the Karnali Province of Nepal. According to the data from the District Education Office, there are more than 700 schools in Surkhet district, including both government and private schools. Of these, a significant number of schools are private schools, which are mostly concentrated in urban areas.

Private schools in Surkhet valley, as in other parts of Nepal, vary in terms of quality, infrastructure, and fees. Some private schools are well-equipped with modern facilities and provide quality education, while others may have limited resources and struggle to maintain academic standards. The cost of education in private schools in Surkhet valley is generally higher than that of government schools, making it difficult for many families to afford private school education. However, private schools in Surkhet valley, like in other parts of Nepal, are popular with families who are seeking better quality education for their children, and who are willing and able to pay for it. In recent years, the government of Nepal has implemented policies aimed at improving the quality of education in both government and private schools, with a focus on ensuring that all children have access to quality education regardless of their economic background. The implementation of these policies may have an impact on the future of private schools in Surkhet district and throughout Nepal.

## **1.2 Statement of the Problem**

Employees are dedicated professionals who have a lasting impact on students. Becoming a employee will allow you to leverage your strengths and passion as a leader in the education field. If we are looking to make a positive difference in the lives of young people, we may want to consider this rewarding profession. As a

mentor and role model, students will be inspired by employees commitment to helping them develop their unique talents and intellect. This makes employee jobs valuable and significant as they have the opportunity to impact the lives of students and the future of the country. But at the same time, this makes employee jobs challenging and full of responsibility. They have to face many obstacles, hurdles, and challenges in their profession.

Motivation plays a crucial role in employee performance, and the educational sector is no exception. Private schools, in particular, face unique challenges in motivating their employees to perform at their best due to factors such as limited financial resources, high workload, and a competitive job market. Despite the importance of motivation, little is known about the specific ways in which it affects employee performance in private schools. Therefore, the aim of this study is to investigate the impact of motivation on employee performance in private schools within the educational sector, with the objective of identifying the most effective motivation strategies for enhancing employee performance in this context.

Similarly, most of them are facing the challenge occurred by their management in terms of allowing participation in decision making, enabling working environment, unbiased promotion and poor payment in the modern times. So, public sectors now must ensure the teaching staff in terms of proper working environment, carrier advancement opportunity, appropriate incentives, and supportive role by the School management. In the same way, educational sectors should identify the employees needs, their condition as they are the most valuable assets in an academic institution. However, people of academic field view there is a gap exist between the teaching staffs and school management. Office administration can reduce such gap through the motivation.

### **1.3 Objective of the Study**

The general objective of the study was to find out the impact of motivation on Employee performance in Educational sector of private school in Surkhet valley. The specific objectives related to the study are presented below:

1. To access the impact of salary on employee performance in private school.
2. To find out the impact of career development on employee performance in private school.
3. To examine impact of job security on employee performance in private school.
4. To examine impact of working environment on employee performance in private school.
5. To examine impact of behaviour of co-workers on employee performance in private school.

#### **1.4 Research Questions**

This study has tried to find the answer of the research following questions:

1. Is the salary has impact on employee performance in private school?
2. Does the career development has impact on employee performance in private school?
3. What is the impact of job security on employee performance in private school?
4. Does the working environment have impact on employee performance in private school?
5. What is the impact of behaviour of co-workers on employee performance in private school?

#### **1.5 Significance of the Study**

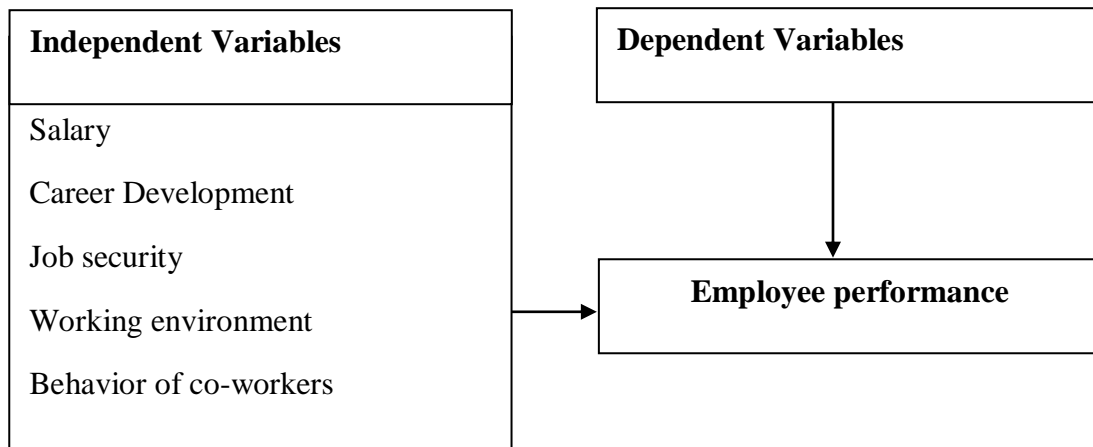
Motivation is a process in which the individual's attention and interest are aroused and directed toward definite goals. This study aims to analyze the impact of motivation on employees' performance. This research can contribute to the existing literature and provide the information for further research. The study has the potential to give idea about the motivating techniques to the school administration and help them to promote their teaching staffs. This research would also help future scholars

who will endeavor to undertake a study on motivation and performance. The study would help to know what real problems to be more informed on what practices are most effective in motivating the teaching employees. The research can be helpful to the various employees "unions" movements, which intervene in the dispute resolutions between organizations and employees. It enabled them to make informed decisions when formulating policies, for example, in the issue of employee benefits. The research findings can provide the information to the study area so that it can re-evaluate its educational policy and look at how best to motivate its employees with the overall aim of Office .

### 1.6 Conceptual Framework

The conceptual framework has shown the relationships between independent and dependent variables, as well as intervening variables of research problem. The independent variables were conceptualized as motivation factors which include both extrinsic variables such as salaries, free meals, allowances and accommodation, and intrinsic variables such as job satisfaction, promotion, recognition and flexibility.

In contrast, the dependent variable was the employees' performance in the study.



*Figure 1: Conceptual Framework of the study*

#### Salary

Salary refers to the compensation paid to an employee by an employer in exchange for the work or services that the employee provides. It is a fixed amount of money

paid to an employee on a regular basis, usually monthly, for their work. Salary can be paid in various forms, such as cash, check, or direct deposit, and may include other benefits and allowances, such as health insurance, retirement plans, vacation time, and bonuses. The amount of salary an employee receives typically depends on factors such as their job title, experience, skills, and the industry they work in. It is usually determined through a negotiation process between the employer and employee or is based on an agreed-upon salary scale for the position (Cohen, 2018). This study intended to find out the relationship between salary and employee performance in private schools.

### **Career Development**

Career Development refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities. Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization. On an individual basis, career planning encompasses a process in which the individual is self-aware of their personal needs and desires for fulfillment in their personal life, in conjunction with the career they hold. While every person's experiences are unique, this contributes to the different careers that people will acquire over their lifespan (Schein, 2016). This study intended to find out the relationship between career development on employee performance in private schools.

### **Job security**

Job security is the probability that an individual will keep their job; a job with a high level of security is such that a person with the job would have a small chance of losing it. Many factors threaten job security: globalization, outsourcing, downsizing, recession, and new technology, to name a few. Basic economic theory holds that during periods of economic expansion businesses experience increased demand, which in turn necessitates investment in more capital or labor. When businesses are



experiencing growth, job confidence and security typically increase. The opposite often holds true during a recession: businesses experience reduced demand and look to downsize their workforces in the short term. Governments and individuals are both motivated to achieve higher levels of job security. Governments attempt to do this by passing laws which make it illegal to fire employees for certain reasons. Individuals can influence their degree of job security by increasing their skills through education and experience, or by moving to a more favorable location (Vuuren, 2018). This study intended to find out the relationship between job security on employee performance in private schools.

### **Working environment**

A workplace is a location where someone works, for their employer or themselves, a place of employment. Such a place can range from a home office to a large office building or factory. For industrialized societies, the workplace is one of the most important social spaces other than the home, constituting "a central concept for several entities: the worker and family, the employing organization, the customers of the organization, and the society as a whole". The development of new communication technologies has led to the development of the virtual workplace and remote work (Felstead, 2018). This study intended to find out the relationship between working environment on employee performance in private schools.

### **Behavior of co-workers**

Work behavior is the behavior one uses in employment and is normally more formal than other types of human behavior. This varies from profession to profession, as some are far more casual than others. For example, a computer programmer would usually have far more leeway in their work behavior than a lawyer. People are usually more careful than outside work in how they behave around their colleagues, as many actions intended to be in jest can be perceived as inappropriate or even harassment in the work environment. In some cases, men may take considerably more care so as not to be perceived as being sexually harassing than they would ordinarily. Work behavior is one of the significant aspects of Human Behavior. It is an individual's

communication towards the rest of the members of the work place. It involves both verbal as well as non-verbal mode of communication (Ozeki, 2018). This study intended to find out the relationship between behaviour of co-workers on employee performance in private schools.

### **1.7 Limitations of the Study**

Due to the limited time and resource the study is limited within the following points:

- a. The study was conducted on the result of this study may not be generalized in other aspects.
- b. The population of this study were the entire employee working in private school of Surkhet valley.
- c. Primary data was collected from the study area for the data analysis purpose
- d. The respondents were limited up to 115 employees only.

### **1.8 Organization of the Study**

This study was divided into five chapters:

#### **Chapter I: Introduction**

This is the introductory chapter, which was covered background of the study, Significance of the research, conceptual framework, objectives of the study, research question, limitation of the study etc.

#### **Chapter II: Review of Literature**

This chapter deals with the review of related literatures. It includes: review of empirical literature and review of theoretical literature.

#### **Chapter III: Research Methodology**

This chapter describes the research methodology. It includes: research design, research tool, sources of data collection, procedures, questionnaire development, questionnaire administration, population, sample and sampling strategies, data analysis methods.

#### **Chapter IV: Presentation and Analysis of Data**

This chapter represents the presentation and analysis of data collected through primary sources. These data have been interpreted and analyzed with the help of statistical tools and techniques.

#### **Chapter V: Summary, Conclusion and Recommendations**

This chapter comprises the summary of entire thesis. It describes of the thesis and provides some suggestions and recommendation based on the analysis of the study. It also offers several avenues for future research.

## **CHAPTER-II**

### **REVIEW OF LITERATURE**

The purpose of this chapter was to lay grounds for the study by reviewing concepts and theories on employee motivation and performance. It also examines intrinsic and extrinsic motivational factors as well as the relationship between motivation and work performance. The chapter also reviews some of studies conducted on employees' motivation and performance.

#### **2.1 Review of related literature**

This sub-section of the study deals with the review of theoretical and empirical literatures as follows:

##### **2.1.1 Review of theoretical literatures**

According to Deci and Ryan (2008), motivation is driven by three fundamental psychological needs - autonomy, competence, and relatedness. Autonomy refers to the employee's sense of control over their work and the freedom to make decisions, competence refers to the employee's belief in their abilities to perform the task at hand, and relatedness refers to the employee's need for social connection and a sense of belonging in the workplace. The theory suggests that employees who feel autonomous, competent, and connected to others in the workplace are more likely to be motivated and perform better. In the educational sector, teachers who are given more autonomy in their classrooms, provided with professional development opportunities to improve their competence, and who have positive relationships with their colleagues and students, are more likely to be motivated to perform at a higher level.

According to Expectancy Theory, motivation is based on the belief that a particular action or behavior will lead to a specific outcome or reward. The theory suggests that employees are more likely to be motivated if they believe that their efforts will lead to the desired outcome and if they value the outcome. In the educational sector, teachers who are motivated by expectancy theory believe that their efforts to improve their

teaching skills will lead to improved student outcomes and increased job satisfaction. Therefore, providing teachers with feedback, recognition, and rewards for their efforts to improve their teaching skills can enhance their motivation and lead to better employee performance (Vroom, 1964).

Vandenabeele, (2018) stated that motivation affects the employee, motivation can have a negative impact on the employee or a positive impact depending on the employer's needs. From the literature, motivation is an important factor in determining employee satisfaction and performance. Employee motivation goes beyond financial rewards, which include both internal and external rewards. Organizations need to motivate employees individually, not as a group, because needs vary from employee to employee. The authors proposed a number of motivating strategies. The study examined Maslow's theory of needs, which includes the following: physiological needs, health needs, social needs, pricing of needs, and self-actualization. McClelland's theory of motivation. It consists of the need for success, the need for power and the need for belonging. The last form discussed is Frederick Herzberg's two-factor theory (motivation-hygiene). This includes motivational factors and hygienic factors. Each of these types of motivational strategies has its consequences when practiced. Therefore, managers must examine the needs of the employees before choosing which form or type to practice. Employee performance, as long as the motivation strategy adopted meets the needs of the employees. Organizations that always motivate their employees will enjoy greater productivity.

Dubin (2015) stated that motivation is a complex force in building and maintaining a person who enjoys being an organization. Motivation is more than talking to a person and coming up with reasons to get started. 'Personal motivation is a person who is motivated by a person who considers his motivation and ability to use his resources to achieve the goals of the organization. This is because it challenges the person into action and encourages the council to open a council. On the twentieth-century issue, the motivation was just a newcomer. Medieval, opened in the 20th century. The word motivator comes from the Latin word 'Movere', which literally means to impose a dispute. Therefore, the basic principle of motivational incentives for people who want

to achieve different goals is because they take needs or expectations into account. The dynamic and changing nature of the introduction and purpose of employment implies a unique, consistent or two broad classifications of good motivation.

Dobre (2018) stated that staff are the first calling point. Therefore, it is important for organizations to give employees the requisite motivation to inspire them to do more and achieve better organizational results. According to some researchers, encourage raises the level of effectiveness in the workforce added that it is not just an employee's credentials, experiences, or skills that decide productivity but rather motivation plays a major role in deciding an employee's productivity. To fill the gap between an employee's skill and his willingness, the company must inspire the employee so that, according to his or her skills, he or she can give results. As companies boost employee performance through encouragement, it will also improve overall productivity, decrease costs, and increase the company's effectiveness. Motivation brings human capital into motion and increases the degree of employee performance. He added that to accomplish the objectives, every issue requires financial and human capital. Getting the staff only physically, does not mean that the company succeeds in making good use of it. The performance of motivated workers is high, resulting in improved efficiency.

Hameed and Amjad (2017) investigated the relationship between office design and productivity using subjective productivity measurement method. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) "that which people can produce with the least effort"; (ii) "output per employee hour, quality considered" (iii) "the increased functional and organizational performance, including quality" (iii) "a ratio which measures how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. The measures of subjective productivity measurement method are based on personnel's subjective assessments and not based on quantitative operational information. Subjective productivity/ performance measure as an indicator used to assess individuals" aggregated perceptions, attitudes or assessments toward an organizations

product or service. Subjective productivity data which can be descriptive or qualitative is usually collected using survey questionnaires or by interviews. Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers. In the case, of banking sector there are increases in performance when there is less absenteeism, fewer employee leaving early and less breaks; whereas in a factory setting, increase in performance can be measured by the number of units produced per employee per hour.

Khan, Farooq and Khan (2020) analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). They note that commercial banks play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of banks' customers. The individual motivation of a commercial bank employee plays a major role in achieving high level satisfaction among its customers. With increase in the growth of the service industry, the commercial banks at present struggle for retaining employees possessing the capabilities of quality service. Satisfaction of banks' customers depends on the quality of services and the way commercial banks employees render these services to their customers. Commercial banks employees' satisfaction, loyalty, commitment and motivation ensure the satisfaction of customers. They note that motivation is a process in which people are convinced to move forward for performing something special to fulfill their needs and get satisfaction. They found that employee work motivation in commercial banks of Pakistan in the form of payment, promotion, recognition and benefits led to higher productivity and that among the four independent variables promotion has greater effect in productivity.

Aamri (2020) examined employee motivation in private organization, with the view to identify the factors that promote positive motivational behavior among employees. He argues that business all over the world today is very challenging.

Internal and external operating environmental factors continue to challenge corporate performance and revenue growth. To stay profitable in the highly challenging and competitive global market economy, all the factors of production - men, machine and materials – should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike other inputs employee management calls for skilful handling of thoughts, feelings and emotions to secure highest productivity. Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth. While compensation and general working conditions are agreed in some way at the time of employment, the employee’s actual contribution, in terms of volume and quality of output, remains largely unspecified. Much depends on employees’ willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangement, well accepted working conditions and co-operative relations more generally.

### **2.1.2 Review of empirical literatures**

Geofrey (2020) conducted a study which investigated public universities’ academic staff performance with reference to the context of motivation using Makerere University in Uganda as a case study. It examined the effect of motivational factors on lectures’ teaching, research activities, and community service. The findings revealed that, motivational factors, significantly affected lecturers teaching and research activities at Miserere University. It also found out that motivational factors did not have a significant effect on lecturers’ community service activities. It was concluded that, motivational factors do have a significant effect on lecturers’ teaching and research activities.

Aacha (2020) conducted studies of motivation in Ultimate Companion Limited, Douala, Cameroon. Its purpose was to examine factors that motivate employees in order to have increased performance within the company. It surveyed a sample of 74 employees in the company and data analyzed using descriptive statistics. The study found that employees at Ultimate companion limited had an overall fair job



satisfaction. The employees are not satisfied with their current salary situation at the company which illustrate that financial motivation was important within a company. The findings equally showed that the majority of the employees is motivated most to perform when they receive non-financial rewards. Also, the majority of the employees showed a great intrinsic value for higher performance. Finally, the study recommended that the management at Ultimate companion limited should use multiple motivational strategies (both intrinsic and extrinsic tools) in order to achieve greater performance from the employees. In brief, most these studies discussed above showed there was a myriad of motivating factors which can be put into categories: (i) intrinsic factors such and these included good wages, good working conditions, job security, loyal to employees, appreciation for job well done, promotion, career development, involving employees into decision making, interpersonal relationship and friendly social gestures, leadership, workplace environment and interesting work (ii) extrinsic factors such as tangibles items such as awards, certificates and gifts, and financial incentives such as salary, bonuses. However, most of these studies were conducted outside Tanzania. Furthermore, the studies either used questionnaire or interviews but not both methods concurrently. This study therefore, was examining the effect of motivation factors on employees 'performance in Tanzania education institutions – a case of public secondary Office in Nyamagana district of Kwanza city.

IJAME (2012) in the study, "Effect of Motivation on Employee performance In Public Middle Level Technical Training Institution in Kenya" tried to establish the relationship between the effect of motivation and performance of employees in the Public Middle-Level Technical Training Institutions in Kenya. They use descriptive design to conduct the research study and take a sample size of three hundred and fifteen administrators of the institutions including the head of the department, teaching and non-teaching staff. They use Likert scale questions to collect the data from the respondents, but they followed interview strategy to collect data from the administrators and the head of the department. To study what motivates employees they used two content theories and to study the concern regarding the psychological

and behavioral process in motivating individuals they used process theories.

Dewhurst, Gurhridge and Mohr (2020) carried out a study on the topic: competence development and career advancement in the professional service firms. It was studied that professional employees in law firm in early stage of their careers, particularly, their understanding of competence development and career advancement. Law firms have a relatively low rate of turnover of professional staff when compared with employee flow rates that are standard in other organizations and industries. It was analyzed lawyers employed in a reasonably munificent internal labour market context, seeking to understand the account of how their competence can be developed and how their careers may be advanced. It was considered the competences and careers of a group of junior professional knowledge workers employed full-time in a large law firm and conceptualized their competence development and professional career advancement through an existential ontological conceptualization using a qualitative interpretive research methodology. In research 8 out of every 16 individuals were interviewed during working days for approximately an hour. The findings indicate the Lawyers self-understanding is strongly influenced by career stage and position in the organization. Their understanding is strongly influenced by career stage and position in the organization. Their understanding of the work is contrast reveals more individual and idiosyncratic clusters of work activities and distinctive ways of acknowledging and developing technical and professional expertise. Therefore policy makers, practitioners and academic researchers all have roles to play in assisting people at an early stage in their career to reflect on their existing expertise, assess current work practices, and develop and pursue strategies for competency development and career advancement. In organizational settings, promotion relates to the assignment of an individual to position of higher responsibility or to non which involves the use of his or her particular education or experience. Promotion can be defined as a re-assignment of the individual to a job of a higher rank usually involving an increase in responsibility and accompanying pay, privileges, prestige status, and authority skills inventories and promotion systems. The process of promotion leads to an influx of one or more person to fill a particular

position or a series of position. Suppose a general manager (Marketing) is promoted to a position of the vice president, this single initiation may have a chain reaction causing an upward movement of several individuals depending upon the organization hierarchy. Progression through promotion can exert a motivation impact on any individual contemplating joining an organization as well on those who have put in considerable length of service. Promotion is highly beneficial and forms a selling point for the organization.

Damon (2018) researched on the topic "the promotion paradox: organizational mortality and employee promotion chances" he studied 512 law partnerships in USA firms for fifty (50) years, which comprised every firm listed with more than one active attorney. He identified two prominent positions in the law firms: associate and partners. He suggested that employees are mostly likely to obtain career advancement and long-term employment within firms that have favorable life chances (e.g. survival, productivity, profitability). He constructed a model to test the likelihood of law firm failure and its effect on an employee's likelihood of promotion. The model of firm served for understanding the model of associate promotion to partners. The study estimated the likelihood of firm failure, as influenced by population density, firm size, firm age, firm scope, firm status and a set of control variables such as individual characteristics, branch or single office and growth and partner turnover. Taken together, the result in this study showed a strong evidence of a negative relation between firm life chances and employee promotion chances. Law firms that were young, small narrow or in status had a higher likelihood of failure but were also contexts where the likelihood of promotion was highest. Moreover, there is a clear relationship between a firm's likelihood of failure and the promotion chances of individuals that work within the firm. The findings indicate that firms with weak life chances have less bargaining power. This lack of bargaining power results in better promotion chances for employees.

Akhtar, Hussain, Ali and Salman, (2019) conducted a study entitled "Factors affecting employees motivation in banking sector of Pakistan", was an empirical study aimed at locating the relationship between different factors that motivate

employees. Using multiple regressions, it was observed that all variable inherent in extrinsic and intrinsic factor have positive impact on employees" motivation. Seeing leadership role as important variable in employee motivation, (in the empirical study "The role of leadership in employee motivation", examined the effect of autocratic and transformational leadership styles in motivation of workers. With the aid of descriptive statistics, the study revealed that there is strong relationship between transformative leadership behaviors and high productivity among employees. However, commitment of employees in the high school studied raised job satisfaction which ultimately improved the academic performance of the school.

Ganta (2019) in the study titled "Motivation in the workplace to improve the employees" performance", it was found out that most problems of staff motivation is being created by employers management style. The study therefore urged employers to understand their workers and try to adopt different motivational tactics to handle different workers based on their needs, both extrinsic and intrinsic. In an effort to know how best staff of hotel industry could be treated to give the best effort at work, in their study with the topic "Motivating your staff to provide outstanding service" found that besides financial rewards, recognition and feedback prove effective non-financial rewards to staff motivation in hospitality industries in Florida and Cornell. Underscoring the criticality of financial reward in employee motivation.

Brobbey (2020) conducted a study on 'Impact of motivation on employee performance'. Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the sizzling issue in organizations since every wants to make best use of their financial and human resources. Main purpose of this study is to inquire that what kind of factors influence employ motivation in Pakistan and finding up to which extent motivation affects the employ performance. Data is collected from 160 teachers of Government and private schools by using self-administered questionnaire. Regression analysis is applied to find the effect of employee motivation on employee's performance involving four variables employee motivation, employee performance, intrinsic rewards and employee

perceived training effectiveness. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards has a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also proved from to their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach.

Mukuru (2021) conducted a study on 'Effect of motivation on employee performance in public middle level Technical Training Institutions in Kenya'. The study sought to establish the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya. Methodology: The study adopted a descriptive research design. Sample size was 315 targeting administrators, heads of department, teaching staff and non teaching staff. A structured questionnaire with likert scale questions was used to collect data from the respondents. An interview was also conducted with the administrators and heads of department. The study used two content theories that explain the specific factors that motivate people and two process theories which are concerned about the psychological and behavioral processes that motivate an individual. Findings: Most employees in Public Middle Level Technical Training Institutions in Kenya nowadays hold diplomas and degrees in various disciplines of studies. The study found that employees are not satisfied with their pay and work environment. Limitations: the study was conducted in one county and therefore cannot be generalized in other public and private institutions. Practical implications: The practitioners and policy makers of technical institutions should use this study in developing policies and strategies to manage their human resources. Originality: this is the first study of this nature conducted in Kenya focusing on effect of motivation on employee performance in public middle level technical training institutions.

## **CHAPTER- III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It consists of the structure for the collection, measurement and analysis of the research data and aims at allocation of limited resources for the crucial choices in the methodology. Research design includes structure of the research problem and the plan of investigation in order to obtain empirical evidence to prove relationship between variable of research. The research design that the researcher adopted in this study was the survey research design. Survey refers to the collection of data through different methods such as interview or questionnaire. This method is widely used in research process. With the help of survey, one can easily analyze the individual's opinion on certain topics. A survey may focus on opinions or factual information depending on its purpose, but all surveys involve administering questions to individuals. Survey research design is an efficient method for systematically collecting data and generalization the result (Wolf and Pant, 2008).

This study used descriptive type and the data were collected by survey method from the study area.

#### **3.2 Population of the Study**

The population of the study refers to the entire group of individuals, objects, or events that the researcher is interested in studying and drawing conclusions about. It is the larger group from which a sample is selected and on which the research findings are generalized. The entire number of employee working in different private schools of Surkhet valley has been taken as the population of the study.

#### **3.3 Sample and Sampling technique**

Sampling method is one of the important processes of sample selection during survey. In statistics, sampling describes the process of selection sample element from target

population in order to conduct a survey. In survey process sampling helps to describe and analyze the characteristics, attitudes of target population. In this study, survey questionnaire designed and simple random method was used to collect the data from the respondents. Among the total population, only 115 employees were selected by using simple random sampling method.

### **3.4 Research tool**

A research tool is a method or instrument used by researchers to collect data and information for a research study. The type of research tool used will depend on the nature of the research question and the research design. A questionnaire has been taken as the tool for data collection. The questionnaire was divided as per the need of objectives.

### **3.5 Sources of Data Collection**

#### **Primary Source:**

Basically, researcher applied primary data in this study. The primary data were collected by applying appropriate tool. After collecting the data from appropriate tool, the data were carefully checked to remove the possible errors. Then collected data (primary or secondary) were analyzed by applying appropriate mathematical and statistical tools (percentage, weighted average methods, mean, standard deviation, etc.). This study will use self-design questionnaire for the data collection. The survey questionnaire were justified because it was affordable and effective way of collecting information form a population in short period of time and at a reduced cost. This research used self-design questionnaires for the data collection. The sets of questionnaire were administrated to the employees working in School, Surkhet valley.

#### **Secondary Sources:**

For the secondary sources, the relevant data were gathered through internet, books, journals, and articles.

### **3.6 Procedures**

First of all, a letter from the Research Committee of Management was obtained for data collection. Then the researcher visited the identified number of employees of private schools situated in Surkhet valley. Then the researcher mentioned the purpose of the visit to the selected employee. Before starting the interview with the respondents, the researcher established a good relationship with the respondents. Then the researcher took the interview by the help of questionnaire. Finally, the researcher thanked the respondents for their help and co-operation.

### **3.7 Questionnaire Development**

The questionnaires were designed as per the need of objectives. Some questions were self-developed, and some were adopted from previous researchers. Most of the questions will be formulated in closed ended pattern using Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To collect the personal information of respondents, background related questions were included in the questionnaire. Questions related to the independent variables and remaining question related to dependent variables were formulated. The extreme positive and negative anchors of the scale were labeled as strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The personal information of the researcher, university, purpose of data collection, confidentiality and use of data and instruction to fill up the questionnaire were given along with the questionnaires.

### **3.8 Questionnaire Administration**

The researcher communicated individually to respondent and described the information about the survey work and requested to manage proper time to fill up the questionnaire. The questionnaires were distributed by the researcher. Questionnaires were distributed to the respondents.



### **3.9 Data Analysis Methods**

Data analysis by using questionnaire survey were expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis according to research objectives has been presented in (chapter 4). Frequency and percentage has been used to analyze data. Mean value of the variables has been used to interpret the data.

## CHAPTER - IV

### PRESENTATION AND ANALYSIS OF DATA

This chapter deals with the analysis and interpretation of data collected from the study area with the help of self designed questionnaire. It includes the personal information of respondents like: age, gender, education, etc. Similarly, it contains the analysis and interpretation of data regarding to impact of employee motivation on Employee performance of Private schools of Surkhet valley. The presentation and analysis of data has been made in following sections:

#### 4.1 Personal Information

This sub-section of the study deals with the presentation and analysis of data regarding to age, gender, marital status and education of the respondents as follows:

##### 4.1.1 Age Status of the Respondents

Respondents were asked about their age. For the purpose of data collection, respondents were provided with options like: "Up to 30 years", "30 to 35 years", "35 to 40 years" and "Above 40 years". The response obtained from respondents has been shown in the following table:

Table 1: *Age Status of the Respondents*

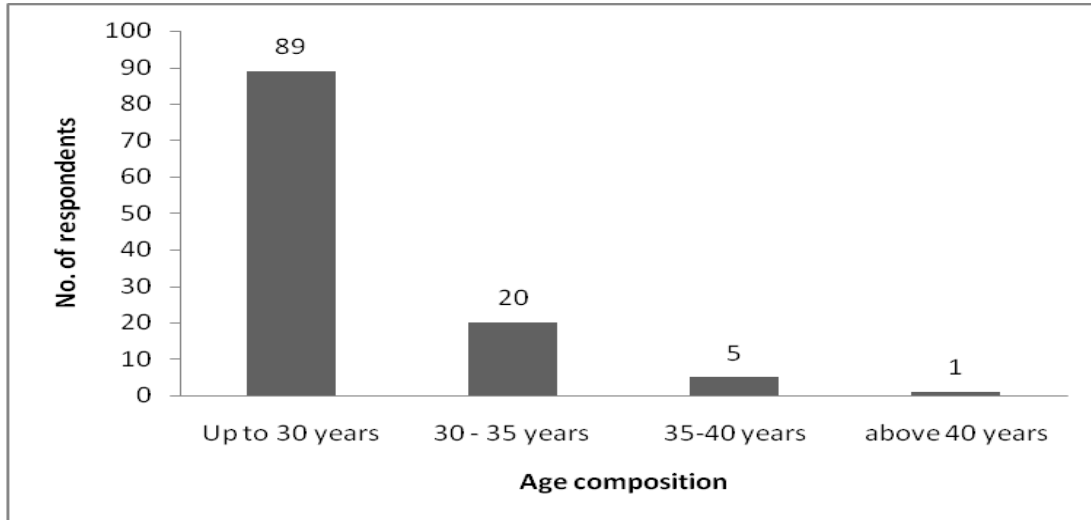
<b>Age composition</b>	<b>Frequency</b>	<b>Percent</b>
Up to 30 years	89	77.39
30 - 35 years	20	17.39
35-40 years	5	4.35
above 40 years	1	0.87
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 1 shows the age status of the respondents. Among 115 respondents, 77.39 percent of the respondents were up to 30 years, 17.39 percent of the respondents were at the age 30-35 years of age, 4.35 percent respondents belonged to the age 35-40

years and 0.87 percent respondent was above 40 years. The status of the respondents has been shown in the following figure:

*Figure 2: Age Status of the Respondents*



#### **4.1.2 Gender**

This question was prepared to identify their gender of the respondents. So, respondents were provided with the questionnaire having options like: "Male" and "Female". The response obtained from respondents has been shown in the following table:

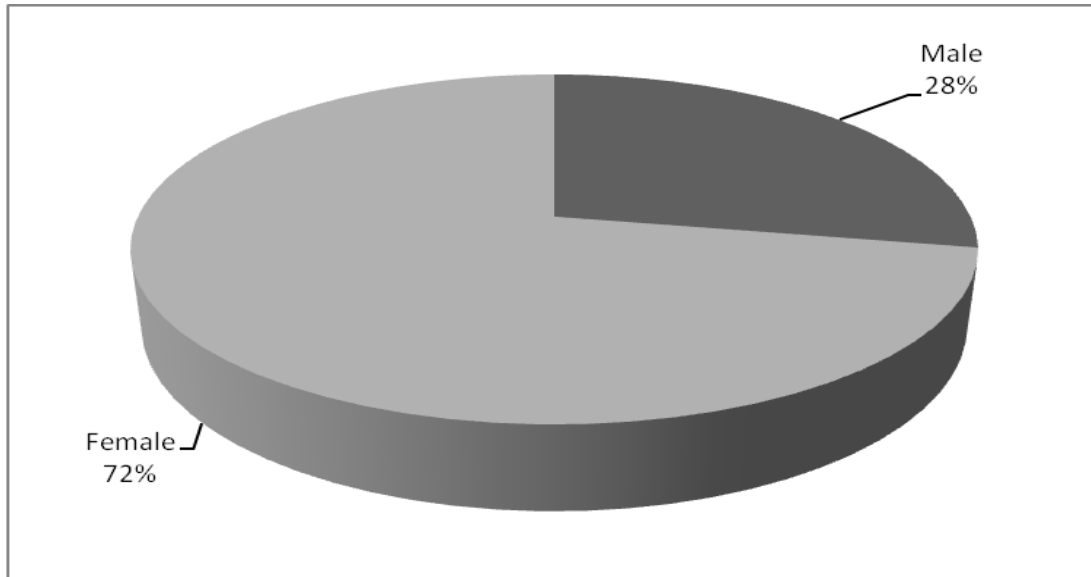
*Table 2: Gender of the Respondents*

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
Male	32	27.83
Female	83	72.17
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 2 shows the age status of the respondents. Among 115 respondents, 27.83 percent respondents belonged to male whereas 72.17 percent of them were female in the study area. Data has been shown in the following figure:

Figure 3: Gender of the Respondents



#### 4.1.3 Marital Status

Respondents were asked another question regarding their marital status. To obtain data, options were developed like: "Married" and "Unmarried". On the basis of data collected from the study area, following data was found:

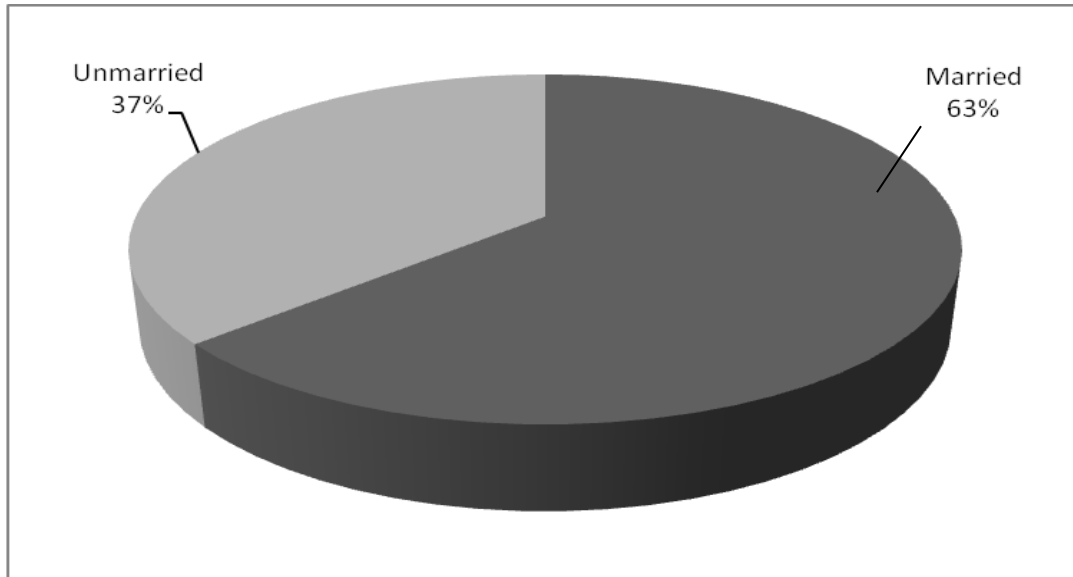
Table 4: Marital Status of the Respondents

Marital Status	Frequency	Percent
Married	73	63.48
Unmarried	42	36.52
<b>Total</b>	<b>115</b>	<b>100.0</b>

Source: Field Survey, 2022

In the above table, 63.48 percent of the total respondents were married whereas 36.52 percent of the total respondents were not married. This data shows that majority of the respondents were married. Following figure shows the marital status of the respondents:

Figure 4: Marital Status of the Respondents



#### 4.1.4 Educational Status of the Respondents

Respondents were asked about their educational status of the respondents. To collect the information, Higher Secondary Level, Bachelor and Above Bachelor were prepared. The following table shows the information of the respondents based on educational status.

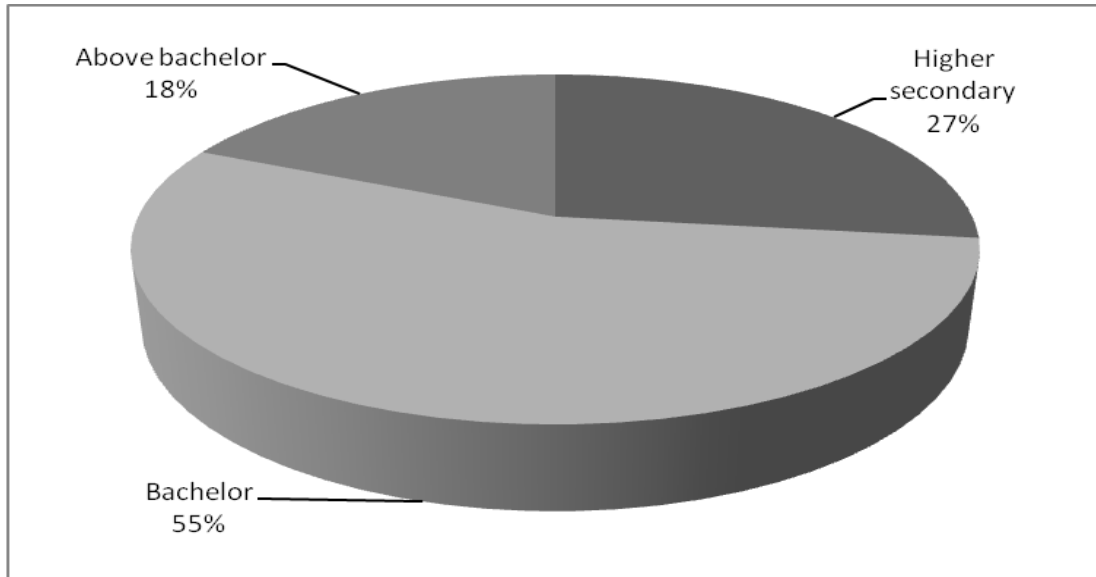
Table 4: Educational Status of the Respondents

Education Level	Frequency	Percent
Higher secondary	31	26.96
Bachelor	63	54.78
Above bachelor	21	18.26
Total	115	100.0

Source: Field Survey, 2022

Table 4 shows the educational status of the respondents. Out of the total respondents, 26.96 percent of the respondents had higher secondary level of education, 54.78 percent of them had bachelor level of education and 18.26 percent of the total respondents had above bachelor level of education. The data related to educational status of the respondents has been shown in the following figure:

Figure 5: Educational Status of the Respondents



## 4.2 Salary

This sub-section of the study deals with the presentation and analysis of data regarding to salary. It includes: receiving regular salary, time of salary payment, salary equal to contribution and respondents response towards the statement 'There is a relationship between salary and motivation of employees'. The data has been presented and analyzed in following tables and figures:

### 4.2.1 Receiving regular salary

Respondents were asked whether they receive regular salary. To obtain data, they were provided with the yes/no question and the respondent's responses regarding their regular salary have been shown in the following table:

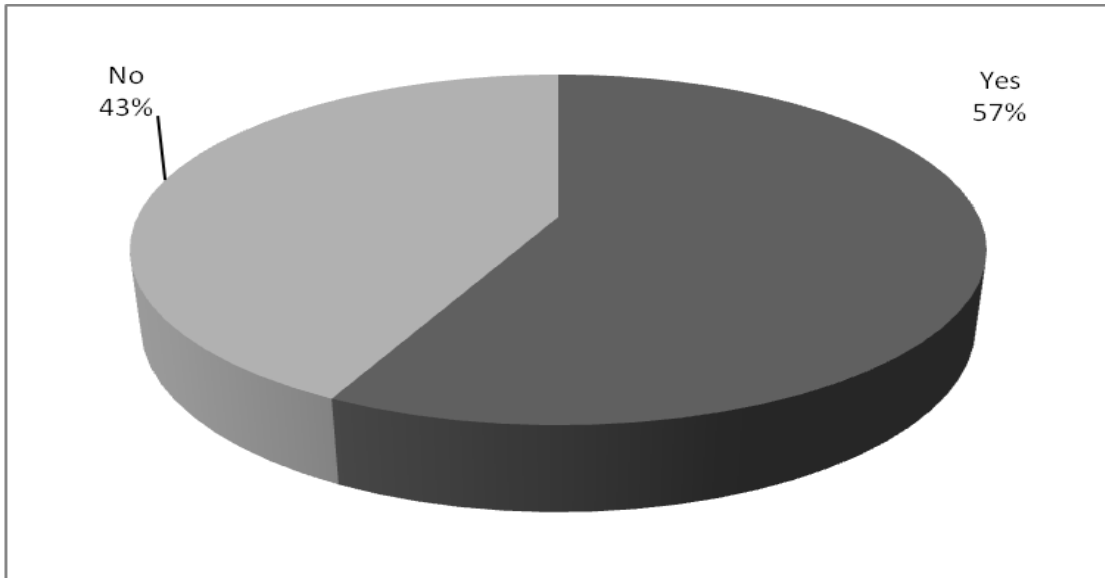
Table 5: *Distribution of respondents by receiving regular salary*

Responses	Frequency	Percent
Yes	66	57.39
No	49	42.61
Total	115	100.0

Source: *Field Survey, 2022*

Table 5 shows that 57.39 percent respondents replied that they receive regular salary whereas 42.61 percent respondents replied that they did not receive regular salary from their job.

**Figure 6: Distribution of respondents by receiving regular salary**



#### 4.2.2 Time of salary payment

Respondents were asked as 'If not, how often do you get paid?'. For the purpose of data collection, they were provided multiple choice question having options like: every two months, every three months, every four months and more than that. The response obtained from respondents having no regular payment of salary from their job has been shown in the following table:

*Table 6: Distribution of respondents by the time of salary payment*

<b>Time</b>	<b>Frequency</b>	<b>Percent</b>
Every two months	0	0.00
Every three months	49	100.00
Every four months	0	0.00
More than that	0	0.00
<b>Total</b>	<b>49</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 6 shows that the time of salary payment. Among the respondents responding not getting regular salary, entire number of respondents replied that they receive salary every three months in the private school.

#### 4.2.3 Salary equal to contribution

Respondents were asked as "Was your salary equal with your contributions?". To obtain data, they were provided with the yes/no question and the respondent's responses have been shown in the following table:

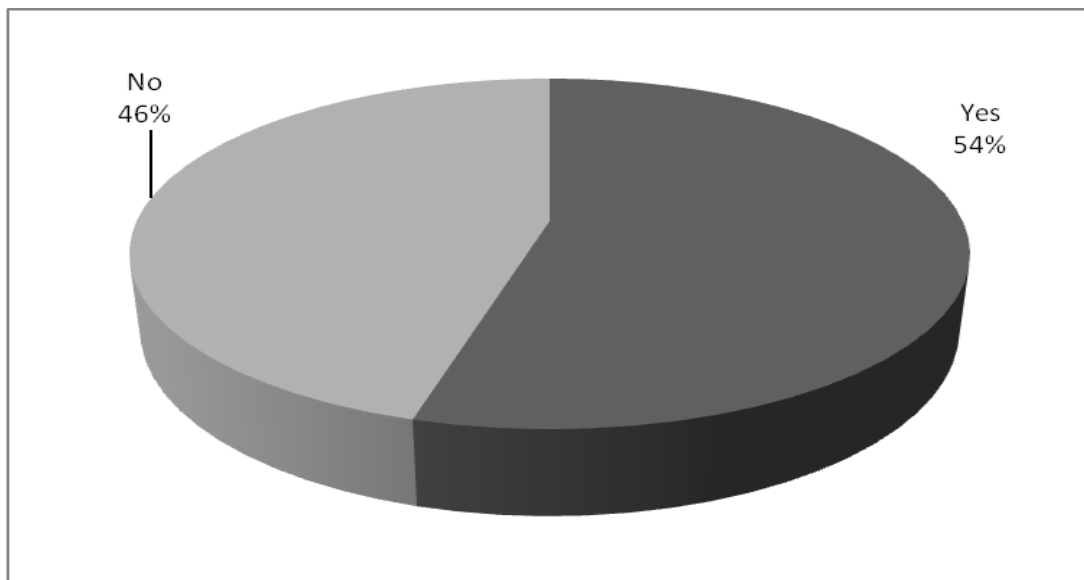
Table 7: *Distribution of respondents by their salary equal to contribution*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	62	53.91
No	52	45.22
Total	115	100.0

*Source: Field Survey, 2022*

Table 7 shows that 53.91 percent respondents replied that they receive salary as per their contribution in their job whereas 45.22 percent respondents replied that they did not sufficient salary as per their contribution.

Figure 7: *Distribution of respondents by their salary equal to contribution*





#### 4.2.4 There is a relationship between salary and motivation of employees

Respondents were provided with the statement "There is a relationship between salary and motivation of employees". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

Table 8: *There is a relationship between salary and motivation of employees*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	42	36.52
Agree	68	59.13
Neither agree nor disagree	2	1.74
Disagree	2	1.74
Strongly disagree	0	0.00
Total	115	100.0
Mean	4.31	
Standard Deviation	0.95	

*Source: Field Survey, 2022*

Table 8 shows that 36.52 percent respondents were strongly agree, 59.13 percent respondents were agree, similar proportion of the respondents were neither agree nor disagree, 1.74 percent respondents were disagree and 1.74 percent respondents were strongly disagree with the statement "There is a relationship between salary and motivation of employees". The mean of the statement is 4.31 whereas the standard deviation is 0.95. The mean is greater than 3. Similarly, the standard derivation is lower than 1 which represents higher fluctuation in means response. This indicates that there is a relationship between salary and motivation of employees.

#### 4.3 Career Development

This sub-section of the study deals with the presentation and analysis of data regarding to carrier development. It includes: potentiality of growth, kinds of career development, difference in the growth and development and their response with the

statement 'There is a relationship between carrier development and motivation of employees'. The data has been presented and analyzed in following tables and figures:

#### 4.3.1 Potentiality of growth

Respondents were asked as 'Have you seen your growth potential in the private school teaching profession?'. To obtain data, they were provided with the yes/no question and the respondent's responses have been shown in the following table:

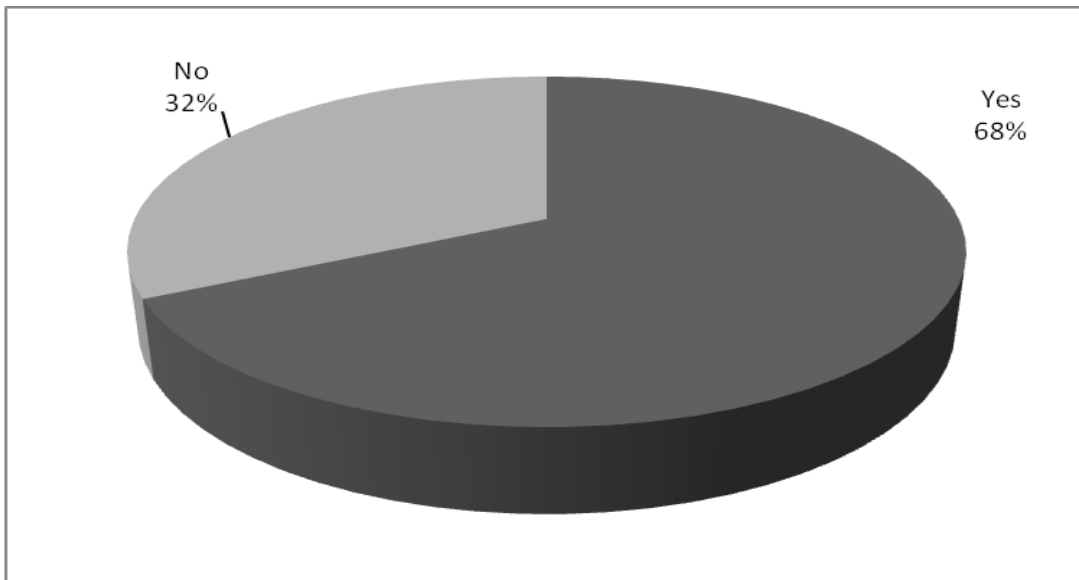
Table 9: *Distribution of respondents by their potentiality of growth*

Responses	Frequency	Percent
Yes	78	67.83
No	37	32.17
Total	115	100.0

Source: *Field Survey, 2022*

Table 9 shows that 67.83 percent respondents replied that there is the potentiality of growth whereas 32.17 percent respondents replied that there is the potentiality of growth in their job.

Figure 8: *Distribution of respondents by their potentiality of growth*



### 4.3.2 Kinds of career development

Respondents were asked about the kind of career development potential in the teaching profession. For the purpose of data collection, they were provided multiple choice question having options and the response obtained from respondents has been shown in the following table:

Table 10: *Distribution of respondents by the kinds of career development*

<b>Time</b>	<b>Frequency</b>	<b>Percent</b>
Economic advancement	22	19.13
Increase in scope of knowledge	74	64.35
Possibility of personality development	18	15.65
Other	1	0.87
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 10 shows that 19.13 percent respondents replied that there is the possibility of economic advancement, 64.35 percent respondents replied that there is the possibility of increase in scope of knowledge, 15.65 percent respondents replied that there is the possibility of personal development and only of the respondents replied that there is the possibility of other carrier development.

### 4.3.3 Difference in the growth and development

Respondents were asked as "What is the difference in the growth and development of staff from the teaching profession of private schools and other professions?". To obtain data, they were provided with the question having multiple options and the respondent's responses have been shown in the following table:

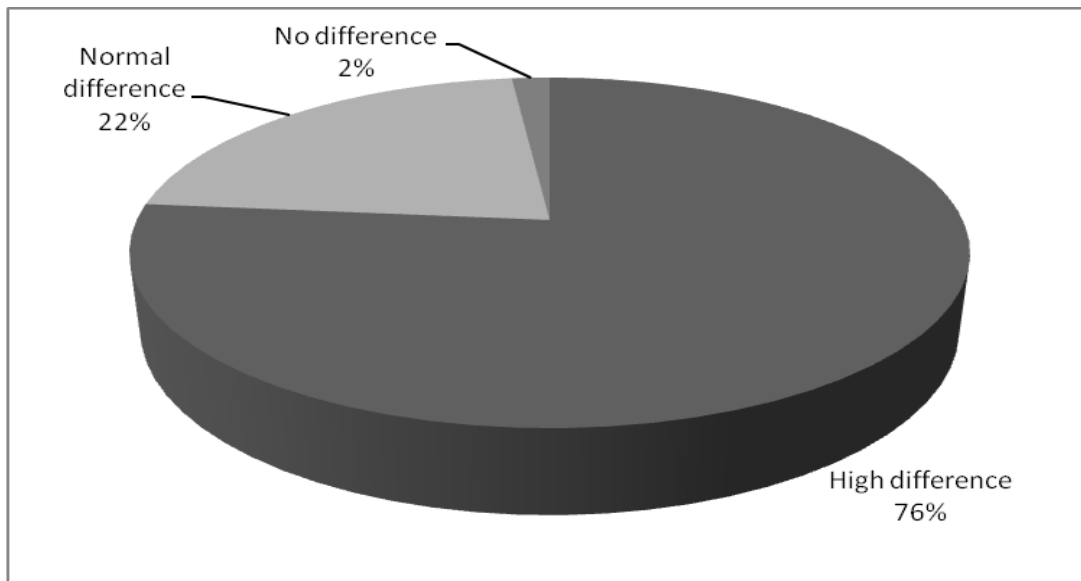
Table 11: *Difference in the growth and development*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
High difference	88	76.52
Normal difference	25	21.74
No difference	2	1.74
Total	115	100.0

*Source: Field Survey, 2022*

Table 11 shows that 76.52 percent respondents replied that there is high difference in growth and development of private school teaching staffs and staffs other professions whereas 21.74 percent respondents replied that there is normal difference in growth and development and 1.74 percent respondents replied that there is no difference in growth and development of private school teaching staffs and staffs other professions:

Figure 9: *Difference in the growth and development*



#### **4.3.4 There is a relationship between career development and motivation of employees**

Respondents were provided with the statement "There is a relationship between carrier development and motivation of employees". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree",

"Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses have been shown in the following table:

Table 12: *There is a relationship between career development and motivation of employees*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	34	29.57
Agree	79	68.70
Neither agree nor disagree	1	0.87
Disagree	1	0.87
Strongly disagree	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 12 shows that 29.57 percent respondents were strongly agree, 68.70 percent respondents were agree, similar proportion of the respondents were neither agree nor disagree, 0.87 percent respondents were disagree and 0.87 percent respondents were strongly disagree with the statement "There is a relationship between career development and motivation of employees".

The mean of the statement is 4.26 whereas the standard deviation is 0.50. The mean is greater than 3. Similarly, the standard derivation is lower than 1 which represents higher fluctuation in means response. This indicates that there is a relationship between carrier development and motivation of employees.

#### **4.4 Job security**

This sub-section of the study deals with the presentation and analysis of data regarding to job security. It includes: feeling of security, change the job for better opportunity, etc. The data has been presented and analyzed in following tables and figures:

#### 4.4.1 Feeling of security

Respondents were asked whether they feel security while teaching in private school. To obtain data, they were provided with the yes/no question and the respondent's responses have been shown in the following table:

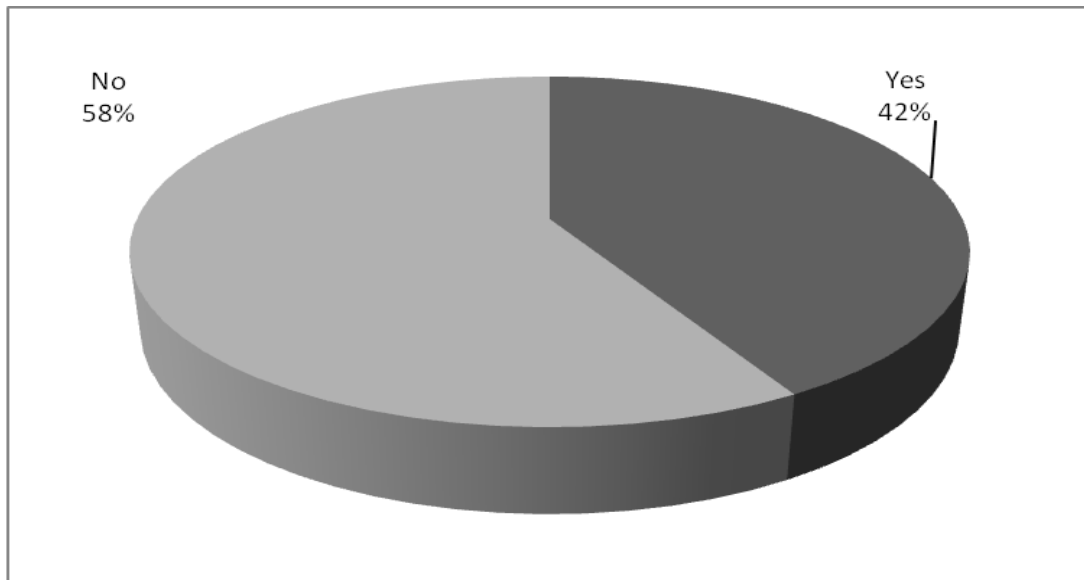
Table 13: *Distribution of respondents by feeling of security*

Responses	Frequency	Percent
Yes	48	41.74
No	67	58.26
Total	115	100.0

*Source: Field Survey, 2022*

Table 13 shows that 41.74 percent respondents replied that they feel security whereas 58.26 percent respondents replied that they feel security in the job in private school.

Figure 10: *Distribution of respondents by feeling of security*



#### 4.4.2 Feeling of more security

Respondents were asked as 'If you feel safe, what makes you feel more safe?'. For the purpose of data collection, they were provided multiple choice question having

options and the response obtained from respondents has been shown in the following table:

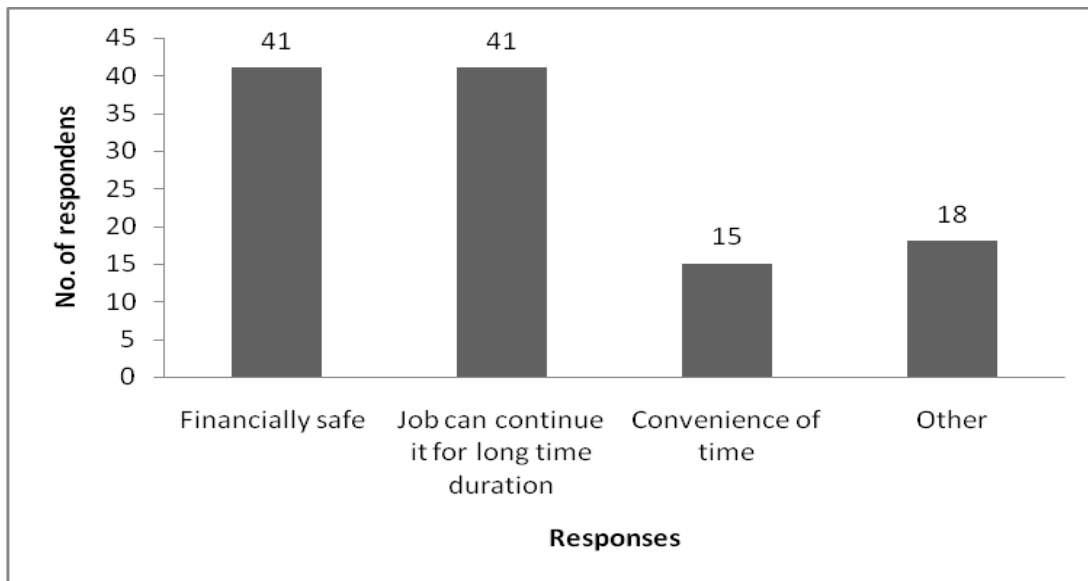
Table 14: *Distribution of respondents by feeling of more security*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Financially safe	41	35.65
Job can continue it for long time duration	41	35.65
Convenience of time	15	13.04
Other	18	15.65
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 14 shows that 35.65 percent respondents replied that they feel financially safe, 35.65 percent respondents replied that the job can continue it for long time duration, 13.04 percent respondents replied that the job is convenient for time and 15.65 percent respondents replied that the job can is safe for other reasons.

Figure 11: *Distribution of respondents by feeling of more security*



#### 4.4.3 Change the job for better opportunity

Respondents were asked as "Are you ready to accept another job if you get a better opportunity?". To obtain data, they were provided with the question having yes/no question and the respondent's responses have been shown in the following table:

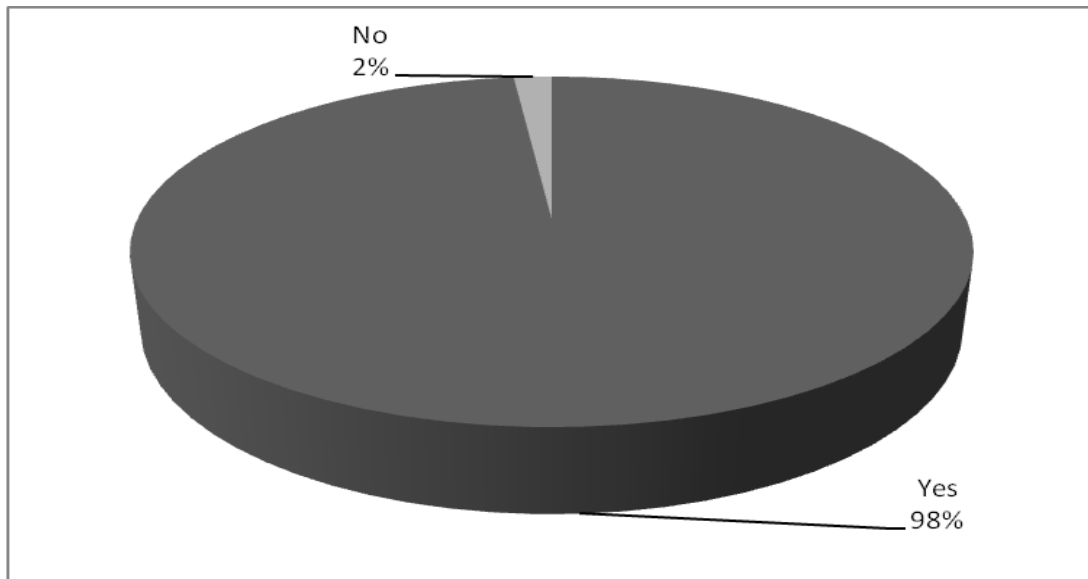
Table 15: *Change the job for better opportunity*

Responses	Frequency	Percent
Yes	113	98.26
No	2	1.74
Total	115	100.0

*Source: Field Survey, 2022*

Table 15 shows that 98.26 percent respondents replied that they are ready to accept another job for better opportunity whereas 1.74 percent respondents replied that they are not ready to accept another job for better opportunity.

Figure 12: *Change the job for better opportunity*



#### 4.4.4 There is a relationship between job security and motivation of employees

Respondents were provided with the statement "There is a relationship between job security and motivation of employees". To obtain data from them, questionnaire was



developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses have been shown in the following table:

Table 16: *There is a relationship between job security and motivation of employees*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	31	26.96
Agree	81	70.43
Neither agree nor disagree	3	2.61
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 16 shows that 26.96 percent respondents were strongly agree, 70.43 percent respondents were agree, 2.61 percent of the total respondents were neither agree nor disagree with the statement "There is a relationship between job security and motivation of employees".

The mean of the statement is 4.24 whereas the standard deviation is 0.47. The mean is greater than 3. Similarly, the standard derivation is lower than 1 which represents higher fluctuation in means response. This indicates that there is a relationship between job security and motivation of employees.

#### **4.5 Working environment**

This sub-section of the study deals with the presentation and analysis of data regarding to working environment. It includes: feeling comfortable, principle behaviour, working environment, etc. The data has been presented and analyzed in following tables and figures:

#### 4.5.1 Feeling comfortable

Respondents were asked as 'Are you comfortable teaching in a private school?'. To obtain data, they were provided with the yes/no question and the respondent's responses have been shown in the following table:

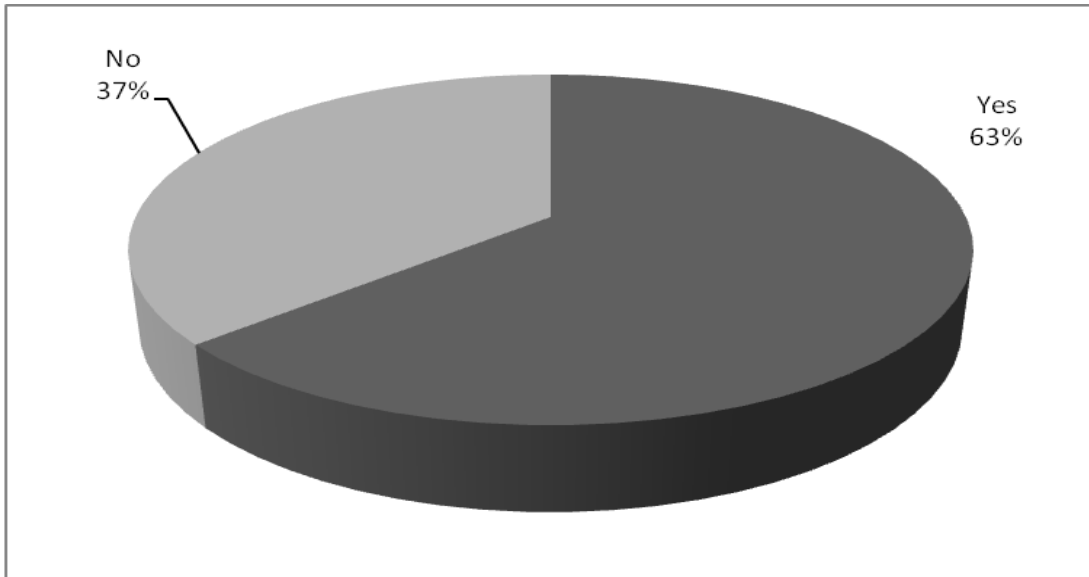
Table 17: *Distribution of respondents by feeling comfortable*

Responses	Frequency	Percent
Yes	73	63.48
No	42	36.52
Total	115	100.0

*Source: Field Survey, 2022*

Table 17 shows that 63.48 percent respondents replied that they feel comfortable whereas 36.52 percent respondents replied that they do not feel comfortable in the job in private school.

Figure 13: *Distribution of respondents by feeling comfortable*



#### 4.5.2 Principal behaviour

Respondents were asked as 'What kind of behavior do you face from the principal of the school in terms of performance?'. For the purpose of data collection, they were

provided multiple choice question having options and the response obtained from respondents has been shown in the following table:

Table 18: *Distribution of respondents by their perception about principal behaviour*

<b>Time</b>	<b>Frequency</b>	<b>Percent</b>
Collaborative	113	98.26
Autocratic	1	0.87
Neutral	1	0.87
other	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 18 shows that 98.26 percent respondents replied that they found their principal collaborative, 0.87 percent respondents replied that they found their principal autocratic, 0.87 percent respondents replied that they found their principal neutral.

#### **4.5.3 Working environment**

Respondents were asked about the working environment in the private school as a teacher. To obtain data, they were provided with the question having yes/no question and the respondent's responses have been shown in the following table:

Table 19: *Working environment of school*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Calm	115	100.00
Crowd	0	0.00
External impact	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 19 shows that the entire number of respondents replied that they found calm working environment at school.

#### **4.5.4 There is a relationship between working environment and motivation of employees**

Respondents were provided with the statement "There is a relationship between working environment and motivation of employees". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses have been shown in the following table:

Table 20: *There is a relationship between working environment and motivation of employees*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	44	38.26
Agree	71	61.74
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
Total	115	100.0

*Source: Field Survey, 2022*

Table 20 shows that 38.26 percent respondents were strongly agree 61.74 percent respondents were agree with the statement "There is a relationship between working environment and motivation of employees".

The mean of the statement is 4.38 whereas the standard deviation is 0.47. The mean is greater than 3. Similarly, the standard derivation is lower than 1 which represents higher fluctuation in means response. This indicates that there is a relationship between working environment and motivation of employees.

#### **4.6 Behaviour of co-workers**

This sub-section of the study deals with the presentation and analysis of data regarding to the behaviour of co-workers. It includes: evaluation of co-workers

behaviour, ways to evaluate co-workers behaviours, effects of co-workers behaviour and their response with the statement 'There is a relationship between behaviour of co-workers and motivation of employees'. The data has been presented and analyzed in following tables and figures:

#### 4.6.1 Evaluation of co-workers behaviour

Respondents were asked whether they evaluated the behaviour of co-workers. To obtain data, they were provided with the yes/no question and the respondent's responses have been shown in the following table:

Table 21: *Distribution of respondents by evaluation of co-workers behaviour*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	115	100.00
No	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 21 shows that the entire number of respondents replied that they had evaluated the co-workers behaviour.

#### 4.6.2 Ways to evaluate co-workers behaviours

Respondents were asked as 'How do you evaluate the behavior of co-workers?'. For the purpose of data collection, they were provided multiple choice question having options and the response obtained from respondents has been shown in the following table:

Table 22: *Ways to evaluate co-workers behaviours*

<b>Time</b>	<b>Frequency</b>	<b>Percent</b>
Co-operative	99	86.09
Normal	16	13.91
Uncooperative	0	0.00
<b>Total</b>	<b>115</b>	<b>100.0</b>

*Source: Field Survey, 2022*

Table 22 shows that 86.09 percent respondents replied that they found co-operative behaviour of co-workers, 13.91 percent respondents replied that they found normal behaviour of co-workers in private schools.

#### **4.6.3 Effects of co-workers behaviour**

Respondents were asked as 'How has the behavior of co-workers affected your performance?'. To obtain data, they were provided with the question having yes/no options and the respondent's responses have been shown in the following table:

Table 23: *Effects of co-workers behaviour*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Good	95	82.61
Average	20	17.39
Bad	0	0.00
Total	115	100.0

*Source: Field Survey, 2022*

Table 23 shows that 82.61 percent respondents replied that the co-workers behaviour has good effect on their performance and 17.39 percent respondents replied that the co-workers behaviour has average effect on their performance in private school teaching job.

#### **4.6.4 There is a relationship between behaviour of co-workers and motivation of employees**

Respondents were provided with the statement "There is a relationship between behaviour of co-workers and motivation of employees". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses have been shown in the following table:

Table 24: *There is a relationship between behaviour of co-workers and motivation of employees*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	36	31.30
Agree	77	66.96
Neither agree nor disagree	2	1.74
Disagree	0	0.00
Strongly disagree	0	0.00
Total	115	100.0

*Source: Field Survey, 2022*

Table 24 shows that 31.30 percent respondents were strongly agree, 66.96 percent respondents were agree and 1.74 percent of the total respondents were neither agree nor disagree with the statement "There is a relationship between behaviour of co-workers and motivation of employees".

The mean of the statement is 4.29 whereas the standard deviation is 0.48. The mean is greater than 3. Similarly, the standard derivation is lower than 1 which represents higher fluctuation in means response. This indicates that there is a relationship between behaviour of co-workers and motivation of employees.

## **4.7 Major Finding of the Study**

After the analysis and interpretation of data collected from the study area, major finding has been summarized as below:

### **4.7.1 Personal Information**

- i. Among 115 respondents, 77.39 percent of the respondents are up to 30 years, 17.39 percent of the respondents were at the age 30-35 years of age, 4.35 percent respondents belonged to the age 35-40 years and 0.87 percent respondent was above 40 years.
- ii. Among 115 respondents, 27.83 percent respondents belonged to male whereas 72.17 percent of them were female in the study area. Data has been shown in the following figure:
- iii. 63.48 percent of the total respondents were married whereas 36.52 percent of the total respondents were not married. This data shows that majority of the respondents were married. Data has been shown in the following figure:
- iv. Out of the total respondents, 26.96 percent of the respondents had higher secondary level of education, 54.78 percent of them had bachelor level of education and 18.26 percent of the total respondents had above bachelor level of education.

### **4.7.2 Salary**

- i. 57.39 percent respondents replied that they receive regular salary whereas 42.61 percent respondents replied that they did not receive regular salary from their job.
- ii. The entire number of respondents replied that they receive salary every three months in the private school.
- iii. 53.91 percent respondents replied that they receive salary as per their contribution in their job whereas 45.22 percent respondents replied that they did not sufficient salary as per their contribution.



- iv. 36.52 percent respondents were strongly agree, 59.13 percent respondents were agree, similar proportion of the respondents were neither agree nor disagree, 1.74 percent respondents were disagree and 1.74 percent respondents were strongly disagree with the statement "There is a relationship between salary and motivation of employees".

#### **4.7.3 Career Development**

- i. 67.83 percent respondents replied that there is the potentiality of growth whereas 32.17 percent respondents replied that there is the potentiality of growth in their job.
- ii. 19.13 percent respondents replied that there is the possibility of economic advancement, 64.35 percent respondents replied that there is the possibility of increase in scope of knowledge, 15.65 percent respondents replied that there is the possibility of personal development and only of the respondents replied that there is the possibility of other carrier development.
- iii. 76.52 percent respondents replied that there is high difference in growth and development of private school teaching staffs and staffs other professions whereas 21.74 percent respondents replied that there is normal difference in growth and development and 1.74 percent respondents replied that there is no difference in growth and development of private school teaching staffs and staffs other professions.
- iv. 29.57 percent respondents were strongly agree, 68.70 percent respondents were agree, similar proportion of the respondents were neither agree nor disagree, 0.87 percent respondents were disagree and 0.84 percent respondents were strongly disagree with the statement "There is a relationship between carrier development and motivation of employees".

#### **4.7.4 Job security**

- i. 41.74 percent respondents replied that they feel security whereas 58.26 percent respondents replied that they feel security in the job in private school.

- ii. 35.65 percent respondents replied that they feel financially safe, 35.65 percent respondents replied that the job can continue it for long time duration, 13.04 percent respondents replied that the job is convenient for time and 15.65 percent respondents replied that the job can is safe for other reasons.
- iii. 98.26 percent respondents replied that they are ready to accept another job for better opportunity whereas 1.74 percent respondents replied that they are not ready to accept another job for better opportunity.
- iv. 26.96 percent respondents were strongly agree, 70.43 percent respondents were agree, 2.61 percent of the total respondents were neither agree nor disagree with the statement "There is a relationship between job security and motivation of employees".

#### **4.7.5 Working environment**

- i. 63.48 percent respondents replied that they feel comfortable whereas 36.52 percent respondents replied that they do not feel comfortable in the job in private school.
- ii. 98.26 percent respondents replied that they found their principle collaborative, 0.87 percent respondents replied that they found their principle autocratic, 0.87 percent respondents replied that they found their principle neutral.
- iii. The entire number of respondents replied that they found calm working environment at school.
- iv. 38.26 percent respondents were strongly agree 61.74 percent respondents were agree with the statement "There is a relationship between working environment and motivation of employees".

#### **4.7.6 Behaviour of co-workers**

- i. The entire number of respondents replied that they had evaluated the co-workers behaviour.

- ii. 86.09 percent respondents replied that they found co-operative behaviour of co-workers, 13.91 percent respondents replied that they found normal behaviour of co-workers in private schools.
- iii. 82.61 percent respondents replied that the co-workers behaviour has good effect on their performance and 17.39 percent respondents replied that the co-workers behaviour has average effect on their performance in private school teaching job.
- iv. 31.30 percent respondents were strongly agree, 66.96 percent respondents were agree and 1.74 percent of the total respondents were neither agree nor disagree with the statement "There is a relationship between behaviour of co-workers and motivation of employees".

## CHAPTER - V

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter includes summary, conclusion and recommendations of the study as follows:

#### 5.1 Summary

Title of the study was **'Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley'**. The study was conducted to find out the impact of employee motivation on employee performance in education sector. The study was conducted on the result of this study may not be generalized in other aspects. The population of this study was the entire employee working in School, Surkhet valley. Primary data was collected from the study area for the data analysis purpose. The respondents were limited up to 115 employees only. This study was divided into five chapters. The first chapter is the introductory chapter, which was covered background of the study, Significance of the research, conceptual framework, objectives of the study, research question, hypothesis of the study, limitation of the study etc. The second chapter includes the review of the previous research work made in respect of advertisement. It includes conceptual review of impact of motivational factors that impact on employee performance. For this purpose, various books, journals and periodicals as well as internet were used. The third chapter describes the research methodology like research designed, data collection and procedures, period covered, nature and sources of data, statistical tools used and research variable.

The study fourth represents the presentation and analysis of data collected through primary sources. These data have been interpreted and analyzed with the help of statistical tools and techniques. The fifth chapter comprises the summary of entire thesis. It describes of the thesis and provides some suggestions and recommendation based on the analysis of the study. It also offers several avenues for future research.

This study used descriptive type and the data were collected by survey method from the study area. The entire number of employee working in different private schools of Surkhet valley will be taken as the population of the study. Among the total population, only 115 employees were selected by using simple random sampling method. Data analysis by using questionnaire survey were expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis according to research objectives has been presented in (chapter 4). Data analysis were using frequency, percentage will be used to describe the nature of data. Mean and standard deviation will be used to analyze the data.

## **5.2 Conclusion**

The study concluded that majority of the respondents replied that they receive regular salary, higher proportion of the respondents were agree with the statement "There is a relationship between salary and motivation of employees", majority of the respondents replied that there is the potentiality of growth, majority of the respondents were agree with the statement "There is a relationship between carrier development and motivation of employees", half of the respondents replied that they feel security in the job in private school, majority of the respondents **were agree** with the statement "There is a relationship between job security and motivation of employees", majority of the respondents replied that they feel comfortable in the job in private school, majority of the respondents were agree with the statement "There is a relationship between working environment and motivation of employees". The entire number of respondents replied that they had evaluated the co-workers behaviour and majority of the respondents were agree with the statement "There is a relationship between behaviour of co-workers and motivation of employees".

## **5.3 Recommendations**

On the basis of finding of the study following recommendation has been given by the researcher:

- a. It was found that 42.61 percent respondents replied that they did not receive regular salary from their job. So, the concern authorities are recommended to provide regular salary to their employee.
- b. The study revealed that 67.83 percent respondents replied that there is the potentiality of growth in their job. So, the concern authority is recommended to think about providing various opportunities in the job.
- c. It was found that 58.26 percent respondents replied that they do not feel security in the job in private school. So, the concern authorities are recommended to provide security to their employees.
- d. The study found that 36.52 percent respondents replied that they do not feel comfortable in the job in private school. So, the concern authority is recommended to provide comfortable working environment in private schools for their employees.
- e. The study revealed that 86.09 percent respondents replied that they found co-operative behaviour of co-workers. So, the concern authority is recommended to make the more improvement in employee behaviour.

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**APPENDIX - I**  
**SURVEY QUESTIONNAIRE**

Dear respondent, I am Nirmala Kandel, one of the Master's students at Mid-West University, Graduate school of Management. Presently, I am conducting a survey entitled "**Impact of motivation on Employee performance in Educational sector: A study of private school in Surkhet valley**" as part of my thesis work. My study requires collection of responses from respondents. In this respect, I am please t inform that your are randomly chosen as one of the respondents in this survey. Would you mind participating? The process will require about 15 to 20 minutes of your valuable time contribution in responding to the questions attached hereafter. The final decision to participate in this survey is purely yours: you can even quite anytime. I firmly confirm that your personal information shall be treated with high confidence, and the formation provided here shall be used only for the purpose of this research.

Thanking you.

**A. Background information of respondents:**

- a. Name: .....
- b. Address: .....
- b. Name of School: .....
- c. Contact Number: .....

**1. Age:**

- a. Up to 30 years    b. 30 – 35 years    c. 35 – 40 years    d. Above 40 years

**2. Gender**

- a. Male                      b. Female

**3. Marital Status?**

- a. Married                      b. Not married

**4. Education:**

- a. Higher Secondary Level
- b. Bachelor Level                      c. Above Bachelor Level



**16. To what extent do you agree that there is a relationship between job security and motivation of employees?**

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

**Working environment**

**17. Are you comfortable teaching in a private school?**

- a) Yes
- b) No

**18. What kind of behavior do you face from the principal of the school in terms of performance?**

- a) Collaborative
- b) Autocratic
- c) Neutral
- d) Any other please specify .....

**19. What is the working environment at your school?**

- a) Calm
- b) Crowd
- c) external impact

**20. To what extent do you agree that there is a relationship between work environment and teacher performance?**

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

**Working environment**

**21. Have you evaluated the behavior of co-workers?**

- a) Yes
- b) No

**22. How do you evaluate the behavior of co-workers?**

- a) Co-operative
- b) Normal
- c) Uncooperative

**23. How has the behavior of co-workers affected your performance?**

- a) Good
- b) Average
- c) Bad

**24. To what extent do you agree that there is a relationship between the behavior of colleagues and the performance of teachers?**

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree