

**T.C.**  
**ISTANBUL AYDIN UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**



**MEASURING OF EMPLOYEES' SATISFACTION AND MOTIVATION ON  
THEIR PERFORMANCE: A CASE STUDY OF AFGHANISTAN CIVIL  
SERVANT HERAT PROVINCE**

**MBA THESIS**  
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**Department of Business**  
**Business Administration Program**

**Thesis Advisor: Assist. Prof. Dr. Özge EREN**

**July, 2019**

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## ONAY FORMU

T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ



### YÜKSEK LİSANS TEZ ONAY FORMU

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## **DECLARATION**

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original to this thesis.

**Nawid Rahimi**

*Dedicated With Affection and Respect  
to  
My Mom and My Dad*

## **FOREWORD**

Heartily thanks and respect to my supervisor **Assist .Prof. Dr. Özge EREN** for all the support and guidance. Also Thanks to all professors and friends whoever thought me a word.

**July 2019**

**Nawid Rahimi**

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## **ABBREVIATIONS**

<b>CBR</b>	: Capacity Building for Results
<b>ERG</b>	: Existence, Relatedness and Growth
<b>ERG</b>	: Existence, Relatedness, Growth
<b>F-A-E</b>	: Factors-Attitude-Effects
<b>HR</b>	: Human Resource
<b>HRM</b>	: Human Resource Management
<b>IARCSCI</b>	: Independent Administration Reform and Civil Services
<b>IDLG</b>	: Independent Directorate of Local Governance
<b>JDI</b>	: Job Descriptive Index
<b>JSR</b>	: Justice Sector Reform, CBR; Capacity Building
<b>MSQ</b>	: Minnesota Satisfaction Questionnaire
<b>NGO</b>	: None Governmental Organization
<b>PAR</b>	: Public Administrative Reform
<b>PRR</b>	: Priority Reform and Restructuring

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## **ÇALIŞANLARIN PERFORMANSILARINA MEMNUNİYETİ VE MOTİVASYONUNUN ÖLÇÜLMESİ: AFGANİSTAN SİVİL ÇALIŞANLARA HERAT İLİNDE BİR VAKA ÇALIŞMASI**

### **ÖZET**

İnsan kaynakları yönetimi, bir kuruluşun gelişiminde en önemli faktör olarak kabul edilir. Bu nedenle, her organizasyonda tatmin edici ve motive edici olan hümanist ahlakine dikkat bir gereklilik ve önceliktir. Bu yüzden çalışanların memnuniyeti ve motivasyonu her organizasyonda özellikle kamu kuruluşlarında en önemli konulardan biridir. Bu, kuruluşun etkinliği ile doğrudan ilgilidir. Ayrıca, bir işi yeniden tasarlayarak iş özellikleri; çalışanların memnuniyetini ve motivasyonunu etkiler ve çalışanların performansını artırır.

Bu çalışmada, memnuniyet ve motivasyonun çalışan performansına etkisini Herat ilindeki kamu kuruluşu memurların ampirik bir bulgular ile incelenmektedir. Afganistan'ın Herat ilindeki memur çalışanlarından birincil verileri toplamak üzere 150 katılımcıdan oluşan bir anket çalışması yapıldı. Bu araştırmanın iki ana bulgusu olarak öncelikle memnuniyet ve motivasyon arasındaki anlamlı pozitif ilişki ve kamu kuruluşunda memur performansdır, İkinci temel bulgu, yüksek düzeyde terfi programları, etkin performans sağlanmasında önemli bir rol oynamasıdır.

Ayrıca, bu çalışmada, ilgilenen menfaat sahiplere Afganistan Herat ilindeki kamu kuruluşlarında gelişim ve kapasite geliştirme planlarında memnuniyet ve motivasyon stratejilerinin nasıl dahil edileceğine dair öneriler ve ayrıca çalışan performansını artırmak için istenen sonuçları verebilecek etkin terfi programları yürütmeye yönelik tavsiyeler bulunmaktadır.

**Anahtar Kelimeleri:** *Memnuniyet, Motivasyon, Performans, Kamu Personeli.*

# **MEASURING OF EMPLOYEES' SATISFACTION AND MOTIVATION ON THEIR PERFORMANCE: A CASE STUDY OF AFGHANISTAN CIVIL SERVANT HERAT PROVINCE**

## **ABSTRACT**

Human resource management is considered as the most important factor in development of an organization. Therefore, attention to humanistic moral to satisfy and motivate in each organization are a necessity and priority. Therefore, employees' satisfaction and motivation is one of the most significant issues in each organization especially in civil servant organization. It is directly related to the efficiency and effectiveness of the organization. In addition, job Features By redesigning a job; it affects employees' satisfaction and motivation. This leads to improves employee performance.

This study investigates the effect of satisfaction and motivation on employee performance with empirical evidence from Herat province civil servant organization. A survey was conducted on a sample of 150 respondents from civil servant employees in Herat province, Afghanistan for gathering primary data. Two main findings of this research are firstly the significant positive correlation between satisfaction and motivation, and employee performance in civil servant organization. The second main finding is that have the high level of promotion programs had a significant role in making effective performance. Also this study provided recommendations to the interested stakeholders on how to include satisfaction and motivation strategy in their development and capacity building plan in civil servant organization in Herat province Afghanistan, and also recommendations on conducting effective promotion programs that can yield desired results in order to improve employee performance.

**Keywords:** *Satisfaction, Motivation, Performance, Civil Servant.*

## **1. INTRODUCTION**

Realizing the strategic goals of each state is directly related to its administration organizational system. Although, the structure of the administrative-organizational system has important role in the efficiency and effectiveness, fulfillment of goals, transparency, accountability, corruption, destroy unemployment etc. but role of state employee, which is the framework of the administration organizational system create mobility and dynamism. Therefore, in organizations and in business day-to-day human resource is getting more important, because the knowledge of people today is the most important aspects effect in efficiency and productivity in companies. It is also one of the most important aspects of human resource management in measuring of employees' satisfaction (Muchinsky & Monahan, 1987).

One important task that companies should carry out is making assurance that employees are highly satisfied. This is a precondition, which increases employees' productivity, responsiveness, and customer service.

Nowadays, the discussion of satisfaction and motivation is one of the most important issues of management, and filed of work in organizations. All the time employees' satisfaction and motivation significance is get bigger in companies. A lot of researches have been made in order to find the measure of satisfaction and motivation efficiency in companies. Employee satisfaction is one of the most important factors in increasing the efficiency and creating a positive attitude towards the work of a person. Experts define job satisfaction from different perspectives, which includes several of these definitions. Job satisfaction officially studied with (Hanvorn1) in the first of 1930s and after 1930 the employee or job satisfaction studied widely. Originally, job satisfaction became important because of the primary advocates of human relationships, scientists and managers, approach to persuade that a satisfied worker is a profitable worker. In addition, classical scholars attempt to define the job satisfaction in 1935 by Robert. Also from Hapak's point of view,

the job satisfaction is a complex and multidimensional depends to Psychological, Social and physical factor. satisfaction, which is a kind of positive sense for his or her job its due to factors such as conditions in the work environment, relations affecting the cultural environment and the impact of cultural factors. Therefore, we can give conclusion that job satisfaction is a psychological feeling that is also affected by social factors (Raslat Poor, 1995).

Motivation is a set of forces that engaged employee in specific activities as external and internal activities of the environment (Landerberg, 2009).

Motivation is a process that induces or motivates an employee (Brein & Randy, 2003). Nowadays, increasing satisfaction and motivation, commitment and engagement levels are key organizational aspects and the compensation policies has an important role to develop an organization. With these policies, employees deliver the high levels of performance.

Optional contribution and efforts the motivation process usually starts with someone recognizing an ungratified require. At that, time made an aim set to be reached out and that to satisfy the demand and, also to get the best result you can use the reward incentive that has been targeted. Motivation levels will also affect to the social context.

Employee satisfaction, performance and employee motivation are key of Successful on government organizations. It is widely recognized that the motivation of workers in both private and public organizations leads to a higher degree of human resources and optimum performance and also it is growing among the mangers of human resource with significant combined of performance (Raslat Poor, 1995).

Some factors effect on job performance, such as satisfaction, motivation, and education. Education from Ng&Feldman opinion (2009), with right education can have a powerful positive impact on job performance. The times when an organization needs to fill and improves, performance employee is a good fit to void in that job (Muchinsky & Monahan, 1987). In addition, the person who has the right job he or she has more satisfaction, motivation, and more commitment for a good overall performance for the employee (Edwards, 1991) and (Li and Hung, 2010). Employee performance is a wide topic and relationship between



employees and the Issues organization. Also links employee satisfaction, motivation and performance. Engaged employees have a level of commitment and emotional attachment to the organization (Demovsek, 2008). If the employees develop and have emotional sense with organization that create better performance also if that emotional links to their career, and relationship, to the other employee's organizations they perform better performance and service (ScarlettSurvey). According to their objectives, the employee performance to leads an organization be successful and the organization can achieve its strategic goals, continue to its competitive advantage, the employees must do the high performance (Lado and Wilson, 1994; Dessler, 2011). Choosing right employees for the right jobs is an important organization behavior to do the high performance (Kristof-Brown et al.,2005) as well the employee job fit is critical so it determines whether or not the employee is well suited for the job (Zheng et al, 2010).

Labor leaders believe that if the employees can earn more, work Less hour's with the optimal working conditions, while some experts believe, satisfaction and motivation can be increased by a way for employees to be accountable and independent to do the performance. Both opinions represent motivational and satisfaction theories (Moghimi, 1385). Thus, this research will perform to examine what factors can satisfy the employees' satisfaction and motivation, and focus on their performance and which factor influence on both. Satisfaction and motivation help the government and organization to understand what efforts employee behavior considering current organization situation in the country.

### **1.1 Study Topic**

Satisfaction and motivation are important for organizations, especially for government organizations. They help employees to do a high performance and the employees try a lot that organization can achieve its aims, mission and objectives. Satisfaction and motivation are set of expectations for employee performance. Therefore, they motivate employees to work more than the expectation that the organization has from them. With satisfaction and motivation, organization can sissify and provide a completed professional management process to achieve the high performance results of organizations

and employees (Mackey and Johnson, 2000). Pressed that the importance of performance management system is on continuously improving organizational performance, and this is achieved by improved individual employee performance. Therefore, improving employee performance by using satisfaction and motivation program is a way to improve organizational performance. So, in this master thesis, I investigate the relationship between employees' satisfaction and motivation on their performance. Moreover, how could the employees' satisfaction and motivation effect in performance employee?

In developed countries' the situation is different; bureaucracy in these countries is an imaginary of inefficiency, corruption and lawlessness of the state. Instead of expanding the development path in these countries, the administrative system itself has become a barrier to development. The administrative structure in Afghanistan is old and it is the tool of the owners of force at this time, it leads corruption on administrative organization. Furthermore, the corruption factor is the lack of transparency and accountability in the activities of the administrative system. Lack of job security for employees, lack of clarity and ambiguity in administrative laws, the weakness of knowledge and expertise of staff and lack of motivation for encouragement and punishment in the offices should also be pursued and disclosed by civil society organizations and the people of the country. Administrative organization is one of the main organizations in one country to do the affairs of the government, so each government is required to establish some offices according to willing and requirement of people in order to provide better services to citizens and to do affairs of the country. The administrative organizations are actually the apparent symbol of a state that authorities must study carefully and analyze it according to the country situation proceed to increase or decrease it. In addition, various administrative systems in different periods used in Afghanistan at all levels and it will be used in the future too. each of this period has its own advantages and disadvantages, in this research tries to determine the current administration of the Islamic Republic of Afghanistan and with greater attention to the executive branch or government and examine employee satisfaction and motivation on their performance in Afghanistan civil servants.

## **1.2 Problem Statement**

A manifestation of modern rationality has a great influence on the advancement of the affairs of the country and the achievement of the goals of the governments (Max Weber). More than three decades of war in Afghanistan has destroyed major sectors and infrastructures, as well as the administrative system in government organizations and the necessities for its economic performance.

Therefore, ineffective administration system, lack of satisfaction and motivation, lack of programs and plans to enhance the satisfaction and motivation and the existence of administrative corruption in Afghanistan organizations Corruption is one of the negative consequences of weak and inefficient administration.

This type of corruption is seen more often in government departments than private sector. The weak and inefficient administration, instead to provide a suitable platform for development, it burns many financial resources, investment opportunities and job creation. Also this administrative work system in Afghanistan, which was built 40 years ago for the administrations of the country, which was even ineffective at that time, today has been governed the organization administrative system without the fundamental change and modernization (<http://8am.af/1394>). Satisfaction and motivation have significant relationship with organization performance. These important issues made me to do my dissertation on this topic and in order to find a way for developing administrative process in Afghanistan. Furthermore, this study may be used as a pathway for future studies and a source for other students and those who want to do a study on employee's motivation in Afghanistan.

## **1.3 Purpose of Study**

Although, there are different perspectives on employees' performance which effect on satisfaction and motivation in civil servant organizations unfortunately, satisfaction and motivation in (Herat province) has been less evaluated. Therefore, considering this gap, since the assessment of employees' satisfaction and motivation its further provision for advancement of goals and high performance ability of employees as well as creating an appropriate work

environment for employees is important. Regarding these important points, this present study is aimed at measuring the satisfaction and motivation of Afghanistan government's with case study Herat province.

#### **1.4 Research Objectives**

This research has some primary objectives, and sub objectives that the research intends to achieve.

##### **1.4.1 Primary objective**

- The general objective of the study is to measure the effect of employees' motivation, satisfaction, and productivity on their performance in Herat province civil servant organizations.

##### **1.4.2 Sub objectives**

- To measure the employees' satisfaction on organization's performance.
- To examine the measuring of employees' motivations in organizational performance.
- To determine the factors that increase employees' satisfaction and motivation of employee's performance in civil servant organizations.
- To examine the relation between employees' satisfaction and motivation that related to performance.

#### **1.5 Research Questions**

- According the research objectives, this research is looking forward to answering fall in to following categories:

##### **1.5.1 Main question**

- Do the employees' satisfaction and motivation effect on performance in Afghanistan (Herat province)?

##### **1.5.2 Sub questions**

- Does employees' satisfaction and motivation have any relationship with organizational performance?

- How does employees' satisfaction and motivation affect in organizational performance?
- How does increase satisfaction and motivational tools affect in employee's performance?

## **1.6 Hypotheses**

### **1.6.1 Main hypothesis**

- Ho: Employee satisfaction and motivation does not have any effect on organizational performance.
- H<sub>1</sub>: Satisfaction and motivation have impact on organization's performances in Afghanistan civil servant).

### **1.6.2 Sub hypothesis**

- Ho: Increase in satisfaction and motivation tools does not have any significant effect on employee performance.
- H<sub>1</sub>: There is no relationship between employee's satisfaction and motivation and organizational performance.

## **2. LITERATURE REVIEW**

### **2.1 Introduction**

The concept of job introduction attracts more attention in the organization since, nowadays, due to this, managers try to keep the satisfaction in high level among their employees, and essentially, it will effect on absenteeism, productivity, workers turnover union activity in general (Arnold &Feldman 1986).

In addition, satisfaction has an important role in the outcomes of employees and organization, furthermore ranging from to health and longevity. (spector2003)

Also between 1935 and 1976, 3000 types of research were published related to the significance of job satisfaction (locke, 1976).

Job satisfaction means liking the duty and its needful with requirement conditions that doing in that work. The reward received for doing it and the activities, affairs, and conditions that work (1998) believes that they form an individual, to what extent and in what way he fulfills his needs depends on his judgment.

One must balance the positive and negative aspects of his or her job, as negative cases overcome the probability to be satisfied with his work. Individuals are very different in terms of the amount of satisfaction they provide for their jobs.

### **2.2 Definitions of Satisfaction**

Practically, satisfaction and motivation have the direct correlation in many experiential research study cases. Therefore, these two relations are connected in a variety of ways then symmetrical, but the difference between these is unconditional. Satisfaction is reflected to be comparatively tenacious phenomenon that includes attitude toward work environment and job factors. Paul Spector (1997) what employee sensations toward his or her job and many aspects of the job as satisfaction define. Satisfaction as a positive sensitive and adequate state subsequent from good judgment or work practice and

contemplated that satisfaction, so emotional satisfaction involves reasoning and behavioral component (locke, 1976).

Furthermore, emotional response to work depended on situation can be described by satisfaction (kinicki& kreitner2003) in addition to this, Megginson, Mosley and Pietri (1982) stated which employees experience satisfaction when they feel good with their jobs and they experience job satisfaction and feeling arise from achievement and gratitude after the job well finished. Since satisfaction so is biased by the feeling and feelings of the employees' emotion and moods, it has a main impact on various aspects of life (sempane, Rieger, &Roodt, 2002).

As already mentioned job, satisfaction is associated with common satisfaction in overall life. In addition, there are three types of relationships between job satisfaction and satisfaction in the life which determined by Watanabe (1994). The first one becomes a part of life and presents converting job satisfaction to other aspects of life and another way around.

The next one is division and segmentation that job satisfaction and general satisfaction with everyday life are two distinct things and they do not have an effect on each other.

The third one is the offset recompense it means the lack of satisfaction in the daily life able to be salaried with satisfaction at work or another way around.

Job satisfaction includes the negative and positive aspects of the job and depends on various personal characteristics and work-related. Thus, satisfaction presents complex performance through variables like aspiration, employee's motivation, work conditions plus number of effort related to jobs.

In general, job satisfaction, which is a kind of positive feeling, due to these factors such as work environment conditions, Occupation system and relationship between the dominant culture and the influence of cultural factors. Therefore, it can be concluded that satisfaction is a Psychological feelings are also affected by social factors (Resalet Pour, 1373).

### **2.3 Satisfaction Determinants**

The determinants of satisfaction have been realized in the past few years, because of the increasing significance sense of job satisfaction for both individuals and organizations. In addition, employee's satisfaction has a large role on an organizational level; it also affects individuals in personal and social life (Sempene et al., 2002) however, maintain a high level of satisfaction is important for both employees and companies. Therefore, a great number of researches have intensive on examining the causes and determinants of satisfaction. The following paragraphs will offer a literature review on categorization regarding determinates of satisfaction.

The satisfaction determinants categorized into five principal models that identify its causes. The first category of this models is contradiction patterns and they show that satisfaction is due to meeting exceptions. The extensively accepted description of meeting expectations is that meets expectations show that employees compare their previous expectations with post-entry perceptions (Porter & Steers 1973).

The first category means that the person experiences job satisfaction when his or her expectations are higher than what he or she receives from the company. On the other hand, dissatisfaction occurs the expectations of the individual are greater than what the company has received. Given the credibility of the expectations model, so the literature can provide studies that show that expectations of meeting with job satisfaction have a meaningful relationship (Wanous, Poland, Premack & Davis, 1992).

According the Kinicki and Kreitner (2003) the next category categorized models that affect on satisfaction related to the need to do; also, they explain that satisfaction is to a certain degree determined by specific job characteristics that allow employees to fulfill their needs. Furthermore, models stress that employees needs are relatively stable and unchangeable, at the same time, the other side may be certain features that employees attractive and interesting to know their due to this employees are happy and satisfied, when the job features being to fit into the needs of employees at the same time, this the basic assumption of the models (Salancik & Pfeffer, 1997).



The third one is the ones that mentioned in the significance of reaches category. These valuable models include satisfaction as satisfactory, which arises from the perception enough work is needed to meet individual needs (Kinicki and Kreitner2003) likewise George and Jones (1996) in their valuation research showed that achieving public values in work has a major impact on job satisfaction and job performance. In addition, they emphasize the significance of gaining value, which is directly related to work and work connected to variables that can help a worker to achieve specific values of life. The simple supposition of this model is that dissatisfaction occurs if these values are not gained.

The fourth category include models that falls under the title of equity and as defining satisfaction and a purpose that an employee sees as being treaded in the work . These models are related to theory of equity and focus on the same proportion of colleagues compared to the employee's input /output ratio. When his or her input/output ratio is equal to others, they impress on fair treatment that result in final case lead to gratification. In nonappearance of reasonable treatment, the unhappiness will occur (Witt &Nye, 1992).

Authors are agree (Kinicki & Kreitner, 2003), the fifth groups contains dispositional or common components. In this general model, satisfaction offered as a purpose of hereditary factors and personal characters.

So this model can be answered to this question, why employees rapid their pleasure and satisfaction even when situated in deprived and relegated groups. Furthermore, in these models researches were mostly show on examples of monozygotic doubles and found that hereditary mechanisms effect satisfaction and personal wellbeing (Arvey, Bouchard, Segal& Abrahan, 1989; Diener, 1996).

## **2.4 Consequences of Satisfaction**

Satisfaction is associated with a amount of variables, and composed, they affect organizational behavior also they shape the organization. In this literature, I will describe the association between satisfaction with other variables such as, work participation, organizational nationality performance, absenteeism, income,

performance etc. Therefore, this paragraph provides a literature review of the relationship of satisfaction with other variables.

Work connection can be distinct as a grade to which employees can recognize and recognize his or her psychologically with their job (Chiu & Tsai, 2006). Therefore, work participation and work involvement measured as a reasoning state and mental cognition through the job, because the job involves expectations and needs of the individual to fulfill (Kanungo, 1979). a large number of scholar from 1995 up to 2005) have been examined the correlation between satisfaction and work involvement and most of their researches , based on their educations, so they have robust or moderate correlation between satisfaction and work involvement. This relationship was shown on a sample of nurses and found weak communication between satisfaction and work participation according (Knoop, 1995). These outcome are affected by the nature of work which has made the employee feel more obligated than satisfied with their job. From this point of view, the organization in productivity work involvement and satisfaction have a great importance relationship, because in their workday the satisfied employees can identify themselves with their job at the end, for instance, they will be more productive and engaged to organization.

According to authors (Kinicki & Kreitner, 2003) the variables, which related to satisfaction and organizational citizenship conduct. Therefore, the organization citizenship conduct leads toward specific movements that go outside the demands of obligation and consistent work. Employee participation and engage in activates such as educating and training new employees, vigorous participation in job development, property care structural and associate affiliation, upholding good relationships with generations regardless of their location and etc. (Organ, 1990).

Organization citizenship behavior can be defined as behavior that are optional and indirectly gave by the corporation's recompense organization; however, the atmosphere and efficiency of this company have a positive impact by this behavior (Organ, 1990). Additionally, this behavior is optional and this behavior performed as an individual's choice of employee. So, after a lot of investigate and meta- analysis Organ and Ryan (1995) showed that there is a sagnifecant correlation between organizational residency behavior and

satisfaction. Furthermore, additional researches (Paine & Bachrach, 2000; Van Dyne & Ang, 1998; Podsakoff, Mackenzie,) must accept the relationship in their researches; they emphasize the role of management in the process of identifying with the company's aims and accept this kind of behavior by an employee.

The next variable is managerial commitment that is reacted to administrative behavior and work contribution. As the organization, behavior and organizational promise are the same variables, at top that said characteristics are adapted to the behavior of organizational with organizational citizenship behavior and are employed in employee behavior so that the organization dedicated to them. The organizational promise of term can define as a degree, which its employee recognized with the company and committed to the purpose of the company (Kinicki & Kreitner, 2003). Loyalty and dedicated employees are loyal to the company, self-justifying and stay with company when the job opportunities in better shape. Several authors (Lincoln & Kalleberg, 1996; Mueller & Price, 1990) have found a powerful link between satisfaction and organizational obligation and this point was buoyed in various studies over the years (Kinicki et al, 2002; Mcneese-smith, 2001; Tett & Meyer, 1993).

Among variables that connected to satisfaction is turnover; it is going to be elaborated is employee revenue is the number of employees that are leave the company and compared with the total of employees that are participated in a company. Therefore, this variable is important for two reasons: First, this has a negative impact on taxation and influence on company finance and most important issue is the disturbs continuity, which can be a result for success (Griffeth, Hom & Gaertner, 2000) (Kinicki & Kreitner, 2003). The turnover is more harmful than financial expenses with more negative effects on employee steadiness, organizational constancy, and organization efficiency (Zhong, Siong, Mellor, Moore & Firth,) however numerous of researches exhibited the in powerful or moderately powerful negative relationship between satisfaction and income (Alexander, Lichtenstein & Ullman, 1998).

Moreover, the other variable, which correlated with satisfaction, is absenteeism. Absenteeism is the opposite of turnover. Therefore, absenteeism has a negative influence on business and organizations. Absenteeism mentions to unprepared

employee absenteeism from work however. The absenteeism employee has undesirable influence and accompanied by disadvantages on organizations. With these disadvantages can provide service with low ethical mention to low productivity, and work periods, reduce in the standard range of services and rise in demand on the organization's sick pay system.

As (Haswell, 2003) found some reason for genuine absence like pregnancy, illness, death someone in the domestic, however, reason for which kind of absenteeism can be unfounded. Furthermore, reasons are often an undesirable from bad work. It is a weak relational relationship or just a commitment to work, for instance, the Super Bowl and the final game of American football. The day after Super Bowl, 1% of total American worker have plan to call in sick. Therefore, Super Bowl has affected employees' absenteeism in the day after the game. The second example of absenteeism, in this example they compared nurses to other profession have significantly higher absenteeism rate to stress and job related injuries. As supposed, researches and meta-analysis conducted on this subject found that there is weak negative correlation between absenteeism and satisfaction (Hackett, Bycio & Guion, 1989; Lewig & Dollard, 2003).

The variable that is relevant in each environment and associated to satisfaction is perceived stress. According to Robbins, (2003) stress is dynamic situation in which a person faces with demand, restriction and opportunity associated that what person wants and why, and for which result is perceived to be both important as well as uncertain. Even though, sometimes stress may have a positive outcomes, but often it is discussed in negative context and especially in sport events can lead to better performance, regarding to employees stress. There are several symptoms due to stress caused by headache, loss appetite, high blood pressure and loss weight depression, problems in sleeping. However Robbins (2003) have identified these symptoms in three categories, as behavioral, psychological, and physiological, the first and the most important category is psychological, so the positive and strong correlation between turnover, absenteeism and dissatisfaction to be important.

And there is a negative relationship between satisfaction and stress that proved in a large number of researches and meta-analysis, as expected (Griffeth et al,

2000). There are a lot of scientists who referring to effect of stress on satisfaction among civil servant staff. They found strong negative relationship between stress and satisfaction, in conclusion the weaken stress is among the employees who have control over their job (Babin & Boles, 1998; Hollon & chesser, 1976; Miles, 1975).

Performance is another variable which is important and has a strong correlation with satisfaction and has great importance on companies to be success, thus in the field of organizational behavior it was one of the most studies topics. Many scientists have conducted meta-analysis on 17 researches and found moderately strong correlation between satisfaction and performance job (Babin & Boles, 1998; Hollon & chesser, 1976; Miles, 1975).

On this subject more recent meta-analysis supported Petty et al (1984), results, adding to the conclusion even stronger correlation between satisfaction and performance. In addition Crow, Hartman and Henson (2006) conducted study on this subject and confirmed previously result.

satisfaction and Motivation state that existence of satisfaction does not imply motivation. So, motivation was affected to satisfaction with development of motivation theories and at the first motivation and satisfaction is linked by Brayfield and Crockett.

## **2.5 Satisfaction Theories**

There are some various opinions about satisfaction which have been raised including the needs theory, ERG theory, reinforcement theory, expectation theory, Theory of Value, equality theory, Social Influence Theory, Herzberg's theories, Theory of Need for Success and Holland's theory. These theories are divided into two type's small and large model. Here is some of these theories:

### **2.5.1 Theory of needs (The hierarchy of needs)**

This theory is close to Maslow's theory of needs and can be considered that these are the same. Of course, Maslow's theory of needs is more general and job satisfaction can be in the circle and range. Based on the theory of needs, the job satisfaction of each occupation depends on two factors.

- The amount of needs that will be achieved through the work and achievement of the desired situation.
- The amount of needs that is not provided through the employment of the desired work.

The result obtained from the first and second factors review determines the level of individual satisfaction (Shafi Abadi, 2002).

This theory of satisfaction is a function of the degree of comity of narrative and satisfying the needs of the individual, including physical and psychological needs. Needs are regarded as the objective needs of a person, which is the same in all people, while values are the mental aspirations of a person who is from one person to another (Azkmp, 2006).

### **2.5.2 Theory of expectation**

This theory is the expectations theory also can be called theory of probability. This theory believes that job satisfaction is determined by the full alignment of expectations and expectations with individual advancements, while dissatisfaction is a failure to meet expectations (Azkmp; 2006).

The theory of expectation is based on the idea that the amount of motivation and effort individuals make to fulfill a given goal depends on expectations. In other words, Possible estimates from work and work results are depend together.

Therefore, after the end of the work, what reward is likely to be given to him or her, or how much they will be prepared for success for the next successes, is one of the most important issues of this theory (Azkmp; 2006).

### **2.5.3 Theory of value**

This theory states that job satisfaction is determined by the phenomenon of whether a job allows an individual to maintain private and personal values.

Therefore, this theory based that if the job is consistent with maintaining private and personal values of the employee, they are satisfied with their jobs, but if their jobs contradicts their private values, the job satisfaction will not be achieved and they are not satisfy (Azkmp; 2006).

#### **2.5.4 Holland's theory**

Holland's theory has based on two important principles. The first one is depend on a career, which chooses by person's personality. The second one is the career chooses are directly related to attitudes.

The implicit meaning of this theory is that if a person chooses a job according to his personality traits and has a positive attitude toward this job, he is satisfied with his job and otherwise he will not be satisfied with his job (Shafi Abadi; 2002).

#### **2.5.5 Porter and Lawler's theory**

Porter and Lawler had instruments that motivation did not directly lead to performance, but the abilities, characteristics and perceptions are mediators that provide better performance, which leads to job satisfaction.

#### **2.5.6 Davis and Neustrom theory**

They believe that many results of research have confirmed the relationship between factors such as gender, age, education, income level; organizational status, organizational environment and type of job with motivation, and morale approve job satisfaction (Abbas Zadeh, 1996).

### **2.6 Herzberg and Satisfaction**

#### **2.6.1 Concept of attitude**

The motivation of employee to work is better when the attitude of that employee understood. In other words, the inner concept of mental attitude, when examined should show pragmatic information for managers according to the motives of the workers (Herzberg et al 1959).

According to Herzberg approach is to study people's feeling about their work or their attitude, three questions have been answered:

- How can one specify the attitude of any individual toward his or her job?
- What are these attitudes?
- What are the consequences of these attitudes?

These questions are experimental methodology and final questions that matter. The relationship between attitude and following behaviors is important, so in response to the “incomplete nature” and the previous to the knowledge and a combination of the three questions in a unit of study and factors- attitudes (F-A-E) complex. Herzberg (Herzberg, 1959) describes the new approach as idiographic. This approach emphasizes the interaction of a group with a particular variable and contrary to statistical or desolate, the idiographic view based on the hypothesis that complexity of F-A-E should be within the individuals studied.

Herzberg has used this approach to analyze the qualitative investigation of the F-A-E complex based on a quantitative evaluation of the information, although the results are calculated on a quantitative scale. The experimentation design that was made by Herzberg to ask open-ended questions and focused on employees' experiences once they think about that was the negative and positive than usual on his or her job. Herzberg prefers such an approach to the written and presumed factors that are made and limited by the experimenter and each interview was carried out subtly and nature, so the list of questions was basis of the survey, but by the interview can pursue other research methodology.

So, the purpose of this discussion; attitude is briefly summarized and the importance of attitude as starting point of the theory of Herzberg and show in summary their approach to experimentation and research.

## **2.7 The Relationship of Satisfaction and Dissatisfaction**

The Herzberg's two factors based in the inherent level of Satisfaction and dissatisfaction and the inherent is the most important and fundamental difference between each factor. Motivation is a factor that effect and promote long- running attitudes and satisfaction if motivation has only those things to promote action over time. Therefore, motivators as a positive attitude so, they satisfy and the employees' need for self-actualization (Herzberg, 1954).

According to Maslow (1954) the ultimate goal of the person, a great satisfaction will be created by presence of the motivators potential; however, in terms of Herzberg dissatisfaction does not occur similarly and organization



factors move so, can lead to a cause of great dissatisfaction, likewise, their absence does not arouse a high level of satisfaction.

Why Herzberg theory based to non-bipolar relationship? Satisfaction has two distinct in dependent dimensions and there is no difference in ends of the range; but instead they include two distinct and indirect continua (House and Wigdor, 1967).

Herzberg (1968), the satisfaction is not dissatisfaction but the lack of satisfaction can leads to be dissatisfaction, in the same way the opposite of dissatisfaction in not satisfaction, but rather no dissatisfaction''. For example, consider the civil servant organization with work conditional.

## **2.8 Relationships between Motivation and Satisfaction on Public Service**

Researches show that public service motivation is relevant to employees' attitudes and behaviors like satisfaction, organization commitment, (Rainey, 1982; Naff and Crum, 1999; Taylor, 2007), and organization performance, organization overtones and behaviors such as altruism, trust in government serving civil and public participation and political participation, (Brewer and Selden, 1998, 2000; Brewer et al, 2000). Public service motivation is effect on all variables and level of public service in variables is higher in civil servant employees than in private sector and public employees are more satisfied with their job more committed to their organizations and more productive with PMS score. Even though, several studies have tested the relationship between public service motivations and analyzed a small number of public service relationship and work outcomes at dimensional level (Taylor, 2007). According to scientists, public service motivation is a multidimensional structure. Once public service motivation dimensions are analyzed simultaneously, many dimensions are affecting dominant role than others in influencing work outcomes. To examine these query questions as Taylor analyzed the relationship between public service motivation dimensions and individual employee performance. In other hand one of the most important attitudes of public servants is satisfaction.

In addition, public sector employees were more satisfied with their jobs than private sector employees because employees are inherently motivated by their work (Schneider and Vaught, 1993).

## **2.9 Job Selection Factors**

Occupation is one of the thematic that you cannot choose it accidental. It requires many factors.

### **2.9.1 Physical state**

Every job requires specific physical characteristics. Some jobs require a large and strong body, while in some jobs it may prevent them from their performance on duties. Also, in some jobs, there is a need for health and well-being, while in Others do not cause a lack of hands and feet and others flaws are not important.

### **2.9.2 Talent**

Talent is one of the important factors in choosing a job and a way to success. Employee Talent means getting ready and able to do something; the innate ability of a person helps them to learn and speed up to continue. In this sense, talent will predict the mode and extent of learning in different fields in the future, and someone who has a particular talent in a specific field. So, it will get more benefits from his experience and being success.

### **2.9.3 Propensity**

"Propensity" means the desire and hope to have something. Also, the feeling of pleasure, or the tendency and curiosity towards something or a thing, is called "pleasure." Risk is an important motive for human effort and movement. So, it's necessary for very Job requires.

### **2.9.4 Individual-social facilities**

In addition to the above, other factors such as individuality, realism, environmental facilities and the needs of the community have a great influence to choose a job. (12)

In summary, we can say that individual factors (such as physical condition, talent, propensity and personality traits), social factors (such as family force, social and cultural values, facilities of each society and the opportunities available to individuals) and economic factors (such as poverty and unemployment) as well as inheritance and gender are effective to choose a job.

## **2.10 Satisfaction with the Work Environment**

Organized with a good morale, although a large office and the availability new facilities, it helps to strengthen the working environment of the staff. The position of socializing and building constructive relationships, as well as the involvement of employees in corporate affairs, has an important bearing on their performance.

So, the most basic motive for workers is to earn money and supply the needs of life. Except of a good salary, there are other influential factors on job satisfaction.

Suitable wages with incentive rewards provide a sense of job security for employees. They will work more spiritually and happily in hopes of job growth and, consequently, to receive more salary.

Try to ensure that employees work smartly instead of working hard. No financial reward can provide the satisfaction and self-esteem they are enthralled in this way. In order to provide such conditions, managers should be able to set aside their extremist ideology and control.

## **2.11 Methods of Assessing Job Satisfaction**

Job Satisfaction can be measure with a variety of methods and tools.

### **2.11.1 Scales of personal report grading**

The usual measurement tool for satisfaction is scales of personal report rating grade and the usual research project in this area, including solidarity plans, and compares satisfaction with the backgrounds or hypothesis implications. Lack concludes that Researchers rely heavily on grading scales and solidarity plans to take advantage of more powerful and diversified approaches.

Perhaps the most accurate and commonly used measurement tool is the (JDI), or "Job Descriptive Index" developed at (Cornell University). In this index, respondents were given a few short or native terms, these five aspects describe the position of worker that they are satisfied or not. So these five aspects are supervision, colleagues, wages and job advancement opportunities.

### **2.11.2 Sensitive events**

It is the use of sensitive events from the achievements of Herzberg and his colleagues. It is a research of job trends requested from employees to describe their job events, which were satisfied or unsatisfied. These events were analyzed in order to determine which aspects of the job position (such as occupation, supervision, Salary, promotions and the like) has been associated with passive reactions. And Compared to other assessment scales, this method relied on qualitative data rather than quantitative data. The most important method of sensitive events is that it based on non-religious method. Employees are simply asked to describe satisfied events. However, there are no predefined prejudices on topics.

In terms of the advantages, this method should mention several defects of this method.

First, collecting data and analyzing takes too much time consuming. Secondly, in the face of prejudices by the researcher or the manager, it is especially possible for the staff to distort the responses themselves; so employees may attribute the negative event to supervisor and a positive event to their abilities.

### **2.11.3 Obvious behaviors**

Another method often used by managers to measure job satisfaction is to observe the apparent (real behaviors) behavior of the staff (weak performance, absence, quit the job), which is used as a substitute for dissatisfaction. As Locke mentioned, there are three reasons for this application's method as a measurement tool for job trends. This is not enough; because there is no known behavior that defines Criteria (Locke).

- Adoption necessarily follows the experience of consent. In other words, satisfaction leads to specific behaviors.

- Abundance or the severity of the behavior deepened to the severity of the experienced tendency.
- Other factors except of satisfaction affect the person's behavior and their impact can be accurately calculated (Locke).

#### **2.11.4 Practical trends**

Practical tendencies are the tendency of people to approach some things. This method has been used for evaluation that the employees tend in his or her job and what they are feeling. These questions are determines the practical trends.

- When do you wake up in the morning, are you reluctant to go to work?
- Are you reluctant when you go from work to home the cause of the occupation?
- Do you often want to go to lunch sooner than the lunchtime?
- Do you feel you need more time to drink tea or coffee?
- Do you ever feel too does not work in the evenings or at the end of the week?
- Are you sometimes have reluctant to go on holiday?
- Whenever you are sick, do have tendency to feel that you return to work?
- Do you wake up to the night you feel the passion for going to work?

#### **2.11.5 Interview**

Another way to examine employee satisfaction is individual interviews. The interview may be scheduled (where the questions are predefined and standardized) or unplanned (where the questions are free and without the previous plan). The interview has a few points in assessing job satisfaction and job trends:

First, through the interviews a deep examination provided in areas of work that cannot be achieve through scales and other assessment methods.

Secondly, the interview is more useful in surveying the satisfaction and tendency of employees who have less educated or verbal obstacles and difficult to understand the terms used in the printed questionnaire.

Third, the interview provides a better opportunity for an examination of the actual concept of responses and it can be determined how a person feels about different aspects of the job.

The other hand, there are at least three problems that you faced in the interview method. First, there is a problem of objectivity; People may distort their answers.

Second, there are differences between interviewers that lead to violations of the wishes; because the way to ask the questions and the type of information the interviewer chooses to record information can be effective in interview

Third, there is a problem with time, and interviewing a large number of employees takes a lot of time, which is not feasible.

According to these three methods and three tools for measuring and measure of satisfaction and motivation, It has been found that each of these methods and tools have worthwhile, shortcomings.

Considering the problems and deficiencies of these methods although the questionnaire method are more used, it seems necessary to explain the tool and method of more detailed questionnaire.

### **2.11.6 Questionnaire and method of questionnaire**

Before designing a suitable questionnaire for measuring job satisfaction should make the philosophy of methodology of work must be specified. After determining the method and basis of the work, prepare a suitable questionnaire and then implement it (A.H.Bryfield).

According to Bryfield and Ruth (H.F.Rothe), job satisfaction questionnaire should have the following characteristics:

- Determine job satisfaction from a definitive point;
- The questions should be clearly;
- Being involved with the subject and the promoter of the questionnaire;
- The questionnaire should credible and authoritative;
- The questionnaire should easily read and interpreted;
- The implementation of the questionnaire should focus on changing the student's psychological states and use it in explaining the questionnaire.

Several questionnaires have been presented to assess job satisfaction. Three models of them are mentioned as a template. A researcher can work out a job satisfaction questionnaire according to the purpose and the basis of his work:

- Ask Hpopak Job Satisfaction Letter: In this questionnaire, four multi-choice questions have been raised. The study should identify the most appropriate answer with the symbol (×) after studying each part.
- Bryfield and Ruth (H.F.Rothe), job satisfaction questionnaire: Some jobs are more satisfactory than other businesses. With the help of this questionnaire, people's feelings about their jobs are determined. They are asked to identify their reaction and feel to each of the nineteen sentences by placing the sign (×).
- General Job satisfaction questionnaire: In this questionnaire, unlike the previous questionnaires, the subject must explain and explain his feelings and opinions in each of the related fields. This questionnaire has 15 questions. The subjects must give them a detailed explanation.

Another questionnaire used as a measure of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ) (MSQ), which is based on the degree of satisfaction of respondents in five items of each scale, the Likert type rating. These materials include proficiency, job creativity, job diversification, occupational safety and material conditions of life.

## **2.12 Motivation**

Quick change in all industries is the introducer of current business environment (Ayub & Rafif, 2011). The companies that are successful and competitive on a worldwide level, they have considered people as their most significant resource and have invested in it. Finck et al (1998), supported this opinion and suggested that human resources must be considered as a main factor for administrative survival, and that motivated employees can achieve business superiorities for your company. Aggravating situations, such as inflation, corruption, economic crisis and high joblessness rate and job anxiety strongly make a lot of stress among employees and cause the decrease workplace performance (Markovits, Boer, & Van Dick, 2014). Currently the Bosnian business environment suffers from those difficult situations. (Mujanovic, 2013), but the only factors that can

lead you to corporate achievements are respectable management and the aptitude to motivate employees. Motivation is an internal process that makes a person move toward a goal. Instead, motivation can only be inferred by noting a person's behavior. Researchers have proposed theories that try to explain human motivation. These theories include drive reduction theories and Maslow's hierarchy of needs theory.

### **2.13 Definition of Employee Motivation**

The term motivation is extracted from the Latin word “*Movere*” that means to move (Baron, Henley, McGibbon, & McCarthy, 2002). Through the years, many definitions and perspectives on the topic of motivation has been postulated. Some of these definitions are mentioned in following paragraphs, some of them are for the historical significance and some for its relevance to this research.

For the past several decades, organizational behavior researches focus on motivation and its causes. Baron (1991, p. 1) believes that motivation is one of the most basic concerns of modern organizational research. Employees will identify Moorhead and Griffin (1998) states that management attempts should be firstly directed towards increasing of employee motivation so the organizational goals and they will contribute to overall productivity.

Beck (1983) stated there are four basic philosophies that underlie the different views of work motivation. Schein (2006, p. 188) clarified these four different views as rational-economic man, social man, self-actualizing man and complex man. Authors indicate that approach of rational-economic man assume that economic considerations can motivate employees, hence they consider the rational economic in their decisions-making process. Social man assumption indicates that social needs strongly motivate employees. This point of view focuses on establishing an environment where employees can maintain a satisfying social relationship as workplace. Self-actualizing man assumption says that employees' accomplishments satisfy them because they have intrinsic motivation. The primary specification of this viewpoint is that award systems are highly performance-oriented. The complex man approach says that there are different factors that motivate employees and these motivators change over the



time. Backers of this perspective insist that work environment should be identified by high grade of decision-making autonomy.

Regarding to the above-mentioned perspectives, some scientists made new definitions of motivation. Schultz and Schultz (1998) defined that combination of workplace and personal factors explain the true meaning of motivation in which it shows the employee's behavior in work environment.

According to Beach (1980), the willingness to achieve goals or rewards is a definition of motivation. From the behaviorist point of view, employee behavior that goes unrewarded or punished tends to be extinguished, whereas behavior that is rewarded will repeat.

The set of internal and external forces that initiate work-related behavior and specify its form, direction, intensity and duration, is a definition of work motivation (Pinder, 1998, p. 11). This description only refers to work context, and is influenced by intrinsic and extrinsic effects, which determine work behavior.

## **2.14 Motivation Theories**

The motivation theories start while all human behaviors are motivated. Although human behavior is clearly observable, the motivation, which causes that behavior, is invisible. Hence, the problem that all the motivation theories face is that the certain reason of human behavior is not directly visible. Thus, motivation theories allow the human behavior to guide them to the motives of specified behavior so they will be able to explain human "black-box" (Şehiç & Rahimiç, 2009).

Motivational theories explain that human behavior is specified by unchanging and latent needs, those internal and external motivators can motivate them. Deci and Ryan (2000, p. 258) believe that employee's activities are energized and sustained by intrinsic motivation through the spontaneous satisfactions, while extrinsic motivation is governed by reinforcement contingencies. Third party, either from company agent or from other superior colleague with objective to motivate people (Tremblay et al., 2009), considers extrinsic factors.

There are so many descriptions about motivation. At all, the important differences between motivational theories are in their approaches to the

principles or sources of motivation (Petri, 1996). As described in literature; energy, heredity, learning, social interaction, cognitive processes, activation of motivation, hedonism or growth motivation is some of the sources of motivation. Sources of motivation have been used for grouping of motivation theories. Based on the approaches, literature shows (Baron et al., 2002) that motivation theories are often classified into need-based, cognitive and reinforcement theories.

Need-based theories are also known as content theories, these theories also explain the content of motivation and propose that internal states within the persons energize their behavior (Hadebe, 6 2001). Well-known examples of need-based theories are Maslow, McClelland and Herzberg's theory.

Cognitive focus on cognitive procedures like thoughts, beliefs and values, which employee use to make choices considering their behavior at work (Schultz & Schultz, 1998). Cognitive theories are also known as process theories. The examples of cognitive theories are Equity, expectancy and goal-setting theory.

Self-determination theory is another theory related to this research (Deci & Ryan, 1985). Motivation, character and optimal functioning are in focus of this theory. This theory indicates that people have three innate psychological needs that are known as universal necessities. Those are competence, understanding and autonomy.

#### **2.14.1 Needs-based theories**

Needs-based theories have a long custom of motivational research and its practical concept. Firstly, the focuses of needs-based theories are to identify what people need to have a content life, also on shortages that people try to avoid. Certain actions are required to satisfy the needs. In the main, needs-based theories are studying the role of job in the process of satisfying needs (Šehić & Rahimić, 2009).

##### **2.14.1.1 Maslow's needs hierarchy**

Hierarchy of needs that was introduced by Maslow in 1943, is one the most famed motivation theories (Maslow, 1943). This theory indicates that human

needs occur in a particular hierarchy, which can be grouped in five categories. This theory says that the higher rated needs cannot be satisfied up to when the lower order needs are satisfied. Those five categories are physiological needs, safety needs, social needs, egotistical needs and self-actualization.

Physiological needs contain the needs like hunger and thirst that are known as basic survival needs. Safety needs are referring to a person's determined for personal safety like steady job and are not directly referring to physical safety. Common needs mostly mention to social acceptance, friendship, darling and support. Narcissistic needs show the person's hope for admiration and high social position (Šehić & Rahimić, 2009). Self-actualization is located at the top of a person's needs and as Gouws (1995) suggests shows person try to develop his potential, which is intrinsically can't be attained completely. The only needs that are lower ordered needs are physiological and safety needs, while other needs in the hierarchy are higher ordered needs.

**Table 2.1:** Herzberg and Maslow's two-factor theory (Net MBA 2016)

Motivators (Leading to Satisfaction)	Hygiene (Leading to dissatisfaction)
Achievement	Company policy
Recognition	Supervision
Work itself	Relationship with boss
Responsibility	Work condition
Advancement	Salary Relationship with peers
Growth	Security

### 2.15 Motivation and Civil Servant Factors

Herzberg et al. (1959) made two different lists of factors as a result of his research about the tendencies of employees, One set of factors caused a good tendency or happy feelings in the worker, at all these factors were task-related. The other set of factors primarily present when feelings of unhappiness or bad attitude were witnessed, and these factors, Herzberg claimed, were not straightly related to the job, but to the situations that surrounded doing that job. He called the first group as motivators (job factors): recognition, achievement, possibility of growth, advancement, responsibility, works itself. Herzberg

named the second group as civil servant factors (extra-job factors): salary, interpersonal relations – supervisor, interpersonal relations – subordinates, interpersonal relations – peers, and supervision – technical, company policy and administration, working conditions, factors in personal life, status and job security. Motivators show the intrinsic factors of the work itself like the opportunities for a worker to grow. Conversely, civil servants tend to contain extrinsic factors like the idea of worker about the company’s policy, which not related to the worker’s real job.

## **2.16 Motivation vs. Movement in KITA**

Herzberg’s theory of motivation briefly refers to the difference between motivation and movement. He compares the two in his discussion of KITA (Herzberg, 1968) – the polite acronym for a “kick in the —”. There are three different types of KITA: negative physical KITA, negative psychological KITA and positive KITA. In today’s litigious society, it is possible that most of managers will deal less and less with workers using negative physical KITA, or physical contact to extract action out of a lazy employee. Negative psychological KITA is not also useful in crating motivation in workers; the elementary benefit, though malicious, is the nutrition of one’s ego, also known as a power journey. On the other side, Positive KITA can be summarized in one word – reward. The relationship is “if..., then... ”. It means that (if you complete this task in one day, then you will receive this award). Although most of managers use motives to motivate employees, Herzberg believes that positive KITA is not motivational. However, positive KITA moves or motivate movement. Nevertheless, the question is that: When the worker receives the reward after completing the task. Is he/she any more motivated to work harder now? Does the conditional reward have a lasting effect? No, by this rewards you just can motivate worker temporarily to act. When the reward received, there are no extended effects. Herzberg (1968) indicate that only the impression of motivator factors can last for a long time on a worker’s tendency, satisfaction and, hence, work. In addition, workers do their best performance (Steininger, 1994), when this motivation is internal and work related.

## **2.17 Leadership and Motivation**

The life-cycle theory was developed to present the important connection between task and relationship-oriented dimensions of management. This theory shows the way that how managers should adjust based on the level of maturity in every worker. It also described the dynamics of high and low task attitude and relationship-oriented managers when mixed with various situation as well as different types of employees. In drawing attention to the two-faceted focus of managers – that is task and relationships – the life-cycle theory was very effective in explaining what was referred to as the “better/dependent” relationship. Blanchard and Hersey renamed the theory of leadership “Situational Leadership”, after their studies on life-cycle theory. The new title mostly emphasis on “task behavior” and “relationship behavior” rather than attitude. Whereas some tendencies were clearly better than others were, no one leadership method is best. For example (Maslow, 1954), all managers should have the tendency that both people and production are very important. However, this specific tendency can be expressed through numerous different leadership methods depending on the manager. Since the main theory was posed, they have specified descriptors to quadrants of high and low task and relationship manner. The four quadrants are telling, selling, participating, and delegating, and each inherently shows the related balance a manager utilizes in his or her balance of task and relationship manner. Blanchard and Hersey’s specification of leadership methods provides a stepping-stone for all managers dealing with a new and diverse.

## **2.18 Life-Cycle Theory**

This theory focuses on the factors that influence employees to be either motivated or only moved, satisfied or dissatisfied. However, the leadership role that played by each manager straightly influences in what way the employee will be motivated and find satisfaction. In addition, since their important 1969 article “The life-cycle theory of leadership” (Maslow, 1954), Kenneth Blanchard and Paul Hersey have revisited the role of the manager as leader, reevaluating that role in the 1990s.

## **2.19 Performance**

Performance is the administrative behavior of employees in organization. So, the administrative behaviors are actions that employee carry out their responsibilities. However, these actions are done with quality that means the employees can be performed in a good or bad quality. These performances of actions reflect to the organization's perspective credibility and reliability in the civilians' perspective. The goal of this performance in organization is that the action must be carried or performed in in high level of quality. Furthermore, unlikely to above there are some factors which they prevent the employees to have a good performance. These factors act to purpose employees' desire or may be pressure from external. In addition, quality can be reflected in quality of actions taken by each employee, or the quality of what has been done on all actions. The quality of achieved from overall performing, are the actions that can be reflexed in to organization' performance. Therefore, performance is not only achieved by employees or organization but also important how they can achieve and performance is not achievements of output it is also the process, procedure and methods of achieving (Mihaiu, Opreana, & Cristescu, 2010).

Honesty, integrity, reliability and employee's assurance and employee responsibilities can be determining with employee performance. So, employees' performance is a key to determine these factors. Furthermore, performance can show how employees have done their job, how successful they were and how much people can trust on them. Therefore by the performance can evaluate that the employees doing their job, in addition employees who appreciation are tend to be prosperous, honest, and independent.

Many different factors affect employees' performance either in good and bad performance. Individual characteristics and intuition or some external pressure can be (Teclmichael Tessema & Soeters. 2006).

Here some kinds of factors, which affect employees' performance, are explained:

## **2.20 Factors Affecting Employees' Performance**

According to above the factors, which affect employees' performance can be external or personnel.

### **2.20.1 Individual factors**

Employees' skills, qualifications, reliabilities, commitment, educations are individual factor so, individual factors related to employees' personal abilities and qualification, which are assessed by performance.

### **2.20.2 Management factors**

The management roles action and behaviors with employee and have impact on their performance related to Management factors. These factors can be like employees' encouragement by manager, promotion, incentives, guidance etc.

Management factors- lots of members put impressions on their colleagues, and some colleagues are significant on employees' performance and support provided by group members.

### **2.20.3 Team factors**

Support is providing by group members and colleague are significant on employees' performance and group members put impression on their colleagues.

### **2.20.4 System factors**

Other instrument provided by organization, also facilities, equipment, environment influencing on employees' performance.

### **2.20.5 Situational elements**

The pressures that have internal and external are forced to.

The organization or employees are remarkable factors on affecting employees' performance (Isaac Mwita, 2000).

As explained above, many elements can effect on employees' performance. So the employees' performance has a significant role for ensuring that organization can achieve the goals and employees try to keep commitment, and applicants are satisfied from organization.

## **2.21 Performance Management**

In order to increase organizations' performance through which employees' performance is assessed and improved called performance management.

So, increase employees' skills, achieve a good result from planned goals are the aim of employees' performance. In addition, comparison and assessment of what was planned and achievement are process by performance management (Armstrong, 2006). Planning, monitoring, developing and assessing are the four fundamental of performance management and satisfying. The opportunity for managers and employees provides by performance management. At first, level organize the set goals and confirms work expectations and performance. Measuring the employees' feedback and achieving goals are the second level; in third level developing that means attention in poor performance and developing good performance. Assessing evaluating the result, which is planned, is the four levels.

Finally, the last step is the identifying and rewarding good performance. Moreover, process of inputs and outputs, process of outcomes described by employees' performance through analysis theory.

Inputs- are combination skills; efforts, knowledge, and employees' contribution do their job well with a good performance. Otherwise, this process is away and methods to carry out their jobs and employees creative to doing their responsibilities.

Outputs-are the achieved results, which measured by employees' performance.

Outcome- is almost like output of employees' performance, which affects to other performance and created organization performance.

## **2.22 Purpose of Performance Management**

To provide high level of performance environment in an organization can be the aims of performance management and employees are the main players. In other hand, evaluate employees' performance that are create plan in organization to achieving its goals. Tend to assess of employees and be sure they are working in achieving organization aims. So it's a way of employees' assessment to be sure



that required skills are used in carrying out the tasks and employees have their commitment and try to do their best. Extend the employees' competencies is the main goal of performance management. For identifying expectations, responsibilities and agreement on roles and Insensitive, predictable of accountabilities, skills and behavior, the method of confirming that employee get needed support and direction and these required for their silks and capacity building development and improvement as a process, which is considered by performance. In addition, create encourage, swift process, administrative feedback, give opportunity, create a fair and force the employees to improve their skills. To better performance are the aims of performance management in private organization and civil servant organization.

Therefore, the method of measurement to evaluate and how the duties have been done with impartially plan in doing service, implementing or carrying out the process, is also describe and defined by performance.

There are many important reasons behind the performance management to describe whether customers' needs are done like, helping understand the method. Therefore, the performance assessment and identifying the process and cons of employees' performance, which are needed to be done at first, should determine (Parker 2006). Decisions are based on clear fact, not on biased, instinct, emotions or believe. So, in the blow referred to the expectations which are expected from performance management.

Empower and motivate employees and it employees try to do their best to do their responsibilities. Therefore, performance management conducted to these variables.

The manager should ensure that their employees are doing the right things and they are going on the right path.

Individuals' goals should match with organization goals.

The result of output should increase in to organization by the employees work well.

It shows a prospective idea of organization and provides to how much customers are satisfied from organizations' processes and employees (Armstrong, 2006).

Finally, assessment methods of performance management are described briefly.

Behind of the performance assessment method can be different reasons. So here, the method of performance assessment comes to forth. Moreover, this method determines by reasons and the necessity to assess measuring performance will be explained in following.

### **2.23 Measuring Performance**

The process of is measuring performance and how to measure it have a key role in performance management. Success, failures, of employees' job identifies by measuring performance, it also identifies for further success where the duties are done well to more encouragement, and where the duties are not carried in properly and effectively, in this situation the failures could be corrected (Armstrong, 2006).

Measuremet of performance can be divided in two categories such as quantified and qualified. Furthermore, the first one is easier to measure than second, the first one is easy because the output and outputs are easy to measure quantifiably and every job has an output, in other hand the outcomes are not possible to measure quantifiably. Hence, to decrease the worries and problem in measuring of conducting a distinction between result of output and outcome should be made.

In addition, it described that every job has unique elements and components and they are not easy to measure in quantifiable, so jobs have outcomes regardless of being quantified or qualified. Furthermore, measurement of performance has expected to be comparative process and result have been achieved, or the results should be expected to be achieved. So, the result of measurement is presented quantitatively.

Nowadays, organizations performance is a success key in good governance. With swift, Dependable and Commercial institutions, the developed countries can enjoy, while in many undeveloped or developing countries the corruptibility of organizations be the significant problem this waves of problem to undermining governments' credibility. Great amount of fund on assessment and evaluate their organizations performance offer by government than ever.

Measuring of performance in public sectors is more difficult than private and researches from management performance assessment reveal that identifying. Therefore, the problem is because of the complexities of the governments' organization systems and roles.

Furthermore, in public sector the results of performance should be defined with their relationship to each other, if have a proper performance evaluation. Therefore, the assessment performance in public sector is like subjected to problems, which arise from its performance concept definition, conducting methods of performance evaluation, and drawbacks during conducting performance assessments. In civil servant the measuring of performance is achievable through following described area:

The economy resource which determined by comparing the purchase price of the inputs with the designated value.

Measuring the costs, this involves in monetary appearance the resource ingesting in terms to provide a particular product or service.

Measuring of the efficiency, which takes into obtained result in relation to the resource used?

Measuring the effectiveness, the effectiveness is quantified by ratio of the actual result to its expected level. Therefore, in this process the measuring of effectiveness faces difficulties concerning the assessment and the quantification of the results, which often have non-physical form, and con not be directly measurable. The result of the civil servant project can have economic and social nature.

Measuring the quality of services, this method consists in the fact that the quality is a vague concept and far in addition, complex and that is not sufficiently reflected by indicators measuring the financial performance.

Measuring the overall performance” (Mihaiu, Opreana, & Cristescu, 2010).

Finally, here above the scope and area that performance is achievable with measurement and concepts of performance management have been described.

## **2.24 Public Sector and Employee Performance**

Shifting into an economy with comprehensive knowledge in the 21<sup>st</sup> century is all what dramatic economic, political and managerial changes has been caused (Powell and Snell man, 2004).

In the current century, innovative and creative ideas used for determining excellence not only financial and natural resource, which was controlled, by governments and organizations. Thus, preparing the employee as skilled as they feel relax for being innovative and creative is a very essential duty in an organization. Training effectiveness and motivation, job satisfaction and commitment have a very significant relationship as it was surveyed from 134 employees by Alexandros et al (2008) with a research by the topic of training effectiveness and organizational performance as well as other researchers like Tsai et al (2007), Pool (2007) and Sirota et al (2005) found the same result. Making the staff well qualified, strong and competent is the main result of training in both a private or governmental organization (Healy 2001). It is obvious that failure or success in an organization determined by human capital weakness or strength since it reflects the overall organizational performance.

Effectiveness of the training programs for employees is the main factor that can enhance service quality of public sector (Mentz, 1997). Fast pace of changes, advanced technology and organizational facilities have helped employees a lot to do their jobs well, since there were always new managerial practices and instruments introduced for keeping this rate of good changes by globalization. These rapid changes are not only limited by trainings but also dependent to the effectiveness and quality of the trainings which are provided to the employees.

Both developing and developed countries have incurred many losses for not having effective and well-qualified trainings. Obviously, every promotion program is not effective and will not give the same outcomes that are desired especially in the developing countries. For instance, in a research the conclusion shows that, due to wrong designing of training programs in developing the trainings were failed and have not obtained the optimum outcomes (Reilly, 1987 and Hulum, 1990).

Healy (2001) explained various types of training programs. These programs have not been effective since were too much theoretically used and the main goals, objectives and requirements of the organizations were not addressed for employees as well as what employees' weaknesses and requirements were, was not recognized before the training is designed.

Designing the trainings that are unprofessional and being conducted inefficiently has wasted huge amount of resources in Zimbabwe. These trainings even did not consider the trainee knowledge, skills and experiences (Zinyemba, 1994).

Designing a well-focused managerial research based on the above effective mentioned factors in order to reach an optimum result with the investment on promotion programs is the main purpose of stating the examples above.

Three elements for promotion and training programs in Zimbabwe have been introduced by Binsted and Stuart (1979) that are need to be considered carefully while designing a training program: a) content of training program, b) promotion programs, c) organization's environment.

All main goals and requirements of the organization should be placed in the content of promotions and training programs, skills, strength, weakness, and knowledge of the employees should be considered and overall organizational environment should be the priority to conduct them.

There are four elements that can evaluate if the promotion and training had the optimum result or not, or even if it was failed or succeeded. These steps were used in the public sector of Zimbabwe in order to assess the result of the programs: a) to find out participants' feeling that the programs like training has helped to strength their weakness points by having that training or not. This can be reached by the instant response of training participants, b) the contents that were trained, if they have enhanced or added something new the knowledge or skills or training participants or not.

c) If there was any changes regarding to the skills of participants in identifying and solving the problems, d) assessing the overall result of promotion for organization (McCourt and Sola ,1999).

Since human resource is the core capital factor in an organization, so identifying the performance weakness and strength really important to be concentrated very deeply in order to boost the output overall.

“It should be thoroughly researched if promotion is the solution for weaknesses of inefficiency by studying to understand the problem accurately,” said by Wexley (1984). He also noticed the correlation between organizational performance and effective performance that needs to be concerned. Accordingly, it states how essential it is to identify the weak functioning unit and what is the reason of that, it might be because of weak performing workforce.

Assessing the abilities and contribution capabilities in improperly method through organization recruitment and selection process might be the reason of poor performing workforce while there might be many other reasons as well for instance: being outdated of their knowledge and skills as much as it cannot fulfill the requirements for the new job no longer in the organization.

Weick (1970) proved that the organizations are the first and last components to blame for proactive or passive performance in their jobs. He said that if promotion programs are not considered cost and rather than considered, an investment by the organization and this investment done in the area by hiring experts in the field. it will pay back a great deal and will undoubtedly reflect the way employees do their jobs and at the end employees will value the quality of work rather than quantity, they will avoid repetitions and redundant processes and also they will save time. Therefore, they will save a great fortune to the organization in terms of money and time required to fulfill a task.

In addition, Campbell et al's (1970) proved in his study that individuals' behavior if the weakness is identified and a correct promotion program with training program are provided can increased. Achieve organizational effectiveness by aligning organizational objectives with the objectives of the training programs. This will accomplish us concentration and correct direction to the training program and it will ensure us the specific target of the organization rather than being so general and concentrated. The alliance of training goals with the organizational objective is a strategic option to make sure that the human resources get to learn the skills and abilities that the

organization needs to improve their efficiency and effectiveness in their operations and it will support the development and sustainability in the organization.

Steer (1977) conducted a study in this specific matter and he managed to recognize the specific steps, which an organization requires to set up prior to designing some promotion model, which effect to performance. There are three major steps, which are as follows: a) the optimum behavior and skill in an organization, b) organizations system perspective c) training goal optimization d) performance in organization. If these are well articulated and the promotion program plan is aligned with broader goals of an organization, the organization will fully benefit from their promotion programs and it will maximize the gains from the promotion programs. Moreover, it will provide the opportunity for the employees to enhance their skills and knowledge as well.

Therefore, consideration in performance, it includes employee motivation in order to make them active players in the programs and to make the most of their learning, to open communication channels to facilitate the learning experience and to share the acquired knowledge and skill with other coworkers within the organization. It also contains the presence of employees in the process of decision making especially concern in the content of promotion programs. Fundamentally, the overall the environment and atmosphere of the organization have to considered to maximize the benefits of the promotion provided a list of requirement by Likert (1967).

Russel et al (1985) in his study examined the correlation between the significance of human resource in certain organization units, and their relation to productivity. The compared and contrast between the subunits who had effectively promotion plans and the consequence of this programs on their positive or negative performance. Russel et al's (1985) research has a great importance because it fills out a huge gap in the currently existing management literature via concentrating on individual employees' performance and its association with the overall organization performance. They used Hinrichs (1976) approach one important point is addressed in this method which is poor-performing organizations are the ones who do not as a substantial element of their strategy. They have been researched a sample of 62 retail stores which

belonged to one organization in the USA to which, they had administered a comprehensive study in which, they measured three components. The degree that organizations believe is a strategy to enhance performance, b) the overall satisfaction of employees from the organization, and c) the general organizational performance in terms of enhancement of sales value per each employee. This research study realized strong positive relationship between the effectiveness of promotion programs and the general productivity. They discovered that each subunit within the organization has achieved different performance scores, which were correlated with the availability or absence of programs. The subunits that had received promotion programs illustrated high performance, in addition, the quality or effectiveness of the program had a positive correlation with sales level and revenue levels. Olivero (1997) researched how promotion, training programs and coaching of public sector managers have improved employee performance and overall organizational performance. What they added to the available management literature was that they assessed the influence of one-on-one executive coaching and they identified to what extent those practices were useful in developing those skills also their usefulness in addressing the weaknesses in public sector managers. This study researched a sample of thirty-one managers who had gone through a training program which include promotion programs besides eight weeks one-on-one coaching and one-week promotion program. The training and the coaching programs organized to have some measures to assure their effectiveness. They stressed on: a) promotion goal, b) Training goal setting, c) collaborative problem solving in the training, d) practical aspects, e) Trainee feedback, f) supervisory involvement in the training, g) evaluation of results, and h) public presentations. These seven components, which were considered in this promotion program, intended to achieve the highest possible levels of efficiency; in addition, it targeted some sides of the psychological and intellectual qualities of managers. The mentioned program had two stages: a) in the initial stage, three days of classroom activities, workshops, exercises, and debates are included. The content of mentioned activities was selected by considering the objectives of the organization expected from these required skills they wanted the managers to learn. Consequently, they were promoted most important managerial skills, they were trained to utilize them in their



current positions, they were to identify the strengths they had, the weaknesses they suffered from and also they were trained how to improve their knowledge and convert their weaknesses into potential strengths. The result of the exercise was that it encouraged them to strategically guide their attention towards enhancing their own selves and recognize the weaknesses they had. The HRM filled in a questionnaire at the end of the end of promotion program, which was intended to measure to what extent the program was able to identify their weakness and how effective it was in helping them to address these shortfalls. In the second stage of this promotion program, individual managers would undergo a coaching program.

In a survey that was carried out by Sarri et al (1988) with regards to organizations of public sector in the United States, in order to measure the effectiveness of satisfaction and motivation in terms of improving employee performance. At first, they assessed and examined several of different promotion programs about both employees, which were underperforming as well as employees performing more than expectation. In order to carry it out, all the process and programs related to public sector, beginning from selecting all the way through the final phase of evaluating the results was look into carefully in detail. Variety of different methods were provided including; seminars, short courses, coaching, and MBA.

In order to assess effectiveness, some factors were considering to of the utmost important, for instance, effective solutions to the employee requirements and programs selection as well as their effect and influence to the overall organizational performance. It has been found out by the researchers that one-third of all the 611 organizations prior to designing and developing training programs, had be conducted some sort of need assessment beforehand, and since it was required, they had established the main standards, norms, and criteria with regards to employee selection for the training programs. The results revealed that trainees had in fact voluntarily participated these training programs, as they believed these programs would improve their skills, roles in the organization as well as their competencies.

Afterwards following the promotion programs, the conducted final assessment both identified shortfall of the promotion to be refined or in other words rectified regarding the future programs.

According to this research the main lessons regarding the literature of this area is that satisfaction and motivation effectiveness without a doubt mirrors/reveals the organization's successful human resources, the strength and growth of human resource performance is highly reliant with the some promotion programs being more planned, targeted and solid.

Owens (2006) in another study attempted to establish a coherent correlation among organizational outputs and satisfaction. He went on to explain that irrelevant of the organization's business nature or size, promotion program is a crucial function and part. Further, he indicated that assessing of the promotion programs is requires complex procedures and not quite an easy task to accomplish. Owens studied the correlation among the training effect over variables such as, employee turnover, commitment towards the organization, satisfaction and job justice, with which these variables are responsible for the organization's overall performance. The research, which carried out by Owens, was done more thoroughly in detail compared to the other studies carried out in the same field. The hypothesis in his paper expected a significant positive correlation among satisfaction and motivation so, all previously mentioned variables statistically as well as positive correlation among these variables and the organization's overall performance.

He surveyed local government organizations employees of the United States with sample size being 218. According to the statistical analysis that he carried out, it has been revealed that there is a significant positive correlation among training and the organization's overall performance and success. Contrasting with other previously conducted studies Owen's research revealed how organizational commitment, employee job satisfaction, organizational justice and employee turnover rates can be influenced by training as well as how these variables positively correlate with the organizational overall performance. In addition, how training has a positive impact over organizational justice sense, and the training on how to respects others rights in within the organization. The results of this research are quite valuable to the available literature in the field. Meyer and Allen (1990), as well as Fisher (1986) claimed that effective interaction among colleagues at work is considering of the utmost important method in order to boost productivity, commitment towards the organization, and thus significantly increases the organization's overall performance. The study carried out in various departments of an organization with the sample size

being 116 newly employed personnel. The socialization abilities of employees put to the test prior to the orientation program, it has to be indicated that these programs are quite different when compared with other programs.

As the programs introduce employees to one another and gather them all so that they understand much better the atmosphere within the organization, and help establish connections which can make communication more quick and easy and moreover help provide an environment for newly employed personnel to feel that they are part of the group doing tasks to move forward.

Different researchers, for instance Chatman (1991) and Saks (1996) have confirmed the effectiveness of orientations. One hypothesis that examined concerning this study revealed that employees who participated an orientation session or program will more easily connect and get along with their colleagues at work compared to those who did not participate. Another hypothesis, which has been prove and accepted that employees who participated in the orientation will have a stronger sense of belonging to the organization, thus, are more productive.

The results indicate that, there is a positive correlation among the participating orientation and abilities of employees concerning socialization. As well as organizational commitment, further, it has been revealed that the employees who participated an orientation have a better understanding towards the organization's mission and vision, thus they try to direct their efforts in the same direction as required by the organization.

The anxiety of potency has been of high importance globally. Worker proficiency management publically sector takes somewhat totally different means that. Public Sector Motivation or PSM has been a significant policy. Brewer et al. (2000) expressed that public service motivation is significant not simply to encourage public sector employment however conjointly to provide, enhance management practices, responsibility in organizations, transparency and mutual trust in an exceedingly government. This reality makes this idea one amongst the key analysis and investigation topics publically administration (Houston, 2000).

Definite those Characteristics of public service motivation can be the affiliate on natural rewards rather than external rewards. Intrinsic rewards are referred to the self-satisfaction that derived as an outcome of doing the right thing. Public sector employees worth serving the society, working for the public interest, serving others and doing things that is valuable for the society. Perry and Wise (1990) presented three features for public sector motivation PSM, a) Rational motives: which means personnel utility maximization b) Norm Based Motives: these motives are activities that are based on respect to regulations c) affective motives are referred to motives that affect performance. A wide range of rational motives, norm-based motive, and affective motives appears to relate to service quality. Rational motives means to contribution in the process of policymaking, obligation and faithfulness to public programs due to individual identification, and defense for private interest Norm-based motives referred to a wish of serving the public interest, constancy to the government, and loyalty to society. An affective motive referred to devotion to a specific project due to importance. It is to the society, and obligation due to patriotism. Perry (1996) introduced a scale to evaluate PSM, it has four main components: a) Attraction to the process of making policy: which is about the desire to contribute in policymaking process. b) Commitment to public interests, which is related to the unique sense of civil duty of an employee. c) Compassion: it refers to an individual employees' strong passion for patriotism d) self-sacrifice: it means an individual employees' passion to act for a cause that protects, advocates, and works for the improvement of the public regardless of personal interests.

Afghanistan's government has also demonstrated an ongoing interest in improving employee performance; the government has mainly established different organizations for bringing reform in human resources performance and organizations for enhancing human capital capacity. Some of the programs shaped for this goal can be named as follows: PAR; Public Administrative Reform, IDLG, independent directorate of local governance, IARCSCI; independent Administration Reform and Civil Services Commission, PRR; Priority Reform and Restructuring, JSR; Justice Sector Reform, CBR; Capacity Building for Results are a number or NGOs have also been active in improving

employee performance in the government organizations. however, not with standing the huge steps taken in this regard in the case of Afghanistan, performance management has failed to distribute on its promises, the reasons are also case specific to Afghanistan since 30 years of almost none stop war has influenced everything negatively, but corruption can be singled out as the main one.

### **3. METHODOLOGY**

This chapter will discuss the research method, which is used to subscribe and consider the research. So, the proceeding chapter was shown research philosophy, research approach, research methodology, instrument utilized to pursue the goal of the research , research question, research problems research objective which explain in chapter one data collection, research design, population and sampling, sources of data.

#### **3.1 Research Philosophy**

Research philosophy is based on the confidence, which the data regarding the research subject will be evaluated, and collected the date to find a suitable way to solve the problems. The meaning of the word epistemology, which means "well-known", is in real fact, while the doxology tis mean what is believed as correct encompasses in many different philosophies of research, the main purpose of research is to turn things into "known things" Or converted data into episteme.

In the Western contemporary research tradition, the main philosophies are two, the positivist, are both scientific and interpretive or anti-positivist (Galliers, 1991).

##### **3.1.1 Positivism**

Positivism refers to any kind of philosophical attitude that is the only valid form of thought belonging to cognitive science.

Positivists believed the reality is always stable and can be viewed and defined from an objective perspective without interfering with the phenomena being studied (Levin, 1988).

This usually involves influencing the actual reality with the difference in only one independent variable for identifying the rules and establishing a relationship between the base components in the social world. So, this philosophy used

extensively in the history of science, It is even believed that non-positivist knowledge claims that it is not known as science and logic (Galliers, 1991).

Alavi & Carlson (1992) examined 902 researches and know that more empirical research Positivist in their approach, in addition they also indirectly supported this philosophy and this philosophy has a very good connection with physical and natural sciences, despite the fact that there is a continuing debate about the suitability of the positivist paradigm for the social sciences.

### **3.2 Interpretivism**

This philosophy generally contends the fact that only via the subjective interpretation and interference in the reality, the reality can be accurately revealed and understood. Therefore, the most prominent basis of personality is the desire to think and ability to think critically. Critical thinking helps people solve problems, decide on life situations, and establish a stable and stable personality. The most dynamic the society feels, the more critical it needs to be. Society always needs thinkers who have a good judgment about the issues of their community and who knows when and how they use their thinking skills in a society. That is critical in political society to help people who are aware and get informed and real freedom of experience.

Therefore, critical thinking as a person's skill in interpreting, analyzing, evaluating, and identifying social phenomena is a strong source of civil and political life. Given the critical role of critical thinking in life, the main goal of satisfaction and motivation can be to performance critical philosophers (Hirschheim, 1985, p.33).

### **3.3 The Justification for Approach Selection**

The Classical times of Greece in the era of Aristotle and also Plato (positivists) and sophists (anti-positivists). These two traditions research and had started. These two periods was the dark time of science in the Europe, during the renaissance between 16<sup>th</sup> and 17<sup>th</sup> centuries, on this time the famous positivists were Bocon, Durkheim, Mill, Russel, Descartes and Popper and the other hand,

Marx, Freud, Kant, Hegel and Polanyi, Hirschheim, were on other side of interpretivist, (1985).

Interpretive researches were the norm until late 1970, in organizational science believes Vreede, (1995). Although positivism has become the tradition, these facts were proved by researches conducted by Dickson et al, (1990) scientific researches in the United States journals and newspapers had been following this paradigm. The available observed researchers about 122 GSS studies that (3.27%) of these could be classified as Bocon, Durkheim, Mill, Russel, (1994).

According Benbasat (1974), the result of accurate observation, no research methodology intrinsically better compared to other, therefor many authors thank that the methods can be combined to enhance the research quality. Even “House Style” methodology recommended to use in some institution as certain methodology because the real and fact word in phenomena’s are complex and rich, for the certain problem and research objective should be utilized Benbasata (1984).

According to our research question, which was described in chapter one, so we consider that the positivist philosophy is suitable and the best suits philosophy for the current research to solve aforementioned research problems.

Because positivism is valuable to realities that are only valuable on the basis of "real" knowledge that is perceived through observation, its measurement is reliable and positivism restricts the role of researchers in collecting, analyzing data in this research is limited to collecting little information about the provision of educational services, its effectiveness and the performance of staff in the Afghan public sector, which is a collaborative study of state-owned government employees in Afghanistan. Data is collected through research tools taken from previous studies. The data were analyzed by using SPSS software (social science statistics collection) and confirmed the views and observations related to the subject of the study.

### **3.4 Research Approach**

According to Saunders (2007), that clarified the deductive or inductive approach, which can be following in the research method. Therefore, in



deductive pattern hypothesis is primarily created to test. The research or study is prepared in such a method that can test the hypothesis, but in the inductive method researcher developing a research theory after the data analyses. So, in quantitative and qualitative researches are using in both research approaches, especially in quantitative researches are using the deductive research approach and in qualitative research method are typically Gay et al (2003:4).

Cormack (1991,) states that quantitative methodology can be considered as a theory in terms of existing knowledge using the proposed correlation and the results of the proposed study.

This research has been used to test the hypotheses of the first chapter. The test based on quantitative data collected through a real-life polling survey questionnaire in Afghanistan civil servant. The hypothesis of the analysis of collected data will be accepted or will be rejected.

### **3.5 Research Methodology**

The current research is based on a cross-sectional survey, the defined sample is conducted to a sample calculated the survey. This quantitative survey method was selected according to the objective and purpose of the study.

Generally, requirements for this framework can divided into five categories.

- The res discussed in chapter one, the objective to understand if incentive programs effective on performance of the employees or not so, the researcher should have specific objective to pursue to guide the study. Therefore, we want to know if there is a correlation between satisfaction and motivation on employee performance.
- Population and sample derived from population should be clear for the study to know what inferences can be drawn from the study should define by researcher. Therefore, for details about population and sample size can see the current chapter, section 3.6.
- The researcher should to take the survey question and other method issues in to consideration, which is necessary for judging the internal validity of the

study. Can see current chapter, survey instrument and data collection for more details, section 3.7.

- The date, which collected, should be accurate. So, see section 3.7. Survey is instrument data collection for more description of the practical procedure of data collection.
- The researcher has to report how it was made sure that all the requirements are seen.

The survey has been selected as a well-known method for this research, there are some pros and cons in every survey method and associated, so the researcher can achieve the data with survey and a survey can facilitate a researcher to achieve data on actions, Situations and views at a specific point in time through the measurement tool, which is a questionnaire in this case, or interviews able to be counted as the positive sides of survey method. Therefore, the quantitative data which is collected from a survey method and can be analyzed via analytical techniques and Conclusion can be removed from existing correlations data, and also researcher can look more than one variable at one time by survey and it is not possible in field experiments or laboratories. The positive side of the method of investigation can be the fact that the realization of insight about the causes or process of the phenomenon of measurement can be very difficult. The sources of bias associated with this method because of the often self-selective nature of the respondents, as well as the time at which the survey is done, so, the design of the survey by the researcher can be a confidential source.

### **3.6 Target Population**

Target population is the total number of individuals, members, objects or phenomena that the researcher wants to investigate, and generalize the research findings to them, Sekaran (2006).

The population of this study is government employees (civil servant) in Herat province. However, there are 310,130 employees in public sector includes the central government and thirty-four provinces, therefore, they work in municipalities, districts and state institutions. Currently, almost around 16000, government employees are working in different sections and departments of

government intuitions in Herat province (Central Statistics Center of Afghanistan CSO 2016-2017). In addition, population frame with contact details exists and due limitation of this research and security limitations in Herat especially in some districts surveying all Human Resource decision is impossible correctly, in this survey was conducted using a reasonable sample that can most accurately represent the population.

### 3.7 Sampling Size and Sampling Procedure

According the population size of 16000 employees in Herat civil servant CSO (2016-2017) the sample size was calculated with 95% confidence level and with 0.05 risk of sampling error.

$$n = \frac{N}{1 + N(E)^2} = \frac{16000}{1 + 16000(.05)^2} = 160$$

n= Sample Size

N= Total population size

E= Acceptable level of Error (5%)

Source: Yamane (1967)

According to current research, the sample size was determined 160 civil servant employees in Herat province. Out of the 160 questionnaires, 111 questionnaires were send online using Google survey to government employee all over Herat Province social media and email in adition 49 hard copies of the questionnaire were sent to different government organization in Herat province.in total 150 questionnaires retuned back.

The surveyed subjects were selected using appropriate sampling, since the main objective of this research is to determine the relationship between dependent variable in employee performance and independent variable in satisfaction and motivation, despite the fact each larger sample has less probability of error in that the sample is different from the population.

However, other factors affect in the size of a sample, such as participant availability, budget, time, population size of the study, and variables, also affects sample size.

### **3.8 Survey Instrument and Data Collection**

In this research, the questionnaire was used to collect the data, which was needed to answer the research questions. Questionnaire questions have two parts. At the first part, there are a number of demographic questions, including age, work experience, gender, and degree of education of sample members.

In the second part, which contains (25) questions, the employee satisfaction, motivation and performance of each sample member is measured from Herzberg, Stephen Choo, Christine Bowley, (2007) research.

In addition, this questionnaire was designed in English and translated into Persian because Persian is one of the official languages in Afghanistan especially in civil servant organizations, since not all of the civil servant employees understand English; the questionnaire also was accompanied with a cover letter that assured the participants of their anonymity and confidentiality of their responses. In addition, the question, which related to employee performance, was adopted from Lejla Hadzimehmedagic et al (2004) which were self-rated performance question.

### **3.9 Ethical Issues**

Firstly, this questionnaire will not be used for other objectives, as we see at the beginning of the questionnaire; it is very clear that the purpose of questionnaire is academic. This questionnaire, the questions based on specific information. In addition, this information is necessary for conducting research. Furthermore, before distribution the questionnaire to respondents, which include managers, employees, and the other candidates they informed that the research purpose was academic, and their identities will be kept secret and will not be shared with other person and groups.

### **3.10 Research limitations**

The first and main limitation that the researcher faced is data collection of the survey. So this survey was designed to obtain information about satisfaction, motivation and employee performance, also there was another possibilities some of the respondents exaggerate their actual performance at work despite and they

had been assured of their anonymity and the importance of their accurate answers. Furthermore, the other limitations, as limitation in the budget, time and this research is carried out only over a sample of employee performance from Herat province civil servant sector. In addition that a fact Herat civil servant sector is a specific case to itself due to decades of war in some districts.

The daily fatigue of the respondents and the mental state resulting from it when responding to questions can affect the outcome. In addition, the failure of some employees to research and not to care about their results will affect the research, which is beyond the discretion of the researcher.

### **3.11 Research Design**

Research Questions and size of the target population. A research or a study for a purpose is to produce an accurate representation of persons, events or situations. It has an advantage of producing good amount of responses from a wide range of people, and it can also be used with greater confidence with regards to particular questions of special interest or values to a researcher (Saunders et al, 2007).

However, the method has some weaknesses such as time consuming to ensure that sample is representative, designing and piloting data collection instrument and trying to ensure a good response rate. Also, there is a limit to the number of questions that any questionnaire can contain for respondents. In spite of these weaknesses, the survey design was considered the most appropriate for the study.

## **4. FINDINGS AND ANALYSES**

### **4.1 Introduction**

Research methodology has described in the previous chapter and describe how to select the population and in which amount. The method used to carry out this research is described in the previous chapter. This chapter deals with empirical study and findings. Therefore, data and collected information are raw resources that should be analyzed and explained with the appropriate tools, and to can transfer this information to the others. In this research, Statistical tests find the relationship between different variables and ultimately we will find the answer to each question. This chapter firstly analyzes the demographic data then the contribution of satisfaction, motivation and employee performance. . For conducting this research, 150 questionnaires are distributed among respondents. The statistical findings analyzed with SPSS 20 software program. In addition, each question called by a chart.

### **4.2 Data Analysis Method**

Data for this research is collected through distributing questionnaires to respondents. The questionnaire was developed in two sections included thirty-one questions. The first section is respondent's demographic information; demographic questions are described in first sex questions. the second part includes 25 questions about their effectiveness of promotion programs quality, by the respondents and also about effectiveness of their performance in the organization and their level of agreement/disagreement on statements using 5 point scales; where 1= strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree. After collecting data, the outcome of the data is analyzed using statistical package for social science (SPSS) and each question is described statistically and is shown by a table. For approving hypothesis, Pearson correlation relation is employed. All findings are shown in tables and are described following that.

### 4.3 Demographic Statistical Descriptive

Demographic part is the first part of questionnaire and the first part of analysis and it has started by doing a descriptive analysis of 6 demographic and organization related items. These questions have been asked to determine respondents demographic and these questions are included respondents, gender, age, level education, position in organization, experience, and if they receive promotion are described following.

The first question of questionnaire is asking about gender of respondents. As, it is shown in the below chart from overall 150 respondents the majority of the employees in Afghanistan civil servant organization are male, out of the 150 respondents 97 of them who make 64.7% of research respondents are male and rest 53 were female which is 35.3 % due to low number women employees in Afghanistan civil servant organizations sample is closely resembles.,

**Table 4.1: Gender**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	97	64.7	64.7	64.7
	Female	53	35.3	35.3	100.0
	Total	150	100.0	100.0	

The second question of questionnaire is about the respondents Age. The most of respondents according to the below chart which means 69 out of 150 respondents were aged between 18-30 years and create 46 % of research sample. This information shows that the most of employees are young. The second following category of respondents is between 31-45 who are 51 respondents and create 34 % research. 14.7 % of respondents, which were 22 respondents, are between the ages of 46-55 years. The Last category, which was between 56-65 years, were 9 respondents which make 5.3 % of study respectively.

**Table 4.2: Age**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	18-30	69	46.0	46.0	46.0
	31-45	51	34.0	34.0	80.0
	46-55	22	14.7	14.7	94.7
	56-65	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

The third demographic question is asking about respondents' education, table 4.3 shows that most of respondents hold a bachelor's degree which are 47 respondents and make 31.3 % of the sample and most employees in civil servant organizations are bachelor degree graduate in Afghanistan. As it is shown in chart, the first two categories of respondents were High School and Vocation School there were 39 and 36, which make 26 % and 24% of research sample. And the two last categories are master and PHD degree graduate respondents who are 23 respondents from master which make 15.3 % and 5 respondents from PHD which make 3.3 % of research.

**Table 4.3: Education**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	High School Diploma	39	26.0	26.0	26.0
	Vocation School	36	24.0	24.0	50.0
	Bachelor degree	47	31.3	31.3	81.3
	Master degree	23	15.3	15.3	96.7
	PhD degree	5	3.3	3.3	100.0
	Total	150	100.0	100.0	

Table 4.4 shows the different positions of employees who responded the questionnaire. It is shown the majority of respondents who are 62 respondents, representing 41.3% of the sample, 20 of the respondents which, representing 13.3 % of the respondents were top managers in different organizations.

The third category show Supervisory Management level respondents were 20 respondents representing 13.3 % of sample and last category were administrative staff how are 48 respondents and create 32% of the sample.



Table 4.4 below shows that almost all different levels of employees were surveyed for understanding the promotion programs and its impacts in Afghanistan's civil servant organizations,

The respondents were also geographically diverse in Herat provinces and Herat districts in Afghanistan, which makes the sample, and the findings much more close the actual population, which are all civil servant employees of Herat.

**Table 4.4:** what is your position in the organization

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Top management	20	13.3	13.3	13.3
	Middle Management	62	41.3	41.3	54.7
	Supervisory Management	20	13.3	13.3	68.0
	Administrative staff	48	32.0	32.0	100.0
	Total	150	100.0	100.0	

The fifth demographic question is about respondents' experience. The years of experience can be reflected to employee's performance. 43 of respondents, which make 28.7% of sample, was less than a year experience. The second category was 1-5 years experienced respondents who are 74 respondents, which make 49.3 %of research. The third category was between 6-10 years experienced whit number 16 respondents representing 10.7%of sample and two last categories are between 11-15 and more than 15 years' experience. The first one is with number 9 respondents, which make 6% of sample and the second one with 8 respondents which make 5.3 %of sample subsequently.

**Table 4.5:** How long have you been working for current organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than a Year	43	28.7	28.7	28.7
	1-5 Year	74	49.3	49.3	78.0
	6-10 Year	16	10.7	10.7	88.7
	11-15 Year	9	6.0	6.0	94.7
	More than 15 year	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

Finally, the last demographic question is about respondents which receive any promotion from government 84 respondents who are 56% of research said Yes, its mean the government is working to keep satisfy the employees which raises the legacy to invest more in promotion programs and development programs for specialized skills. The second category is 66 respondents who are 44% of the research they said no.

**Table 4.6:** Receive promotion respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	84	56.0	56.0	56.0
	No	66	44.0	44.0	100.0
	Total	150	100.0	100.0	

#### 4.4 Satisfaction, Motivation and Performance analyses

Satisfaction and Motivation are taken into consideration as an independent variable, which affects the dependent variable employees' performance. Respondents were asked to answer the question about the promotion programs in Afghanistan civil servant organization (Herat Province). Questions are about two categories, the first category is about satisfaction and motivation and the second category about the performance. 25 questions were asked with five different categories of answer 1= strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree;

5 = Strongly Agree. Here is all the overall statistical descriptive of all questions.

According the below chart, 27 respondents which make 18% had a strongly disagree, 56 respondents which make 37.3 % of sample disagree, 26 respondents which make 17.3 %of the sample neutral, 20 respondents which make 13.3 % of the sample had agree answer and last category who are 21 respondents which make 14 %of the sample had strongly agree answer.

**Table 4.7:** I am satisfied with the promotion chances in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
ValidS	Strongly disagree	27	18.0	18.0	18.0
	Disagree	56	37.3	37.3	86.0
	Neutral	26	17.3	17.3	48.7
	Agree	20	13.3	13.3	31.3
	Strongly Agree	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

According the below chart can see the statistical descriptive to the second question regarding to promotion program (satisfasction&motivation) in Herat province . 12 respondents who are 8 %of the sample had strongly disagree answer , 82 respondents which make 54.7 % of the somple had disagree answer, 21 respondents which make 14 %of the sample had neutral answer , 20 resondents which make 13.3 % of the sample were agree and 15 respondents which make 10 % of the sample had strongly agree to the question.

**Table 4.8:** The salary is enough to cover my basic needs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	8.0	8.0	8.0
	Disagree	82	54.7	54.7	62.7
	Neutral	21	14.0	14.0	76.7
	Agree	20	13.3	13.3	90.0
	Strongly agree	15	10.0	10.0	100.0
	Total	150	100.0	100.0	

The below chart provides 9.3 percent representing of the sample had strongly disagree,18.7 percent had disagree answer, inaddtion 20 percent had nautral

opinion, while 42.7percent answered agree and the last catagory 9.3percent of the sample had storngly agree to question.

**Table 4.9:** My position gives me a sense of socio-psychological security.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	14	9.3	9.3	9.3
Disagree	28	18.7	18.7	28.0
Neutral	30	20.0	20.0	48.0
Agree	64	42.7	42.7	90.7
Strongly agree	14	9.3	9.3	100.0
Total	150	100.0	100.0	

Acoording to below chart which describe 4.7 percent of the research had strongly disagreement to the question, 13 respondents which make 8,7 percent had agree answer , while the thirt catagory which make 14 % had nuutral , 63.3 percent proided agree respond and who were 9.3 percent of the research had strongly agree to question.

**Table 4.10:** The organization policies take into account toward employee's welfare.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	4.7	4.7	4.7
Disagree	13	8.7	8.7	13.3
Neutral	21	14.0	14.0	27.3
Agree	95	63.3	63.3	90.7
Strongly agree	14	9.3	9.3	100.0
Total	150	100.0	100.0	

Below chart Provided descriptive data explains the first catagory which make 2.7 percent had a strongly disagree, 11.3 percent of sample disagree, 44percent of the sample neutral, while respondents 35.3 percent of the sample had agree answer and last category who were 6.7 percentof the sample had strongly agree answer to question.

**Table 4.11:** Working condition in our organization is conducive for effective functioning.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	2.7	2.7	2.7
	Disagree	17	11.3	11.3	14.0
	Neutral	66	44.0	44.0	58.0
	Agree	53	35.3	35.3	93.3
	Strongly agree	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Below chart Provided descriptive data explains 18 percent had a strongly disagree, while 13.3 percent of sample had disagree opinion , 22.7 percent of the sample neutral, while respondents 30.7 percent of the sample had agree answer and last category who were 15.3 %of the sample had strongly agree answer to question.

**Table 4.12:** There is scope for professional growth and development in your organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	27	18.0	18.0	18.0
	Disagree	20	13.3	13.3	31.3
	Neutral	34	22.7	22.7	54.0
	Disagree	46	30.7	30.7	84.7
	Strongly disagree	23	15.3	15.3	100.0
	Total	150	100.0	100.0	

Below table shows that 4 percent of respondent had a strongly negative respond, 50 percent stated disagreement, and 28 percent had a neutral opinion. On the other hand, 11.3 percent had a positive respond and 6.7 had a strongly agree respond.

**Table 4.13:** Our organization has job autonomy.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	6	4.0	4.0	4.0
	Disagree	75	50.0	50.0	54.0
	Neutral	42	28.0	28.0	82.0
	Agree	17	11.3	11.3	93.3
	Strongly agree	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Table 4.14 statistical descriptive shows that 8 percent respondents provided a strongly negative answer, 18.7 percent had disagreement, 16 percent had a neutral answer, while 46 percent agreed and 11.3 strongly disagreed to the questions.

**Table 4.14:** Many of the rules and procedures making doing a good job difficult.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	12	8.0	8.0	8.0
	Disagree	28	18.7	18.7	26.7
	Neutral	24	16.0	16.0	42.7
	Agree	69	46.0	46.0	88.7
	Strongly agree	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

Below table shows that 8 percent of respondent had a strongly negative respond, 13 percent stated disagreement, and 24.7 percent had a neutral opinion. While the two last category, 39.3 percent had a positive respond and 14.7 provided a strongly agree respond.

**Table 4. 15:** There are few promotions chances in current job.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	12	8.0	8.0	8.0
	Disagree	59	39.3	39.3	85.3
	Neutral	37	24.7	24.7	46.0
	Agree	20	13.3	13.3	21.3
	Strongly agree	22	14.7	14.7	100.0
	Total	150	100.0	100.0	

According to the research carried out and the responses of the respondents on the below chart , 4.7 percent had strongly disagree, 4 percent stated disagree 33.3 percent had a neutral opinion, while 45.3 percent had positive respond and the list category 12.7 percent provided a strongly agree respond.

**Table 4.16:** There is sufficient ability to reach the organization goals in pre-determined time fram.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	7	4.7	4.7	4.7
	Disagree	6	4.0	4.0	8.7
	Neutral	50	33.3	33.3	42.0
	Agree	68	45.3	45.3	87.3
	Strongly agree	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

According to the research carried out and the responses of the respondents on the below chart , 6 percent had strongly disagree, 10.7 percent stated disagree 18 percent had a neutral opinion, while 49 percent had positive respond and the list category 16 percent provided a strongly agree respond.

**Table 4.17:** Promotion policies in our organization well formulated and clear.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Stronlgy disagree	9	6.0	6.0	6.0
	Disagree	74	49.3	49.3	84,0
	Neutral	27	18.0	18.0	34.7
	Agree	16	10.7	10.7	16.7
	Strongly agree	24	16.0	16.0	100.0
	Total	150	100.0	100.0	

According to the belowe mentioned chart, 4.7 percent of respondent explained strongly disagree opinion, 16 percent of respondents stated disagree answer, 18. Percent said neutral opinion, however, 51.3 percent considered promotion programs had agreed opinion, and 10 percent had strongly agreed opinion.

**Table 4. 18:** Job supervision in organization is constructive and democratic.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	7	4.7	4.7	4.7
	disagree	24	16.0	16.0	20.7
	Neutral	27	18.0	18.0	38.7
	Agree	77	51.3	51.3	90.0
	Strongly agree	15	10.0	10.0	100.0
	Total	150	100.0	100.0	

According to the belowe mentioned chart, 8 percent of respondent explained strongly disagree opinion, 40 percent of respondents stated disagree answer, 18. percent said neutral opinion, However,22 percent considered promotion programs had agree opinion, and 11.3 percent had strongly agree opinion.



**Table 4.19:** The promotion programs highly formulated in our organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	8.0	8.0	8.0
	Disagree	61	40.7	40.7	48.7
	Neutral	27	18.0	18.0	66.7
	Agree	33	22.0	22.0	88.7
	Strongly Agree	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

Following chart Provided descriptive data explains 3.3percent had a strongly disagree, 35.3 percent of sample disagree, 22 percent of the sample had neutral opinion, while 20 percent of the sample had agree answer and last category who were 19.3 %of the sample had strongly agree answer to question

**Table 4.20:** I am pleased with the promotion programs which have been made by the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.3	3.3	3.3
	Disagree	53	35.3	35.3	38.7
	Neutral	33	22.0	22.0	60.7
	Agree	30	20.0	20.0	80.7
	Strongly Agree	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

Below chart Provided descriptive data explains 23.3percent had a strongly disagree, 19.3percent of sample disagree, 32 percent of the sample had neutral opinion, while respondents which make 30.7 % of the sample had agree answer and last category who are 23 respondents which make 15.3 %of the sample had strongly There are few promotions chances in current job. agree answer to question.

**Table 4.21:** My job gives me an economic status and financial security.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	35	23.3	23.3	23.3
	Disagree				
	Neutral	29	19.3	19.3	42.7
	Agree	48	32.0	32.0	74.7
	Strongly Agree	38	25.3	25.3	100.0
	Total	150	100.0	100.0	

#### 4.5 Employees' performance data analyses

Analyzing the employee performance in civil servant organization in Herat, Afghanistan, responded was asked to have their opinion regarding to the employees' performance. However, questions were based to ask to evaluate employees' performance; Statistical descriptive of the data is explained following.

Below table shows that 2.7 percent of respondent had a strongly negative respond, 10.7 percent stated disagreement, 12.7 percent had a neutral opinion. On the other hand, 56.7percent had a positive respond and 17.3 provided a strongly agree respond.

**Table 4.22:** I am in the top 10% of employees in this organization.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	4	2.7	2.7	2.7
	Disagree	16	10.7	10.7	13.3
	Neutral	19	12.7	12.7	26.0
	Agree	85	56.7	56.7	82.7
	Strongly Agree	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

The below chart describes 4 percent of strongly disagreement to the question, 5.3 percent of agreement and 20 percent of neutral answer. On the other hand, 44.7 percent provided agree respond, and 26 percent had a strongly agree respond.

**Table 4.23:** Supervisors motivate me towards best job performance.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	6	4.0	4.0	4.0
	Disagree	8	5.3	5.3	9.3
	Neutral	30	20.0	20.0	29.3
	Agree	67	44.7	44.7	74.0
	Strongly agree	39	26.0	26.0	100.0
	Total	150	100.0	100.0	

Below details shows that 6 percent of respondent had a strongly negative respond, 11.3 percent stated disagreement, 22.7 percent had a neutral respond. , Subsequently 38 percent had a positive agree respond and 22 percent provided a strongly agree respond to this question.

**Table 4.24:** Job supervision facilitates better job performance.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	9	6.0	6.0	6.0
	disagree	17	11.3	11.3	17.3
	Neutral	34	22.7	22.7	40.0
	Agree	57	38.0	38.0	78.0
	Strongly agree	33	22.0	22.0	100.0
	Total	150	100.0	100.0	

Descriptive statistics of the below chart mentioned question explains that 4 percent respondents responded a strongly negative perspective to the question, 14 percent disagree, 26.7 percent had neutral opinion, Subsequently 41.3 percent had agree respond, 24 percent strongly agree to the question.

**Table 4.25:** Employees understand specific needs of civilians.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	6	4.0	4.0	4.0
	Disagree	6	4.0	4.0	8.0
	Neutral	40	26.7	26.7	34.7
	Agree	62	41.3	41.3	76.0
	Strongly agree	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

Descriptive statistics of the below chart mentioned question explains that 12 percent respondents responded a strongly negative perspective to the question, 10.7 percent disagree, 26 percent had neutral opinion, Subsequently 38.7 percent had agree respond, 12.7percent srtrongly agree to the statement.

**Table 4.26:** Employees know and do their duties and their job accordance to their job description.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	18	12.0	12.0	12.0
	Disagree	16	10.7	10.7	22.7
	Neutral	39	26.0	26.0	48.7
	Agree	58	38.7	38.7	87.3
	Strongly agree	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

According the statistical descriptive in below chart 4.7 percent respondents provided a strongly negative answer, 12 percent had disagreement, 23.3 percent had a neutral answer, onthe other hand 38,7 percent agreed and 21.3 strongly agreed to the question.

**Table 4.27:** Employees have knowledge and skill of the job to deliver superior quality work and services.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	7	4.7	4.7	4.7
	Disagree	18	12.0	12.0	16.7
	Neutral	35	23.3	23.3	40.0
	Agree	58	38.7	38.7	78.7
	Strongly agree	32	21.3	21.3	100.0
	Total	150	100.0	100.0	

Below table shows that 4.7 percent of respondent had a strongly disagree respond, 16.7 percent stated disagree, 23.3 percent had a neutral opinion. On the other hand, 38.7 percent had a positive agree respond and 21.3 provided a strongly agree respond.

**Table 4.28:** Employees have appropriate, unbiased and good manner with all citizens.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	7	4.7	4.7	4.7
	Disagree	25	16.7	16.7	21.3
	Neutral	47	31.3	31.3	52.7
	Agree	54	36.0	36.0	88.7
	Strongly agree	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

According to the provided data for this question, 4.7 percent had a strongly negative answer, 16.7 percent disagreed, and 23.3 had a neutral respond. Subsequently, 38.7 percent agreed to the statement and 21.3 percent strongly agreed.

**Table 4.29:** Job security assured to all sincere and good employees in our organization.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	10	6.7	6.7	6.7
	Disagree	21	14.0	14.0	20.7
	Neutral	27	18.0	18.0	38.7
	Agree	77	51.3	51.3	90.0
	Strongly agree	15	10.0	10.0	100.0
	Total	150	100.0	100.0	

According to the table, 2.7 percent strongly disagreed, 7.3 percent provided disagree answer, and 13.3 had a neutral answer, while 56.7 percent had a positive opinion and 20.7 percent strongly agreed

**Table 4.30:** I know what the customers expect from the organization.

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	4	2.7	2.7	2.7
	Disagree	11	7.3	7.3	10.0
	Neutral	20	13.3	13.3	23.3
	Agree	85	56.7	56.7	80.0
	Strongly agree	30	20.0	20.0	100.0
	Total	150	100.0	100.0	

According to the research carried out and the responses of the respondents on the below chart , 2 percent had strongly disagree, 12.7 percent stated disagree 34 percent had a neutral opinion, while 37.3 percent had positive respond and the list category 14 percent provided a strongly agree respond.

**Table 4.31:** The overall quality of services provided by employees is excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.0	2.0	2.0
	Disagree	19	12.7	12.7	14.7
	Neutral	51	34.0	34.0	48.7
	Agree	56	37.3	37.3	86.0
	Strongly agree	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

**Table 4.32:** Questions Descriptive

<b>Satisfaction, Motivation, and Employees performance</b>	
SM1	I am satisfied with the promotion chances in the organization.
SM2	The salary is enough to cover my basic needs
SM3	My position gives me a sense of socio-psychological security.
SM4	There is scope for professional growth and development in your job?
SM5	The organization policies take into account toward employee's welfare.
SM6	Work conditions in our organization are conducive for effective functioning.
SM7	Our organization has job autonomy.
SM8	Many of the rules and procedures make doing a good job difficult.
SM9	There are few promotions chances in current job.
SM10	There is sufficient ability to reach the organization goals in pre-determined time frame.
SM11	Promotion policies in our organization well formulated and clear.
SM12	Job supervision in organization is constructive and democratic.
SM13	The promotion programs highly formulated in our organization.
SM14	I am pleased with promotion programs which have made by the organization.
SM15	My job gives me an economic status and financial security.
P1	I am in the top 10% of the employees in this organization.
P2	supervisors motivate me towards best job performance
P3	Job supervision facilitates better job performance.
P4	Employees understand specific needs of civilians.
P5	Employees know and do their duties and their job in accordance to their job description.
P6	Employees have knowledge and skill of the job to deliver superior quality work and services.
P7	Employees have appropriate, unbiased and good manner with all citizens.
P8	Job security assured to all sincere and good employees in our organization.
P9	I know what the customers expect from the organization.
P10	The overall quality of services provided by employees are excellent

## 4.6 Crosstabulation

Chi-square Test

Chi-square test is applied when there are two categorical variables and to check their dependence or independence. The degree of alpha level usually should be 0.05 (5%), but there is also possibility of other levels like 0.01 or 0.10.

**Table 4.33:** Crosstabulation ( level of age)

		Age				Total
		18-30	31-45	46-55	56-65	
Gender	Male	50	30	12	5	97
	Female	19	21	10	3	53
Total		69	51	22	8	150

**Table 4.34:** Chi-Square Tests (level of age)

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.601 <sup>a</sup>	3	.308
Likelihood Ratio	3.624	3	.305
Linear-by-Linear Association	2.359	1	.125
N of Valid Cases	150		

a 1 cells (12.5%) have expected count less than 5. The minimum expected count is 2.83.

The statistics for crosstabulation in table (4.34) indicates that, majority of responders who's age are between (18 - 30) are male.

Interpret results. Since the P-value (0.308) is higher than the significance level (0.05), thus, we conclude that there is no relationship between gender and age.

**Table 4.35:** Education Crosstabulation (level of education)

		Education					Total
		High School Diploma	Vocation School	Bachelor degree	Master degree	PhD degree	
Gender	Male	28	23	26	17	3	97
	Female	11	13	21	6	2	53
Total		39	36	47	23	5	150



**Table 4.36:** Chi-Square Tests(level of education)

	<b>Value</b>	<b>Df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson Chi-Square	3.582 <sup>a</sup>	4	.465
Likelihood Ratio	3.598	4	.463
Linear-by-Linear Association	.298	1	.585
N of Valid Cases	150		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.77.

The statistics for crosstabulation in table (4.36) indicates that, majority of responders' education level are Bachelor Degree which 26 of the sample are male and 21 of them are female.

Interpret results. Since the P-value (0.465) is higher than the significance level (0.05). Thus, we conclude that there is no relationship between gender and Education.

What is your position in the organization?

**Table 4.37:** Crosstabulation (level of position)

		<b>What is your position in the organization?</b>				<b>Total</b>
		<b>Top management</b>	<b>Middle Management</b>	<b>Supervisory Management</b>	<b>Administrative staff</b>	
Gender	Male	13	22	40	23	98
	Female	6	8	13	25	52
Total		19	30	53	48	150

**Table 4.38:** Chi-Square Tests (level of position)

	<b>Value</b>	<b>Df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson Chi-Square	9.762 <sup>a</sup>	3	.021
Likelihood Ratio	9.603	3	.022
Linear-by-Linear Association	4.127	1	.042
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.59.

The statistics for crosstabulation in table (4.38) indicates that, majority of responders are male who work in supervisory management position.

**Interpret results.** Since the P-value (0.021) is less than the significance level (0.05), we can not accept the null hypothesis. Thus, we conclude that there is relationship between gender and employees position in organization.

**Table 4.39:** Crosstabulation (level of promotion)

		Have you ever received any promotion from the government?		Total
		Yes	No	
Gender	Male	61	37	98
	Female	22	30	52
Total		83	67	150

**Table 4.40:** Chi-Square Tests (Level Of Promotion)

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.464 <sup>a</sup>	1	.019		
Continuity Correction <sup>b</sup>	4.687	1	.030		
Likelihood Ratio	5.464	1	.019		
Fisher's Exact Test				.025	.015
Linear-by-Linear Association	5.427	1	.020		
N of Valid Cases	150				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 23.23.

b. Computed only for a 2x2 table

Interpret results, since the P-value (0.019) is less than the significance level (0.05), we cannot accept the null hypothesis. Thus, we conclude that there is a relationship between gender and who was received any promotion from the government.

#### 4.7 Descriptive Statistics

Descriptive statistics are usually the delivery of the variables and it reveals potential relationships between variables, also it is important because it be used in finding of the study and reaching a more accurate conclusion.

The question asked about their perception of the satisfaction and motivation program that they had and how they performed in the organization to find out

the impact of these programs on their performance the items related employee performance produced means from 2.63 to 3.84, the means related to employee performance are slightly higher than the items, which related to the perception of employees from satisfaction and motivation program, Since performance was measured using self-rated questions by respondents, they might have been optimistic about their performance which can be classed as a source of bias. In this case study Descriptive statistical analysis was applied to the scale measurement questionnaires based on Standard Deviation (std) and Mean of the dependent versus independent variables.

**Table 4.41:** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I am satisfied with the promotion chances in the organization	150	1	5	3.16	1.331
The salary is enough to cover my basic needs.	150	1	5	2.63	1.127
My position gives me a sense of socio-psychological security.	150	1	5	3.24	1.145
The organization policies take into account toward employees welfare.	150	1	5	3.64	.936
Working condition in our organization is conducive for effective functioning.	150	1	5	3.32	.862
There is scope for professional growth and development in your organization.	150	1	5	3.12	1.331
Our organization has job autonomy.	150	1	5	2.67	.967
Many of the rules and procedures making doing a good job difficult.	150	1	5	3.34	1.146
There are few promotions chances in current job.	150	1	5	3.39	1.135

**Table 4.41 (con.):** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is sufficient ability to reach the organization goals in pre-determined time frame.	150	1	5	3.57	.929
Promotion policies in our organization well formulated and clear.	150	1	5	3.59	1.069
Job supervision in organization is constructive and democratic.	150	1	5	3.46	1.027
The promotion programs highly formulated in our organization.	150	1	5	2.88	1.181
I am pleased with the promotion programs which have been made by the organization.	150	1	5	3.17	1.201
My job gives me an economic status and financial security.	150	2	5	3.59	1.106
I am in the top 10% of employees in this organization.	150	1	5	3.75	.955
Supervisors motivate me towards best job performance.	150	1	5	3.83	1.006
Job supervision facilitates better job performance.	150	1	5	3.59	1.130
Employees understand specific needs of civilians.	150	1	5	3.77	.991
Employees know and do their duties and their job accordance to their job description.	150	1	5	3.29	1.185
Employees have knowledge and skill of the job to deliver superior quality work and services.	150	1	5	3.60	1.093

**Table 4.41 (con.):** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees have appropriate, unbiased and good manner with all citizens.	150	1	5	3.33	1.033
Job security assured to all sincere and good employees in our organization.	150	1	5	3.44	1.065
I know what the customers expect from the organization.	150	1	5	3.84	.920
The overall quality of services provided by employees is excellent.	150	1	5	3.49	.954
Valid N (listwise)	150				

#### 4.8 Reliability test

Reliability in data is the degree of compatibility that an instrument shows, Gay (1996). Cronbach's alpha test is usually used to test the internal reliability of the instrument, which is used from 5 points of Likert scale. This research was performed using Cronbach's alpha reliability test to test the reliability of collected data, the alpha value between 0 and 1 as normal and above 0.7 alpha value is classed as acceptable reliability in social science research the closer alpha value to 1 (Gliem and Gliem , 2003).

Table (4.42) below shows the reliability coefficient of all items in the instrument, which shows the alpha value of 0.994 which is greater than the acceptable value of 0.7 this classifies our 35 item instrument as internally reliable for having the required degree of consistency.

**Table 4.42** Reliability test

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized of Items</b>	<b>Items</b>
.994	.944	35

## 4.9 Correlation

Below table illustrates the correlation between variables, which related to satisfaction and motivation. With a number of 150 civil servant employees Herat province were asked regarding variables. The questions included helpfulness of the promotion programs, performance level, and level of employees support. The second group of elements was about salary, including socio-psychological, work condition, job Autonomy overall promotion programs quality, assessment fairness and provision of practice chance in the promotion.. It was observed that a significant correlation exists between the 15 items using Pearson correlation test. and the significant correlation between all items show that all the items are measuring the same thing, and there is no highly correlated item( $r>9$ ).

**Table 4.43:** Correlation, Mean, and standard deviation of items related to satisfaction and motivation

	Mean	Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14
I am satisfied with promotion chances in the organization	3.16	1.331														
The salary is enough to Cover my basic needs	2.63	1.127	.796**													
My position gives me a Sense of socio psychological security			.000													
The organization policies take In to account toward Employees welfare	3.24	1.145	.956**	.778**												
Working condition in our Organization is conducive For effective functioning			.000	.000	.000											
There is scope for professional Growth and development in Your organization	3.64	.936	.854**	.680**	.901**											
Our organization has job Autonomy			.000	.000	.000	.000	.000	.000								
Many of the rules and	3.32	.862	.856**	.843**	.874**	.843**										
			.000	.000	.000	.000										
	3.12	1.331	.982**	.805**	.937**	.843**	.879**									
			.000	.000	.000	.000	.000	.000								
	2.67	.967	.803**	.914**	.800**	.682**	.870**	.845**								
			.000	.000	.000	.000	.000	.000								

**Table 4.43 (con):** Correlation, Mean, and standard deviation of items related to satisfaction and motivation

	Mean	Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Procedures making doing a good job difficult	3.34	1.146	.945**	.764**	.965**	.903**	.847**	.928**	.775**							
There are few promotions chances in current job			.000	.000	.000	.000	.000	.000	.000	.000						
There is sufficient ability to Reach the organization Goals in pre-determined Time frame	3.39	1.135	.953**	.798**	.950**	.880**	.873**	.942**	.812**	.955**						
Promotion policies in our Organization well Formulated and clean.	3.57	.929	.880**	.796**	.910**	.871**	.859**	.867**	.812**	.955**	.937**					
Job supervision in organization Is constructive and democratic			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000				
The promotion programs highly formulated in our organization.	3.59	1.069	.928**	.751**	.909**	.916**	.851**	.927**	.762**	.926**	.937**	.909**				
I am pleased with the promotion programs which have been made by organization.			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
My job gives me an economic status and financial security.	2.88	1.81	.879	.930*	.885	.732**	.882**	.885	.911**	.863**	.887	.870	.811	.815*		
	3.7	1.201	.882**	.895**	.859**	.717**	.869**	.903**	.904**	.856**	.868**	.852**	.833**	.841**	.928**	
	3.59	1.106	.933	.809	.910	.791	.828	.932	.801	.925	.920	.855	.873	.892	.877	
			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.911	

Bellow table illustrates the correlation between variables related to employee performance, which asked about variables related to employee performance self-perception of their performance, which included employee perceptions about their performance compared to other co-workers, their interaction, and behavior with customers in organization, their knowledge ability about the services they provide and their knowledge of customer expectations. all items related to performance showed significant positive correlation with each other

which shows that they are measuring the same thing, and there is no highly correlated item ( $r > .9$ ).

**Table 4.44:** Correlation, Mean, and standard deviation of items related to employee performance

	Mean	Deviation	1	2	3	4	5	6	7	8	9	10
I am in the top 10% of Employees in this organization	3.75	.955										
Employees understand Specific needs of civilians.	3.77	.991	.884*									
Employees know and do Their duties and Accordance to their job			.000									
Description. Employees have knowledge And skill of the job to deliver Superior quality work and Services.	3.29	1.185	.913*	.875**								
Employees have appropriate, Unbiased and good manner With citizens.	3.60	1.093	.908**	.938**	.921**							
Job security assured to all sincere And good employees in Our organization.	3.33	1.033	.000	.000	.000	.000						
I know what the customers Expect from the organization.	3.44	1.065	.878**	.879**	.952**	.913**						
The overall quality of Services provided by Employees are excellent.	3.84	.920	.000	.000	.000	.000	.000					
Job supervision facilitate Better job performance.	3.49	.954	.955**	.902**	.899**	.910**	.874**	.887**				
Supervisors motivate me To wards best job Performance	3.44	1.065	.000	.000	.000	.000	.000	.000				
	3.85	1.006	.885**	.870**	.954**	.916**	.935**	.885**	.862**			
			.000	.000	.000	.000	.000	.000	.000			
	3.59	1.130	.906**	.940**	.923**	.990**	.910**	.938**	.910**	.910**		
			.000	.000	.000	.000	.000	.000	.000	.000		
	3.85	1.006	.914**	.958**	.886**	.922**	.879**	.890**	.928**	.862**	.925**	
			.000	.000	.000	.000	.000	.000	.000	.000	.000	

In addition, a composite variable is used to construct both satisfaction and motivation (independent variables) and a composite variable for employee



performance items (dependent variable) using the mean value. the correlation between satisfaction and motivation is 0.983.

So, correlation means that the change in one amount in one the variable will have 0.983 change to another variable. Correlation test showed that these two variables have a very positive relationship. The correlation coefficient is .983.

**Table 4.45:** Correlations, Mean, and standard deviation of items related to composite variables of satisfaction, motivation and performance

		<b>S M</b>	<b>Performance</b>
Satisfaction & motivation	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	150	150
Performance	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.10 Factor Analysis

Confirmatory factor analysis was conducted using SPSS 20, it was confirmed as a result of the test that multicollinearity is not a problem for this data, all items are correlated significantly, and no item's coefficient was particularly large, so no need for considering omitting any of any item was realized.

**Table 4.46:** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>.940</b>
Bartlett's Test of Sphericity	Approx. Chi-Square	4696.678
	Df	91
	Sig.	.000

A KMO value close to 1 shows that the data pattern of correlation is compact, so, the factor analysis will yield reliable factors. For the data in this research the KMO test value is 0.940 which is classed as excellent, this means that the factor extracted will surely be suitable for the data. Bartlett's test measures the null hypothesis that the correlation matrix is classed as identity matrix. For the data in this research, Bartlett's

test is highly significant ( $p < 0.001$ ), hence factor analysis is applicable. For both employee satisfaction, motivation and performance, only one factor was constructed for each set. All the loadings are more than 0.5 so all items were included.

**Table 4.47:** Satisfaction and motivation Component Matrix<sup>a</sup>

	<b>Component 1</b>
I am satisfied with the promotion chances in the organization	.966
The salary is enough to cover my basic needs.	.863
My position gives me a sense of socio-psychological security.	.969
The organization policies take into account toward employees welfare.	.901
Working condition in our organization is conducive for effective functioning.	.925
There is scope for professional growth and development in your organization.	.967
Our organization has job autonomy.	.877
Many of the rules and procedures making doing a good job difficult.	.968
There are few promotions chances in current job.	.974
There is sufficient ability to reach the organization goals in pre-determined time frame.	.946
Promotion policies in our organization well formulated and clear.	.948
Job supervision in organization is constructive and democratic.	.952
The promotion programs highly formulated in our organization.	.930
My job gives me an economic status and financial security.	.941
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

For the data in this research the KMO test value in performance is 0.924 which is classed as excellent, this means that the factor extracted will surely be suitable for the data.

**Table 4.48:** Performance KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>.924</b>
Bartlett's Test of Sphericity	Approx. Chi-Square	3378.568
	Df	45
	Sig.	.000

#### 4.11 Regression Analysis

Regression analysis are conducted to determine how satisfaction and motivation relates to employee performance, as described in bellow table ( 4.50 ) for model summary suggests, the R square is 0.966, this means that 96.6 % of the variability independent variable which is employee performance is described by all of the independent variables together, which are different elements of satisfaction and motivation.

**Table 4.49:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983 <sup>a</sup>	.966	.966	.18262

a. Predictors: (Constant), satisfaction and motivation

**ANOVA** One Way ANOVA a one way ANOVA is used to compare two means from two independent (unrelated) groups using the F-distribution. The null hypothesis for the test is that the two means are equal. Therefore, a significant result means that the two means are unequal. Evie McCrume-Gardner. (2007). Which is the correct statistical test to use” British Journal of oral and Maxillofacial surgery 46 (2008)38-41.

So P value less 0.05 ( $P < 0.05$ ) indicate that at least one group is different from another, which reject the null hypotheses. so the model is fit to explain the relationship between variables.

**Table 4.50:** ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	141.477	1	141.477	4242.007	.000 <sup>b</sup>
	Residual	4.936	148	.033		
	Total	146.413	149			

a. Dependent Variable: Performance  
b. Predictors: (Constant), Motivation

The bellow table (4.51) shows the regression coefficients (B) without standard (b) regression coefficient with their contribution and predictive power of the

variable. Also shows that t statistics reject in null hypothesis, the null hypothesis for t statistics is by default that the coefficient for a specific IV is zero, this means that the specific IV has no role in the determination of DV, moreover, rejection means that IV plays a role in DV determination. For satisfaction and motivation, regression results show that  $\beta$  value of .983 for satisfaction and motivation was 0.983. The result shows a change of one standard deviation in the predicted variable the satisfaction and motivation will change in .983 time's standard deviation for dependent variable in employee's performance. Moreover, satisfaction and motivation have shown positive collaboration with employee performance. This relationship is also statistically significant at  $P < 0.05$ .

**Table 4.51:** Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.524	.049		10.612	.000
	Motivation	.944	.014	.983	65.131	.000

a. Dependent Variable: Performance

## **5. CONCLUSSION AND RECOMMENDATIONS**

The fifth chapter of this research includes the findings of the research, comparison with the literature and research recommendations.

### **5.1 Conclusion**

Human resources is considered as the most important element of the organization, and it is also one of the main factors in increasing the productivity in organization. Therefore, the study of satisfaction and motivation with causes, factors, and consequences are very important. Satisfaction and motivation is a kind of individual feeling and attitude to their job. These feeling and attitudes are influenced by the job and its related factors, so the type of feeling will affect how it works and how it performs.

As it was described in introduction employee satisfaction and motivation are key successful on civil servant organization. These are widely recognized that the workers lead to have a higher degree of human resources in both private and public organizations and optimum performance. It is growing among the mangers of human resource with significant combined of performance and as a Preliminary research civil servant organization in Afghanistan (Herat province). This research has described on how satisfaction and motivation effects employee performance in the specific case of Afghanistan Herat province. According to the research findings, some promotion programs are in accordance to the organization's needs. It ensures employees keep developing their skills and attitudes and most likely perform better at work and experience satisfaction due to their high performance.

It is evident that the employees who are satisfied and motivated from the government tend to have better performers in their overall role in the organization. The way that they interact and come along with customers and understanding of the customer needs. Therefore, these employees are satisfied with their jobs. Job satisfaction is a key factor for maximizing turnover, which

in turn strengthens the organization. Therefore, respondents generally confirmed that an effective promotion programs will surely improve performance civil servant organizations. Public sector employees perceived that an effective promotion can result better services provided by the employees and organization as a whole. In addition, it is revealed that promotion programs can be a quick solution for the developing countries, specifically Afghanistan. After ousting Taliban regime in 2001, and the international community efforts for capacity building, the organizations are so young and the quick fix for the knowledge gap satisfaction and motivation.

This research shows that satisfaction and motivation are one of the most effective factors on job success, which increases the efficiency and satisfaction of the individual. It is found that the job satisfaction is strongly related to psychological factors and individual characteristics. It is also considered as a kind of adaptation to the job, and employment conditions. The study also shows that there is a relationship between job satisfaction and the performance of the relationship.

In addition, it is revealed that programs can be a quick solution for the developing countries, specifically in the case of Afghanistan. Keeping the regime change in the year 2001 and the international community efforts for capacity building, the organizations are so young and the quick fix for the knowledge gap is training and development. Most of the respondents are young aged, 71.4% of the employees are between 26-35 years of age, and 51.7% of the respondents had worked 1 to 5 years, and the majority (63.9%) of them were bachelor degree holders. Considering these facts, young employees with limited years of experience and bachelor degree are not in a professional level degree for most of the managers. Training and development program has worked as main booster for the employee performance in these organizations, thus the role of training and development programs in Afghanistan and other developing countries, which are striving to keep the fast pace with new methods of public management systems. It can be noticed and pointed out.

Most of the respondents are male who are 64.7% , and 46% of the employees are young aged between 18-30 years of age, and 31.3% of the respondents have bachelor degree, and majority respondents 41.3% are working in middle

management position with the 1-5 years' work experience. Despite the quick and significant effect of promotion programs for employee performance 55.3% respondents are received promotion from government from this amount which received promotion 40.7% are male and 14.6 % are female. it is explained that the women who get less promotion, and it is one of the reasons misogyny in civil servant organization in Afghanistan.

Considering these facts, young employees with limited years of experience and bachelor degree with middle management are not in a specialized level. Satisfaction and motivation programs have been the main booster for the employee performance in civil servant organization. Thus, the role of satisfaction and motivation in Afghanistan and other developing countries, which are determined to keep the fast pace with new methods of public management system. Therefore, there is a significant effect of satisfaction and motivation on employee performance. Most of respondents that create of 54 % of the sample said that they don't have job autonomy in organization. In addition, 54.7 % of the respondents do not have enough salary to meet their basic needs. This indicated the inadequacy the promotion programs, which are provided by Afghanistan government to the civil servant employees. This can be one of the reasons behind the poor performance of the employees in Afghanistan, and poor functioning on civil servant. Therefore, the government organizations should make the combination of promotion methods more diverse and take right decision that everyone can use these program alike.

In the fourth chapter, hypotheses analyses approved that there is a strong relationship between satisfaction/motivation and employees performance in Herat province, Afghanistan. Therefore, more satisfaction and motivation programs lead to better employees' performance in organization. Moreover, a positive significant correlation between two variables shows that both are highly affected by each other, and it means that if one gets better and increases, the second variable increase as well.

## **5.2 Research Recommendations**

According to research findings, there are two kinds of recommendation. Firstly, recommendations are for government to have promotion programs in order to hire better employees' performance. In the second part, there is recommendation for those who want have a further research in this field.

### **5.2.1 Recommendations for practice**

The results of the research show that the level of satisfaction and motivation of civil servant employees in Herat province is low. It is also showed that there is the strong relationship between promotion programs and employees' performance. They affect each other positively. The result also showed that because of corruption, many employees and key managers in Herat province, Afghanistan use promotion programs based on their relations, political favoritism, chieftains influence, which led to employees have weak morale without satisfaction and motivation and weak performance in organization. Therefore, government officials should pay attention to these issues.

Primary, it is recommended that all managers of organization should recognize promotion programs according to the changing environment. They also should strive to strengthen their promotion programs and take advantage of the presence of prominent psychologists and consultants in the organization.

Encouraging employees, who develop and advance the organization, and providing them with the facilities to the extent that they can be used to such employees and their dissatisfaction does not diminish their motivation. Managers for employees, who are working to improve and have good behavior with the people the government, should value them.

Therefore, for having a better employee' performance and quality, on civil servant organization in (Herat province) should have a precise observation and supervision on promotion programs.

### **5.2.2 Recommendation for further studies**

In order for solution of a social problem, researches should use the pervious researches as a pathway for conducting their research. Therefore, the current



research provides some topic for researchers, who want to conduct a research in the related field.

Since the statistical society of this research is the level of satisfaction and motivation on civil servant organization in Herat. It is recommended that similar research be done in other organizations so that by comparing the results a solution can be finding to a better employees' performance. A comparison study between promotion programs in Afghanistan and another country which has been successful the field can be a good subject.

### **5.3 Limitations of the research**

Usually, in each research, there are some limitations and these limitations face the researcher in dealing with problems. Therefore, this research like other research has limitations and problems.

- Conflict in respondents' comments
- The lack of belief of some employees and their failure to care about the results and findings of the research effects on research.
- The social conservatism of some participants contributes to the completion of questionnaire.

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## **APPENDICES**

**Appendix A:** Questionnaire

**Appendix B:** Communalities

## Appendix A: Questionnaire

Dear respondent,

This questionnaire is prepared to collect data for completion of Master degree dissertation on Measuring of employees' satisfaction and motivation on their performance: A case study of Afghanistan civil servant Herat performance. Therefore, your answers will be a great contribution in completion of this study and appreciated kindly. The information that you provide will be used just on academic purpose and your privacy will be kept safely.

Gender MALE  female

Age 18 -30  31-45  46-55   
56-65

Education background

High School Diploma  Vocation School (Two Years)

Bachelor degree

Master degree (two years)  PhD Degree

1. What is your position in the organization?

A) Top management (e.g. Director-general or equivalent).

B) Middle Management (e.g. department head).

C) Supervisory Management (e.g. Supervisor or unit Chief).

D) Administrative staff.

2. How long have you been working for your current organization?

a) Below 1 Year

b) 1-5 Year

C) 6-10 Year

D) 11-15 Year

E) Above 15 Year

3. Have you ever received any promotion from the government?

Yes  NO



Part 2: Questions related to satisfaction, motivation, and employees performance.

Instruction: Please indicate the extent to which you either agree or disagree with the following statements by marking a tick mark v or x in the appropriate column to the right side where.

1= strongly disagree 2= disagree 3=neutral 4=agree 5= strongly agree

	Satisfaction, Motivation, and Employees performance	1	2	3	4	5
1	I am satisfied with the promotion chances in the organization.					
2	The salary is enough to cover my basic needs					
3	My position gives me a sense of socio-psychological security.					
4	There is scope for professional growth and development in your job?					
5	The organization policies take into account toward employee's welfare.					
6	Work conditions in our organization are conducive for effective functioning.					
7	Our organization has job autonomy.					
8	Many of the rules and procedures make doing a good job difficult.					
9	There are few promotions chances in current job.					
10	There is sufficient ability to reach the organization goals in pre-determined time frame.					
11	Promotion policies in our organization well formulated and clear.					
12	Job supervision in organization is constructive and democratic.					
13	The promotion programs highly formulated in our organization.					
14	I am pleased with promotion programs which have made by the organization.					
15	My job gives me an economic status and financial security.					
	Performance.	1	2	3	4	5
1	I am in the top 10% of the employees in this organization.					
2	supervisors motivate me towards best job performance					
3	Job supervision facilitates better job performance.					
4	Employees understand specific needs of civilians.					

5	Employees know and do their duties and their job in accordance to their job description.					
6	Employees have knowledge and skill of the job to deliver superior quality work and services.					
7	Employees have appropriate, unbiased and good manner with all citizens					
8	Job security assured to all sincere and good employees in our organization.					
9	I know what the customers expect from the organization.					
10	The overall quality of services provided by employees are excellent					

## Appendix B. Communalities

### Appendix B .Communalities

	Initial	Extraction
I am satisfied with the promotion chances in the organization	1.000	.933
The salary is enough to cover my basic needs.	1.000	.745
My position gives me a sense of socio-psychological security.	1.000	.939
The organization policies take into account toward employees welfare.	1.000	.812
Working condition in our organization is conducive for effective functioning.	1.000	.855
There is scope for professional growth and development in your organization.	1.000	.934
Our organization has job autonomy.	1.000	.769
Many of the rules and procedures making doing a good job difficult.	1.000	.936
There are few promotions chances in current job.	1.000	.949
There is sufficient ability to reach the organization goals in pre-determined time frame.	1.000	.895
Promotion policies in our organization well formulated and clear.	1.000	.899
Job supervision in organization is constructive and democratic.	1.000	.906
The promotion programs highly formulated in our organization.	1.000	.865
My job gives me an economic status and financial security.	1.000	.886

Extraction Method: Principal Component Analysis.

### Appendix B Communalities

	Initial	Extraction
I am in the top 10% of employees in this organization.	1.000	.909
Supervisors motivate me towards best job performance.	1.000	.913
Job supervision facilitate better job performance.	1.000	.952
Employees understand specific needs of civilians.	1.000	.909
Employees know and do their duties and their job accordance to their job description.	1.000	.932
Employees have knowlege and skill of the job to deliver superior quality work and services.	1.000	.951
Employees have appropriate, unbiased and good manner with all citiznes.	1.000	.909
Job security assured to all sincere and good employees in our organization.	1.000	.918
I know what the customers expect from the organization.	1.000	.906
The overall quality of services provided by employees are excellent.	1.000	.896

Extraction Method: Principal Component Analysis.



T.C.  
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Dr.Öğr.Üyesi Hüseyin KAZAN  
Müdür Yardımcısı

12/12/2019 Enstitü Sekreteri

Büke KENDER

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## **RESUME**

Name and Surname : Nawid Rahimi

Date of Birth : 24/11 1990

Place of Birth :Herat, Afghanistan

Personal cell :+93 799 700 651 +90 536 730 7215

E-MAIL : nawidrahimi29@gmail.com

### **EDUCATION**

Master in Business Administration (MBA) : 2016-2019, Istanbul Aydin University, Faculty of Social Sciences, Istanbul, Turkey.

BA Economics and Management : 2011- 2014, Herat University, Afghanistan

High School Diploma :Amir Ali shirnawiy. Herat Afghanistan (2009).

### **EXPERIENCE**

Sell manager Afghan Mufeed industry company feb-2008 jan 2010

Marketing Mostafa Rahimi company Herat, Afghanistan may 2010 – mar 2013

General manager Hasib Nawid company may 2013- 2015

### **SKILL**

Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.

Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.

Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.

Manage staff, preparing work schedules and assigning specific duties.

## LANGUAGES

LANGUAGES	UNDERSTING	SPEAKING	WRITING
Persian	Excellent	Excellent	Excellent
Pashto	Excellent	Excellent	Excellent
English	Excellent	Very good	Excellent
Turkish	Very good	good	good