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The Effect of Professional Employee Motivation on Private Administration Performance

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ABSTRACT

This study investigates the impact of professional motivation on the performance of private higher education institutions in Helmand Province, specifically focusing on the private universities of Bost, Arakozia, and Wadi Helmand. The main goal of the study is to find out if professional motivation has an effect on how well private institutions do and what that effect is. The study used a cross-sectional research design and a quantitative research approach. Standardized and validated questionnaires were used to collect data in order to meet the research goals. We chose participants, such as university leaders, administrative staff, and academic staff, using a convenience sampling method. The target population was made up of leaders, staff, and teachers from the chosen private universities. We used the Morgan sample size table to figure out how many people to include in the study, which came to 118. We used SPSS to conduct a statistical analysis of the data we collected. The results show that financial motivation, non-financial motivation, and leadership style, when looked at separately, explain 65.4% of the differences in how well an organization does. Also, all three variables have a positive and statistically significant effect on how well the organization does. Based on the findings, a number of suggestions were made for the institutions that were studied and for researchers in the future. Leaders, staff, and lecturers were happy with the financial incentives and leadership style, but they were not as happy with the non-financial motivational factors. Therefore, private universities should improve their non-financial motivational practices, as this would help them reach their goals more effectively and help the institution as a whole grow.

INTRODUCTION

Private companies need to make sure their workers are always working hard and getting things done if they want to stay ahead of the competition and reach their goals. In this case, it's very important to keep the staff motivated. Motivated employees not only perform their tasks more effectively, but they also contribute positively to the organization over time (Bashir *et al.*, 2024).

Research indicates that various forms of motivation are crucial for organizational effectiveness. These are intrinsic motivation (like doing meaningful work, being happy at work, and growing professionally) and extrinsic motivation (like pay, bonuses, and praise) (Patel, 2025).

The effectiveness of motivational strategies is significantly influenced by leadership and organizational culture. Studies of small and medium-sized enterprises (SMEs) and private companies show that aligning leadership styles with incentive structures increases employee satisfaction, commitment, and productivity (Khan *et al.*, 2024).

People don't just want money; they also want fair job reviews, training, and chances to move up in the company. These things are all important for keeping workers motivated (Saeed & Afridi, 2023).

You need to use the right ways to motivate your workers if you want them to do their best. People are motivated to work hard, long hours, and in the right direction to reach

certain goals (Mustapah, 2020).

Businesses of all kinds, both public and private, care a lot about motivation. It has a big impact on how well employees do their jobs. Motivational factors have a direct impact on employees, and every company has goals that only its employees can achieve (Mustapah, 2020).

One of the most important things managers can do is make sure their workers are doing their best so the business can reach its goals.

Employee motivation is what makes people do their jobs and meet their responsibilities in the private sector. People who work for a company are motivated by more than just money and other benefits. They want to help, care about the greater good, and share the company's values. People who work in the private sector do important things that help both the company and society. They are also very dedicated and efficient in their work.

Employees are the most important part of a business because they make all the decisions and run everything. They can help the business run better as a whole. Human resource management includes rules, plans, and standards. A motivation system is important for managing people because it's hard to motivate them and it depends a lot on how well the manager knows and can do their job. Motivational strategies are considered especially important for helping people work better, get more done,

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and achieve organizational goals (Hitka *et al.*, 2023).

LITERATURE REVIEW

Theoretical Background

Financial Motivation

Companies use financial motivation to get their employees to work harder, stay loyal, and do a better job. Common types of these incentives are salaries, bonuses, and other rewards based on performance. Empirical studies show that financial incentives are a big part of making employees happier, improving the quality of their work, and boosting the overall performance of the organization. Research from Afghanistan indicates that increased financial incentives enhance employee performance and maintain their focus on organizational objectives (Liu, 2022; Norbaiti *et al.*, 2023).

Non-Financial Motivation

Companies should do things to make their workers happier, more motivated, and more likely to get ahead in their careers. Making the workplace better, praising employees for their hard work, giving them chances to learn new skills, and giving them chances to move up in their careers are all examples of these methods. Research indicates that non-monetary methods of employee motivation positively influence their attitudes, loyalty, and workplace culture (Altassan, 2025).

Leadership Style

Leadership style denotes the approach employed by managers or leaders to direct people and orchestrate organizational functions. By employing supportive, participative, and empowered leadership strategies, leaders can enhance employee happiness, motivation, and overall organizational efficacy. Studies demonstrate that successful leadership not only inspires people but also provides learning opportunities and fosters the organization's long-term growth and development (Mphaluwa, 2025; Liu, 2024).

Employee Performance

Employee performance denotes the degree and caliber with which employees execute their designated responsibilities. High-performing personnel consistently fulfill their duties with precision and within designated timelines, which is essential for organizational performance and the overall quality of projects. Empirical studies suggest that employee performance is significantly influenced by financial and non-financial motivation, as well as by leadership style (Triansyah *et al.*, 2023; Hendri, 2025).

Review of Empirical Studies

A 2024 study at various private enterprises in Malaysia investigated the influence of motivation on staff performance. Data were gathered from 97 employees, and further analysis utilizing SPSS revealed that the work environment positively influenced employee performance (Basir *et al.*, 2024).

A 2024 study in Pakistan investigated the influence of employee motivation on small and medium firms (SMEs). Data from 350 employees indicated that both leadership and motivation have a favorable impact on SME performance (Khan *et al.*, 2024).

A 2023 study conducted in Indonesia, utilizing data from 285 employees, revealed that motivation had a considerable impact on employee performance (Evitaasari *et al.*, 2023).

A 2023 study in Pakistan investigated the influence of employee motivation on organizational productivity. Data were gathered from 83 managers and 378 employees, revealing that motivated personnel exhibit enhanced performance in augmenting productivity and service quality (Saeed & Afridi, 2023).

A research conducted in 2025 in India examined the influence of employee motivation on the performance of commercial enterprises. Data were gathered via surveys and interviews, and the study indicated that both intrinsic and extrinsic elements, including financial incentives and professional growth, positively and directly correlate with employee performance (Patel, 2025).

A 2024 study in Indonesia investigated the influence of employee motivation on job engagement and job satisfaction. The investigation demonstrated that motivation indirectly affects employee performance by influencing job engagement and job satisfaction (Wardiasyah, 2024).

A 2024 study in Ghana analyzed the effects of job design and employee engagement on the success of small and medium firms (SMEs). Data were gathered from 367 employees, and the analysis indicated that good job design and employee involvement enhance motivation and positively affect performance (Afriyie *et al.*, 2024).

A study conducted in India in 2025, including 340 employees, revealed that employee motivation and organizational culture greatly influence organizational performance (Mensah & Agyapong, 2024).

A 2024 study in Malaysia investigated the effects of training, development, and reward systems on private sector employee performance. The analysis indicated that efficient training, career advancement, and fair compensation structures augment employees' skills, motivation, and finally result in enhanced performance (Mohamed *et al.*, 2024).

A 2023 study in Indonesia examined the impact of workplace motivation on employee performance. Data were gathered from 80 employees, revealing that those with elevated motivation levels exhibit significant enhancements in performance (Ludin *et al.*, 2023).

Conducted a study in Nigeria examining employee motivation and performance across private and public sectors. The findings demonstrated that employee motivation yields economic advantages for firms in various sectors (Anyim *et al.*, 2012)

A 2014 study in Multan, Pakistan, investigated the influence of employee motivation on performance in private enterprises. The results indicated that employees

in private companies necessitate enhanced incentive to attain organizational achievement (Naeem *et al.*, 2014).

MATERIALS AND METHODS

Research Design

This research utilizes a quantitative methodology. Quantitative research is an approach that prioritizes the gathering, analysis, and interpretation of numerical data to examine a phenomenon. This methodology investigates whether one variable affects another, primarily focusing on identifying causal relationships. In quantitative research, hypotheses are evaluated via the methodical gathering of numerical data (Borrego *et al.*, 2009).

This study investigates the influence of employee motivation on the performance of private firms in Helmand province, emphasizing causal links. Numerical data were gathered from respondents via structured questionnaires to identify these correlations. Consequently, a quantitative research methodology is utilized, and the study implements an exploratory research design.

This study utilizes a quantitative technique, as previously indicated, despite research being capable of being either qualitative or quantitative. Consequently, a quantitative exploratory research design is employed. Exploratory research, also known as analytical research, is utilized

in contexts where the objective is to uncover answers to "why" inquiries. This study identifies the cause-and-effect link by addressing the "why" question, specifically examining whether employee motivation influences the performance of private firms, and if so, the manner and extent of that influence.

This study employs a cross-sectional research design whereby data are gathered from variables at a particular moment in time. The data are sourced from a specified population, specifically the staff of Bost Private University, Arakozia University, and Wadi Helmand University. There is no necessity to repeatedly engage with the respondents, as the variables are assessed without modification or alteration. This descriptive and explanatory study employs a cross-sectional design, which is appropriate for obtaining a picture of the population. Data are gathered solely once from the target population, rendering this strategy cost-efficient and simplifying analysis.

Mathematical Expressions and Symbols

The regression model for this study can be expressed as follows:

$$PAAs = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$PAAs = \alpha + \beta_1^* + \beta_2^* + \beta_3^* +$$

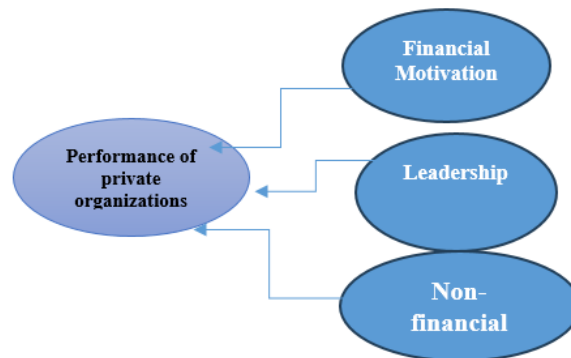


Figure 1: ??

RESULTS AND DISCUSSION

The examination of the gathered data through SPSS software and regression tests indicated that in Helmand province, the motivation of professional personnel significantly influences the performance of private organizations. Financial incentive constitutes approximately 29% of the variance, whereas leadership style accounts for roughly 32% of the variable in organizational performance.

These results correspond with prior research. A study by Khan and Rehman (2024) demonstrated that employee motivation had a significant beneficial impact on organizational performance in private organizations (B = 0.41, P = 0.01). Our study indicates that motivation has a direct and positive effect on organizational success (B = 0.291, Sig = 0.012), affirming that motivated personnel and effective leadership constitute the basis of superior organizational performance.

Further evidence is provided by Patel (2025), whose research demonstrated that employee motivation markedly enhances organizational performance in private institutions (B = 0.45, P = 0.01). These results align with our findings, indicating that motivation directly improves employee performance and fosters organizational success. The findings indicate that financial motive and leadership style are essential determinants of organizational effectiveness. Organizations that employ effective financial incentives and robust leadership techniques attain superior performance, innovation, resource management, and competitiveness. Quantitative investigation utilizing SPSS reveals that around 29% of organizational success is attributable to financial motive, whereas 32% is associated with leadership style.

This study affirms that financial incentives and proficient leadership are essential factors for enduring organizational performance. Furthermore, the research question—

whether financial motive and leadership style influence the performance of private institutions—was definitively addressed: both variables exert a positive and significant impact on organizational results.

Formatting Tables and Figures

Table 1: Demographic Information

	Frequency	Percentage %
Age	18-25	51
	26-35	44
	36-44	17
	55-46	6
	Total	118
Gender	Male	88
	Female	30
education level	12 Graduate	48
	Bachelor	56
	Master	11
	Illiterate	3
	Total	118
Job	Unemployed	3
	Private employee	108
	Personal Business	7
	Total	118

Source: Researcher's Analysis

Reliability Test of the Study

The reliability test assesses the internal consistency of a study's variables. This criterion emphasizes the precision and reliability of research outcomes. This measure assesses the consistency and reliability of a specific study's

results. This study utilized Cronbach's Alpha to evaluate 16 items across four factors. Cronbach's Alpha values range from 0 to 1, with values approaching 1 signifying greater internal consistency (Hair *et al.*, 2015).

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.846	16

Source: Researcher's Analysis

The table below displays the internal consistency values (Cronbach's Alpha) for the four elements influencing employee motivation regarding the performance of private institutions in Helmand province. The variable exhibiting

the highest internal consistency was Organizational Performance, succeeded by Non-Financial Motivation, Leadership Style, and lastly, Financial Motivation.

Table 3: Statistical test for Values

Cronbach's Alpha if Item Deleted	
Private sector Activities	.859
Financial incentives	.806
Non-Financial incentives	.842
Leadership style	.813

Source: Researcher's Analysis

Normality Test of the Study

The normality of the study data was evaluated by skewness and kurtosis analysis. Skewness denotes the divergence of data from the mean, whereas kurtosis reflects the relative sharpness of the distribution's peak.

In a normal distribution, skewness must range between ± 3 and kurtosis must range between ± 5 (Khadim *et al.*, 2023).

For this study, the normality values were as follows:

- Private Organizations' Performance: Skewness =

0.996, Kurtosis = 0.544

- Financial Motivation: Skewness = 0.987, Kurtosis = 0.836

- Non-Financial Motivation: Skewness = 0.554, Kurtosis = -0.241

- Leadership Style: Skewness = 1.071, Kurtosis = 1.971

The results indicate that the data in this investigation are normally distributed. The table below displays the skewness and kurtosis values for all variables included in the analysis.

Table 4: Normality Test

Skewness		Kurtosis
Private sector Activities	.996	.544
Financial incentives	.987	.836
Non-Financial incentives	.554	-.241
Leadership style	1.071	

Source: Researcher's Analysis

Multicollinearity Test Results

This study evaluated the occurrence of multicollinearity among the independent variables. The findings demonstrate the absence of multicollinearity among the independent variables. Khadim *et al.* (2023) assert that multicollinearity among independent variables is deemed nonexistent when the Variance Inflation Factor (VIF)

values are below 10 and the Tolerance values are below 1. The table indicates that the VIF values for all variables are under 10, and the Tolerance values for all independent variables are below 1. Consequently, it can be inferred that multicollinearity is absent among the independent variables in this study.

Table 5: Multicollinearity Test

Model	Tolerance	VIF
Financial incentives	.387	2.585
Non-Financial incentives	.498	2.010
Leadership style	.440	2.270

Source: Researcher's Analysis

Correlation Matrix Results

The Correlation Matrix results indicate adequate correlations among all independent (exploratory) variables in the model. In particular:

- The independent variable, Financial Incentives, exhibits a robust positive connection with Non-Financial Incentives ($p = 0.683$) and with Leadership Style ($p = 0.726$). Financial Incentives also has a positive correlation with the dependent variable Private Administration Activities ($p = 0.602$).

- The independent variable Non-Financial Incentives exhibits a robust positive connection with Financial Incentives ($p = 0.683$) and a moderate positive correlation with Leadership Style ($p = 0.626$). Non-Financial

Incentives exhibit a substantial positive connection with Private Administration Activities ($p = 0.512$).

- Leadership Style exhibits a robust positive link with Financial Incentives ($p = 0.726$), a positive correlation with Non-Financial Incentives ($p = 0.526$), and a moderate positive correlation with Private Administration Activities ($p = 0.605$).

- The dependent variable Private Administration Activities exhibits a moderate positive association with Leadership Style ($p = 0.605$), a moderate correlation with Non-Financial Incentives ($p = 0.512$), and a weak positive correlation with Financial Incentives ($p = 0.602$).

The correlation matrix test results for the relationships among variables are summarized in the table below.

Table 6: Correlation Matrix Results

Correlations				
	PA	FI	NFI	LD
Private sector Activities	1			
Financial incentives	.602**	1		
Non-Financial incentives	.512**	.683**	1	
Leadership style	.605**	.726**	.626**	1

Source: Researcher's Analysis

Regression Analysis Results

- A linear multiple regression analysis was undertaken to ascertain the degree to which the independent factors (environment) influence the variability in the dependent variable (Public Administration Activities) and to identify the independent variable with the most and least significant impact.

- In regression analysis, the correlation coefficient (r) quantifies the direction and strength of linear correlations between variables. The correlation coefficient varies between -1 and +1.

- A correlation coefficient nearing ± 1 signifies a robust linear association between the variables.

- A value of ± 1 indicates an ideal linear correlation.

- A positive correlation indicates that an increase in the independent variable correlates with an increase

in the dependent variable, whereas a reduction in the independent variable corresponds to a decrease in the dependent variable.

- A negative correlation signifies that a rise in the independent variable leads to a drop in the dependent variable, and vice versa.

- This model exhibits a correlation of 0.654 between the independent and dependent variables, signifying a robust association. This indicates that the model is effective in elucidating the relationships among the variables. The correlation coefficient is a robust indication of the strength of the relationship between independent and dependent variables. The regression analysis yielded a correlation coefficient of $R=0.654$, indicating that about 65.4% of the variance in the dependent variable is explicable by the independent variables in the model.

Table 7: Correlation Matrix Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654a	.428	.412	.50103

Source: Researcher's Analysis

Table 8: ANOVA Test

ANOVAa		
Model Regression		Sig. .000b

Table 9: Coefficients Test

Coefficients		
(Constant)	.483	.002
Financial incentives	.312	.012
None Financial incentives	.099	.278
Leadership style	.298	.003

Source: Researcher's Analysis

CONCLUSIONS

This study's findings indicate that financial motive and leadership style significantly and positively influence the performance of private enterprises in Helmand Province. The findings indicate that strong financial incentives and inspirational leadership are crucial for improving organizational performance. Financial incentives and leadership are crucial, since firms that adopt systematic financial rewards and transformational leadership witness significant enhancements in operational efficiency, resource allocation, decision-making, and innovation.

Upon analyzing and interpreting the data, the principal research objective—assessing the impact of leadership style and financial motive on organizational performance—was accomplished. Regression analysis indicated that financial incentive exerts a positive and substantial influence on organizational performance ($B = 0.291$, $Sig. = 0.012$). A robust correlation was identified between leadership style, financial motivation, and organizational success ($R = 0.654$).

The research found that businesses utilizing financial incentives aligned with professional standards exhibit significant enhancements in the efficiency and precision of service delivery.

This research indicates that private firms can attain more success, sustainability, competitiveness, and progress when financial incentive systems are explicitly developed and executed under professional and inspirational leadership. Thus, financial motivation and transformational leadership are essential elements for organizational performance and must be prioritized in management and decision-making processes.

Acknowledgements

Recommendations for Future Researchers

1. This study, done in Helmand Province, encourages future researchers to replicate it in other Afghan provinces to facilitate comparative analysis across various geographical regions.

2. Researchers may conduct analogous studies under

the same title by modifying the research scope, context, or factors to obtain more comprehensive insights.

3. Future research should seek to uncover and analyze the remaining 34.6 percent of influencing elements not addressed in the current study, to enhance the overall understanding of the subject.

Recommendations for the Relevant Organizations

1. Enhancing opportunities for professional development: Organizations ought to offer training programs, workshops, and ongoing learning opportunities to enhance employees' skills and competences.

2. Implementing appropriate financial and non-financial reward systems: High-performing staff should be incentivized through wage increases, performance-related bonuses, and official acknowledgments such as certificates of gratitude.

3. Providing timely monetary and non-monetary incentives: Employees ought to be swiftly rewarded for attaining particular organizational objectives to support positive performance.

4. Conducting performance-based salary reviews: Organizations ought to periodically assess and modify pay in accordance with employees' performance, efforts, and contributions.

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