

The Impacts of Goal Setting and Curiosity on the Employee Job Performance: A Perspective from NGO Sector of Pakistan

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Received 9 July 2014, Accepted 28 July 2014

ABSTRACT:

The present study investigates the impact of goal setting and curiosity (HR outcomes) on the job performance of the employees. Non government sector in Islamabad, Pakistan was targeted in this regard. Data was collected from 282 respondents belonging to local and international NGOs. SPSS was used as data analysis tool and a comprehensive questionnaire was used to collect data. In 20% cases questionnaire was personally administered. The study findings expose that goal setting and curiosity have strong effect on job performance. 71% of the employees are of the view that if goals are easily achievable and need little hard works then their performance increases than the ones which are hard to achieve and require extra efforts. 53% of the respondents report to work for personal development rather than goal achievement. 61% value curiosity as a factor necessary to increase job performance. They value human thinking to play its part in improving overall performance of an employee. Furthermore, all hypotheses were proved using correlation and regression analysis. HR practitioners can take help from this study to improve individuals' as well as team performance of their employees.

Keywords: *Goal setting, Curiosity, Job performance, NGOs*

INTRODUCTION

Human resource activists are seeking new ways to enhance job performance of employees. Study of the human resource inputs has suggested new dimensions in this respect. Karen and Thomas (2010) have tested a model in this regard and found out that HR inputs show significant effect in the process of improving job performance of employees and in return overall performance of the organization. They further suggest "future research should be conducted, for instance, to examine employee curiosity, risk taking, and creativity as promising human resource inputs that influence job and firm performance". Another variable that they suggest to adopt is goal setting. In this research

HR inputs suggested by Karen L. and Thomas (2010) and their impact on employee performance is studied.

Knight et al. (2001) have studied that the goal setting and employee outcomes have positive impact and make employees efficient within the organizations. The management functions such as objectives set by management, initiatives, improvements, and TQM are the characteristics of goal setting, which are crucial elements for setting goals (Zbaracki et al., 1998). Knight et al., has discussed two ways in which goal setting can improve employee performance; motivation and the management systems integrated to improve the job performance.

Zabaracki et al. (1998) has also discussed integrated management system to be playing a role in setting goal for employees and resultantly increasing the performance of employees.

Lock and Latham (2002) proved that goal setting and feedback are important to gain output. Goal setting theory argues that there are different types of goals like exact and difficult goals, output in a higher performance than easily achievable goals, unclear goals or without goals at all (Locke and Latham, 1990). Setting these goals may motivate employees. Only one aspect of it may be considered that it must not be risky. Right goal for the right person should be set.

Lowenstein (1994) relates curiosity with natural human instinct to solve mysteries. Human nature aggressively searches for vague or unclear situations that can be provided with solutions. The important, as written by (Hebb, 1949), is that human always search moderating levels of frustration, which are happiness and low reluctant.

According to the Littman (2005) curiosity is the internal wish or desire for something to take new which will develop the interest or remove the frustration. The researchers found that curiosity provides three types of information or knowledge; first is the intellectual knowledge (Littman and Spielberg, 2003) second one is sensory development (Littman and Spielberg, 2004) and third one experiences, features as adventurous (Littman et al., 2005). According to the Lowenstein's model (1994) curiosity may serve as a foundation of controlling gap in existing knowledge and the knowledge to be obtained. The motivation of removing the gap existing between the desired knowledge and the current knowledge and to enhance the reliability of an individual is an important perceptible of curiosity. He further argues that the process through which curiosity is satisfied may also provide pleasure.

Present study tries to investigate the effect of Goal setting approach for the employees and Curiosity in the employees on the job performance of the employees of NGO sector of Pakistan.

Literature Review

Goal setting is a process for controlling the attitude, behavior and should focus on the specific target who achieve. The wood et al.

(1987), for instance, reviewed approximately two hundred empirical studies in this regard. In the assumption of the goal setting theory is that goals are important rather than individual human actions so the goals are hard and definitely performance will improve and accepted by the individuals. The employee performance will affect when goals do not held by the motivation effort, state way attention and actions of the individual and enhance the motivation level of the employees. In generally the previous theorists supports on goal setting and told proper way on how to operate this theory to better effect on it (Locke and Latham, 1990).

Goal setting theory argues that particular and difficult goals results in an increase as compared to the easy achievable goals or without goals at all (Locke and Latham, 1990). When the risks involved in the goal setting then priority of performance indicator should be given to the multi task, decision making problem instead of one performance indicator.

The Depue (1996) the thing that curiosity is an essential and motivational element which correlates cues shows originality and enhanced opportunity. The personal development is base by the facilitator or provider of services easily offended to require as a precondition. The response against the behavior to stimulate and a work with following components of curiosity are uncertainty, complexity, novelty and conflict. The Berlyne (1971) have suggested two ways of examine the leaning in respond against above elements of curiosity: (A) diversify curiosity, actively searching out different ways of originality and challenging, (B) specific curiosity, actively searching deep in experience and information with specific mental activity. According with Krapp (1999) above two elements show to work group of two people that diversify curiosity development link with stimulate and opportunities, and particular curiosity is activated by whose stimuli with intrinsic uncertainty and complexity or difficulty that can be more enjoy by pertaining more data or knowledge. The two way formation has not been pay proper attention in the earlier curiosity assessment, with current and hopeful exemption (Littman and Spielberger, 2003).

According to the Loewenstein (1994) particular curiosity decreases the uncertainty and frustration linked with original activity.

Therefore, proof has been failed to hold this anxiety reduction theory (white, 1959). Watson et al. (1999) strong proof seeks that the act of persuasive and easily offended to bonus system appetitive motivation is closely independent from the desire to away pain and uncomfortable. Curiosity is obviously a powerful experience (csiksentmihalyi, 1990). According to the Deci (1975) curiosity enables the people to search out personally wants and ambitious interests and is internally inspiring.

According to the Malone (1981) pertaining the curiosity a lot of researchers have things on cognitive and data process factors. The exact epistemic curiosity by the data gap theory projected whether a feeling of deficiency comes when a human being becomes aware of distinction between “what one knows and what one wants to know” (Loewenstein, 1994).

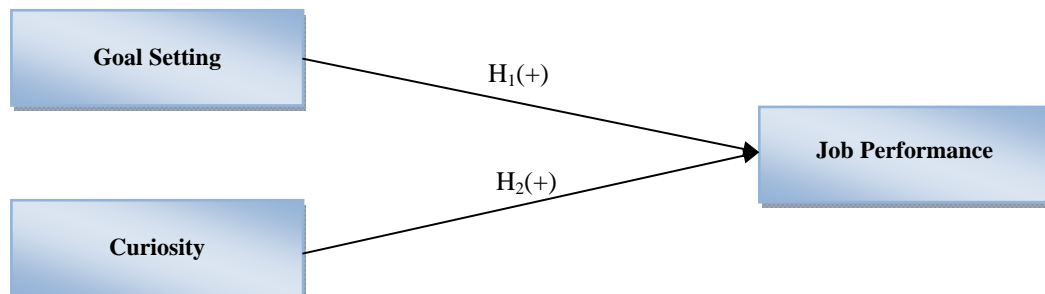
According to the Maw and Maw (1964) consequences studied in prepared definition of curiosity which can useful. Curiosity established from the basic education of the child when he started four ways. The first one is the reaction certainly too unexpected, innovative, incompatible or unexplained functions in his condition to move forward. The second one is to having a curiosity to know much about him or his surrounding. The third is to check his environment and looking innovative experience. The final is to pertaining and more desire to explain or study stimuli in order to well aware about them.

According to the Hoy and Miskel (1996) job performance have influenced on the organizational characteristics, task characteristics

and individual characteristics that some proposed theories. The human being assessed the state of affairs characteristics before beginning of opportunity (Quarstein et al., 1990), whether situational incident is assessed afterwards. The whole performance is a characteristic of a group of situational incident and situational characteristics (Quarstein et al., 1992). According to the Smith et al., (1996) incidental characteristics combined suggested that are the important factors in job performance, pay, promotion, work itself, supervision and co-workers therefore remaining variables can impact also these are employee involvement and organizational commitment.

According to the Motowidlo and Van Scotter (1994) suggested that there are two types employee performance. First one is technical job performance which is the behavior connected with servicing and maintains a firm’s technical core. The second way as an interpersonal job performance is a character of data or information that support the vast field of social environment in which technical core function is also must included.

The several studies have done in the context of job performance which describes the impact of demographic characteristics such as education, age, gender and tenure (Oshagbemi, 1998, 2000a, b). The analysis proposed that the current relationship between job performance and characteristics but the facts care to be combined with positive and negative relationships and sometimes known the relation between as it as variables.



The study envisaged that following hypothesis will hold true:
H1: Goal Setting has positive influence over Job Performance.
H2: Curiosity is positively associated with Job Performance.

Figure 1: Research model and hypotheses

RESEARCH METHOD

Sample and Respondents

The total strength of respondents was 282 and level of job was low and middle which belonging to local, national and international NGOs. They were selected while the view of their personal characteristics like age range (18-50), qualification (degree level), and professional experience was (minimum 2).

Instrument and Measure

A structured questionnaire was used to collect data. Curiosity was measured by seven items based on Trait Curiosity Inventory [STCI]; (Spielberg, 1979). Goal setting was measured by four items and were previously developed and assessed by (Green et al., 2004). The

dependent variable job performance was measured by the four items has been developed by (Williams and Anderson, 1991). The respondents were asked to express their judgments using a seven points Likert scales ranging from strongly disagree (1) to strongly agree (7).

Data Analysis

Only quantitative techniques were used to analyze data. Analysis of a Statistical Package for Social Sciences (SPSS) was used for data analysis. Descriptive frequencies, percentage and correlation were drawn using SPSS.

RESULTS AND DISCUSSION

The results obtained by the data analysis are discussed in the following sections.

Table 1: Descriptive frequencies

Demographic	Frequencies	Mean	Standard deviation
Age			
18-25 Years	57		
26-35 Years	37	2.8972	1.16902
36-45 Years	66		
46 Years to Above	122		
Sex			
Men	157	1.4433	0.49765
Women	125		
Education			
Intermediate	56		
Graduation	69		
Masters	103	3.5496	1.01555
M.Phil or Double Masters	54		
Marital Status			
Bachelor	118	1.5816	0.49418
Married	164		

The above table of descriptive frequencies shows that the age has four categories. The first age group is 18-25 years, the second age group is 26-35 years, the third is 36-45 years and the last one is 46 years and above. The mean for whole age groups is 2.8972 and while standard deviation is 1.16902. The respondents' sex contains two categories; one is men and the second one is women. The collective mean for both sexes is 1.4433, while standard deviation is .49765. Similarly, education has been divided into four categories e.g. intermediate, graduation, master and M. Phil or double master. The collective mean for education is 3.5496, while standard deviation is 1.01555. The marital status has been divided into two categories e.g. bachelor and married. The collective mean of marital status is 1.5816, while the standard deviation is .49418. This depicts that collective mean and standard deviation of age, sex, education and marital status are statistically significant.

Table 2 shows mean and standard deviation

of the respondents against study variables. So the table shows that the mean of job performance is 1.6498 while the standard deviation of job performance is 0.35220. The second variable is curiosity and its mean is 1.51773 while its standard deviation is 0.259353. The third variable is goal setting and its means is 1.6188 while standard deviation is 0.34215. In the table, N represents to the total number of respondents who are 282.

Table 3 indicates that the curiosity is positively and significantly correlated with job performance (0.044) in that study, Reio, (2000) found that curiosity-prevail behavior (e.g., information seeking) plays a meaningful role in workplace learning, as well as in job performance. Correlation analysis establishes that goal setting has significant relationship with job performance (0.034), While there is ample evidence that goal clarity is positively related to job satisfaction (Sawyer, 1992), there is less empirical support for the effects of goal conflict.

Table 2: Descriptive statistics

	Mean	Std. Deviation	N
Job Performance	1.6498	0.35220	282
Curiosity	1.51773	0.259353	282
Goal Setting	1.6188	0.34215	282

Table 3: Correlation matrix of variables

Variables	Job Performance	Curiosity	Goal Setting
Job Performance	1.000		
Curiosity	0.044	1.000	
Goal Setting	0.034	0.205	1.000

Table 4: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.844 ^a	0.713	0.703	3.79184

a. Predictors: (Constant), Goal setting, curiosity

Table 5: ANOVA for relationship of curiosity and goal setting with job performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2037.436	2	1018.718	70.852	0.000 ^b
	Residual	819.548	57	14.378		
	Total	2856.983	59			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Goal setting, curiosity

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-0.551	2.874		-0.192	0.849
	curiosity	1.063	0.145	0.585	7.336	0.000
	Goal setting	0.362	0.073	0.397	4.976	0.000

a. Dependent Variable: Job Performance

Table 4 shows significance values of R, R square, Adjusted R square and Std. Error of the Estimate. The value of R is 0.051, the value of R square is 0.003, and Adjusted R Square is 0.005 and the Std. Error of the Estimate 0.35301. The Predictors are goal setting and curiosity.

H₂: There is a positive relationship between Curiosity and Job Performance.

Nevertheless, literatures provide support for the theory we formed our second hypothesis. Curiosity and wonder is the mother of all science (Dewey, 1910). The original curiosity of human being is a main threat or force under scientific findings and the growth or development of the people (Gorlitz, 1987). It is consisted on curiosity a need for the enhancement of information (Piaget, 1952). According the theory of Bruner (1966) curiosity is the important whether it "is essential to the survival not only of the individual but of the species". According to the Maslow (1970) curiosity assume as a fact that to be key function in the growth of a psychologically healthy person.

According to Porter and Lawler (1968), described performance in three categories; first one is measurement of return rates, sale volume

over a given time and overall production of subordinates answerable to managers. The second type involved the assessment by an individual who is not being assessed presently. In the last type measuring performance is the appraisal and the rating by the employee themselves. This self rating method can be fruitful to make employees set their own goals. This concludes that performance not only measures the overall efficiency of the business but also the objects and responsibilities taking into consideration the context of the assessment board (Hersey and Blanchard, 1993).

CONCLUSION

This study is based on the goal setting and curiosity which impacts on job performance. The empirical study tested solely on nongovernmental organization which is located in Islamabad. The questionnaire was distributed and self administered. Therefore the response was 100%. When John (1991) declared that examine the relationship between job performance and need for achievement under the different situational constraints. On the other hand, workers have a requirement for goal accomplishment by involve in budget setting be

able to increase job-relevant in sequence that strength help them to set suitable goals.

So, the findings were drawn after running the regression and co-relation test which shows the positive and significant relationships. The above finding shows that the goal setting and curiosity are positive influence on the job performance. The results of the study also accepted and we developed hypothesis. Finally conclude that the goal is very important to enhance the job performance of the employee because without goal employee will not work full potential. The curiosity is also important factor to increase the job performance of the employee. In this paper the above analyses and literature proved that goal setting and curiosity increase the efficiency of the employees. Future research should be evaluating the impact of Emotions, Spying and Prying, and Snooping curiosity on the job performance.

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