

The motivational factors play an important role in analyzing disparity between motivational desires and outcomes. This research is inspired from the study of Heimovics & Brown (1976). The purpose of this research is to establish the role of disparity between motivational desires and motivational outcomes at both individual and organizational levels. This study examines the gap between 'Motivational Desires' demanded by employees and 'Motivational Outcomes' offered to the employees.

This study contributes to our understanding of the differences in Motivational Desires' demanded by employees and 'Motivational Outcomes' offered to the employees in the government and privates sector organizations in telecommunication industry. This research also investigates the association of various motivational factors in term of intrinsic and extrinsic motivation based on expectancy theory as while comparing motivation at different levels, expectancy theory is most appropriate theory to measure disparity between desires and outcomes. To measure ranking through priorities is a new subject for research in Pakistan. This research based upon the expectancy theory that determines the desirability of outcomes. In this theory the individuals process the different motivational factors based on his/her own priorities.

The survey is conducted on employees from middle and top level managers of government and private sector organizations in telecommunication industry in twin cities of Islamabad and Rawalpindi. 'Adapted Structured Close-Ended Questionnaire' with ranking scale from 1 to 20 is used for this research. Non probability convenience sampling method is used for data collection. The sample size is 228 and response rate is 91.20 percent. The responses are statistically analyzed through Spearman Rank Correlation using the Statistical Package for Social Sciences (SPSS). Among the key findings it is shown that recognizing the employee's accomplishments, through provision of career advancement opportunities translates into improved performance both at the individual and organizational levels. The hypotheses have proven true; out of twenty motivational factors in terms of chance to learn new things, chance to exercise leadership, further training and educational opportunities, good working condition, medical facilities, house rent, conveyance allowance, opportunity for advancement (promotion), sensible company rules, regulations, procedures, and policies and working as part of a team, some motivational desires and motivational outcomes are different at each level in gender wise, age wise, qualification wise, income wise, marital status wise, sector wise, managerial wise and experience wise comparative analysis in telecommunication industry.

The motivational desires and motivational outcomes of employees are striking on two counts: first, the identical rankings of "Desires" and "Outcomes" employees are high salary, social status & high prestige, house rent, conveyance allowance, medical facilities, better working environment, opportunity for further training and education, appreciation in the meetings on work completed, job security, opportunity to utilize my unusual abilities, opportunity of learning new things and second, the significant level of disparity between "Desires" are chance to exercise leadership,

friendly and congenial associates, promotion, sensible company rules, regulations procedures and policies and finally working as part of team as the motivational factors.

The research concludes by advocating for the formulation and implementation of appropriate employees' motivational factors is an effort to improve performance at both individual and organizational levels.