

**A STUDY IN UNDERSTANDING THE CRITICAL FACTORS OF EMPLOYEE
MOTIVATION IN INFLUENCING THE OVERALL PERFORMANCE OF THE
EMPLOYEE USING MUTLIVARIATE ANALYSIS OF VARIANCE (MANOVA)
APPROACH**

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ABSTRACT

It has been shown via empirical research that businesses that have staff members that are highly driven achieve the greatest levels of performance. This conceptual paper attempts to present an overview of current breakthroughs in the theory of employee motivation and organisational performance, as well as make ideas for additional study that may be conducted. In order for a company to remain one step ahead of its rivals, it is imperative that the company cultivate an atmosphere of ongoing learning and progress. This objective may be accomplished through recruiting talented new personnel. The latter asserts that workers should continue to educate themselves over the course of their employment. Recent research has indicated that the number of individuals actively striving to extend their knowledge throughout their lifetimes has dramatically increased. It is very necessary to consistently seek out new employees and educate them in today's advanced business environment. Even while they could like what they do, they might be thinking about leaving the company soon, which would make things more difficult. Those who are prepared to put in the effort to develop themselves and maintain a "third place" for themselves are in a better position to find job that meets their standards.

There is a concerted effort made by businesses of varying sizes and operating in a variety of industries to cultivate strong relationships with their employees. Workers, on the other hand, are motivated by a broad array of conflicting objectives. Some employees, for instance, are mainly motivated by their income, while others place a higher premium on stable employment and prospects for advancement. It is essential for a business and its leadership to have an understanding of what motivates its employees in order to improve performance.

Keywords: Compensation package, Employee Motivation, MANOVA and Performance

INTRODUCTION

The notion of motivation is essential to the successful operation of any organisation. Since contentment in one's professional life is such a distinctive trait, it may be challenging to effectively drive individuals. The performance of employees in a variety of situations has been related, in a number of studies, to motivation and the components of motivation. Being motivated is being driven by an inner drive that leads one to participate in a sequence of mental and behavioural operations with a given set of outcomes in mind. When someone is motivated, they are being driven by an inner drive that drives them to do so. These systems determine the trajectory, intensity,

and length of goal-directed behaviour depending not only on the psychological constraints of the individual but also on the environmental and contextual factors that person is subjected to (s). In the context of the workplace of an organisation, the term "work motivation" refers to "a collection of energy factors that originate within persons and their environs to launch work-related behaviours and to affect their shape, position, strength, and length." These factors "launch" work-related action and "effect" their shape, direction, intensity, and distance (Cerasoli 2014). It is common knowledge at this point that the degree of intrinsic motivation an employee has in the job is the product of a convoluted interaction between the individual's surroundings and their own unique personality (e.g., cultural, societal, and work organizational). Personality, needs, and even the appropriateness of one's work environment may all have an impact on motivation, which in turn may have an impact on a broad range of behaviours and viewpoints, such as engagement, satisfaction, and organisational citizenship practises (OCBs).

According to self-determination theory, there are two distinct types of motivation that may be found in the workplace: intrinsic motivation and extrinsic motivation (SDT). On the other hand, one must look inside themselves to find their own drive. Workers are able to feel a feeling of excitement, achievement, joy, and personal fulfilment as a result of the processes and consequences of activities linked to their job. According to the theory of extrinsic motivation, however, factors such as the company, the nature of the work itself, and the atmosphere at the office may have a significant impact on an employee's willingness to come into the office each day. This is because extrinsic motivation is influenced by factors outside of the employee. Examples include promises of monetary support and other financial obligations, as well as social pressure and expectations. Those who are motivated extrinsically are more concerned with the consequences of their activities than they are with the actions themselves. But, this does not indicate that an individual's internal drives are more important than the incentives they get from the outside world (Tziner, 2019).

In today's increasingly globalised economy, the primary objective of businesses is to achieve enormous yearly profits. In order to get an advantage in the cutthroat rivalry of the market, organisations like this establish many strategies. For a company to be successful in achieving both its financial and non-financial goals, it is necessary to have strong corporate governance in place. Because of this, businesses are increasing the amount of effort they put into maintaining employment for their most important employees. No matter how large or how little an organisation is, the key to its success is having a staff that is intensely engaged in its job. Companies are coming up with innovative ways to maintain good corporate governance and gain a competitive advantage in specialised markets, and the smooth execution of company operations is dependent on these developments. The areas of finance, administration, public relations, sales, and human resources are just a few examples of the types of departments that may be found in every kind of company (Shkoler, 2017). The department of human resources is accountable for the management of the workforce, as well as the recruitment and maintenance of highly qualified individuals, and this responsibility is based on the employee performance report. The management makes the decisions about who is promoted and who is demoted. The ability of a firm to achieve high levels of productivity in the modern day is largely determined by the degree to which the human resources

department is able to effectively manage the personnel. According to the findings of a number of studies that investigated the relationship between contentment in one's job and employee motivation, managers of businesses need to assess the psychological characteristics of their employees in order to motivate their teams. It has been stated by academics that in order for employees to be completely committed in their job, they need to make an intentional effort to establish a positive frame of mind.

Literature Review

Literature has shown that the concept of "performance," when used in conjunction with an assessment methodology is useful in promoting behaviours that are associated to achievement. The majority of the studies that have been conducted on the subject have concentrated on how autonomy and intrinsic motivation affect performance. This is due to the fact that people who are intrinsically motivated act in accordance with their own distinct collection of fundamental beliefs and values. According to the self-determination principle, a person's degree of motivation is one of the most crucial elements in determining whether or not that person will realise their full potential. That is to say, it seems to reason that when individuals are given more autonomy at work, a higher feeling of ownership over their work, and a clearer knowledge of the aims of their positions, they would perform more effectively in their jobs. It's possible that a person's passions and guiding principles are where such ideas come from. It is purposeful, exciting, pleasant, and rich in rationale, which are all required components for successful action. The intrinsic element of self-directed motive has also been connected to execution in research and forms of work that are relevant to the topic (Aarabi 2013).

Compensation

Academics believe that the total compensation that is provided to employees at higher education institutions should be based on a variety of factors, including the workers' credentials, experience, and prospective market values. The authors concur, suggesting that supervisors and upper management should put a greater emphasis on pay in order to motivate staff members. The bulk of this research is predicated on the idea that employees should be able to make use of incentives, and that these should be tailored to meet their specific requirements. The discovery by Marlow that poor service conditions, as evaluated by compensation, contribute to increased stress among employees in an organisation lends credence to this thesis. It is possible to increase employee retention and productivity by offering working conditions that are comparable to those offered by competitors in the market. According to the findings of another piece of study, the low pay that are paid to educators may be directly responsible for the high turnover rate that is seen in educational administration. As a consequence of this, individuals responsible for the organisation and management of schools need to pay particular attention to the framework of their compensation schemes (Trépanier 2015).

Better working environment

It is very necessary to plan ahead and cater to the needs and desires of employees while they are on the job. It is important to ensure that the required quantity of work for an employee is not so overwhelming that they are dissuaded from continuing to accomplish their job. Administrators at

educational institutions have a responsibility to show the highest respect and objectivity towards the members of their present workforce, which is referred to as human resources. At every level of an organisation, there has to be required possibilities for employees' educational growth. These days, scholars and experts in the field of human resources are spending an increased amount of time and focus to the subject of job design. A well-designed job is, thus, the most important factor in maintaining people's interest in their work. On the other hand, employees get disinterested in their work when their duties are not effectively planned (Shahpouri, 2016). When employees are overworked and compelled to take on an excessive amount of activities that are not related to teaching, a lot of academics have arrived at the opinion that there is a significant flaw in the architecture of the profession. The enthusiasm of a school's instructors and staff may be affected, according to the opinions of a number of academics, by the atmosphere of the school. It is common knowledge that individuals derive the greatest motivation to perform at their best at work since that is where they spend the most of their time.

Overall performance and management

Administration of employees and learning executives at all levels of educational activity should make the implementation of significant performance management systems a top priority in order to regularly review the accomplishments of workers. This will ensure that management is holding workers accountable for their work. For instance, a so-called 360-degree feedback system has to be established in order to guarantee that all suggestions are appropriately taken into account. Nonetheless, throughout the course of the last several decades, a more objective and scientific viewpoint on performance management has progressively come into being. Additional research indicates that, despite the availability of other methods, a performance management system that is based on 360-degree action is the most impressive way of resolving this problem (Forson 2014). This is despite the fact that there are other alternatives available. Studies have shown that poor assessment systems, deficiency of acceptance and esteem from the boss and other fellow worker, and the communal belief that teachers are most impelled by intrinsic factors and affair motivated by the financial prospect of teaching are common causes of distress and demotivation among employees in educational institutions. This belief is contrary to the common belief that teachers are most motivated by intrinsic factors and least motivated by the financial characteristic of education. A lack of recognition from higher-ups is only one of the many another element that may plan of action a role in an employee's decision to leave the teaching profession.

As a corollary to this point, it is emphasised that workers place a high value on feedback, which is why it is vital to take it into consideration while assessing and maintaining tabs on the performance of employees at educational institutions. Since getting feedback, particularly constructive criticism, from one's superiors has the expected to have a world-shaking impact on an worker level of motivation, it is essential for managers to offer frequent feedback to their team (Reizer 2019).

Fostering growth through training

Leaders of educational institutions should be aware of the need of making financial investments in professional development programmes in order to motivate their employees and assure the institution's ongoing success. Workers are more likely to feel encouraged and inspired when they

see that they are making progress in their careers. He emphasised that an individual's professional development plan is the major determinant in defining one's future trajectory in the organisation, and that this is the case for all employees (Opoku 2020).

Research hypothesis

- There is no critical difference between motivating employees through better compensation and enhancing the overall performance
- There is no critical difference between motivating through creating better work environment and enhancing the overall performance
- There is no critical difference between overall performance and management and enhancing the overall performance
- There is no critical difference between fostering growth through training and enhancing the overall performance

Methodology

In-order to return the essential message for the investigation questions, a combine of first and secondary document is needed. Exploitation standardized questionnaires and a Likert scale with five points ranging from "strongly agree" to "strongly disagree," primary data were collected and analysed. They had finished a deal of reading on the subject earlier settling on the decision to do their own research. The purpose of this study was to investigate the elements that influence people's selection to purchase organic food.

Data Analysis

Table 1: Percentage rate analysis

Gender	Frequency	Percent	Mean	SD
Male	78	54.50	1.45	0.50
Female	65	45.50		
Age	Frequency	Percent	Mean	SD
Less than 30 years	50	35.00	2.21	1.14
31 - 40 years	44	30.80		
41 - 50 years	18	12.60		
Above 50 years	31	21.70		
Nature of Industry	Frequency	Percent	Mean	SD
Manufacturing Companies	64	44.80	1.71	0.73
Service related Companies	56	39.20		
Consultancy and others	23	16.10		
Type of Family	Frequency	Percent	Mean	SD
Nuclear Family	83	58.00	1.42	0.50
Joint Family	60	42.00		
Education	Frequency	Percent	Mean	SD
Completed UG	66	46.20	1.97	1.08
Completed PG	34	23.80		
Completed Professional course	24	16.80		
Others	19	13.30		
Work experience	Frequency	Percent	Mean	SD
Less than 5 years of experience	44	30.80	2.47	1.31
5 - 10 years	37	25.90		
10 - 15 years	24	16.80		
15 - 20 years	27	18.90		
Above 20 years	11	7.70		

From the analysis it is identified that 54.5% were male respondents, 35% were in the age group of less than 30 years, 44.80% were working in manufacturing companies, 58.00% were living in nuclear family, 46.20% have completed undergraduation course, 30.80% possess less than 5 years of experience

Regression Analysis

Table 2: Regression model

ANOVAa	SS	df	F	Sig.
Regression	141.571	4	141.234	.000b
Residual	34.582	138	R	0.896
Total	176.154	142	R Sqd	0.804

Regression	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
(Constant)	0.338	0.167		2.027	0.045
Compensation Package	0.306	0.113	0.309	2.713	0.008
Work Environment	0.305	0.107	0.331	2.846	0.005
Performance Management System	0.182	0.08	0.188	2.269	0.025
Training and Development	0.101	0.161	0.108	0.625	0.533

From the regression model, the value of R squared is 0.8904, which shows that the model is stated to be best fit, also the regression equation can be framed as follows

Y (Employee performance) = 0.338 + 0.306 x Compensation package + 0.305 x Work environment + 0.182 x performance management systems + 0.101 x Training and development

Multicollinearity Test

Table 3: Multicollinearity

Multicollinearity	Collinearity Statistics	
Model	Tolerance	VIF
(Constant)		
Compensation Package	0.11	9.132
Work Environment	0.105	9.499
Performance Management System	0.207	4.833
Training and Development	0.047	6.067

From the analysis it is noted that the Variance Inflation Factor (VIF) possess the highest measure of 9.499, which is less than 10.0. It has been observed that the VIF value of 10 and above tends to state that there exists multicollinearity among the variables. However, in the above table the VIF values are far below 10.0 and also the overall Tolerance readings are reasonable, it means that the study does not have multicollinearity issues.

Multivariate Analysis of Variance (MANOVA)

In order to analyse the Homogeneity of Co-variance, the Box's M test was adopted. Box's M test (also called Box's Test for Equivalence of Covariance Matrices) is a parametric test used to compare variation in multivariate samples. More specifically, it checks to find out whether two or more covariance matrices are homogeneous.

Table 4: Box's test

Box's Test of Equality	Values
Box's M	61.18
F	5.843
df1	10
df2	31375.7
Sig.	0.00
Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.	

Based on the above table it is noted that the sig. value of 0.000, hence it can be stated that the assumption of homogeneity of covariance has been defeated across the variables.

Table 5: MANOVA output

MANOVA	Effect	Value	F	Hypothesis df	Error df	Sig.	Partial Eta Sq
Intercept	Pillai's Trace	0.987	2,665.14	4	135	0.00	0.987
	Wilks' Lambda	0.013	2,665.14	4	135	0.00	0.987
	Hotelling's Trace	78.967	2,665.14	4	135	0.00	0.987
	Roy's Largest Root	78.967	2,665.14	4	135	0.00	0.987
EPR	Pillai's Trace	1.134	13.649	16	552	0.00	0.283
	Wilks' Lambda	0.036	50.729	16	413.069	0.00	0.564
	Hotelling's Trace	22.087	184.284	16	534	0.00	0.847
	Roy's Largest Root	21.883	754.954	4	138	0.00	0.956

Based on the above multivariate test demo a important outcome for the employee performance as it reported the Pillai's lambda to be 1.134, $F=13.649$, $P<0.05$, partial eta squared=0.584. The

Hotelling-Lawley's test was also computed at $p < 0.05$, hence the null hypothesis is rejected at 5% significance level and conclude that the employee performance of the individuals in the various categories is significantly dependent on the variables like: compensation package, working environment, performance management systems and fostering through training.

Conclusion

In conclusion, it is reasonable to anticipate that the main focus of this essay will be on the nebulous elements that various businesses have to consider in order to increase their bottom line. This assertion may be supported by the following: The period of anti-globalization is an excellent moment for a corporation to concentrate on the people who work for it. It's possible that the HR department may utilise this information in their quest to comprehend the intricate dynamic at play among the factors that inspire workers. Thorough study has led us to the conclusion that inspired personnel would be able to assist a broad variety of commercial organisations in achieving their objectives. This has allowed us to form this conclusion. The significance of this book is made abundantly evident whenever it is used as a resource, whether by teachers or by students who want to work in research one day. There are likely a number of companies that might improve their internal communication with their employees by using this tool.

According to the findings of the study, many factors, such as the compensation package, the work design and environment, and the performance monitoring system, all play a part in motivating instructors. There found a reliable correlation between several different aspects of intrinsic motivation and job performance. When utilised in regression analysis, the overall indicator of work motivation shows a substantial positive connection with productivity. According to the findings of the MANOVA test, the research suggests that the management need to provide additional opportunities for employees who are still in the beginning stages of their careers. This would help to supplement the experienced staff strength that is currently available. If the city is going to generate the next generation of innovative educators, it has to offer the teaching profession more leeway in how it goes about carrying out its responsibilities. The conceptual framework does not incorporate employee motivation in the role of a mediating component, which is one of the shortcomings of the study. In the paper, it is recommended that more research be conducted on this association.

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