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A STUDY ON THE FACTORS AFFECTING EMPLOYEE MOTIVATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE AT RASHTRA DEEPIKA LTD, KOTTAYAM

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ABSTRACT

Rashtra Deepika Ltd., Kottayam is a well-established organization in the publishing and media industry. Unlike various other sectors, the media and publishing industry depends heavily on employee creativity, commitment, and performance for organizational success. The main purpose of the study is to examine the impact of factors affecting employee motivation and employee performance in Rashtra Deepika Ltd., Kottayam. The main objective was to identify key motivational factors and analyze their impact on employee performance. A descriptive research design was adopted, and data were collected from a sample of 100 employees using a structured questionnaire. The data were analyzed using statistical tools such as correlation analysis, factor analysis, t-test, and regression analysis. The findings reveal that timely bonuses, financial rewards, and job satisfaction are the most influential motivational factors, while corporate gifts and profit sharing have comparatively lower impact. Correlation analysis shows that Intrinsic motivational factors show strong positive correlations ($r > 0.60$), while extrinsic factors demonstrate moderate to strong correlations ($r > 0.50$), indicating a high level of consistency within both motivational dimensions. The paired sample t-test revealed no significant difference between employees' preference for financial and non-financial rewards (Mean Difference = 0.04, p = 0.375), indicating that both reward types are valued almost equally; however, employees who preferred financial rewards reported significantly higher overall motivation scores than those who preferred non-financial rewards (p = 0.034).Factor analysis of performance dimensions confirmed a three-component structure, explaining 68.91% of the total variance. Regression analysis indicates a strong positive relationship between employee motivation and employee performance (r = 0.64, p = 0.001), where a one-unit increase in motivation leads to a 0.65 increase in performance, explaining 46.2% of the variance. The study concludes that employee motivation plays a crucial role in enhancing performance, emphasizing the need for a balanced approach combining intrinsic and extrinsic motivational strategies.

KEYWORDS: Employee Motivation, Employee Performance, Intrinsic Rewards, Extrinsic Rewards, Performance Dimensions, Task Performance, Contextual Performance, Adaptive Performance.

1.INTRODUCTION

Motivation refers to the driving force within individuals that stimulates, directs, and sustains their efforts toward achieving specific goals. It plays a key role in improving employee performance. An important role of management is to help make best motivation arises from the desire to fulfil needs or expectations and can be distinguished as: Intrinsic motivation driven by psychological rewards such as personal growth, challenge, and a sense of achievement. Extrinsic motivation driven by tangible rewards such as money, promotions, or recognition. Motivation as the degree of readiness of an individual to pursue a designated goal, emphasizing the forces that induce such behaviour. Motivation as the internal and external factors that influence the level of effort, direction, and persistence of employees toward achieving organizational objectives.

Employees are irreplaceable valuable asset to an organization. Motivated employees act as ambassadors for the organization, attracting new talent and promoting a positive image. They demonstrate high commitment and a strong fighting spirit, completing tasks with effectiveness and efficiency. Their performance often exceeds expectations, contributing significantly to the company’s success. Motivated employees are proactive, innovative, and dedicated, enhancing overall productivity and organizational growth. On the other hand, unmotivated employees can act as a brake on the organization’s progress, slowing down workflow and reducing efficiency. Their performance is often below optimal levels, and they may fail to achieve set targets. Lack of motivation can lead to decreased productivity, poor work quality, and negative impacts on customer satisfaction. So, employee motivation is a key concern for managers and an essential part of management in any organization. By investing in the development and wellbeing of their organizations can increase productivity, efficiency, effectiveness.

Employee performance relates to how well a worker fulfils their job responsibilities and completes required tasks. It reflects the quality and effectiveness of their output. This performance shows the value an employee adds to the organization and indicates their productivity level, which directly influences the organization's goals and success. The study focuses on Rashtra Deepika Ltd. a respected media organization, to explore how motivation impacts employee performance. The aim is to identify key motivational factors that the organization provides to help employees feel valued and encourage them to do their jobs effectively. It also looks at how intrinsic and extrinsic rewards affect employee performance. Intrinsic rewards include praise and acknowledgement, public recognition, job satisfaction, while extrinsic rewards cover financial rewards, profit sharing, bonus. Additionally, the study explores three key dimensions of employee performance-contextual, adaptive and task performance. Overall, motivation is vital for boosting employee performance, organizational effectiveness highlighting the importance of human resource management in reaching organizational goals.

1.1 OBJECTIVES OF THE STUDY

Primary Objective:

To study the factors affecting employee motivation and its impact on employee performancein Rashtra Deepika, Ltd Kottayam.

Secondary Objectives

1. To identify the major and key motivational factors provided by the company.
2. To examine the influence of intrinsic and extrinsic rewards on employee performance.
3. To assess the extent to which financial and non -financial rewards influence employee motivation within the organization.
4. To observe the major dimensions of employee performance: task performance, adaptive performance and contextual performance.
5. To identify and assess the relationship between motivation and employee performance.

2. REVIEW OF LITERATURE

This chapter provides a comprehensive review of relevant theoretical literature, focusing on key concepts related to the topic **"A study on the factors affecting employee motivation and its impact on employee performance at Rashtra Deepika Ltd, Kottayam."** The discussion is centered on two primary variables, namely motivation and employee performance, providing a foundational understanding of their relationship. Conducting a literature review is essential for developing a well-rounded perspective on the subject.

2.1.1 MOTIVATION

Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance.Motivation is one's direction to behavior, or what causes a person to want to repeat a behavior, a set of force that acts behind the motives. An individual's motivation may be inspired by others or events (extrinsic motivation) or it may come from within the individual (intrinsic motivation). Motivation has been considered as one of the most important reasons that inspire a person to move forward. Motivation results from the interaction of both conscious and unconscious factors.

DEFINITIONS

- Robbins & Judge (2019), motivation can be defined as processes that account for an individual's persistence, direction and intensity of effort toward attaining a goal. According to their perspective, intensity pertains to the level of effort a person exerts, direction delineates the route toward a particular objective, and persistence relates to the duration for which a person can sustain their efforts.
- Ramlall (2004) view motivation as "The willingness take action the capability to act, and the presence of a clear objective."
- Hitka et al. (2019), "Motivation as a psychological process that fuels and sustains
- individual's actions in connection with his/her job, tasks or projects".

2.1.2 THEORIES OF MOTIVATION

Motivation is not a simple concept instead; motivation pertains to various drives, desires, needs, wishes and other forces. Theories on employee motivation have existed since the 19th century, beginning with Elton Mayo's famous studies at the Hawthorne factory of the Western Electric Company in Chicago from 1924 to 1932. Mayo's research revealed that workers were not only solely driven by monetary benefits (organizational space) but were motivated by social elements as well (team space). Following Mayo’s classic work, numerous longstanding theories of motivation have been propounded by different scholars and researchers over the years. Notable among these theories are the content theories and the process theories. While content theories focused on the needs that all individuals share, process theories focus on the cognitive differences between individuals. Some of these theories are discussed below:

CONTENT /NEED THEORIES

The content theories also known as the "need theories" or "psychological theories", focuses on the need of an employee and concentrates mainly on what motivates an employee. Chintalloo and Mahadeo (2013) assert that as human beings, we all have various needs, if those needs are left unsatisfied, it will disrupt us to move ahead because we feel a sense of emptiness. However, if all our needs at the workplace are satisfied, we will be productive at work. According to them, a manager must therefore distinguish the needs of his employees and devise proper plans on how to satisfy those needs. Thus, identifying and designing the effective package of needs for individuals is of utmost importance for managers. The content theories school of thought has five major pioneer contributors who developed various theories in support of it discussed as follows:

❖ **Abraham Maslow's Hierarchy of Needs**

Maslow's theory holds that the human needs form a hierarchy ranging from the lowest-order needs (psychological needs) to the highest-order needs (the need for self actualisation). Maslow's hierarchy of human needs (1954), focuses on the inner space and posits that people are motivated by five levels of needs. According to Maslow's hierarchy of needs, people have physical, security, social, esteem and self-actualization needs. These five levels are treated as hierarchy where basic physiological needs are sought first, then security, social, esteem, and finally, self-actualization. He posited that people are motivated to fulfil their lower-level needs before they move on to fulfil higher-level needs, such as ego (esteem) and self-actualization. Maslow was quick to add that in the real-world situation, not everyone aspires to the same level of human need or achieves self-actualization. Therefore, though these five areas may be common to everyone however, people operate at different levels, and organizations need to support their workers in satisfying their desired level of need.

❖ Clayton Alderfer's Erg Theory

Clayton Alderfer propounded the ERG theory as a modification of Maslow's hierarchy of needs. Alderfer proposed that basic human needs may be grouped under three categories namely: Existence, Relatedness, and Growth. This theory implies that the number of years one stays in an organization the more his/her needs keep on changing. It therefore recognizes the multiple needs that may be driving employees at a given point to understand their behaviour and management can properly motivate them.

❖ David C. Mcclelland's Acquired Needs Theory

McClelland's Acquired Needs Theory is also known as the 'Three-Need Theory or Learned Need Theory' was based on the need for power, the need for affiliation and the need for achievement. According to acquired-needs theory, individuals acquire three types of needs. result of their life experiences: Achievements. attain realistic but challenging goals and gain advancement in the job; Power lead and have their ideas prevail; and Affiliation Cooperative relationships with others, these three needs are not mutually exclusive (Heller, Goulet & Mohr, 2004), some people may be motivated by one or two or all the three elements. others may be motivated by achievement and affiliation while others are partially motivated by all the three. They therefore recommend that an organization should try to formulate jobs and responsibilities that best fit all the individual needs of their employees.

❖ Douglas Megregor's Theory X and Theory Y

McGregor, in his book the Human side of Enterprise (cited in Mullins, 2005), argued that the style of management adopted is a function of the manager's attitudes towards human nature and behaviour at work he/she puts forward to suppositions called Theory X and Theory Y, which are based on the assumption about work and people. McGregor's Theory X and Theory Y present two opposing sets of assumptions regarding the attitudes of managers and employees. Theory X assumes that workers are lazy and will avoid work if given the choice, while Theory Y assumes that workers are creative and want to do a good job. Mullins posits that if one believes that Theory X is correct, then management needs to be authoritative and motivate

employees through strict control of the work environment with clear negative consequences for non-performance. Hence, this will require a task oriented, fear-based system of management (top-down, organizational space control). On the contrary, He claims that the Theory Y workers want to create, contribute and participate in work planning.

❖ Frederick Herzberg's Motivation Hygiene

In conducting numerous studies over time to explore those things that cause workers in white-collar jobs to be satisfied or dissatisfied, Herzberg, Mausner and Snyderman's (1959), developed a two-factor theory heavily based on need fulfilment because of their interest in how

best to satisfy workers. They developed what came to be known as hygiene factors and motivating factors. Herzberg's dual factor theory distinguished between factors causing dissatisfaction (hygiene factors) and those causing satisfaction (motivation). The hygiene factors represent things such as salary, fringe benefits, job security, work conditions, company policy and administration, interpersonal relationship with supervisors and other factors associated with one's job content. On the other hand, the motivating factors are those factors that make workers work harder and classified them as follows: job responsibilities, position, title authority and learning opportunities, achievements, recognition, work itself, job advancement.

PROCESS THEORIES

Proponents of the process theories changed the emphasis of motivation from needs to the goals and processes by which workers are motivated. They attempt to explain and describe how people start sustain and direct behaviour aimed at the satisfaction of needs or reduction of inner tension. Process theories also attempt to identify major variables that explain. behavior, but the focus is on the dynamics of how the variables are interrelated in explaining the direction, degree

reinforcement, and expectancy. They place emphasis on the actual process of motivation. The Process theories place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables, which make up motivation, and with how behaviour is initiated, directed and sustained. What all process theories have in common is an emphasis on the cognitive processes in determining employee level of motivation and need satisfaction. The notable theories that support the process theories school of thought as encountered in prior literature Adam's equity theory, Vroom's expectancy theory, Porter and Lawler's model, and Handy's motivation calculus.

❖ John Stacy Adam's Equity Theory

John Stacy Adam's Equity Theory (1963) refers to an individual's subjective judgement about the fairness of the reward received for inputs in comparison with the rewards of others.

It states the importance of fairness when managing groups of employees. The theory propose that workers seek a fair balance between what they put into their jobs (inputs) and what they get out of it (outcomes) and therefore, they want to be treated fairly and likely to compare their treatment to that of their peers. This theory recognizes the motivational force of organizational space when rewarding for performance and how favouritism and inequities in the system can lead to job dissatisfaction and demonization.

❖ **Vroom's Expectancy Theory**

Vroom's Expectancy Theory of motivation suggests that people are motivated to reach a goal if they think that the goal is worthwhile and can see that their activities will help them achieve the goal. The theory deals with the concept of effort, performance and reward thus, how the level of individual effort on a given task will translate into success and personal reward. Before committing to task, people tend to weigh the level of effort required versus probable benefits. They need to know that the job task will likely lead to better results and that the results will lead to benefit that is meaningful to the employee. Therefore, the theory proposes that motivation is an inner judgment process (personal space) and expected outcomes.

❖ **Porter And Lawler's Model**

Porter and Lawler's Model of motivation depict performance as a function of ability, the perception of task required. and effort. Effort is influenced by the value of rewards and the perceived effort-reward probability. Performance accomplishment in turn, is related to rewards and satisfaction (Robbins, 1998.

2.1.3 FACTORS AFFECTING EMPLOYEE MOTIVATION

A. Intrinsic Rewards

Intrinsic rewards are the non-financial rewards where employees are satisfied psychologically and rewarded spiritually from successfully completing the work (Anjum, et al., 2021; Manzoor, Wei and Muhammad Asif, 2021; Acharya, 2021). According to Nanu, et al. (2020), intrinsic rewards are intangible rewards that drive the employee’s intrinsic motivation in the form of self-esteem, satisfaction from overcoming challenges and feeling of accomplishment and growth. It includes recognition, career development, learning opportunity and autonomy. Intrinsic rewards provide hotel employees a sense of achievement and motivate them not only to do their best in their work but also take on additional obligations.

B. Extrinsic Rewards

Extrinsic rewards are the external motivators independent of the work itself which is managed and presented to the employee by the management (Ghazi Rehman, Noor Nisa and Muhmmad Baloch, 2021; Zulkiflee, 2021; Lencho, 2020). Acharya (2021) argued that extrinsic rewards refer as the tangible benefits externally associated to the task performed by employees. It also known as financial rewards including bonus, allowances, fringe benefits, compensation and salary raise. According to Nnubia (2020), extrinsic rewards are the most powerful employee's motivator, attraction and retention tools because it can satisfy various employee's low and high-level needs. This refers to Maslow's theory where extrinsic rewards could satisfy employees' basic needs, including food and shelter and higher-level needs, including feeling of belonging, self-esteem and self-actualization.

2.2.1 EMPLOYEE PERFORMANCE:

Performance comes from the word job performance or actual performance or actual performance (work performance achieved by someone), namely the work quality and quantity achieved by an employee in carrying out their duties in accordance the responsibilities given to him.

DEFINITIONS

- ❖ According to Al Mehrzi and Singh (2016) performance is the result or level of success of person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals, or predetermined criteria that have been mutually agreed upon.
- ❖ According to Silitonga and Sadeli (2020), employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image.
- ❖ According to Omar (2019), employee performance is a metric that indicates how well employees adhere to both explicit and implicit standards, objectives, and priorities.

2.2.3 DIMENSIONS OF EMPLOYEE PERFORMANCE

Employee performance is a multicomponent concept that includes both the process aspect (behaviour) and the outcome aspect (results). The behavioural aspect refers to the actions and efforts employees exhibit while performing their tasks, whereas the outcome aspect reflects the consequences or results of those actions. Although both aspects are interrelated, outcomes are often influenced by factors such as motivation and cognitive abilities, making them distinct from pure behaviour.

According to Rabindra Kumar Pradhan and LalatenduKesari Jena (2017), employee performance can be better understood through a multidimensional framework. The authors developed the Triarchy Model of Employee Performance, which explains that employee performance consists of different dimensions rather than a single measure. The model highlights three important aspects of employee performance: task performance, contextual performance, and adaptive performance.

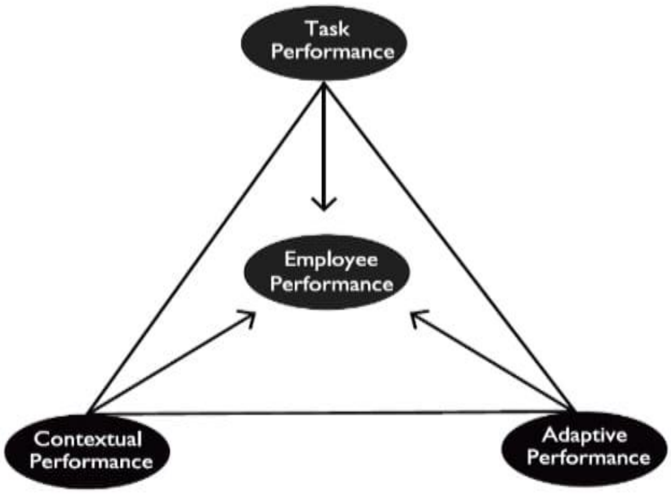

Figure 2.1.1: Triarchy Model of Employee Performance.

The Triarchy Model of Employee Performance explains that employee performance consists of three major dimensions: task performance, contextual performance, and adaptive performance. Borman and Motowidlo (1997) define task performance as "the effectiveness with which job occupants execute their assigned tasks, realizing organizational objectives while proportionately rewarding both the organization and the individual." Werner (1994) further emphasizes that task performance encompasses demonstrated skills and behaviors that directly contribute to the production of goods or services, as well as activities that indirectly support an organization's core technical processes. An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 1999). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles (Huang et al., 2014, Pulakos et al., 2000). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014).Contextual performance refers to prosocial behaviour demonstrated by individuals in a work set-up. These behaviours are not explicitly mentioned in job descriptions but are essential for organizational effectiveness.Brief and Motowidlo (1986) defined behaviour that is (1) accomplished by a member of an organization, (ii) which is directed towards a group, or organization with whom the member interacts while carrying out his or her organizational role, and (in) finally such behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed.

2.3 RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE PERFORMANCE

Motivation is of utmost importance when considering an individual’s performance. Bishop (1987) conducted research on employee performance and concluded that recognition and rewards significantly impact employee productivity. Motivation influences performance because motivated employees tend to put in greater effort, which ultimately enhances their output. Similarly, Joseph (2015) highlighted that an employee's work performance depends on a combination of subjective factors, such as motivation and skills, and objective factors, such as working conditions. This underscores that motivation plays a critical role in driving employee performance. The success and growth of an organization largely depend on the ability of managers to create a motivating environment for their employees. Retaining motivated staff who effectively perform their duties is a key challenge for managers. At this stage, it is essential for managers to understand the behavior and needs of each employee and identify which aspects can best motivate them individually to achieve organizational goals. Joseph further noted that by recognizing employees’ needs, managers can determine the appropriate rewards to influence workforce performance.

Many organizations aim to enhance employee performance by fostering a supportive and motivating work environment that benefits both the organization and its employees. Motivated employees are often innovative, self-directed, and goal-oriented, continuously seeking better ways to achieve objectives (Paul, 2017). They are capable of producing high-quality work with efficiency and productivity (Boundless Management, 2017). Conversely, a lack of focus and motivation can lead to poor performance, low team spirit, and a diminished sense of belonging, especially if employees feel undervalued or under-rewarded. Mullins (2017) asserts that motivation reflects an individual’s expectations and emotional needs, which guide their behavior toward achieving goals. From this perspective, both extrinsic and intrinsic motivation play a vital role in influencing behavior and encouraging actions that enhance performance, as illustrated in Figure:2.1.3

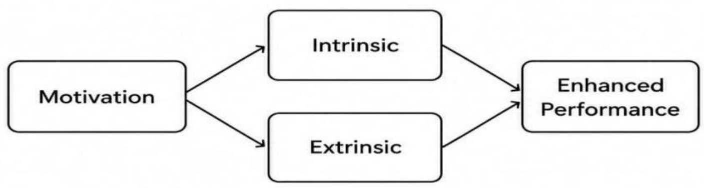

Figure 2.1.3 Relationship Between Motivation and Employee Performance.

Organizations regardless of size, market, or technology, aim to be productive and sustainable while fostering continuous growth. Achieving these goals requires effective planning, strategy implementation, and the efficient use of resources. Motivated managers are essential to guiding employees and producing desired outcomes through key HR practices, including recruitment and selection, training and development, performance appraisal, job security, career growth, work-life balance, compensation, role clarity, teamwork, involvement, communication, challenges, and autonomy. Porter and Lawler (1968) concluded that the effort exerted by employees should be sufficient to achieve the desired performance level. Motivation not only encourages creativity and accountability among managers but also ensures proper utilization of organizational resources. Motivated managers can guide their employees in the right direction and at the right time. Research consistently shows that inspired and engaged employees perform tasks more effectively than disengaged ones, ultimately contributing to organizational growth and profitability (Rida & Siddiqui, 2019).

3.RESEARCH METHODOLOGY

Research can be defined as a systematic and scientific investigation aimed at discovering relevant information about a particular subject. At its core, research is the practice of scientific inquiry. It can be viewed as a journey from the known to the unknown.

3.1 SOURCE OF DATA

While collecting data, a researcher must consider two essential types: primary data and secondary data.

3.1.1 Primary Data

Primary data refers to original information gathered directly by the researcher to address a specific research question. Often termed raw or firsthand data, it is collected through direct interaction and personal effort. Obtaining primary data can be resource-intensive, requiring considerable time, manpower, and financial investment, as it is typically conducted by the researcher or the organization itself. Common techniques for collecting primary data include the use of questionnaires, observations, physical evaluations, and similar methods. Mail-in surveys are another method used for data collection.

3.1.2 Secondary Data

Secondary data refers to information that has already been collected and recorded by another party for purposes other than the current study. This data is usually available in an accessible format and can be obtained from various sources such as census data, government publications, internal records of organizations, research reports, books, academic journals, and websites.

3.2 SAMPLE SIZE

The population of the study is taken as the employees of the Rashtra Deepika Ltd. For this study, a sample of 100 respondents is chosen from the population. The area of study is limited to the at Rashtra Deepika Ltd. Kottayam district and data is collected from the Rashtra Deepika Ltd.

3.3 METHOD OF DATA COLLECTION

For this study, the primary data was collected using questionnaires given to the employees through printed forms and google forms. This enables the respondents to conveniently provide the necessary information required for the research. The researcher collected secondary data from the internet, different journals published in different platforms.

3.4 DRAFTING A QUESTIONNAIRE

The questionnaire is a systematic set of questions, either through Google Forms or in printed format, distributed among a target population to collect the required data. The questions must be designed in such a way that the study’s objectives are achieved. The study employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), as adapted from the works of Nirmala Bhatta and Chet Narayan Acharya (2024), Sarveshni Moodley, Anis Mahomed Karodia and George Hove (2018), and Rabindra Kumar Pradhan and

LalatenduKesari Jena (2017). This scale allowed respondents to indicate their level of agreement with the statements provided in the questionnaire.

4. RESULTS

Table 4.1 SOCIO DEMOGRAPHIC PROFILE ANALYSIS OF THE RESPONDENTS.

Characteristics	Frequency	Percentage (%)
Gender		
Male	58	58%
Female	42	42%
Age		
25-35	22	22%
36-45	18	18%
46-60	58	58%
Above 60	2	2%
Marital Status		
Married	82	82%
Single	18	18%
Education		
UG	64	64%
PG	36	36%
Work Experience		
1 year	12	12%
2-5 years	18	18%
6-10 years	22	22%
11-15 years	20	20%
Above 15 years	28	28%

4.2 OBJECTIVE 1: To identify the major motivational factors provided by the company.

TABLE 4.2.1 Correlation Matrix Pearson-Motivational Factors.

Praise&acknowledgment	1.00									
Public recognition	.72	1.00								
Intrinsic reward	.68	.70	1.00							
Awards & Appraisal	.65	.67	.71	1.00						
Job Satisfaction	.60	.62	.64	.66	1.00					
Incentive	.35	.38	.40	.42	.45	1.00				
Financial reward	.40	.42	.44	.46	.50	.68	1.00			
Timely bonuses	.38	.40	.42	.44	.48	.65	.70	1.00		
Profit sharing	.25	.28	.30	.32	.35	.55	.58	.60	1.00	
Corporate gifts	.20	.22	.24	.26	.28	.50	.52	.54	.68	1.00

- Correlation is significant at the 0.01 level (2-tailed).
- Correlation is significant at the 0.05 level (2-tailed).

The table 4.2.1 shows the correlation matrix of motivational factors. The results indicate strong positive correlations within the intrinsic motivational factors ($r > 0.60$), showing that the intrinsic variables are closely related to each other. Similarly, strong positive correlations are also found within the extrinsic motivational factors ($r > 0.50$), indicating consistency among the extrinsic variables included in the study. However, the cross-correlations between intrinsic and extrinsic motivational factors are only moderate ($r \approx 0.25–0.50$), which suggests that although both types of motivation are related, they represent different dimensions of employee motivation.

4.3 OBJECTIVE 2 To examine the influence ofIntrinsic & Extrinsic rewards on employee performance

Table:4.3.1 Model Summary of Simple linear Regression- Intrinsic & Extrinsic rewards on Employee Performance.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.68	0.462	0.451	0.38

Table:4.3.2: Anova Table for Simple linear Regression - Intrinsic & Extrinsic rewards on Employee Performance.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.86	2	6.43	44.50	**0.000**
Residual	14.94	97	0.154		
Total	27.80	99			

Table 4.3.3 Coefficients Table for Simple linear Regression - Intrinsic & Extrinsic rewards on Employee Performance.

	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.52	0.22	-	6.91	0.000
Intrinsic Rewards Score	0.48	0.07	0.52	6.86	0.000
Extrinsic Rewards Score	0.22	0.06	0.28	3.67	0.000

The regression analysis was conducted to examine the influence of intrinsic and extrinsic rewards on employee performance. The model shows a strong relationship with an R value of 0.68, indicating a positive association between rewards and employee performance. The R Square value of 0.462 indicates that 46.2% of the variation in employee performance is explained by intrinsic and extrinsic rewards together. The ANOVA result is statistically significant ($F = 44.50$, Sig. = 0.000), showing that the regression model is suitable for predicting employee performance. The coefficient results reveal that both intrinsic rewards (B = 0.48, Sig. = 0.000) and extrinsic rewards (B = 0.22, Sig. = 0.000) have a significant positive influence on employee performance.

4.4 OBJECTIVE 3 To assess theextent to which Financial and Non-Financial Rewards influence employee motivation

Table:4.4.1: Paired t- Test- Motivation by Preferred Reward Type.

Comparing mean scores of the same respondents on financial vs non-financial rewards.

Reward Type	Mean	Std. Deviation	Std. Error Mean
Financial Rewards	4.57	0.62	0.062
Non-Financial Rewards	4.53	0.58	0.058

Paired Differences	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Financial -non-financial	0.04	0.45	**0.89**	99	**0.375**

The paired sample t-test was conducted to compare financial and non-financial rewards. The mean difference between the two reward types is very small (0.04), indicating only a slight variation in employee preference. The significance value (0.375) is greater than 0.05, showing that there is no statistically significant difference between financial and non-financial rewards.

Table: 4.4.2: Independent t-test-Motivation by Preferred Reward Type.

Group	N	Mean Motivation	Std. Deviation	Std. Error Mean
Financial Rewards	68	4.62	0.48	0.058
Non-Financial Rewards	32	4.40	0.62	0.110

t-test	t	df	Sig. (2-tailed)	Mean Difference
Equal variances not assumed	2.18	48.5	0.034	0.22

Employees who prefer financial rewards have significantly higher overall motivation scores than those who prefer non-financial rewards (p = 0.034).

4.5 OBJECTIVE 4: To observe major dimensions of employee performance: task, contextual and adaptive performance.

Table:4.5.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy	**0.876**
Bartlett's Test of Sphericity	Approx. Chi-Square = 1856.42

	df = 231
	Sig. = **0.000**

A KMO value greater than 0.85 indicates meritorious sampling adequacy, meaning the data is highly suitable for factor analysis. A significant Bartlett's test confirms that variables are sufficiently correlated, showing the dataset is excellent for factor analysis.

Table:4.5.2: Communalities.

Item	**Description**	**Initial**	**Extraction**
Contextual Performance Items (Component 1)			
26	Extend help to co-workers	1.000	0.791
27	Satisfaction nurturing others	1.000	0.774
28	Handle extra responsibilities	1.000	0.756
29	Sympathy & empathy to co-workers	1.000	0.780
30	Participate in group discussions	1.000	0.742
31	Praise co-workers	1.000	0.763
32	Share knowledge & ideas	1.000	0.770
33	Maintain good coordination	1.000	0.749
34	Guide new colleagues	1.000	0.728
35	Communicate effectively	1.000	0.735
Adaptive Performance Items (Component 2)			
19	Mobilize collective intelligence	1.000	0.745
20	Manage change in job	1.000	0.768
21	Handle work team in face of change	1.000	0.732
22	Mutual understanding leads to solution	1.000	0.718
24	Comfortable with job flexibility	1.000	0.695
25	Cope with organizational changes	1.000	0.726
Task Performance Items (Component 3)			
13	Maintain high standard of work	1.000	0.802
14	Handle assignments without supervision	1.000	0.785
15	Passionate about work	1.000	0.798
16	Handle multiple assignments	1.000	0.764
17	Complete assignments on time	1.000	0.776
18	Colleagues believe high performer	1.000	0.758

All 22 items show high extraction values (ranging approximately from 0.695 to 0.802), indicating that a substantial proportion of variance in each item is explained by the extracted factors. This confirms that all items are well-represented and strongly contribute to their respective components contextual, adaptive, and task performance making the factor structure reliable and suitable for further analysis.

Table:4.5.3: Total Variance Explained.

Component	Initial Eigenvalues			Extraction Sums			Rotation Sums		
	Total	% Var	Cum %	Total	% Var	Cum %	Total	% Var	Cum%
1	8.120	36.910	36.910	8.120	36.910	36.910	5.892	26.780	26.780
2	4.150	18.860	55.770	4.150	18.860	55.770	4.356	19.800	46.580
3	2.890	13.140	68.910	2.890	13.140	68.910	4.913	22.330	68.910
4	0.980	4.450	73.360						
5	0.870	3.950	77.310						
6	0.760	3.450	80.760						
7	0.650	2.950	83.710						
8	0.580	2.640	86.350						
9	0.520	2.360	88.710						
10	0.480	2.180	90.890						
11	0.430	1.950	92.840						
12	0.390	1.770	94.610						
13	0.350	1.590	96.200						
14	0.320	1.450	97.650						
15	0.290	1.320	98.970						
16	0.250	1.140	100.000						
17	0.000	0.000	100.000						
18	0.000	0.000	100.000						
19	0.000	0.000	100.000						
20	0.000	0.000	100.000						
21	0.000	0.000	100.000						
22	0.000	0.000	100.000						

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with kaiser Normalization

The table shows that factor analysis identified three main components: Contextual Performance, Adaptive Performance, and Task Performance. These three components together explain 68.91% of the total variance, indicating that they capture most of the information in the data.

Table:4.5.4: Rotated Component Matrix Varimax- Performance Dimensions.

	Component 1 (Contextual Performance)	Component 2 (Adaptive Performance)	Component 3 (Task Performance)
26	0.82	0.12	0.08
27	0.79	0.10	0.11
28	0.76	0.15	0.14
29	0.81	0.09	0.06
30	0.74	0.18	0.12
31	0.78	0.11	0.09
32	0.80	0.14	0.10
33	0.77	0.16	0.13
34	0.73	0.12	0.15
35	0.75	0.19	0.11
19	0.11	0.81	0.10
20	0.09	0.84	0.12
21	0.13	0.79	0.08
22	0.10	0.76	0.14
24	0.08	0.72	0.09
25	0.12	0.78	0.11
13	0.09	0.08	0.85
14	0.11	0.10	0.82
15	0.14	0.12	0.84
16	0.10	0.14	0.79
17	0.08	0.09	0.83
18	0.13	0.11	0.81

Interpretation

The rotated component matrix shows that all 22 items load strongly on their respective factors,
with high loadings (mostly above 0.70) on contextual, adaptive, and task performance, indicating a clear and well-defined factor structure. Low cross-loadings across other components confirm good discriminant validity, meaning each item distinctly represents its intended performance dimension.

4.6 OBJECTIVE 5: Relationship Between Motivation and Employee Performance

Table:4.6.1.: Relationship Between Motivation & Performance: (Model 1) A Simple Regression Analysis.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.68	0.462	0.457	0.38

Table:4.6.2 Anova Table for Simple linear Regression- Relationship Between Motivation & Performance.

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.86	1	12.86	89.08	**0.000**
Residual	14.94	98	0.152		
Total	27.80	99			

Table:4.6.3: Coefficient Table for Simple linear Regression- Relationship Between Motivation & Performance: A Simple Regression Analysis.

Coefficients	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.48	0.22		6.73	0.000
Overall Motivation	0.65	0.07	0.68	9.28	0.000

Interpretation

The regression analysis was conducted to examine the relationship between overall motivation and employee performance. The model shows a strong positive relationship with an R value of 0.68, indicating that motivation is closely associated with employee performance. The R Square value of 0.462 indicates that 46.2% of the variation in employee performance is explained by overall motivation. The ANOVA result shows that the regression model is statistically significant (F = 89.08, Sig. = 0.000), confirming that the model is suitable for predicting employee performance. The coefficient result reveals that overall motivation has a significant positive influence on employee performance (B = 0.65, Sig. = 0.000).

5.1 FINDINGS

- The study consists of 58% males and 42% females. This indicates that male respondents form the majority of the sample.The study surveyed 100 employees to analyze factors affecting employee motivation and employee performance. Among the respondents, 82% are married and 18% are single, indicating that married employees form the majority of the sample. The largest proportion of respondents (58%) falls within the 46–60 age group. This age distribution may influence the study's findings regarding motivational factors and employee performance.The highest proportion (28%) of respondents has more than 15 years of experience. The remaining respondents are distributed relatively evenly across the 1–5 years, 6–10 years, and 11–15 years' experience categories**.**
- Intrinsic motivational factors show strong positive correlations ($r > 0.60$), while extrinsic factors demonstrate moderate to strong correlations ($r > 0.50$), indicating a high level of consistency within both motivational dimensions.Intrinsic rewards ($\beta = 0.52$) have a

stronger impact on employee performance than extrinsic rewards (β = 0.28), indicating that employees are more influenced by internal motivation such as recognition, achievement, and job satisfaction. This highlights the importance of creating a positive work environment that encourages personal growth and engagement. Therefore, organizations should focus more on intrinsic motivational factors to improve employee performance effectively.

- Task performance ranks highest, followed by contextual and adaptive performance. Factor analysis confirms three performance components with strong reliability (KMO > 0.85, df = 231), explaining 68.91% variance.Motivation has a strong positive impact on performance. Regression analysis shows that a one-unit increase in motivation increases performance by 0.65 units, and motivation explains 46.2% of performance variance (R^2 = 0.462).

5.2 IMPLICATIONS OF STUDY

5.2.1 Implications for Employers

- Employers should recognize that employee motivation directly improves organizational performance. This supports business success.
- A balanced reward structure helps improve employee engagement and retention. This reduces turnover.
- Promoting a positive work environment enhances productivity and cooperation. This improves efficiency.
- Encouraging teamwork and communication improves organizational effectiveness. This strengthens coordination.
- Investing in employee development leads to higher quality output and organizational growth.

5.2.2 Implications for Employees

- Employees should actively engage in both financial and non-financial reward systems to improve motivation. This enhances job satisfaction.
- Developing skills, adaptability, and responsibility will improve task and performance outcomes. This supports career growth.
- Participation in teamwork and helping behaviour improves contextual performance. This strengthens workplace relationships.

- Maintaining a positive attitude toward change improves adaptive performance. This increases job effectiveness.
- Active involvement in organizational activities leads to better recognition and performance. This supports long-term success.

5.3 CONCLUSION

The study was conducted to examine the factors affecting employee motivation and employee performance at Rashtra Deepika Ltd., Kottayam, using a descriptive research design. Data were collected from a sample of 100 employees and analyzed using correlation analysis, factor analysis, and regression analysis. The findings reveal a very strong positive relationship between employee motivation and employee performance ($r = 0.64$, $p = 0.001$), indicating that higher levels of motivation significantly enhance employee performance within the organization. The study found that timely bonuses, financial rewards, and job satisfaction are the most influential motivational factors, while corporate gifts and profit sharing have comparatively lower impact. However, intrinsic rewards are found to have a stronger influence on employee performance compared to extrinsic rewards. Financial rewards are also slightly stronger motivators than non-financial rewards, although both play an important role in improving employee motivation. The study found that timely bonuses, financial rewards, and job satisfaction are the most influential motivational factors, while corporate gifts and profit sharing have comparatively lower impact. However, intrinsic rewards are found to have a stronger influence on employee performance compared to extrinsic rewards. Financial rewards are also slightly stronger motivators than non-financial rewards, although both play an important role in improving employee motivation. The paired sample t-test revealed no significant difference between employees' preference for financial and non-financial rewards (Mean Difference = 0.04, $p = 0.375$), indicating that both reward types are valued almost equally; however, employees who preferred financial rewards reported significantly higher overall motivation scores than those who preferred non-financial rewards ($p = 0.034$).In terms of performance dimensions, Factor analysis confirmed a strong three-component structure of employee performance, explaining 68.91% of the variance. Overall, all motivation and performance variables recorded high mean values, indicating strong employee engagement and performance levels within the organization. Finally, employee motivation has a significant and positive impact on employee performance. Regression analysis shows that a one-unit increase in motivation leads to a 0.65 increase in performance, and motivation explains 46.2% of the variance in employee performance. In conclusion, this clearly highlights that improving employee motivation is essential for enhancing employee performance at Rashtra Deepika Ltd., Kottayam.

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