

A STUDY ON THE IMPACT OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE AT VRK FRUIT AND SOFT DRINKS, DHARMAPURI

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Abstract—Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the sizzling issue in organizations since every wants to make best use of their financial and human resources. Main purpose of this study is to inquire that what kind of factors influence employ motivation in the company and finding up to which extent motivation affects the employ performance. Data is collected from 120 employees of the company by using administered questionnaire. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards has a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation. It is also proved from to their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be effective. They were satisfied with the training provided to them and this affected their motivation to teach.

Keywords: Employee Motivation, Employ Performance, Intrinsic Rewards, Employee Perceived Training Effectiveness.

INTRODUCTION

Employee motivation refers to the drive and enthusiasm employees have to perform their work effectively and achieve organizational goals. It's the level of commitment, energy, and creativity that employees bring to their roles each day. High motivation leads to increased productivity, better job satisfaction, and a stronger sense of teamwork.

Employee motivation is the level of commitment, drive, and creativity that your team brings with them to work every day. It has a major impact on almost every part of your company, influencing everything from overall team performance and morale to productivity and the quality of work.

Motivated employees do everything they can to get the job done, serving as examples for the rest of the company. Without motivated employees, organizations run the risk of losing out on their top talent and missing key business goals.

The good news is employee motivation is tangible and can be nurtured. Beyond the obvious incentives, like raises and promotions, organizations can look to tailor rewards as a way to celebrate their employees and reward the behaviors that drive business success. These incentives can range from work flexibility and professional development to meaningful recognition.

REVIEW OF LITERATURE

Christine and Yvonne (2019) motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high quality and stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

(Agrawal, 2019) As a result, without motivation, employees will not contribute towards the productivity and success of overall performance of the organization. Employee is in need of the skills, knowledge and capabilities to acquire the results with connection to the requirements of the organization. But, it is also vital for them to have the will to achieve

the results. The degree or level of motivation of the employees is directly connected to their level of commitment towards their work and determination to work in connection to the high standards. Motivations can be from financial or non-financial motivators.

Reiss (2019) extrinsic motivation also refers to called drives. He point out that extrinsic motivation is externally driven and only emphasized on the outcome when task completed. Thus, reward or the avoidance of punishment is the outcome. The extrinsic motivation opposite with intrinsic motivation. However, there are difficult to differentiate whether the person concerns more in external or internal motivation

George Briggs (2020) introduced the purpose of organizational behavior and human performance as a journal aimed at publishing significant research that contributes to our basic knowledge of human performance. Over the past 50 years, the journal has published seminal papers on the determinants, mechanisms, and outcomes of motivation related to decision-making and performance in work and achievement settings.

Ramona Todericiua (2020) employee are the bracket in a company, the employee who have motivation can make the company have high efficiency and good relationship each other. At the same time, the best competitive advantages that one organization could have, since all the other resources could be imitated. Consequently, motivated employees are easy to make the organization success and keep pace with market force. This articles take Sibiu as example aim at find the motivation ways in which knowledge workers. Reviewing the correlative researchers articles and gives some guidelines for identifying the complex problems in order to motivate precious resources and further research.

Stephen A. Furlich (2020) addresses employees' expectations of performance rewards and their motivation by understanding communication with their managers through the use of Expectancy Valence Theory. He focused on specific aspects of communication such as communication behaviors, expectations, communication interactions, and outcomes from the communication interactions. These areas of communication are also applied to general areas within the social sciences.

Vinay Chaitanya Ganta (2021) studied on Motivation levels within the workplace and found that it shows direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increases as a result. Employee motivation has always been a central problem for leaders and managers. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

Mansoor (2021) also sees that motivation is about creating the environment where employees will be motivated and hence work with their full effort. So, organizations should motivate their employees to enhance competitive advantages and reach the firms vision and mission. Researchers have recommended that employee's commitment toward their organizations will enhance their satisfaction and which will benefit the firm

Khodov, (2021) Although some experts argue that companies who spend money on motivating their employees is waste of money but most of them agreed that the wasted money is achieved in a very short time by the motivated employees. In addition, performers and experienced employees are actually who produce the results of the business and they are the backbone of any company and the reason of the business growth and gain.

Pintrich (2022) people who are extrinsically motivated perform a job due to their effort on a task will desire for an outcome such as a reward or to avoid punishment. The external reward will be a stimulus for individuals to complete the job no matter the job are little or even without interest. External rewards can be in money form or gain recognized by others.

Hackman and Oldham (2022) urged that organizations have to restructure work to induce intrinsic motivation. Greater skill variety, task identity, and task significance increases the experienced meaningfulness of work, autonomy raises experienced responsibility, and feedback provides knowledge of results.

Ioan Moise Achim, Larisa Dragolea, George Balan (2022) said that the financial side of motivation is widely preferred and known by the both parts –employer and employee. In the present study we shall insist and plead for the possibilities of application and the results of the efficient non - financial motivation plan to the internal climate and the lasting performance of the firm.

Vinay Chaitanya Ganta (2023) studied on Motivation levels within the workplace and found that it shows direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increases as a result. Employee motivation has always been a central problem

for leaders and managers. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

Creech (2023), motivation is typically defined by psychologists as a stimulation that causes the creation of aroused, sustained and directed behavior. This behavior in turn leads individuals to work and perform towards goal achievement. Several authors had also studied on the principal concept behind motivation. For instance, has defined motivation as the psychological process that results to a directional and purposeful behavior. Motivation is also defined as the tendency to behave in an appropriate manner to attain certain needs

(Lee-Ross, 2023) Employee motivation has been accepted and widely studied in human resource from 1930s onwards. Motivation is defined as the process of gratifying internal needs of individual through different actions and behaviors. It pertains on the complexity of mental and physical drives, joint with the environment which makes the people perform the way they do. According to Dubin, motivation is a force which moves the person to act, and push him or her to continue in the course of action that has already been initiated

STATEMENT OF THE PROBLEM

The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well and the company motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the impact of employee motivation and organizational performance in Industry. To this effect, this study attempts to empirically analyze how motivational tools can be used by manufacturing firms to effectively derive plans for growth and development.

OBJECTIVES OF THE STUDY

Primary Objective

To study the impact of employee motivation on job performance at VRK Fruit And Soft Drinks, Dharmapuri

Secondary Objectives

- To measure the effectiveness of job performance towards motivation
- To analysis of measure the monetary and non-monetary benefits provide by the organization of the employees.
- To study the level of motivation which factor influence towards the productivity level.
- To find out the ways through which employees are motivated in the organization.
- To examine the effectiveness of intrinsic rewards, extrinsic rewards and training program on performance.
- To provide valuable suggestion for improvement of the employee motivation.

SCOPE OF THE STUDY

Scope of this study is limited to the management staff of the dairy industry manufacturing sub-sector in VRK fruit & soft drinks. The nature of the study precludes the staff of manufacturing firms who are not expected to be involved in management decision making process of the study group. Issues for investigation are ones related to the use of the resource-based theory in taking competitive advantage, improving performance and structural development of the organization. Main purpose of this study is to inquire that what kind of factors influence employee motivation and finding up to which extent motivation affects the employee's performance. Employee motivation on employee's performance involving four variable employee, employee performance, intrinsic rewards and employee perceived training effectiveness.

LIMITATIONS OF THE STUDY

- As the respondents were busy with their work, it was difficult for the researcher to meet the respondents and gain information fully.
- The study was limited to a short period in 3 months.
- The data depends totally on the respondent's view, which may be biased.

- In this study the sample size is 120.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve research problem. Research methodology is understood as a source of the study how to research is done scientifically. The various steps adopted by a researcher in studying the research problem along with the logic. The project work entitled “A study on the impact of employee motivation on job performance at VRK Fruits And Soft Drinks Ltd., Dharmapuri”

Research Design

The research design constitutes the blue print for the collection, measurement and analysis of data. There are types of research design; they are exploratory research design, experimental research design and describe and diagnostic research design. The research had adopted descriptive research design for the study.

Sample Design

A sample is a subset from the total population. It refers to the techniques or the procedure to the research would adopt in selecting items for the sample (i.e.) the size of the sample.

Sample Size

The research has drawn 120 respondents as sample for these collections of data.

POPULATION

The data was collected from the company manpower portfolio.

The study was conducted among employees of the industry.

SAMPLING METHOD

Sampling method utilized was convenience sampling was adopted.

SAMPLING TECHNIQUES

Stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata. In stratified random sampling, or stratification, the strata are formed based on members' shared attributes or characteristics.

METHODOLOGY OF THE DATA COLLECTION

A descriptive research was undertaken to the study of the problem. The study is descriptive in nature. Descriptive research is those which are concerned with describing the characteristics of a particular individual of a group. The descriptive research describes the demographic the characteristic of the respondents and is typical concern with determining frequency with something occurs how the variables vary together.

Sources of data

Primary Data

It was collected through questionnaire further this data, are processed and tabulated using graphs the tables where analyzed and the finding has been drawn accordingly.

Secondary Data

It refers to a special kind of ratio, it is used to make comparison between two or more series of data, since the percentage reduce everything to a common base and there by allow meaningful comparison be made.

TOOLS USED

Simple Percentage Analysis

A percentage analysis is used to interpret data by the researcher for the analysis and interpretation through the use of percentage. The data are reduced in the standard from which base equal to 200 which fact facility relative comparison.

$$\text{Percentage} = \frac{\text{No. of Respondents}}{\text{Total Respondents}} \times 100$$

Chi-square analysis

The Chi- square test is one of the simplest and most wickedly used non-parametric tests in statistical work. The quantity χ^2 describes the magnitude at the discrepancy between theory and observation.

Chi – square test

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = Observed Frequency, E = Expected Frequency

Correlation

Correlation is computed into what is known as the correlation coefficient, which ranges between -1 and +1. Perfect positive correlation (a correlation co-efficient of +1) implies that as one security moves, either up or down, the other security will move in lockstep, in the same direction. Alternatively, perfect negative correlation means that if one security moves in either direction the security that is perfectly negatively correlated will move in the opposite direction. If the correlation is 0, the movements of the securities are said to have no correlation; they are completely random.

$$r = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

ANOVA

Examination of change, or ANOVA, is a solid measurable method that is utilized to show contrast between at least two methods or parts through importance tests. It likewise shows us an approach to make numerous examinations of a few populace implies. The Anova test is performed by looking at two sorts of variety, the variety between the example implies, just as the variety inside every one of the examples. Beneath referenced recipe addresses one way Anova test measurements:

$$F = \frac{MST}{MSE}$$

F = Anova Coefficient,

MST = Mean sum of squares due to treatment

MSE = Mean sum of squares due to error

CHI SQUARE TEST

NULL HYPOTHESIS

H₀: There is no significance relationship between educational qualification of the respondents and employee feel secured in the job.

ALTERNATIVE HYPOTHESIS

H₁: There is a significance relationship between educational qualification of the respondents and employee feel secured in the job.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS * EMPLOYEE FEEL SECURED IN THE JOB	120	100.0%	0	.0%	120	100.0%

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS * EMPLOYEE FEEL SECURED IN THE JOB Crosstabulation

Count		EMPLOYEE FEEL SECURED IN THE JOB					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	School	37	0	0	0	0	37
	Degree	3	33	18	0	0	54
	Post graduate	0	0	9	7	0	16
	Professional	0	0	0	4	9	13
Total		40	33	27	11	9	120

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.439E2 ^a	12	.000
Likelihood Ratio	225.465	12	.000
Linear-by-Linear Association	103.483	1	.000
N of Valid Cases	120		
a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .98.			

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	1.000	.000	25.054	.000
Measure of Agreement	Kappa	. ^c			
N of Valid Cases		120			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Kappa statistics cannot be computed. They require a symmetric 2-way table in which the values of the first variable match the values of the second variable.					

RESULT

Hence the value is less than 0.05, we accept null hypothesis and reject alternate hypothesis. So there is no significant difference between educational qualification of the respondents and employee feel secured in the job.

CORRELATION

The table shows that the relationship between monthly salary and organisation provide opportunities for employees.

Correlations			
		MONTHLY SALARY	ORGANISATION PROVIDE OPPORTUNITIES FOR EMPLOYEES
MONTHLY SALARY	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.000
	N	120	120
ORGANISATION PROVIDE OPPORTUNITIES FOR EMPLOYEES	Pearson Correlation	.945**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

NONPARAMETRIC CORRELATIONS

Correlations				
			MONTHLY SALARY	ORGANISATION PROVIDE OPPORTUNITIES FOR EMPLOYEES
Kendall's tau_b	MONTHLY SALARY	Correlation Coefficient	1.000	.922**
		Sig. (2-tailed)	.	.000
		N	120	120
	ORGANISATION PROVIDE OPPORTUNITIES FOR EMPLOYEES	Correlation Coefficient	.922**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120
Spearman's rho	MONTHLY SALARY	Correlation Coefficient	1.000	.942**
		Sig. (2-tailed)	.	.000
		N	120	120
	ORGANISATION PROVIDE OPPORTUNITIES FOR EMPLOYEES	Correlation Coefficient	.942**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120
**, Correlation is significant at the 0.01 level (2-tailed).				

RESULT

This is a positive correlation. There are relationships between monthly salary and organisation provides opportunities for employees.

ANOVA**NULL HYPOTHESIS**

H₀: There is no significant relationship between educational qualification of the respondents and organization provide opportunities for employees

ALTERNATIVE HYPOTHESIS

H₁: There is a significant relationship between department of the respondents and satisfied with the work environment

Descriptives										
DEPARTMENT OF THE RESPONDENTS		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
						Lower Bound	Upper Bound			
Strongly agree		25	1.00	.000	.000	1.00	1.00	1	1	
Agree		64	2.44	.639	.080	2.28	2.60	1	3	
Neutral		21	4.19	.602	.131	3.92	4.46	3	5	
Disagree		5	5.00	.000	.000	5.00	5.00	5	5	
Strongly disag		5	5.00	.000	.000	5.00	5.00	5	5	
Total		120	2.66	1.325	.121	2.42	2.90	1	5	
Model	Fixed Effects			.536	.049	2.56	2.76			
	Random Effects				.910	.13	5.19			2.284

Test of Homogeneity of Variances			
DEPARTMENT OF THE RESPONDENTS			
Levene Statistic	df1	df2	Sig.
32.003	4	115	.000

ANOVA					
DEPARTMENT OF THE RESPONDENTS					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	176.004	4	44.001	153.392	.000
Within Groups	32.988	115	.287		
Total	208.992	119			

Homogeneous Subsets

DEPARTMENT OF THE RESPONDENTS						
SATISFIED WITH THE WORK ENVIRONMENT		N	Subset for alpha = 0.05			
			1	2	3	4
Student-Newman-Keuls ^a	Strongly agree	25	1.00			
	Agree	64		2.44		
	Neutral	21			4.19	
	Disagree	5				5.00
	Strongly disag	5				5.00
	Sig.		1.000	1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 9.936.

RESULT

From the above analysis, we find that calculated value of the F-value is a positive 375.217 value, so H1 accept. Since the P value 0.000 is less than < 0.05 regarding there is a significant relationship between educational qualification of the respondents and organization provide opportunities for employees. The results are **significant** at 4% level.

FINDINGS

- Majority 66.7% of the respondents are male.
- Majority 57.5% of the respondent's age is 26 to 35.
- Majority 45.0% of the respondents are degree qualification.
- Majority 43.3% of the respondents are the designation is supervisor.
- Majority 29.2% of the respondents are production department.
- Majority 38.3% of the respondents experience are 2 to 5 years.
- Majority 37.5% of the respondent's monthly salaries are 10,001 to 15,000.
- Majority 34.2% of the respondents are satisfied about working culture.
- Majority 55.8% of the respondents are agree interested in motivating.
- Majority 40.0% of the respondents are said strongly agree about organization provide opportunities for employees.
- Majority 33.3% of the respondents are agree about provide financial incentives.
- Majority 33.3% of the respondents are said strongly agree with secure in the job.
- Majority 45.8% of the respondents are agree with Medical benefit provide organization.
- Majority 48.3% of the respondents are said strongly agree about organization faith and grids among team members.
- Majority 34.2% of the respondents are said strongly agree about accept any job for this organization.
- Majority 42.5% of the respondents are said strongly agree employee satisfied with values and organization.
- Majority 31.7% of the respondents are said neutral about organization inspires self motivation.
- Majority 37.3% of the respondents are strongly agree about work environment.
- Majority 44.2% of the respondents are agreeing care about organization.
- Majority 55.8% of the respondents are said strongly agree about part of this organization
- Majority 36.7% of the respondents are Highly satisfied about Safety & Measure.

SUGGESTIONS

- Employees expect more technology and training because training needs of the employee of the industry us suggestion to management to provide minimum level of percentage so that the employees are motivated by self-training.
- Motivation of employee is a highly relative matter since it varies in degrees, dimensions and places of employment. Thus, the policies formulated in any organization cannot be enthusiastically and successfully implemented when the employees are very apathetic with the conditions prevailing in their workplace.
- Hence, lack of motivation of employees in any organization is sine qua non to the failures in the achievement of the desired or designed goals or objectives. How to keep people motivated and productive is the biggest question that any manager faces in his life.
- Recognition and reward are two important sources for motivating people to achieve standards of excellence. Recognition and reward reinforce and guide behavior of employees. Most managers believe that their monetary rewards only drive employee motivation.
- Motivating employees through inspiration is also viewed as a positively motivating element. However, inspiration comes from leadership. Thus, organizations need to encourage leadership amongst the management. This form of motivation usually works when the employees begin understanding the purpose, goals and mission of the organizations.
- The employees need to be motivated by using a merit system; this ensures that the employees understand the role that the employees play within the organisation. The employees will work in a more effective manner once they believe that they will be rewarded based on their hard work and commitment.

CONCLUSION

The study is to investigate the relationship between employee motivation and employee performance; relationship of intrinsic rewards with employee motivation and employee performance; and also employee perceived training effectiveness relationship with employee motivation. According to some of the respondents, art; design or architecture could be feasible motivational forces but respondents did not clearly state these forces to have a direct impact on motivation. Though respondents generally suggested these three constructs to have an impact on motivation as they improve the physical environment in which the employees work.

The reason given was that if the physical environment for working is improved, it enhances the well-being, moods and encouragement of employees which ultimately impacts motivation. Some of the respondents did not affirm to this statement as they were least interested in the physical environment. The relevant variables to this study are employee motivation, employee performance, intrinsic reward and Employee perceived training effectiveness. To capture the dimensions of these variables, a set of multi-item instruments that draw on previous empirical research was used. The study took the relevant information from the teaching faculty of schools. According to their responses, they were provided with the training courses but this training was not implemented by them in their routine teaching as they considered it to be ineffective. They were not satisfied with the training provided to them and this affected their motivation to teach

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