IMPACT MOTIVATION ON MILLENNIALS JOB PERFORMANCES AT PRIVATE UNIVERSITY IN TAMIL NADU

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Abstract

Employee motivation is the power that drives employees to achieve the company's specific goals and objectives. Everyone wants to get the most out of their financial and human resources; therefore it's a trendy topic in the workplace right now. The primary purpose of this study is to determine what factors drive millennial employee motivation in Tamil Nadu, as well as the extent to which motivation affects job performance. The sample for this study included 307 replies from millennial teaching staff at a Tamil Nadu private institution, obtained through a standardized questionnaire. The study employed the Smart-PLS 3.2.7 software to perform partial least square (PLS) analysis. Training and development, intrinsic and extrinsic rewards, employee motivation, and employee performance were shown to be the most important components for increasing performance among millennial employees at private universities in Tamil Nadu. Likewise, the significance- performance matrix analysis (IPMA) revealed that the most important aspect had been enforced. Motivation, intrinsic reward, and training and development were the most essential factors in predicting employee performance, whereas autonomy was the most important element in predicting employee success. According to the findings, intrinsic rewards have a negative association with employee motivation, whereas extrinsic awards have no effect on employee performance. It is also proven through their comments that they were given an intrinsic reward, but that this reward was not utilized in their regular instruction because they thought it was unproductive.

Keywords: Employee Performance, Employee Motivation, Intrinsic Rewards, Training and Development, Extrinsic Rewards.

Introduction:

The only way to convince people to like working hard is through individual motivation. People today must comprehend why they are working so hard. Every employee of a company is driven in their own unique way. "Employee motivation is a reflection of the level of enthusiasm, devotion, and creativity that a company's people bring to their tasks," says one definition of employee motivation. In the workplace, a manager's job is to get things done with the help of people. To accomplish this, the manager must be able to motivate his or her workforce. But saying it is easier than doing it! The practice and theory of motivation are tough problems that cross multiple fields. Despite substantial basic and applied study, the subject of motivation remains poorly understood and frequently misapplied. To comprehend motivation, one must first comprehend human nature. Therein is the issue! Human nature can be both basic and complex at the same time. Effective workplace employee motivation, and hence effective management and leadership, necessitate an understanding and comprehension of this.

The study found that numerous factors influence company performance, with employee motivation being the most important. If employees are more motivated, the organization's performance would improve as well (1). An intrinsic reward is an intangible prize of acknowledgment or a sense of accomplishing motivation that one feels as attainment on conscious enjoyment, according to Maslow's hierarchy of requirements. It's the feeling of accomplishment that comes from knowing you've accomplished something worthwhile or made someone's day better. As a result, incentive management systems (particularly, intrinsic rewards) encourage employees and, as a result, have an impact on their individual and organizational performance. There is an inextricable link between motivation and job happiness, as well as motivation and employee commitment, according to previous studies (2 and 3). Employee work satisfaction is also strongly linked to perceived training effectiveness, supporting the findings (4).

Employees' perceptions of their motivation are influenced by generational disparities. Millennial workers are more likely than Generation X workers to face a drop in motivation as their workload increases. The current study aims to investigate the elements that influence performance motivation among millennial academics in Tamil Nadu private universities, taking into account the unique characteristics of employees from all generations.

Literature Review:

Employee Motivation:

The Latin term Movere implies "encouragement," "pushing power," or "strength that encourages action." In English, the word Movere is frequently linked with Motivation, which means to give a motive, to create a motive, or to things that generate an impulse or a state that causes an urge. "Motivation refers to the desire to increase one's willingness to work; each motive has a specific aim in mind. Motivation is largely used to help people modify their habits. It is a sort of motivation that allows someone to act in a specific way in order to accomplish a specified objective (5). Motivation affects outcomes such as productivity, performance, and tenacity, according to a study on employee motivation (6). Motivated employees are more self-driven and oriented toward autonomy and independence than less motivated employees, according to a study, resulting in more responsibly taking advantage of development possibilities (7). Employee engagement with their work and jobs is also stronger among motivated workers than among non-motivated workers (8).There is a lot of motivation literature in organisational behaviour, including several motivation models and theories. It places a high value on staff growth and development. The most effective incentive for individuals, according to Maslow, Alderfer, McClelland, Hackman, and Hertzberg, is growth that maximises their potential. Employee motivation, work satisfaction, and organisational commitment have all been found to be intricately related (9, 10, 11, 12 and 13). According to the findings of a study involving 135,000 respondents from various groups and countries on the relationship between employee motivation and job satisfaction, organizations that implement various motivation programmes involving three constructs such as camaraderie, equity, and achievement are two more effective than organizations with as many "passionate" employees (of total 45 percent).

H1: Employee Motivation is significantly influences Employee Performances

Training and Development:

Management demands training of its members in order to achieve the organization's goals efficiently and effectively. Employees gain from training in a variety of ways, including keeping up with the dynamic globalised world's fast-changing trends and surrounds, lowering tension and annoyance caused by job overload or demand, and increasing skills to handle work efficiently (15). Employees who believe they are unqualified for the job will leave, or if they stay, their productivity will deteriorate (16). The greater the gap between what an individual has and what he need, the higher the work dissatisfaction and turnover rates. Despite the lack of a direct link

between work satisfaction and training in the literature, and show that training can be an effective tool for increasing job happiness. Similarly, (17) claims that employees who obtain training will be better able to meet their customers' wishes and demands in the long run. Employees who demonstrate a dedication to training and learning have higher job satisfaction, which, in turn, has a good impact on their performance, according to them (18). Training methods have an impact on employee motivation and commitment to firms, either directly or indirectly (18). Training is defined as "a systematic intervention aimed at improving the factors of individual work performance" in this research (19). According to a poll, training is one of the most significant components of HR software that has a direct impact on employee performance. Through training, employees' knowledge is expanded and updated, resulting in greater performance. When compared to competitors, employee training is a great tool for competent individuals to boost corporate performance and deliver long-term benefits (20).

H2: Training and Development is significantly influences Employee Motivation

H3: Training and Development is significantly influences Employee Performances

Intrinsic Rewards:

Intrinsic motivation is characterized as a person's interest in their work rather than external influences, as well as a lack of dependency on external rewards. Organizations need something to keep their employees working, whether it's a salary or bonuses, but motivation is the most important factor in keeping employees interested and motivated in their jobs so that quality and quantity of work, as well as productivity, do not suffer (21). Intrinsic reward is concerned with an employee's job happiness as a result of the pleasure of working for a good company that appreciates and rewards his efforts. Employees appreciate rewards, whether they are extrinsic or intrinsic. Extrinsic incentive (compensation, money, grades, etc.) comes from outside sources or forces, whereas intrinsic reward (joy, happiness, pride, etc.) emerges in a person following completion of a task or work (22). An intrinsically motivated person will enjoy working on a math problem, or he will take on a task since it is difficult and will provide him with a sense of success when accomplished. In both cases, the person is uninterested in any external motivation, such as money or an award (23). This isn't to say that extrinsic motivation isn't important; it just means that it isn't sufficient to keep a person motivated (24). According to a study, the rewards are critical for turning employee unhappiness into contentment. It was determined that if employees are satisfied, they will complete tasks with greater enthusiasm and

work harder, resulting in improved performance (25). In a study, it was discovered that intrinsic rewards have a direct impact on employee performance. Because when they are offered intrinsic rewards, they are made aware of their performance and are motivated to strive harder in order to be recognized (26).

H4: Intrinsic Rewards is significantly influences Employee Motivation

H5: Intrinsic Rewards is significantly influences Employee Performances

Extrinsic Rewards:

Extrinsic rewards are linked to success (27). Employees labor harder to avoid the unpleasantness of receiving lesser amounts of those rewards (28). Their greater effort will almost certainly result in better project outcomes. Furthermore, they believe that, while not as effective as intrinsic rewards, extrinsic awards have a good impact on the organisation (29). Indeed, extrinsic rewards (though not as strongly as intrinsic benefits) have been found to influence employment engagement (30).

H6: Extrinsic Rewards is significantly influences Employee Motivation

H7: Extrinsic Rewards is significantly influences Employee Performances

Employee Performance:

According to the author, this research shows a link between incentive components and employee performance in the education sector. He is particularly interested in personnel in the education industry. According to the author, the organization's financial level has a good impact on staff performance as well as employee performance. Every human being must be treated with respect and honor in order to survive in the organization. They stay when the company pays more in exchange for good pleasure. Employees have professional aims and objectives. According to certain researchers, individual performance has an equal impact on origination performance. Ability, work environment, and last but not least, job capabilities are the three primary aspects that affect one's ability to accomplish the job. Maslow thought that human nature is satisfied when their goals are met. Businesses all around the world are becoming more challenging and difficult every day as a result of global standards and technological changes. Internal and external factors both contribute to the global market's revenue growth. Because of globalization, there is a lot of competition among businesses. Human resource management is extremely effective and competitive (31). Researchers are looking into the link between motivation and performance, according to the author. On the other hand, research performance

and motivation are important factors. They collect information on many scenarios, as well as various relationships and motivational factors on both sides. Both positive and bad aspects are present. Effective employee performance has an impact on academic staff and their ability to lead the achievement of broad objectives. The primary goal of universities around the world is to affect knowledge through research, teaching, and other forms of community service. Performance is determined not just by academic function, but also by the role of ability and motivation (32).

Research Model:

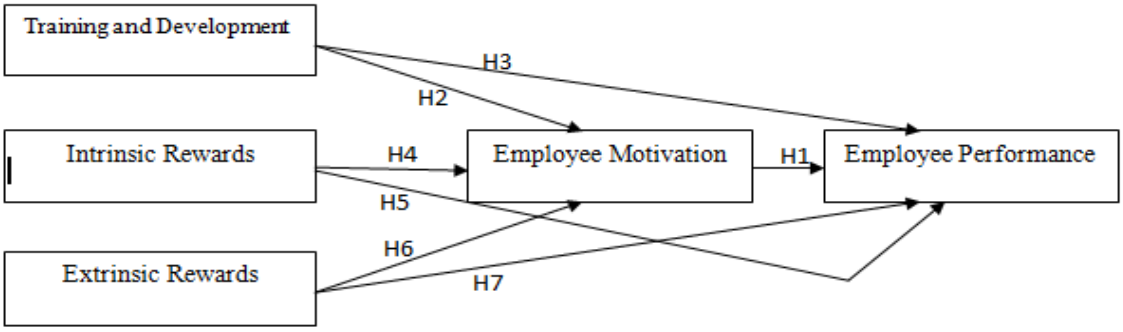

Figure No: 1

Instruments and Units of Measurement:

The current study has two key goals in mind when it comes to survey instruments: The first is the association between various variables and employee motivation adoption. Second, it can be used to gather information on respondents with various characteristics in order to comprehend the various variances. There are two portions to the instrument survey. The first section contains a variety of personal and demographic characteristics. The gender, age, income, and education of the respondent will be collected in this section. In the current study, Section 2 is crucial. Employee motivation, performance, intrinsic and extrinsic rewards, and employee perceptions of training efficacy are among the variables. This component of the research is based on previously used questionnaires and previous publications. The study scale was chosen based on previous literature and published studies. Employee motivation was the initial variable in the study, and six items were extracted from it (33). Employee performance is the following variable, which has three items that were taken from the study (34). The fifth variable was

intrinsic reward, which had five elements (35). The next four-item variable, employee perceptions of training effectiveness, refers to (36).

Table No: 1 Factors in the Research

Variables	Items	Reference
Employee Motivation	1. I feel a sense of personal fulfillment when I accomplish this job successfully. 2. My self-esteem decreases when I perform poorly at work. 3. I am proud of my capacity to carry out my responsibilities to the best of my abilities. 4. I feel unhappy when my work falls short of my expectations. 5. I get a sense of accomplishment when I reflect back on a day's labor. 6. I attempt to come up with new techniques to make my job more efficient.	(The McKinsey Quarterly, 2006)
Employee Performance	1. My work is better than that of my counterparts with similar qualifications. 2. My performance is largely satisfactory, so I am satisfied with it. 3. My performance is superior to that of a lecturer with a similar level of qualification at another university.	Bishop (1987)
Intrinsic Reward	1. The organisation allows them to grow as people, increasing their self-confidence, overcoming their flaws, and boosting their self-esteem. 2. Their involvement with the organisation reflects/is congruent with their moral and ethical convictions. 3. The cooperative organisational environment in which their work is carried out encourages mutual respect, employee friendliness, and interpersonal trust. 4. The organization's internal management procedures and methods are consistent. 5. They feel like they belong to the organisation since they are a part of it and are loyal to it.	Frey (1997)
Employee Perceived Training Effectiveness	1. My employer provides me with the opportunity to further my education. 2. This organisation offers several opportunities to gain new talents. 3. Employee training programmes are held often at my organisation. 4. Working for this firm will be advantageous to me.	(Chiaburu and Tekleab, 2005)
Extrinsic Rewards	1. Overall contentment 2. Financial incentives 3. Remuneration packages	

Structural Model:

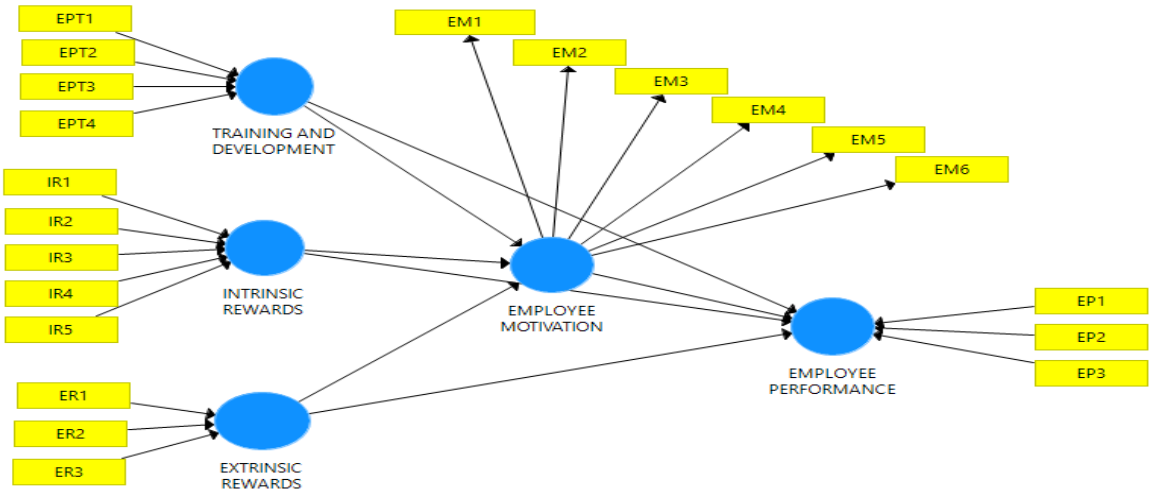

Figure No: 2

Research Design

In this study, the effects of training and development, intrinsic and extrinsic rewards, employee motivation, and employee performance are explored among Millennial employees at a private university in Tamil Nadu, India. The study was designed according to the cross-sectional study concept, which states that data is collected just once. Employee performance is the dependent variable in this study, with employee motivation serving as a mediator. Training and development, intrinsic rewards, and extrinsic rewards are the independent factors, while employee performance is the dependent variable. As a result, positivist notions drive the technique used to analyse the role of competence in the relationship between employee motivation and increased employee performance among millennial in the information technology industry (37).

Sample Size

A convenience sample of 308 participants from teaching faculty of a private Tamil Nadu university was used in the study. Convenience sampling is a way of gathering data from a population that is close to the researcher and easy to access (38).Because of the convenience sampling, the researcher is able to do interviews or obtain replies at a minimal cost (39). A sample size of 50 is very poor for structural equation modeling, while 100 is terrible, 200 is good, and 300 is excellent. (40).

Instrumentation/Measurement of Variables

The study's instruments were divided into two categories. To begin, you must provide personal information such as your age, gender, educational level, years of experience, and monthly income. Employee Perceived Training, Extrinsic Rewards, Extrinsic Rewards, Employee Motivation, and Job Performance are the study's second constructs.

The following construct items were adapted from earlier research:-

Employee Perceived Training Scale:

As a source of inspiration, the Work Design Questionnaire was employed (41). All comments were assessed on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. A scale that has been used in a variety of studies (42).

Extrinsic Rewards Scale:

The Extrinsic Rewards scale was used to assess employee motivation (43). Higher ratings indicated more Extrinsic Rewards, while lower scores indicated more Extrinsic Rewards, according to a five-point Likert scale. A study on "How Much Does Extrinsic or Intrinsic Motivation Affect Job Engagement or Turnover Intention?" employed this scale, in China, a Comparison Study" (44).

Intrinsic Rewards Scale:

The Intrinsic Rewards scale was used to assess employee motivation (45). According to a five-point Likert scale, higher ratings indicated more Extrinsic Rewards, while lower scores suggested more Intrinsic Rewards. A study on "Intrinsic and Extrinsic Motivation and Self-Determination Theory" employed this scale (45).

Employee Motivation scale:

The situational motivation scale was used by (46). 1 meant "strongly disagree" and 5 meant "strongly agree" on a five-point Likert scale. The scale was granted the go-ahead by the scale's creators (47 and 48).

Employee Performance Scale:

(48) Was employed for task performance, whereas(49) was used for contextual performance. On a five- point Likert scale, 1 indicated strong disagreement and 5 indicated strong agreement, the responses were assessed. Current studies, similar as, have used the measures (47 and 48).

Data analysis:

Using the SmartPLS3.0 software, the researcher applied the Partial Least Square (PLS) analytical technique (50). The two- stage logical fashion's dimension model (measure validity and trustability) and structural model (thesis testing) were delved (51).

Validity and Reliability of Instruments

The experimenter utilised clever PLS 3 to assess the dimension model, which contained two approaches coincident validity and discriminant validity, to probe the constructs' validity and trustability(idle variables).

Convergent Validity:

“Coincident validity" refers to the need that rudiment that is pointers of a conception share a significant quantum of their friction (52). Three criteria were used to estimate the scale particulars' coincident validity. The factor loadings should, first and foremost, be bigger than 0.50. Second, each construct's composite dependability should be more than 0.70. Eventually, the uprooted average friction (Adieu) for each construct should be lesser than the recommended cut-off of0.50.(53).

The experimenter employed the PLS Algorithm to produce smart PLS and handed external lading for each construct variable, index trustability, compound trustability, and each idle variable's Average friction uprooted(Adieu) to establish coincident validity(table no 2).

Table No: 2 Summaries of Reflective Outer Model Results

Construct	Item	Loading	Indicator Reliability (Loading2)	AVE	CR
EMPLOYEE MOTIVATION				0.682	0.927
I feel a sense of personal fulfillment when I accomplish this job successfully	EM1	0.886			
My self-esteem decreases when I perform poorly at work	EM2	0.840			
I am proud of my capacity to carry out my responsibilities to the best of my abilities.	EM3	0.879			
I feel unhappy when my work falls short of my expectations	EM4	0.822			
I get a sense of accomplishment when I reflect back on a day's labor	EM5	0.807			
I attempt to come up with new techniques to make my job more efficient	EM6	0.707			
Employee Performance				0.761	0.905

My work is better than that of my counterparts with similar qualifications	EP1	0.869			
performance is largely satisfactory, so I am satisfied with it	EP2	0.885			
My performance is superior to that of a lecturer with a similar level of qualification at another university	EP3	0.863			
Intrinsic reward				0.512	0.838
The organisation allows them to grow as people, increasing their self-confidence, overcoming their flaws, and boosting their self-esteem.	IR1	0.805			
Their involvement with the organisation reflects/is congruent with their moral and ethical convictions.	IR2	0.699			
The cooperative organisational environment in which their work is carried out encourages mutual respect, employee friendliness, and interpersonal trust	IR3	0.579			
The organization's internal management procedures and methods are consistent	IR4	0.703			
They feel like they belong to the organisation since they are a part of it and are loyal to it.	IR5	0.770			
Employee Perceived training effectiveness				0.789	0.937
My employer provides me with the opportunity to further my education	EPT1	0.894			
This organisation offers several opportunity to gain new talents	EPT2	0.882			
Employee training programmes are held often at my organisation.	EPT3	0.192			
Working for this firm will be advantageous to me	EPT4	0.865			
Extrinsic rewards				0.797	0.922
Overall contentment	ER1	0.896			
Financial incentives	ER2	0.922			
Remuneration packages	ER3	0.860			

From the above-mentioned table, we discovered the following:: -

Reliability of Individual Items (Loading):

According to the findings, the outer loading of the items is greater than 0.708, and the indicator dependability for each item is greater than 0.50. (54) Because the value squared (0.708)2 equals 0.50, an indicator's outer loadings must be greater than 0.708. In most cases, 0.70 is deemed acceptable because it is close enough to 0.708.

(Loading2) Indicators Reliability:

When the number of outside loading items squared, the indication dependability for the outer loading is more than 0.50.

Composite Reliability (CR):

The composite reliability for each latent variable is satisfactory, as evidenced by the cut-off value of >0.70. Such values are more than 0.70, implying that all reflective latent variables are highly dependent on internal consistency.

In exploratory studies, compound trustability conditions of0.60 to0.70 are respectable, and values of0.70 to0.90 are reasonable in more advanced exploration (55). According to a previous study, demonstrating sufficient composite reliability in exploratory research (56), a threshold level of 0.60 or above, but not greater than 0.97, is required. (57).

Average Variance Extracted (AVE):

Convergent validity has been established because all of the AVE values above the required threshold of 0.5. The loading of the model is depicted in Figure 3.

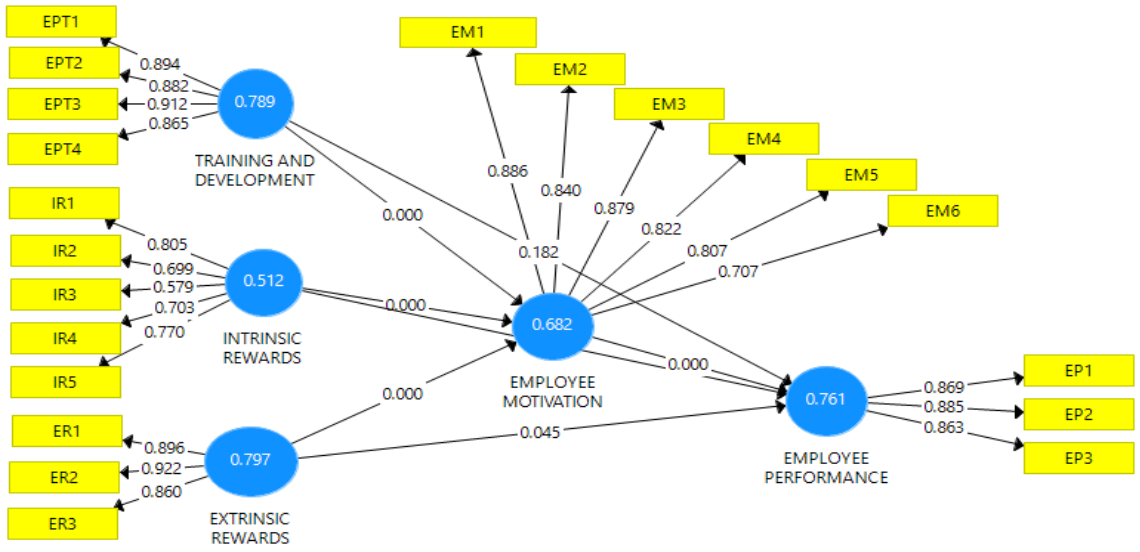

Figure No: 3 Models Loading

Validity that discriminates

Cross-Loading is a term used to describe the process of

Examining the cross-loadings of the pointers is one system for determining discriminant validity. On the linked construct, an index's external lading should be bigger than the aggregate

of its other ladings (58). The experimenter used the PLS algorithm to execute smart PLS and chose a discriminant validity report. The crossing loads index is shown in the table below.

Table No: 3 Cross loading of the latent variables

	EM	EP	ER	IR	ETD
EM1	0.886	0.51	0.418	0.385	0.61
EM2	0.84	0.383	0.389	0.381	0.545
EM3	0.879	0.434	0.454	0.392	0.615
EM4	0.822	0.372	0.407	0.372	0.539
EM5	0.807	0.592	0.555	0.562	0.618
EM6	0.707	0.643	0.522	0.503	0.436
EP1	0.572	0.869	0.513	0.505	0.478
EP2	0.499	0.885	0.472	0.573	0.479
EP3	0.518	0.863	0.502	0.645	0.485
EPT1	0.619	0.454	0.614	0.594	0.894
EPT2	0.521	0.456	0.575	0.627	0.882
EPT3	0.605	0.476	0.65	0.579	0.912
EPT4	0.665	0.558	0.667	0.594	0.865
ER1	0.51	0.513	0.896	0.569	0.664
ER2	0.46	0.538	0.922	0.592	0.594
ER3	0.542	0.472	0.86	0.538	0.639
IR1	0.538	0.694	0.531	0.805	0.516
IR2	0.167	0.349	0.345	0.699	0.29
IR3	0.095	0.286	0.276	0.579	0.202
IR4	0.246	0.33	0.351	0.703	0.36
IR5	0.551	0.482	0.604	0.77	0.783

The index's external lading on the affiliated construct is plainly bigger than all of the index's ladings on other constructions, as seen in the table over. In proposition, this shows that the model has discriminant validity (59).

Criterion of Fornell and Larcker: Variable Correlation:

A alternate, more conservative approach of establishing discriminant validity is the Fornell-Larcker criterion. The square root of the Adieu values is compared to the idle variable correlations. The square root of each construct's Adieu should, in particular, be advanced than the loftiest correlation with any other construct (60). The Fornnel and Larcker criterion findings are listed in the table below.

Table no: 4 Fornell and Larcker Criterion Analysis

	Employee motivation	Employee performance	Extrinsic rewards	Intrinsic rewards	Training and development
Employee motivation	0.826				
Employee performance	0.607	0.873			
Extrinsic rewards	0.565	0.568	0.893		
Intrinsic rewards	0.536	0.66	0.634	0.715	
Training and development	0.684	0.551	0.709	0.673	0.888

On the slant, the square root of the Adieu values is bolded; non-diagonal corridor are the idle variable correlations(LVC). Table 1 shows that the idle variable Job provocation (EM) Adieu is0.615, performing in a square root of0.826.

HETROTRAIT MONOTRAIT RATIO

Using the multi-trait and multi-method matrix, the Hetero- particularity Mono-particularity rate (HTMT) was proposed as another methodology to quantify discriminant validity in earlier studies (61). The HTMT fashion can be used in two ways to test discriminant validity. If the HTMT value is larger than0.85 when employed as criteria, discriminant validity is a concern. Second, when the confidence interval of HTMT values for structural routes is 1, the statistical test HTMT conclusion shows a lack of discriminant validity. The generalizations are empirically distinct when the value of 1 exceeds the interval's range. The results of the HTMT are listed in the table below (table no 5)

Table no: 5.Hetrotrait Monotrait Ratio (HTMT)

	Employee motivation	Employee performance	Extrinsic rewards	Intrinsic rewards	Training and development
Employee motivation	--------				
Employee performance	0.678				
Extrinsic rewards	0.624	0.662			

Intrinsic rewards	0.506	0.711	0.69		
Training and development	0.743	0.624	0.791	0.691	---------

Note: Heterotrait-Monotrait Ratio (HTMT)

Distinguish at (HTMT) Table(5) demonstrates that all HTMT values are lower than the threshold values of.85(62) and.90(63), indicating that differencing validity is valid for this study. To summarise, both coincident and discriminant validity were erected into the measures.

Part --Two: Evaluation of the Structural Models

After conducting a validity and reliability analysis, a measuring model was developed. To examine the strength of the recommended model for this investigation, Smart PLS3.0 software (64) was used to create a structural equation model (SEM). R2 values and coexisting t- values were analysed to assess the structural model side collinearity test (VIF) as specified(65). The proposed thesis was delved using a bootstrapping approach with a 5000- person sample size, as preliminarily stated (64).

Collinearity Assessment

Collinearity statistics VIF were used to assess side collinearity in the first stage of the structural equation model. Although perpendicular collinearity is satisfied, side collinearity(predictor- criterion collinearity) may lead conclusions to be misled on rare occasions, according to(66). When two variables that are supposed to be causally affiliated measure the same construct, they're said to be collinear. VIF values of3.3 or advanced indicate the liability of collinearity, while VIF values of3.3 or advanced indicate the liability of collinearity(67). The findings of the VIF values are shown in Table 6.

Table No: 6 Collinearity Assessments

	DV-PERFORMANCE	COLLINEARITY ISSUES
EM	1.944	No collinearity
EP	.....	.....
ER	2.242	No collinearity
IR	2.031	No collinearity
ETD	2.952	No collinearity

As shown in Table, the inner VIF values of the independent variables that must be delved for multicollinearity(EM, IR, ER, and ETD) are lower than 5 and3.3, independently, showing that side multicollinearity isn't a concern in this study(6).

Path Measure Testing

The thesis developed for this study was estimated using a bootstrapping approach using a resample of 5000 people, as suggested (68). The path portions of the colorful constructs, as well as their significance situations, are shown in Table (7).

Table No: 7Research Hypothesis Path Coefficient

Hypo	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	EM -> EP	0.347	0.342	0.064	5.424	0	
H2	ER -> EM	0.13	0.13	0.065	1.999	0.046	
H3	ER -> EP	0.165	0.166	0.079	2.092	0.036	
H4	IR -> EM	0.101	0.108	0.063	1.607	0.108	not significant
H5	IR -> EP	0.433	0.435	0.063	6.879	0	
H6	ETD -> EM	0.524	0.519	0.073	7.183	0	
H7	ETD -> EP	-0.095	-0.094	0.079	1.197	0.232	not significant

P **0.01, P *>0.05, P **0.01, P *>0.05, P **0.01, P **0.01, P ** H1 The relationship between provocation and performance is indicated the Table(6)(P *0.05, = 0.000, p>0.01) H1 accepts the following table to describe the association between hand provocation and hand performance(β = 0.000, p0.05). H4 revealed that the association between natural price and Hand provocation is denied(β = 0.108, p>0.05), whereas H7(β = 0.232, p0.05) denied the relationship between hand training and development and hand performance.

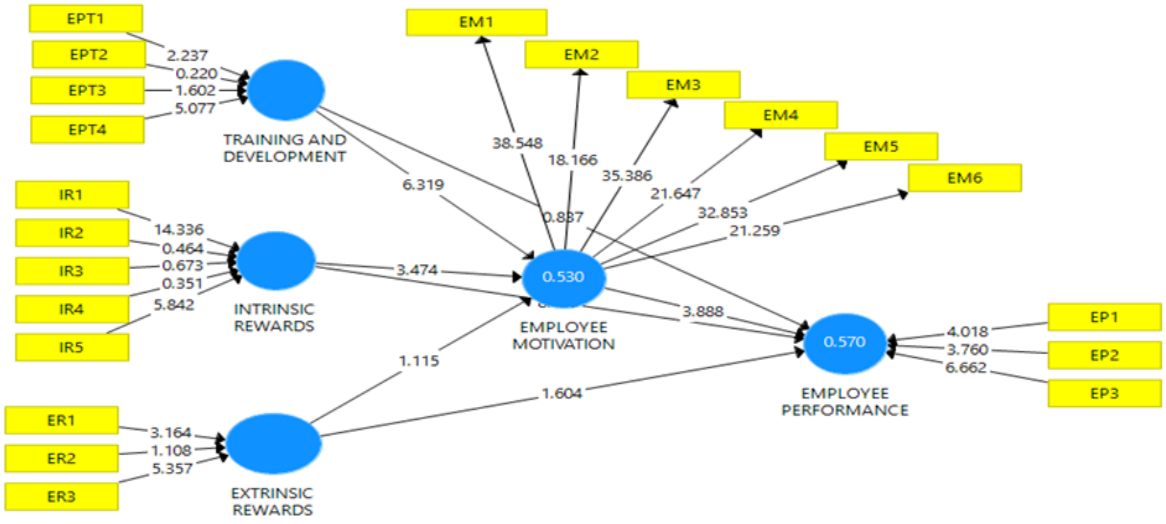

Figure No: 4

Coefficient of Determination (R2) and Predictive Relevance Q2:

The measure of determination is an important aspect in assessing structural models (R 2). A measure of determination with a threshold value of0.25, 0.5, or0.7 is generally classified as a weak, moderate, or strong measure of determination (69). Likewise, determining Stone-prophetic Geisser's applicability (Q 2) is critical because it determines whether or not the data points of pointers in the endogenous construct's reflecting dimension model can be directly anticipated. The experimenter used the PLS Algorithm, and the results are displayed in the table below (8).

Table no: 8 R-Square of the Endogenous Latent Variables

R-Square of the Endogenous Variables			Predictive relevance Q2	
Construct	R 2	Results	Q 2	Results
Employee Motivation	0.49	Moderate	0.314	**>0**
Employee Performance	0.546	Strong	0.4	**>0**

As demonstrated in the table, the proposed model has substantial prophetic significance for all endogenous variables (8). Endogenous structures with R2 values of0.75, 0.50, or0.25 are regarded substantial, moderate, or weak, independently (70). According to the table, the proposed model has strong prophetic applicability for all of the endogenous variables. (71) When the Q2 value of a model is larger than zero, it means the model has excellent prophetic applicability. Alternately,Q2 values lesser than 0 indicate that the exogenous constructs are prophetic of the endogenous construct in issue (72).

EFFECT SIZE F2

The effect size f2 can be used to determine how important an exogenous construct contributes to the R2 value of an endogenous idle variable.(73) and(74), a value of0.02 or below(no effect),0.2-0.15(small effect). Exogenous constructions on an endogenous construct are indicated by0.15-0.35(medium effect) and over (big effect).

Table No: 9 R-Square of the Endogenous Latent Variables

EFFECT SIZE F2 PERFORMANCE	EFFECT SIZE F2 PERFORMANCE	
CONSTRUCT	F 2	RESULTS
Employee Motivation	0.134	effect with a small scale
Extrinsic Rewards	0.026	effect with a small scale

Intrinsic Rewards	0.2	effect with a small scale
Training And Development	0.007	effect with a small scale

The results in table 9 showed that the exogenous variables were significant (employee motivation, extrinsic rewards, intrinsic rewards and training and development).

Results and Discussion:

Using competence as a mediator, the impact of training and development, intrinsic rewards and extrinsic rewards, and employee motivation on employee job performance was explored. Motivation, followed by motivation, was found to be the most influential element in predicting employee performance. Employee motivation is also influenced by training and development, intrinsic rewards, and extrinsic rewards, according to the study.

In the context of performance, several studies looked at the relationship between training and development, intrinsic rewards, extrinsic rewards, and motivation. Employee motivation likely to be adequate (having a considerable impact on performance), according to (75); employees' motivation tended to be a good (a significant effect of the performance). The employee and competency have a strong and positive relationship, according to (76). Employee motivation is influenced by leadership, salary, and competency. However, (77) and (78) claimed that motivation had a significant impact on employee performances, either directly or indirectly. The findings of this study appear to be harmonious with those of other studies, albeit with different variables, (79), which set up that having inspiring procedures in one's plant is significantly connected with high hand performance. According to exploration, job satisfaction had a significant impact on job performance (80). Hand provocation, performance, natural and foreign prices, and hand comprehensions of training success are each important factors in this exploration. To captures the characteristics of these factors, a variety of multi-item instruments grounded on former empirical inquiries were used. The study gathered information’s from a tutoring staff at a private university. They were offered training courses, according to their opinions, but they didn't employ them in their normal tutoring because they considered they were ineffective. They were unsatisfied with their education, which affected their provocation to educate.

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