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## Exploring the antecedents of motivation on employee performance in the leather industry in South India

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### ABSTRACT

This paper investigates and explores the relationship between individual motivational factors and employees' performance in the leather industry in South India based on Herzberg's two-factor theory. The data collection process involves the use of a questionnaire survey from 372 leather industry employees in South India. The findings were validated using confirmatory factor analysis. Structural equation modeling was operated to examine the hypothesized relationship. The study shows that motivational dimensions such as training, welfare, compensation, and job security significantly impact employees' performances. Workplace environment and fair treatment have no significant effects on employees' performance. Managers in the South Indian leather sector can use these motivating factors to improve their employees' performance. As a result, this study is the earliest empirical examination of the direct relationship between motivational factors and performances among the employees of the leather industry in South India after the pandemic.

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## 1. Introduction

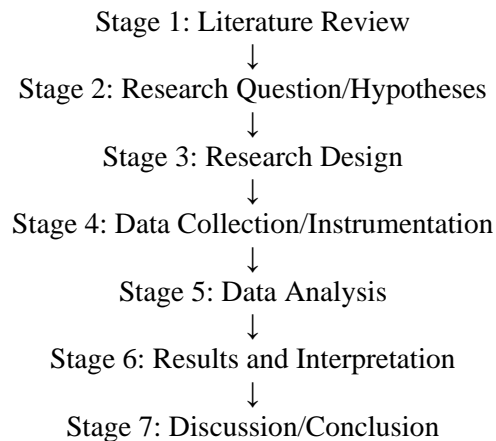
The protracted and unexpected lockdowns that followed the COVID-19 epidemic have hit the entire country in a drastic disastrous manner. Many Sectors were affected. Many people lost their jobs, and others faced increased workloads. As per the corporate or organizational requirements, some individuals had to take action to transform their work process without planning quickly. Others had to continue their work as usual (Kapparashetty, 2020). As per IBEF (2022), the leather business is one of the worst-affected industries in this scenario. This industry has a substantial effect on the economy of India. The major producers in South India are Tamil Nadu, Karnataka, Kerala, Andhra Pradesh, and Telangana. The COVID-19 outbreak triggered a series of supply and demand-related issues, reducing productivity and drastically lowering consumption. With the emergence of the COVID-19 epidemic, the industry went in the wrong direction. Import restrictions made it difficult to procure raw materials (Gogna, 2020). Apart from that, according to Senbagam (2021), labor displacement was an issue that influenced productivity. Several manufacturing industries that serve global export markets, such as readymade garments, leather, and footwear have lost massive employment. The leather industry in India employs approximately 4.42 million people; most of them in unorganized sectors like small leather tanning factories, shoe assembling, sewing workshops, and household units. All workers were impacted (permanent, daily wage, and contract). Various Studies have also found that as a result of the economic crisis, this loss can induce stress and depression in many individuals. Even so, people are in exquisite danger of losing intellectual stability, and this could lead to suicidal thoughts (Panchal et al., 2020). It is essential to analyze whether employers' office practices can minimize employees' anxiety and fright while still allowing them to perform satisfactorily. Furthermore, COVID-19 severely impacts employee performance (Abdallah, 2020).

A variety of factors contribute to the success of an organization. One of them is employee performance (Darmayoga et al., 2021). According to Gunapatra (2017), performance goals for employees include (1) output quantity, (2) quality and reliability, (3) duration of production, (4) participation at work, and (5) respectful behavior. The performance of employees in a company will certainly decline over time because employees are human beings with unlimited needs and wants that increase from time to time. Hence, this can cause employees' performance to decrease if the company fails to fulfill their wants and needs. At present, employee performance are among the more essential requirements. It has become one of the main challenges for corporations in this age of increasing competition and is also integral to their sustainability. It is impossible to have team performance, business outcomes, or economic performance without individual performance (Campbell & Wiernik, 2015). Many elements influence an employee's performance at work, such as competencies, talents, motivation, working conditions, work satisfaction, job design, leadership style, and. As per Omollo and Oloko (2015), "Motivation is the key to a successful organization to maintain the continuity of the work powerfully and helps the organizations to survive". Therefore, to achieve organizational goals, employers must motivate their employees to give their best effort at work (Nguyen et al., 2015). The purpose of the study is to investigate the role of motivation in the performance of employees of South India after the pandemic, to determine the link between motivation and employees' performance, and to study how Herzberg's two-factor theory attains performance. As there are very few studies have been made on employees' performance, especially after the pandemic, this research contributes by investigating the following questions

- 1) How do motivational practices relate directly to performance?
- 2) What are the effects of motivational factors on leather industry employees' performance in South India?

The present research is divided into six sections. Section 1 consists of an Introduction highlighting the research problem's significance. Section 2 examines the broad literature on the relationships between work performance, the six antecedents studied, and the model assumptions tested. The data, technique, validity and reliability, and process used in this investigation are all described in Section 3. Section 4 gives the consequences of the analysis, and Section 5 explains the findings and situates them within the existing research. The study's discussion and conclusion are summarized in Section 6. The study's managerial implications and limitations are mentioned in Sections 7 and 8, respectively.

## Research Stages



## 2. Literature review and hypothesis development

### 2.1 Theoretical Background

This study uses Frederick Herzberg's two-factor theory. It evaluates its significance and practicality in identifying the key determinants and impact of employee motivation on employee performance in the South Indian leather sector. The two-factor theory of motivation discusses the aspects of work that satisfy or dissatisfy employees. These are the motivating and hygienic factors. The absence of hygiene factors can cause dissatisfaction in the workplace, but when fully addressed, they are insufficient to satisfy employees. In contrast, motivators related to job characteristics offer satisfaction and increase motivation (Dartey-Baah & Amoako, 2011), which would result in improved employee performance (Subrahmanyam, 2023).

The present study includes empirical methods. The theoretical framework and background for the current research have focused on the motivational factors, including training, welfare, and compensation, which are necessary to perform a job. The hygiene factors include job security, work-life balance, and fair treatment, which are not compulsory to be there, but dissatisfaction occurs among the employees in the absence.

### 2.2 Effects of Training on Employee Performance

According to Ichsan (2020), training is an activity through which employees are shaped and prepared by enhancing their capabilities, talents, knowledge, and attitudes so the work can be conducted more rapidly, productively, and logically. According to Mangkunegara, 2017 (in Jumawan & Mora, 2018), trainers, participants, resources, and objectives are some of the various components and indicators in training. In addition, training can improve motivation, engagement, and work performance (Aboyassin & Sultan, 2017). Employee competency enhancement, such as improved knowledge and expertise, can be facilitated through practical training (Ikram et al., 2019). Sudhakar and Basariya (2017) believe that training is significant for giving a dynamic approach to an organization as a parameter for enhancing the ability of the workforce to achieve organizational objectives.

According to Al-qout (2017), training has a wide range of implications on employee performance, including improving the performance of employees, developing human interactions, improving employee perceptions, developing a sense of connection and commitment to the organization, and reducing absenteeism. As per a study by Siengthai et al. (2016), the training effectiveness as a process can be adversely affected by several elements, including the contribution to the training programs, which includes participant's and trainer's skills, understanding and qualities as well as the training phase which is itself influenced by the structure and techniques used in the programs. McShane and Glinow (2017) recommend that low employee job performance occurs not only because of an employee's mistakes but can be caused by various factors, including unsuitable leadership patterns from executives. Some of the previous studies conducted by Mangkunegara and Augustine (2016), Mubarak and Putra (2018), and Setyawati et al. (2019) have concluded that training has a moderately significant positive impact on work performance. As a result, the present study contributes to the first hypothesis.

**H1:** Training has a positive influence on employee performance.

### **2.3 Impacts of Welfare on Employee Performance**

The word "welfare" refers to a predestined comprehensive package of benefits, advantages, and facilities (Itodo & Abang, 2018) that complement this strategy to provide a more comfortable working environment for the employees. According to Abu (2016), employee welfare is an organization's initiative to enhance workers' circumstances to be more pleasant. Employee welfare maintains employee morale and motivation, enabling them to retain their services. Welfare encompasses the supervision of workplace conditions: the establishment of industrial peace and stability through infrastructure for hygiene; labour relations; and compensation for workers and their families against illness, injury, and unemployment.

Employees who undergo severe and continuous work demands can become psychologically exhausted and disengaged from their jobs, lowering their well-being and, as a result, their performance (Radic et al., 2020). As a result, employee welfare is essential in balancing the high demands of the job and improving performance. Additionally, Mensah et al. (2017) demonstrated that expressing concern for employees' well-being strengthens their engagement with work and, as an outcome, their performance and productivity in the organization also improve. In their study, Itodo and Abang (2018) suggested that the best welfare package significantly impacted the performance level of police officers and men. According to Khademi (2014), Workplace welfare favours organizational performance, encompassing the employees' contentment, protection, enthusiasm, and work satisfaction. Therefore, based on the current study, it is hypothesized that:

**H2:** Welfare has a positive influence on employee performance.

### **2.4 Impacts of Compensation on Employee Performance**

In addressing the difficulty of compensation, Sunyoto (2013) in Fauzi (2017) argue that it is a crucial element in employee interactions. Direct financial rewards and indirect payments in the context of employee benefits are compensation. Also, there is a concentrated effort to encourage employees to work harder to reach better job performance and productivity. Employees will be satisfied if they are compensated appropriately, which will impact their performance. As a result, the performance of employees will succeed or fail in direct proportion to their job satisfaction with the compensation package offered by the organization (Jufrizen, 2017). According to Wibowo (2017), the consequence of compensation on performance highlights that compensation is attainment for using labor or performing duties sponsored by the industry. As a result, the quantity of compensation has the potential to influence employees' behavior, which will impact their performance. The office must pay attention to the principle of justice in determining its compensation policy (Wairooy, 2017).

The availability of efficient and reasonable remuneration is one of the most critical variables in determining employee performance. Previous research findings have experimentally demonstrated that compensation impacts employees' performance strongly and substantially (Darma et al., 2018; Dwianto & Aprurroji, 2019). Based on the research conducted by Kawiana et al. (2018) and Widiani et al. (2019), compensation has a good and considerable impact on employee performance. When employees are well-rewarded, they are more productive. Lubis et al. (n.d., 2020) and Suwandi and Mandahuri (2020) found that compensation positively influences employee performance. Further support for this was demonstrated by Yasa's (2018) study, which found that compensation has a considerable impact on employee performance. Consequently, based on the present study, the following hypothesis has been proposed:

**H3:** Compensation has a positive influence on employee performance.

### **2.5 Impact of Job Security on the performance of employees**

Job security is employees' various intellectual states about their respective anticipated future job continuity inside an association (Kraimer et al., 2005). Employees' subjective expectations of job consistency and longevity in the company are reflected through perceived job security (Probst, 2003). When "an individual is continuously employed with the same organization with no decrease in

seniority, compensation, pension rights, etc.," job security prevails (Meltz, 1989), and an association offers employees secure employment (Yousef, 1998).

As per earlier studies, a lack of perceived job security is the primary source of stress in today's work environment among employees (Lee et al., 2008). Except for Zeytinoglu et al. (2012) and Mohsin et al. (2013, 2015), previous research on the hospitality sector rarely addressed the topic of job security. In the Zeytinoglu et al. (2012) study, 407 staff of call centers, banking, and interrelated industries, five-star hotels, and aircraft cabin crews were evaluated.

A significant and positive association between job security and job turnover intentions has been found in the findings. Employees who are comfortable with their jobs are supposed to perform better than those who are not content with their jobs. Literature supports this notion (e.g., Bolt, 1983; Mooney, 1984; Rosow & Zager, 1985; Rosenblatt & Ruvio, 1996). The current study thus presents the following hypothesis:

**H4:** Job security has a positive influence on employee performance.

## **2.6 Influence of Workplace Environment on Employee Performance**

A workplace environment is pleasant or adequate, as per Moulana et al. (2017), if the employees carry out their duties efficiently, hygienically, securely, and comfortably. Generally, the work environment is the circumstances and surroundings where the employees perform their tasks and operate to their full potential (Siagian & Khair, 2018). Sutanto and Suwondo (2015) categorize workplace environments into two types. The first type is the physical aspect of the work environment, which encompasses everything connected with it. The second factor is the work environment from a psychological perspective. The physical work environment is of two types: surroundings that primarily connect to and near employees; and environments that are not directly related to and near employees. All activities that exist concerning work relationships are considered non-physical work environments. Employee enthusiasm or passion for the job will be influenced by giving attention to the physical environment or developing workplace practices that inspire them to perform (Simamora et al., 2016). Thus, according to Nitisemito's perspective (Sunyoto et al., 2015), Employees must have access to the facilities they need to complete their tasks. Thus, it is predicted that the better the amenities, the higher the performance of employees, and organizational productivity will also be higher.

According to Untari et al. (2014), a lack of attention to the workplace environment will have a detrimental effect and diminish enthusiasm, as stated by Suprayitno and Sukir in the research publication. That is because employees are more likely to suffer disruptions that can lead to losing passion, effort, and focus on their jobs. As a result, the work environment impacts employee satisfaction (motivation) to work to the fullest potential and knowledge to improve business performance. Employees are more inclined to invest more time and effort into their work if they observe and believe that they benefit others, leading to better job performance (Juliani & Purba, 2019). Sengkey et al. (2018) discovered that the workplace environment considerably affects employee performance. Furthermore, a study by Fathoni et al. (2021) demonstrates that the workplace environment significantly impacts employee performance. The following are the hypotheses of the present study:

**H5:** Workplace environment has a positive impact on the performance of employees.

## **2.7 Influence of Fair Treatment on Employee Performance**

According to Adams (1963), Employees examine their achievements in the company in terms of contribution in proportion to the compensation they are given as output based on whether they believe it to be fair or unfair. According to Kim et al. (2014), workers form impressions about how they receive fair treatment at work, which strongly influences their level of performance. It illustrates that an employee who acknowledges equality and fairness is more likely to raise his or her standard of achievement. In contrast, an employee who feels unfair treatment at work is more inclined to reduce his or her level of performance (Banks et al., 2012).

Bell and Martins (2012) claim that elements of equality as they correspond to an employee's performance include inputs, outputs, and another on a comparative basis, the subsequent influence of

the comparison, and how the employee responds to the given circumstances. As a result, fairness is among the most critical factors affecting employee workplace performance (Adams, 1963). So, according to Usmani and Jamal (2013), equality is critical for employee performance since it influences an individual's behavior to the point where it dictates whether a higher employee's or a lower employee's performance is accomplished. Al-Zu'bi (2010) also claims that employees who have a sense of evenhanded fairness are compensated fairly for their contributions to the company and have more excellent performance and effectiveness. Furthermore, according to Mahajan and Benson (2011), equity is positively linked to working performance and adversely related to employees' inclinations to leave their company. The following are the hypotheses of the present study:

**H6:** Fair treatment has a direct impact on employee performance.

### **2.8 Impact of Work Motivation on Employee Performance**

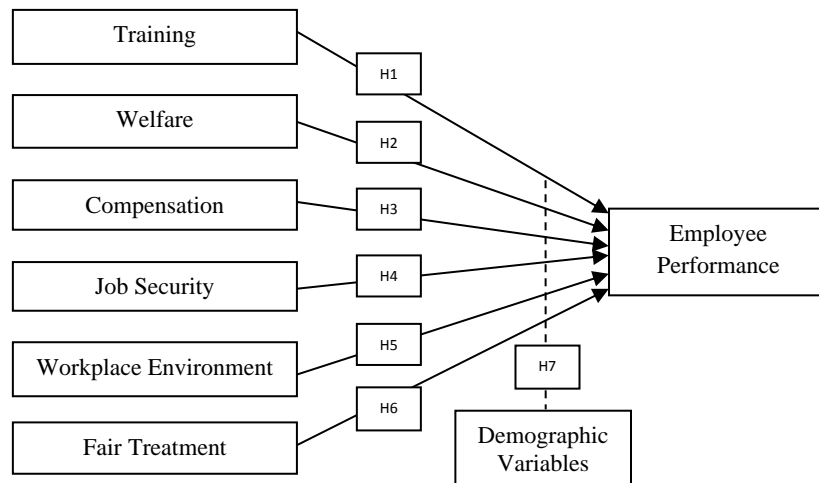
Mangkunegara (2017, p. 93) claims that "motivation is the process of influencing or encouraging a person or workgroup so that they want to carry out something that has been determined. Motivation or encouragement is intended as a natural urge to satisfy and sustain life". "Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization".(Moeheriono (2012 p. 95))

Motivation is vital since it motivates employees to be more productive and energetically attain high productivity levels (Sunyoto et al., 2015). As per Berman et al. (2019), the achievement of job performance is determined by ability aspects and work motivation factors. A great accomplishment objective motivates employees to accomplish an action quickly enough to achieve better job performance. According to Armstrong and Mitchell (2019), work motivation originates from internal and external forces. Zlate and Cucui (2015) argue that managers must establish organizational measures to enhance employee work; this is the core objective of organizational structure to create better job performance. Yunita and Saputra (2019) claimed that their study's findings show a substantial correlation between motivation and employee performance. The performance of individuals inspired by their work has been enhanced in the past (Arifin, 2015; Manik, 2016). Similarly, research by Mangkunegara and Agustine (2016), Ghaffari et al. (2017), Mohamud et al. (2017), and Mubarak and Putra (2018) suggest that work motivation has a positive influence on the performance of work.

### **2.9 Moderation effect of demographic variables**

Considering the direct impact of age on performance, it is contended that as age reflects cumulative job experience, it will positively affect performance (Quiñones et al., 1995). The argument in opposition is that age-related health declines gradually as workers get older, resulting in decreased job performance (Arvey & Murphy, 1998). Employee performance, performance evaluations, and choices relating to human resources are frequently greatly influenced by age, gender, and tenure (Sturman, 2003). According to Met & Ali (2014), education significantly impacts how well employees perform at their jobs. The link between financial incentives and employees' job performance at oil and gas offshore production facilities in Malaysia has a weak moderating influence on education level. Employees' annual income often encourages people to work intensively, and a few studies have examined the moderating impact of annual income. This paper investigates how demographic factors affect employee performance and motivational elements. Thus it leads to the following hypothesis: Met & Ali (2014)

**H7:** Demographic variables have a positive moderating relationship between training, welfare, compensation, job security, workplace environment, fair treatment, and employee performance.



**Figure 1.** Conceptual Model

### 3. Research Methodology

Based on the non-probability sampling technique, this study examines the quantitative data collected. As a convenient and cost-effective method, convenience sampling was used in this study to gather data from the participants. The study used a sample of leather sector employees from various companies in South India. The authors initially received 376 completed questionnaires. Approximately 372 questionnaires were ultimately used for data processing since respondents left a few questions on four of the questionnaires unanswered. Data was gathered from the participants using the survey approach. The questionnaires were prepared in English and were given to full-time employees. Through an online mode, respondents received a questionnaire and a summary of the study objectives. The first section of the questionnaire consists of 31 items, of which 22 assess employee motivation and six items evaluate employee performance. The second section of the questionnaire gathers participants' demographic details, including age, gender, education level, and annual income. Respondents were asked to rate the items from 1 (strongly disagree) to 5 (strongly agree) (Likert, 1932). The research first identified four potential moderators: age, gender, education, and annual income. These variables might impact the relationship between motivational factors and employee performance. The statistical models included the Andrew Hayes process macro test to test this hypothesis.

### 4. Data analysis and results

**Table 1.** Demographic characteristics of the sample

Demographic Variables (N=372)	Valid (%)
Gender	
Male	54.3
Female	45.4
Prefer not to say	0.3
Others	0.0
Age	
18-25 years	16.7
26-35 years	42.5
36-45 years	38.7
46-55 years	2.2
More than 55 years	0.0
Educational background	
SSLC (Secondary School Leaving Certificate)	1.9
HSC (Higher Secondary Certificate)	8.6
Undergraduates	79.0
Post-graduate	8.9
Others	1.6
Annual Income	
Less than 1 Lakh	8.1
Between 1 to 2 Lakh	17.7
Between 2 to 4 Lakhs	70.4
Between 4 to 6 Lakhs	3.0
More than 6 Lakhs	0.8

**Source:** Compiled from SPSS version 20 output

#### 4.1 Multicollinearity test

The Multicollinearity test was executed to test the normality of data, and it was found that respondents' data did not show multicollinearity. The tolerance level is greater than 0.2 for all the variables of the present study and all of the VIF values are less than 10. (Rogerson, 2001; Tabachnick & Fidell, 1996).

#### 4.2 Factor analysis

Confirmatory factor analysis (CFA) was used to confirm the factorial structure and associated loadings. It was accessed to make sure the data was suitable for the evaluation. The fundamental presumption for parametric tests is the hypothesis of data normality (Hair et al., 2015). It is recommended that parametric tests are only possible when the data curve is normally distributed, but conversely, many researchers have argued that violating the normality assumption should not be a problem if there is a large sample size (Field, 2009; Elliott & Woodward, 2007; Pallant, 2007). Altman and Bland (1995) also stated that the distribution of the data can be disregarded if the sample has hundreds of observations. A new factor analysis was conducted after removing four statements from the study instrument that had lower factor loading. To make sure the data were fit for inclusion in the EFA, Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy were used (Table 2). Cronbach's alpha was assessed to determine whether the data was reliable. When completing factor analysis, the Cronbach's alpha value of 0.883 was found to be satisfactory. (Cronbach, 1951; Malhotra & Dash, 2014; Hair et al., 2015; Hundal & Kumar, 2015; Syan et al., 2019).

#### 4.3 Measurement model

It illustrates the findings from the application of CFA to the data to examine the reliability of latent variables. The measurement model's fitness is shown in Figure 2. It is determined that all values are higher than the fit indices' cutoff point. According to the results in (Table 3), CMIN/df = 353, degree of freedom = 1.888, goodness of fit index = 0.892, adjusted goodness of fit index = 0.900, normal fit index = 0.938, Tucker-Lewis index = 0.965, comparative fit index = 0.970, and root mean square error of approximation (RMSEA) = 0.049 are under the conservative cut-off values (Syan et al., 2019; Kline, 2011).

**Table 2.** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>.974</b>
	Approx. Chi-Square	12602.373
Bartlett's Test of Sphericity	Df	630
	Sig.	.000

Source: Compiled from SPSS version 20 output

**Table 3.** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Sum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
Training	372	1.00	5.00	991.60	2.6656	.98298	.966
Welfare	372	1.00	5.00	973.00	2.6156	1.05129	1.105
Compensation	372	1.00	5.00	979.60	2.6333	1.00755	1.015
Job Security	372	1.00	5.00	963.00	2.5887	1.00628	1.013
Workplace Environment	372	1.00	5.00	969.80	2.6070	1.05179	1.106
Fair Treatment	372	1.00	5.00	978.00	2.6290	1.00929	1.019
Employee Performance	372	1.00	5.00	990.33	2.6622	1.00879	1.018
Valid N (listwise)	372						

Source: Compiled from SPSS and AMOS version 20 output



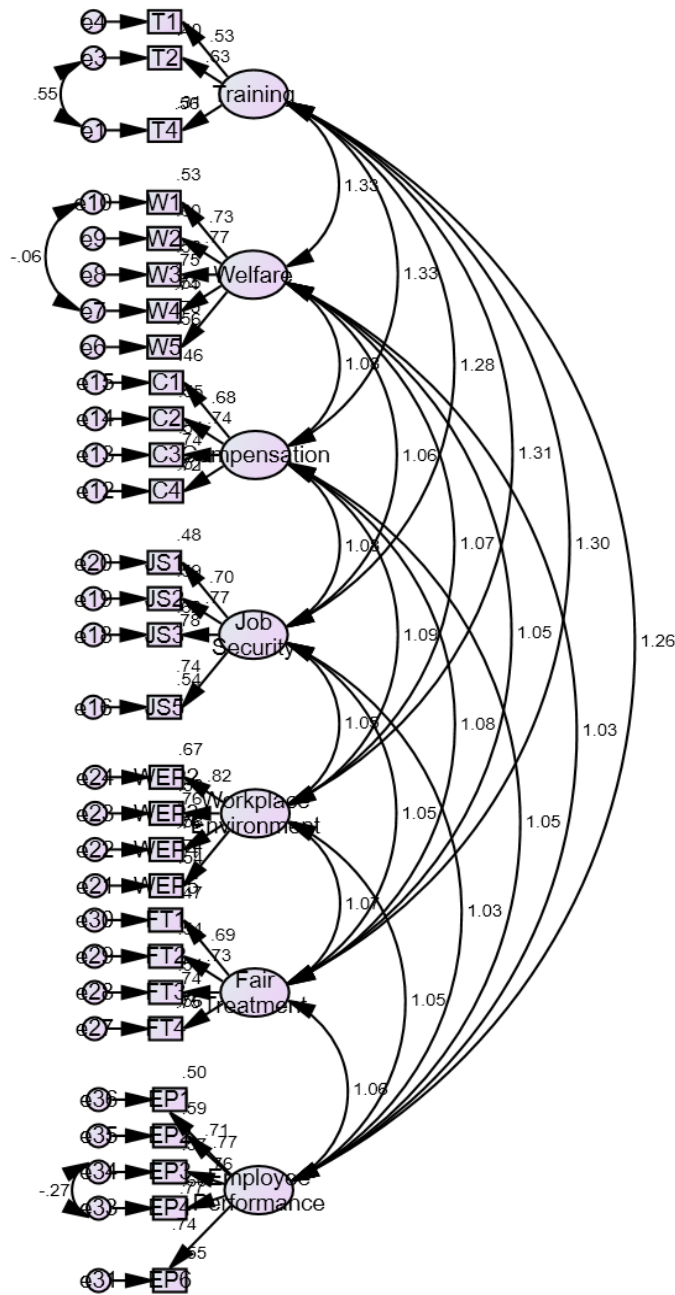


Figure 2. Measurement Model  
Source: AMOS output

Table 4. Model Fit

Fit measures	Recommended by	Ideal value	Results
GFI	Hair et al. (2015)	0.9	0.892
AGFI	Malhotra and Dash (2014)	0.9	0.900
NFI	Kline (2011)	0.9	0.938
TLI	Kline (2011)	0.9	0.965
CFI	Hair et al. (2015)	0.9	0.970
RMSEA	Hu and Bentler (1999)	0.5	0.049
p-value	Hair et al. (2015)	0.000	0.000

Source: Compiled from AMOS version 20 output

GFI stands for the goodness of fit index; AGFI stands for adjusted goodness of fit index; NFI stands for normal fit index; TLI stands for Tucker-Lewis index, and CFI stands for comparative fit index. RMSEA is an abbreviation for root mean square error of approximation.

**Table 5.** Reliability and Validity of Model

Constructs	Item code	Factor Loading	Cronbach's alpha reliability	Average variance extracted	Construct reliability
Training	T1	0.720	0.834	0.558	0.829
	T2	0.744			
	T4	0.722			
Welfare	W1	0.763	0.881	0.563	0.866
	W2	0.803			
	W3	0.760			
	W4	0.762			
	W5	0.775			
Compensation	C1	0.720	0.848	0.532	0.819
	C2	0.744			
	C3	0.742			
	C4	0.735			
Job Security	JS1	0.745	0.857	0.544	0.827
	JS2	0.751			
	JS3	0.777			
	JS5	0.724			
Workplace Environment	WE2	0.829	0.872	0.590	0.852
	WE3	0.762			
	WE4	0.765			
	WE5	0.742			
Fair Treatment	FT1	0.748	0.854	0.556	0.834
	FT2	0.736			
	FT3	0.739			
	FT4	0.755			
Employee Performance	EP1	0.748	0.883	0.568	0.868
	EP2	0.761			
	EP3	0.755			
	EP4	0.770			
	EP6	0.738			

Source: Compiled from SPSS and AMOS version 20 output

#### 4.4 Reliability and validity

Cronbach's alpha, a measure of construct reliability, ranges from 0.834 to 0.883 for all components (Table 4), indicating that the data is very reliable (Hair et al., 2015). As a result, all the constructs display a significant level of reliability (Malhotra & Dash, 2014). The average variance retrieved for each variable needs to be higher than the variance shared by it and the other components in the model for good discriminant validity. As demonstrated in Table 5, the discriminant validity of the measurement model was shown to be valid.

**Table 6.** Discriminant validity

	Fair Treatment	Training	Welfare	Compensation	Job Security	Workplace Environment	Employee Performance
Fair Treatment	0.746						
Training	1.187	0.642					
Welfare	1.057	1.219	0.750				
Compensation	1.071	1.230	1.091	0.729			
Job Security	1.068	1.216	1.080	1.106	0.738		
Workplace Environment	1.058	1.222	1.073	1.081	1.072	0.768	
Employee Performance	1.044	1.186	1.052	1.056	1.062	1.055	0.754

Source: Compiled from Prof. Gakingston statistical package

Prof. Gakingston designed a statistical package that was used to test the discriminant validity indicated in Table 5. The average variance extracted for each item should be larger than the variance shared by the construct and other components in the model for acceptable discriminant validity (Fornell & Bookstein, 1982; Hair et al., 2013; Wixom & Watson, 2001).

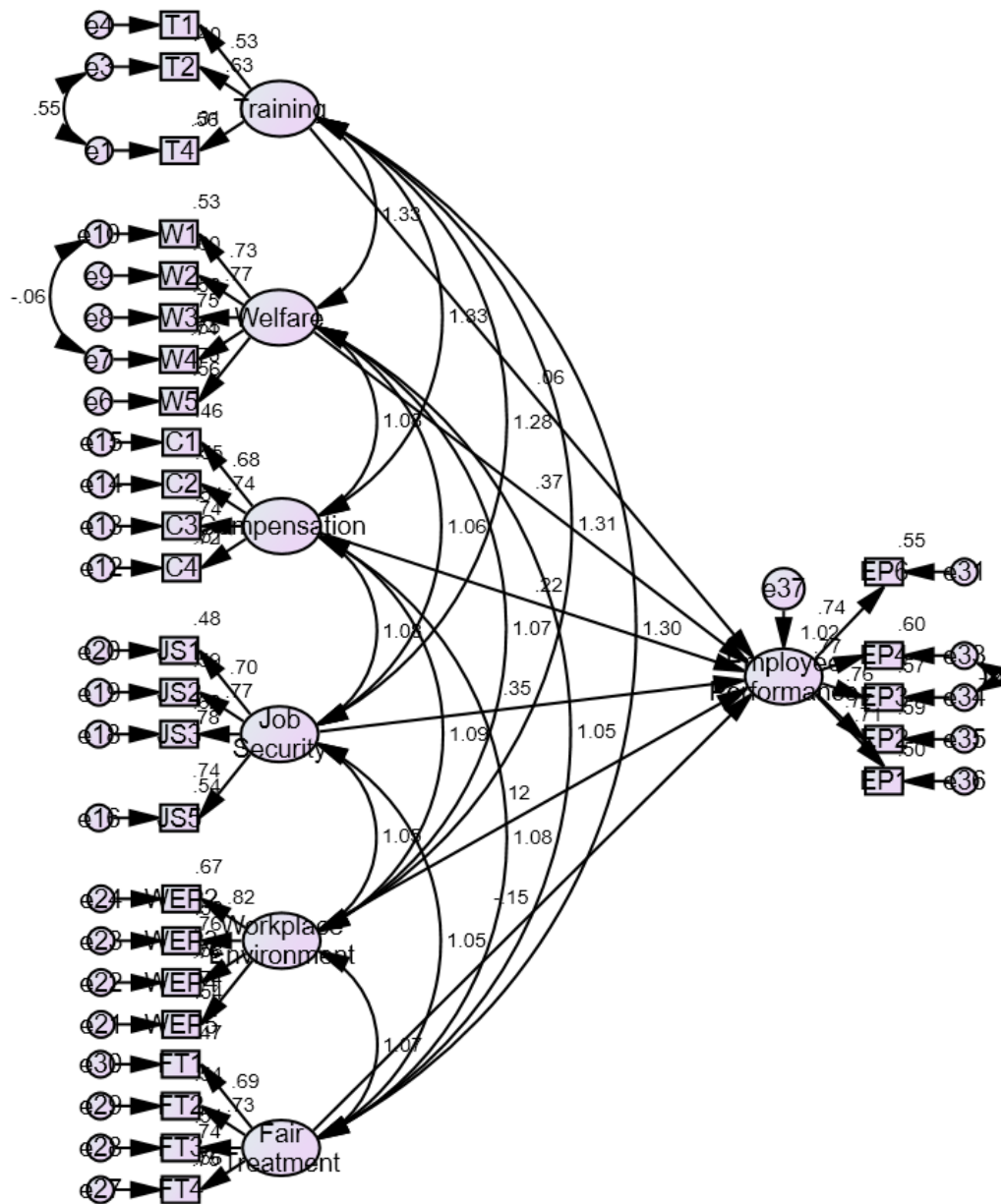


Figure 3. Structural Model Results (Standardized coefficients)  
Source: AMOS output

Table 7. Results of multiple regression analysis

Hypotheses Relationship	Standardized coefficients Beta	t-value	p-value	Results
Training → Performance	.054	1.910	.05	Accepted
Welfare → Performance	.216	2.524	.012	Accepted
Compensation → Performance	.264	3.748	.00	Accepted
Job Security → Performance	.153	2.062	.039	Accepted
Workplace Environment → Performance	.130	1.502	.133	Rejected
Fair Treatment → Performance	.168	1.251	.211	Rejected
R-Square: Employee Performance			0.39	

Source: Compiled from AMOS output

**Table 8.** Hypotheses results using Andrew Hayees Process Macro-Model 1 (indirect effect)

Hypothesis	Hypothesized Direction	Co-efficient value	Standard Error	Critical ratio (t-value)	p-value	Decision on Hypothesis
H7.1 Training	H7.1a T→Age→EP	-.0310	.0331	-.9352	.3503	Not Supported
	H7.1b T→Gender→EP	-.1043	.0538	-1.9375	.0535	Not Supported
	H7.1c T→Education→EP	.0521	.0464	1.1228	.2623	Not Supported
	H7.1d T→Annual Income→EP	.0120	.0345	.3474	.7285	Not Supported
	H7.2 Welfare	H7.2a W→Age→EP	-.0792	.0273	-2.9016	.0039
H7.2b W→Gender→EP		-.0950	.0437	-2.1709	.0306	Not Supported
H7.2c W→Education→EP		.0543	.0351	1.5461	.1229	Not Supported
H7.2d W→Annual Income →EP		.0180	.0267	.6736	.5010	Not Supported
H7.3 Compensation		H7.3a C→Age→EP	-.0625	.0300	-2.0856	.0377
	H7.3b C→Gender→EP	-.0990	.0487	-2.0345	.0426	Not Supported
	H7.3c C→Education→EP	.0613	.0390	1.5725	.1167	Not Supported
	H7.3d C→Annual Income→EP	.0173	.0301	.5743	.5661	Not Supported
	H7.4 Job Security	H7.4a JS→Age→EP	-.0940	.0311	-3.0237	.0027
H7.4b JS→Gender→EP		-.0857	.0498	-1.7219	.0859	Not Supported
H7.4c JS→Education→EP		.0855	.0403	2.1213	0.346	Supported
H7.4d JS→Annual Income→EP		-.0202	.0321	-.6303	.5289	Not Supported
H7.5 Workplace Environment		H7.5a WE→Age→EP	-.0580	.0256	-2.2670	.0240
	H7.5b WE→Gender→EP	-0.596	.0413	-1.4441	.1496	Not Supported
	H7.5c WE→Education→EP	.0684	.0350	1.9538	.0515	Not Supported
	H7.5d WE→Annual Income→EP	.0062	.0260	.2398	.8106	Not Supported
	H7.6 Fair Treatment	H7.6a FT→Age→FI	-.0414	.0295	-1.4053	.1608
H7.6b FT→Gender→FI		-.0364	.0472	-.7714	.4410	Not Supported
H7.6c FT→Education→FI		.0948	.0439	2.1601	.0314	Supported
H7.6d FT→Annual Income→FI		.0012	.0320	.0371	.9704	Not Supported

## 5. Results and Interpretation

It shows the assessed impact of training, welfare, compensation, job security, workplace environment, and fair treatment on the performance of employees. The impact of training on employee performance was significant ( $b = 0.054$ ,  $p = 0.05$ ); hence H1 was supported. The impact of welfare on employee performance was positively significant ( $b = 0.216$ ,  $p = 0.012$ ). Hence H2 was supported. The impact of compensation on employee performance was favorable and significant ( $b = 0.264$ ,  $p = 0.00$ ); hence H3 was supported. The impact of job security on employee performance was positively significant ( $b = 0.153$ ,  $p = 0.039$ ); hence H4 was supported. The impact of the workplace environment on employee performance was unfavorable and insignificant ( $b = 0.130$ ,  $p = 0.133$ ); hence H5 was not supported.

The impact of fair treatment on employee performance was negatively significant ( $b = 0.168$ ,  $p = 0.211$ ); hence H6 was not supported. The squared multiple correlations were 0.39 for employee performance. It concludes that 39% of the variance in employee performance is accounted for by training, welfare, compensation, job security, workplace environment, and fair treatment (Shown in Table 6). The results of the moderation analysis indicated that age, gender, and annual income did not moderate the relationship between motivational factors and employee performance. On the other hand, education has a significant moderating effect between job security and employee performance and between fair treatment and employee performance (Shown in Table 7).

## **6. Discussion and Conclusion**

This study aimed to determine the impact of motivational factors on the performance of employees after the pandemic using Herzberg's two-factor theory. Examining and addressing hygienic and motivational factors is essential to manage employee motivation and job satisfaction effectively. For example, employees may become dissatisfied and demotivated if an organization needs better working conditions or adequate compensation. By understanding and addressing the different dimensions of hygienic and motivational factors, organizations can create a comfortable workplace that is stimulating and rewarding for their employees. Therefore, managers and organizations should address both factors to create a positive work environment that promotes employee motivation, satisfaction, and performance. Six factors contributing to motivation were studied in this paper. They were examined using SEM in a sample of recruits working in the leather sector in South India. The results indicated the critical role of motivation in improving employee performance and revealed the acceptance of four hypotheses, whereas the other two were rejected. The findings on the training are significantly consistent with previous studies, which also noted that the employees receive more training opportunities which leads them to be more productive (Miraa & Odeh, 2019; Umar et al., 2020; Niati, 2021; Haryono et al., 2020; Guterresa et al., 2019; Putra, 2018; Setyawati et al., 2019). Employees are likely to regard the training opportunity to perform well as an essential component provided by management, which includes the provision of time and equipment to aid them in providing professional service to the customers (Shariff et al., 2021). Furthermore, the results showed that employee welfare is also a significant determinant that impacts employee performance, which is similar to previous research (Waititu et al., 2017; Akintoye & Ofobruku, 2022; Ekere & Onuoha, 2021; Poi & Godwin, 2020; Itodo & Abang, 2018).

Many employees believe that the welfare measures such as safety precautions and other benefits provided by the organization help them to enhance their performance. Employee performance is significantly influenced by compensation in this study. It is lined with previous studies (Handayani & Daulay, 2021; Mohyi, 2022; Sari et al., 2020). Cash rewards, financial incentives, pay, bonuses, salary, and other sources of compensation directly impact employee performance. From the data results, it is concluded that employee performance will improve when the compensation provided by the company is higher, which is supported by previous research (Darma & Sani, 2017). Thus organizations need to concentrate on providing sufficient compensation to their employees. In addition, job security also positively and significantly impacts employee performance. Therefore, the employees agree that when they realize that their employers provide them with proper job security, they feel more attached to the organization. Hence, it will lead to performance enhancement. Moreover, the current study's findings determining the association between job security and employee performance are consistent with earlier research. (Yousef, 1998; Azedah & Aharanjani, 2014).

The study's findings concluded that the workplace environment has an insignificant impact on employee performance. This result contradicts the previous studies (Lestari, 2022; Parashakti, 2019; Esthi, 2021). Ajala (2012) argued in the study that noise exclusion enhanced work performance as there would be fewer disturbances and a decline in job-related distress. In addition, to improve productivity and effectiveness, quality lighting will help eliminate tension and vision problems, ensuring worker health and resulting in improved organizational results. Although the working environment proves to be a key factor impacting performance, the employees in this research are relatively sure that the workplace environment was optional for their performance improvement.

Similarly, fair treatment also has an insignificant impact on employee performance. However, in previous studies, the authors concluded with contradictory results. In a study, Inuwa (2017) concluded

that organizations, supervisors, and employers must guarantee that equity and fairness are always at the forefront in all areas of decision-making, ensuring that employees feel safe and comfortable, leading to higher performance and productivity. In contrast to the above discussion, the employees of the existing study felt that there is no requirement for fair treatment from their employers for better performance.

## **7. Managerial Implications**

According to the literature, previous authors investigated the impact of several motivational factors on employee performance and determined that in terms of employee performance, motivation was positively correlated with performance. As a result, the authors of this study recognized a potential gap, stating that it is critical to determine the individual influence of motivational factors on employee performance in the leather industry of South India. The research has made a theoretical contribution by indicating that only four of the six motivating factors impact employee performance. The findings of this article help stakeholders and administrators of the leather industry in South India to realize the benefits of providing an efficient training program to create employees with the required expertise to fulfill their responsibilities, specifically in the context of service quality. The task of improving and raising the effectiveness of training programs is necessary once they completely comprehend their duties in upgrading and increasing the training and development needs while considering the aspects that may impact the session. In today's workplace, employee welfare measures have become increasingly important. With them, employees will be able to perform their duties effectively. Organizations should undertake the required actions to improve welfare measures. As a result of this research, organizations, the government, and decision-makers will be able to improve employee social security to improve job performance. When it comes to employee performance, compensation plays a significant role, so a company must pay more attention to it to increase employee performance. This research provides executives with better insight into how to inspire employees by offering more enticing benefits and eventually motivating workers by considering their perceptions of compensation. Managers are encouraged to make further efforts to enhance employee motivation since it can improve employee performance, as motivation can partially moderate the interrelation between compensation and employee performance. Furthermore, it investigates the impact of job security on employee performance, which contributes to the body of knowledge.

Moreover, this study will help HR professionals and policymakers ensure that their employees have strong job security to perform better. However, the employees in this study did not prefer their working environment to improve their performance. The organization is responsible for ensuring that workers have an atmosphere that promotes performance and increases production. Proper lighting enhances safety, reduces health insurance premiums, creates a positive work environment, and improves customer satisfaction. As per the study findings, the employees' preference for fair treatment was lower for improved performance. In addition, the paper will help ensure employee fairness and contribute to studying organizational behaviors and practices. Employees who receive gratitude and respect from their employers feel more dedicated to their jobs and perform much better.

## **8. Limitation and Future Research**

While the present study has generated informative data that can provide empirical evidence for the relationship between motivating factors and employee performance, it does have some limitations that should be recognized and appropriately considered when understanding the results. Since the study relied on a survey method, it has several drawbacks. As a first limitation, the study only collected samples from employees who worked in the leather industry. Motivation may have a different effect on employee performance in other industries. Secondly, the study only covers South India, so it needs to reflect opinions in other parts of the country accurately. Thirdly, there is a limit on the sample size. Researchers may test a similar correlation in the future using multiple samples. Future researchers should also study more motivational factors empirically to understand how they relate to several performance metrics for individuals and organizations. Additionally, more research is required to resolve the reasons for the negative impact of fair treatment and the workplace environment on performance and to identify whether the various sample sets show results similar to this study's findings. Also, future researchers can investigate the moderating effect of demographic variables like the employees' work experience on the job and the company itself.

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