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Compensation and Its Impact on Motivation Employee's Satisfaction and Employee's Performance

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Abstract

Human capital is the pivotal of organisational effectiveness and the most valuable asset available to an organisation is its people. The high absenteeism of employees and the lack of a sense of justice to the provision of compensation to employees is a factor that indicates the cause of the declining motivation to work on employees that can result in the decrease of employee performance. The study aims to determine the effect of job motivation, compensation, and employee's satisfaction and performance. This model includes four factors; Payment Justice, Organizational designed procedures, supervisor and performance-based pay. Also Herzberg and Kitchener model has been used to measure employees' motivation. The present study examined the influence of compensation, Motivation, Employees satisfaction. I have used the quantitative technique correlation, regression. Compensation has significant relationship with Motivation, Employees satisfaction, and Employee performance Lack of Employees satisfaction on job can lead or restrict the employee's performance. Motivation has positive impact on employee performance which is proven by survey in BANSWARA and through regression method. There are many factors which motivate the employee's to perform; compensation can help to increase motivation, motivation help to increase job satisfaction and job satisfaction can help to increase employee performance. To conclude, Compensation is vast topic and differs for every employee, so every compensation pay satisfy each employee differently. Motivation is also depend on human behaviour and many other factors which is not consider in this study. Firm should also focus on different factors to increase employee performance.

Keywords: Compensation, Motivation, Employee Satisfaction, Employee Performance

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1 Introduction

1.1 Compensation

According to Gary Dessler, "Employee compensation refers to all forms of pay going to employees and arising from their employment." The phrase 'all forms of pay' in the definition does not include non-financial benefits, but all the direct and indirect financial compensations".

According to Thomas J. Bergmann, Compensation consists of four distinct components: Compensation = Wage or Salary + Employee benefits +Non-recurring financial rewards+ Non-pecuniary rewards.

The Concept of Compensation

✓ Compensation refers to a wide range of financial and non-financial rewards to employees for their services rendered to the organization. It is paid in the form of wages, salaries and employee benefits such as paid vacations, insurance maternity leave, free travel facility, retirement benefits etc., Monetary payments are a direct form of compensating the employees and have a great impact in motivating employees.

✓ The system of compensation should be so designed that it achieves the following objectives.

✓ The capable employees are attracted towards the organization

✓ The employees are motivated for better performance

✓ The employees do not leave the employer frequently

1.2 Motivation

According to Webster's, A motive is something (a need or desire) that cause a person to act. Motivate in turn means to provide with the motive and motivation is defined as "the act of process of motivating". Motivation is the act or process of providing a motive that cause a person to take some action.

1.2.1 Types of Motivation

There are two types of motivation, Intrinsic and Extrinsic motivation.

Intrinsic Motivation

Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfils a desire and therefore importance is attached to it.

Extrinsic Motivation

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task.

Herzberg's Motivation- Hygiene Theory

The two-factor theory also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction.

Two- Factor Theory

Motivators (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, and sense of importance to an organization) that

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gives positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something.

Table No.1 Motivators and Hygiene Factors

Motivators (Intrinsic)	**Hygiene factors (Extrinsic)**
Recognition	Job context
Work itself	Salary
Opportunity for advancement	Personal Life
Professional Growth	Work conditions
Responsibility	Good relation with co-workers
Good feelings about organization	Effective supervisor
Job content	Job security

1.3 Job Satisfaction

According to E.A. Locke, Job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

Maslow's Hierarchy of Needs Theory

One theory of human motivation that has received a great deal of exposure in the past was developed by Abraham Maslow. Until the more basic needs are adequately fulfilled, a person will not strive to meet higher needs.

In this theory Maslow classified human needs into five categories that ascend in a definite order as follows:

1) Physiological needs
2) Safety and security needs
3) Belonging and love needs
4) Esteem needs

As assumption often made by those using Maslow's hierarchy is that workers in modern, technologically advanced societies basically have satisfied their physiological, safety and belonging needs. Therefore they will be motivated by the needs for self-esteem, esteem of others, and then self-actualization. Consequently, conditions to satisfy these needs should be present at work; the job itself should be meaningful and motivating.

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Figure 1: Maslow's Hierarchy

1.4 Employees Performance

According to Goffman ,Performance refer to all activity of an individual which occurs during a period marked by the continuous presence before a particular set of observers and which has some Influence on the observers.

1.5 Influence on Employees Performance

Performance is affected by the following factors:-

Factors	**Performance**
Personal Factors	The individual skills, competence, motivation, job satisfaction and commitment.
Leadership Factors	The quality of encouragement, Guidance and support provide by managers and team.
Team Factors	The quality of support provided by colleagues.
Systems Factors	The system work and facilities provided by the organization.
Situational Factors	Internal and External environmental pressures and changes.

2 Literature Review

Sr. No.	**Author Name**	**Year**	**Title**	**Method**
1	AbdifitahHashiNur, AbdulkadirMohamudDahie, AshoAbukar Osman	2017	Employee Job Satisfaction And Organizational Performance: Empirical Study From Higher	Correlation Coefficient, Regression

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			Education Centers In Mogadishu-Somalia	Analysis.
Findings	This research paper had three main objectives which are -To determine the relationship between reward and organizational performance at higher education centres in Mogadishu. To examine the relationship between autonomy and organizational performance at higher education centres in Mogadishu, Somalia.			
2	Ayesha Aslam,AmnaGhaffar,TahlelTalha,HinaMushtaq	2017	Impact Of Compensation And Reward System On The Performance Of An Organization	ANOVA
Findings	This study will indicate some of the factors which contribute to an employee performance like reward and benefits, compensation, incentives and salary. In this paper researcher have targeted banking sector of Faisalabad. This paper will also find out the relation of all these factors with employee performance. The test used for analysis is SPSS.			
3	Daniel NjoyawaaNdungu	2017	The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya	Correlations, Regression
Findings	This study was conducted to determine the effects of reward and recognition on employee job performance in Kenyatta University. Moreover, the relationship between other factors affecting performance and performance was also explored with the help of responses collected from employees working in Kenyatta University main campus, Nairobi. Stratified random sampling and purposive random sampling were used in sampling design.			
4	IshakAwaludin, La Ode Bahana Adam, Sri WiyatiMahrani	2016	The Effect of Job Satisfaction, Integrity and Motivation on Performance	Multiple Regression Analysis
Findings	The results of this study showed that ; simultaneously, job satisfaction, Integrity and motivation of health workers has significant effect on performance of health workers, job satisfaction have positive and significant impact on the performance of health workers in the government Hospital in the City of Kendari.			
5	Md. Nurun Nabi1, Md. Monirul Islam2, TanvirMahady Dip3, and Md. Abdullah Al Hossain3	2017	Impact of Motivation on Employee Performances: A Case Study of Karmasangsthan Bank Limited, Bangladesh	Descriptive Analysis
Findings	The study is a self-conducted research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. The data were analysed using descriptive statistical analysis methods.			

2.1 Factors of Literature Review

Sr No.	**Author Name**	**Title**	**Year**	**Factors**

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1	Employee Job Satisfaction And Organizational Performance: Empirical Study From Higher Education Centers In Mogadishu-Somalia	AbdifitahHashiNur, AbdulkadirMohamudDahie, AshoAbukar Osman	2017	Reward, autonomy, social benefit, positive emotions, work place.
2	Impact Of Compensation And Reward System On The Performance Of An Organization	Ayesha Aslam,AmnaGhaffar,TahleelTalha,HinaMushtaq	2017	Motivation, Incentives, efficiency of employees, effort.
3	The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya	Daniel NjoyaNdungu	2017	Attitudes, productivity, recognition, motivation, working environment and leadership styles, Job security, Supervision.
4	The Effect of Job Satisfaction, Integrity and Motivation on Performance	IshakAwaludin, La Ode Bahana Adam, Sri WiyatiMahrani	2016	Knowledge, awareness, Value, performance appraisals, Job design.
5	Impact of Motivation on Employee Performances: A Case Study of Karmasangsthan Bank Limited, Bangladesh	Md. Nurun Nabi1, Md. Monirul Islam2, TanvirMahady Dip3, and Md. Abdullah Al Hossain3	2017	Employee Engagement; Decision making; Motivation; Productivity; Organizational goals; Job satisfaction, organizational effectiveness.

3. Methodology

3.1 Problem Statement

Compensation, motivation, employee satisfaction and employee performance this factors are affecting each other.

Now a day's compensation is an essential tool to motivate employees whether in monetary or non-monetary terms, an increased motivation will satisfy employee more and satisfaction level of employees increase the productivity or performance level of employee.

So problem of the study is how this factor is affecting each other and how this factors is taken as a weapon to create variation in other variable when Compensation is remain independent variable.

3.2 Research Objectives & Hypothesis

- **When the Compensation is Independent Variable**

Dependent variable	**Independent variable**
Motivation	**Compensation**
Employee satisfaction	
Employee performance	

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Model 1: For Motivation

Objective	Null Hypothesis	Alternative Hypothesis
1. To study the association between Compensation and employees Motivation.	H0: There is no significant association between Compensation and employees Motivation.	H1: There is significant association between Compensation and employees Motivation.
2. To study the significant impact of Compensation on employees Motivation.	H0: There is no significant impact of Compensation on employees Motivation.	H1: There is significant impact of Compensation on employees Motivation.

Model 2: For Employees Satisfaction

Objective	Null Hypothesis	Alternative Hypothesis
To study the association between Compensation and employees Satisfaction.	H0: There is no significant association between Compensation and employees Satisfaction.	H1: There is significant association between Compensation and employees Satisfaction.
To study the significant impact of Compensation on employees Satisfaction.	H0: There is no significant impact of Compensation on employees Satisfaction.	H1: There is significant impact of Compensation on employees Satisfaction.

Model 3: For Employees Performance

Objective	Null Hypothesis	Alternative Hypothesis
To study the association between Compensation and employees performance.	H0: There is no significant association between Compensation and employees performance.	H1: There is significant association between Compensation and employees performance.
To study the significant impact of Compensation on employees performance.	H0: There is no significant impact of Compensation on employee's performance.	H1: There is significant impact of Compensation on employee's performance.

- **When the Motivation is Independent Variable**

Dependent variable	Independent variable
Employee satisfaction	**Motivation**
Employee performance	

Model 1: For Employees Satisfaction

Objective	Null Hypothesis	Alternative Hypothesis
To study the association between Motivation and	H0: There is no significant association between Motivation	H1: There is significant association between Motivation

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employees Satisfaction.	and employees Satisfaction.	and employees Satisfaction.
To study the significant impact of Motivation on employees Satisfaction.	H0: There is no significant impact of Motivation on employees Satisfaction.	H1: There is significant impact of Motivation on employees Satisfaction.

Model 2: For Employees Performance

Objective	Null Hypothesis	Alternative Hypothesis
To study the association between Motivation and employees Performance.	H0: There is no significant association between Motivation and employees Performance.	H1: There is significant association between Motivation and employees Performance.
To study the significant impact of Motivation on employees Performance.	H0: There is no significant impact of Motivation on employees Performance.	H1: There is significant impact of Motivation on employees Performance.

- **When the Employees Satisfaction is Independent Variable**

Dependent variable	Independent variable
Employee performance	**Employee satisfaction**

Model 1: For Employees Performance

Objective	Null Hypothesis	Alternative Hypothesis
To study the association between employees Satisfaction and employees performance.	H0: There is no significant association between employees Satisfaction and Employees Performance.	H1: H0: There is significant association between employees Satisfaction and Employees Performance.
To study the significant impact of employees Satisfaction on employees performance.	H0: There is no significant impact of employees Satisfaction on employees Performance.	H1: There is significant impact of employees Satisfaction on employees Performance..

3.3 Research Objectives & Indirect Hypothesis

- **When the Independent Variable is Compensation**

Model 1: For Employees Satisfaction through Motivation

Objective	Independent	Dependent	Intervening	Null Hypothesis	Alternative Hypothesis
To study the significant impact of compensation on employee	compensation	employee satisfaction	motivation	H0: There is no significant impact of Compensation on employees	H1: There is significant impact of Compensation on employees

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satisfaction through motivation				Satisfaction through motivation.	Satisfaction through motivation.

Model 2: For Employees Performance through Motivation

Objective	Independent	Dependent	Intervening	Null Hypothesis	Alternative Hypothesis
To study the significant impact of compensation on employee performance through motivation	Compensation	employee performance	Motivation	H0: There is no significant impact of compensation on employee performance through motivation	H1: There is significant impact of compensation on employee performance through motivation

Model 3: For Employees Performance through Employees Satisfaction

Objective	Independent	Dependent	Intervening	Null Hypothesis	Alternative Hypothesis
To study the significant impact of compensation on employee performance through employees satisfaction.	compensation	employee performance	employees satisfaction	H0: there is no significant impact of compensation on employee performance through employee's satisfaction.	H1: there is significant impact of compensation on employee performance through employee's satisfaction.

Model 4: For Employees Performance through Motivation and Employees Satisfaction

Objective	Independent	Dependent	Intervening	Null Hypothesis	Alternative Hypothesis
To study the significant impact of compensation on employee performance through motivation and employees satisfaction.	compensation	employee performance	Motivation, Employees satisfaction	H0: there is no significant impact of compensation on employee performance through motivation and employee's satisfaction.	H1: there is significant impact of compensation on employee performance through motivation and employee's satisfaction.

- **When the Independent Variable is Motivation**

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Model 1: For Employees Performance through Employees Satisfaction

Objective	**Independent**	**Dependent**	**Intervening**	**Null Hypothesis**	**Alternative Hypothesis**
To study the significant impact of Motivation on employee performance through employees satisfaction.	Motivation	employee performance	employees satisfaction	H0: there is no significant impact of Motivation on employee performance through employee's satisfaction.	H1: there is significant impact of Motivation on employee performance through employee's satisfaction.

3.4 Research Type

Particulars	**Available tools**	**Used tools**
Research design	Exploratory/causal/Descriptive	Descriptive Study
Data collection method	Primary/secondary	Primary & secondary data
Tool for data collection	Interviews//Observations/case study/Documents /Questionnaire and survey	Questionnaire and survey
Scale	Thurston scale/semantic/likert	Five point Likert Scale
Population	1146	1146
Sample size	243	243
Sampling technique	Probability / Non probability	Non- Probability (Convenience)
Number of question	41	41

4. Data Analysis & Interpretation

Model.1 Correlation Analysis between Dependent Variable and Independent Variable

Table 2: Correlation Analysis between Dependent Variable and Independent Variable

Correlations					
		Compensation	**Motivation**	**Employee Satisfaction**	**Employee Performance**
Compensation	**Pearson Correlation**	1	.810**	.864**	**.867****
	Sig. (1-tailed)		.000	.000	**.000**
	N	243	243	243	**243**

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Motivation	**Pearson Correlation**	.810**	1	.880**	**.898****
	Sig. (1-tailed)	.000		.000	**.000**
	N	243	243	243	**243**
Employee Satisfaction	**Pearson Correlation**	.864**	.880**	1	**.919****
	Sig. (1-tailed)	.000	.000		**.000**
	N	243	243	243	**243**
Employee Performance	**Pearson Correlation**	.867**	.898**	.919**	**1**
	Sig. (1-tailed)	.000	.000	.000	
	N	243	243	243	**243**
****. Correlation is significant at the 0.01 level (1-tailed).**					

Interpretation:

- There is Strong relationship between Motivation and Compensation (.810)
- There is Strong relationship between Employee Satisfaction and Compensation (.864)
- There is Strong relationship between Employee Performance and Compensation (.867).

Model 2 Correlation Analysis between Motivation, Employee Satisfaction and Employee Performance

Table 3: Correlation Analysis between Motivation, Employee Satisfaction and Employee Performance

Correlations			
	Motivation	**Employee satisfaction**	**Employee Performance**

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Motivation	**Pearson Correlation**	1	.880**	**.898****
	Sig. (1-tailed)		.000	**.000**
	N	243	243	**243**
Employee satisfaction	**Pearson Correlation**	.880**	1	**.919****
	Sig. (1-tailed)	.000		**.000**
	N	243	243	**243**
Employee Performance	**Pearson Correlation**	.898**	.919**	**1**
	Sig. (1-tailed)	.000	.000	
	N	243	243	**243**
****. Correlation is significant at the 0.01 level (1-tailed).**				

Interpretation:

- There is Strong relationship between Employee Satisfaction and Motivation (.880)
- There is Strong relationship between Employee Performance and Motivation (.898)

Model.3 Correlation Analysis Between, Employee Satisfaction and Employee Performance

Table 4: Correlation Analysis Between, Employee Satisfaction and Employee Performance

Correlations			
		Employee satisfaction	**Employee Performance**
Employee satisfaction	**Pearson Correlation**	1	**.919****
	Sig. (1-tailed)		**.000**

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	N	243	**243**
Employee Performance	**Pearson Correlation**	.919**	**1**
	Sig. (1-tailed)	.000	
	N	243	**243**
****. Correlation is significant at the 0.01 level (1-tailed).**			

Interpretation:

- There is Strong relationship between Employee Performance and Employee Satisfaction (.919)

- **When the Compensation Is Independent Variable**

Model 1: For Motivation

Table 5: Model Summary for Motivation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810[a]	.656	.655	6.63035
a. Predictors: (Constant), Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.810 and coefficient of determination R Square=0.656 for the regression model. Adjusted R square 0.655suggest that there is 65.5% variability in Compensation to Motivation.

Table 6: Anova for Motivation

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	20244.552	1	20244.552	460.506	**.000[b]**

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	Residual	10594.740	241	43.962		
	Total	30839.292	242			
a. Dependent Variable: Motivation						
b. Predictors: (Constant), Compensation						

Interpretation:
ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 7: Coefficients for Motivation

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-7.975	2.221		-3.590	.000
	Compensation	1.254	.058	.810	21.459	.000
a. Dependent Variable: Motivation						

Interpretation:

REGRESSION MODEL:

$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -7.975 +1.254

Model 2: For Employees Satisfaction

Table 8: Model Summary for Employees Satisfaction

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Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864[a]	.746	.745	4.84116
a. Predictors: (Constant), Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.864 and coefficient of determination R Square=0.746 for the regression model. Adjusted R square 0.745suggest that there is 74.5% variability in Compensation to Employee satisfaction.

Table 9: Anova for Employees Satisfaction

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	16590.876	1	16590.876	707.899	.000[b]
	Residual	5648.268	241	23.437		
	Total	22239.144	242			
a. Dependent Variable: Employee satisfaction						
b. Predictors: (Constant), Compensation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 10: Coefficients for Employees Satisfaction

Coefficients				
Model	**Unstandardized Coefficients**	**Standardize d Coefficients**	**t**	**Sig.**

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		B	Std. Error	Beta		
1	(Constant)	-6.618	1.622		-4.080	.000
	Compensation	1.135	.043	.864	26.606	.000
a. Dependent Variable: Employee satisfaction						

Interpretation:

REGRESSION MODEL:
$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -6.618 +1.135

Model 3: For Employees Performance

Table 11: Model Summary for Employees Performance

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.867[a]	.752	.751	4.95246
a. Predictors: (Constant), Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.864 and coefficient of determination R Square=0.746 for the regression model. Adjusted R square 0.745suggest that there is 74.5% variability in Compensation to Employee Performance**.**

Table 12: Anova for Employees Performance

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	17881.022	1	17881.022	729.0	**.000**

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					38	b
	Residual	5910.978	241	24.527		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Compensation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 13: Coefficients for Employees Performance

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	-5.637	1.659		-3.397	**.001**
	Compensation	1.178	.044	.867	27.001	**.000**
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:

$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -5.636 + 1,178

- **When the Motivation is Independent Variable**

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Model 1: For Employees Satisfaction

Table 14: Model Summary for Employee Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.880[a]	.775	.774	4.55930
a. Predictors: (Constant), Motivation				

Interpretation:
The model summary provide correlation coefficient R = 0.880 and coefficient of determination R Square=0.775 for the regression model. Adjusted R square 0.745suggest that there is 77.4% variability in Motivation to Employee Satisfaction.

Table 15: Anova for Employee Satisfaction

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	17229.426	1	17229.426	828.847	.000[b]
	Residual	5009.718	241	20.787		
	Total	22239.144	242			
a. Dependent Variable: Employee satisfaction						
b. Predictors: (Constant), Motivation						

Interpretation:
ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

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Table 16: Coefficients for Employee Satisfaction

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	6.727	1.049		6.412	.000
	Motivation	.747	.026	.880	28.790	.000
a. Dependent Variable: Employee satisfaction						

Interpretation:
REGRESSION MODEL:
$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

$Y = 6.727 + 0.747$.

Model 2: For Employees Performance

Table 17: Model Summary for Employee Performance

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.898[a]	.806	.805	4.37412
a. Predictors: (Constant), Motivation				

Interpretation:
The model summary provide correlation coefficient R = 0.864 and coefficient of determination R Square=0.746 for the regression model. Adjusted R square 0.745suggest that there is 74.5% variability in Compensation to Employee Performance.

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Table 18: Anova for Employee Performance

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	19180.961	1	19180.961	1002.510	.000[b]
	Residual	4611.039	241	19.133		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 19: Coefficients for Employee Performance

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	7.725	1.007		7.675	**.000**
	Motivation	.789	.025	.898	31.662	**.000**
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:
$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable)
$y = \alpha+\beta x$

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Y = 7.725 + 0.789

- **When the Employees Satisfaction is Independent Variable**

Model 1: For Employees Performance

Table 20: Model Summary for Employee Performance

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.919[a]	.845	.844	3.91522
a. Predictors: (Constant), Employee satisfaction				

Interpretation:
The model summary provide correlation coefficient R = 0.919 and coefficient of determination R Square=0.845 for the regression model. Adjusted R square 0.844 suggest that there is 84.4% variability in Employee Satisfaction to Employee Performance.

Table 21: Anova for Employee Performance

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	20097.715	1	20097.715	1311.092	**.000[b]**
	Residual	3694.285	241	15.329		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employee satisfaction						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the

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variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 22: Coefficients for Employee Performance

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	4.361	.971		4.490	**.000**
	Employee satisfaction	.951	.026	.919	36.209	**.000**
a. Dependent Variable: Employee Performance						

Interpretation:
REGRESSION MODEL:

$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$
$Y = 4.361 + 0.951$

Model 1: For Employees Satisfaction through Motivation

Table 23: Model Summary for Employee Satisfaction through Motivation

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.917[a]	.841	.839	3.84162
a. Predictors: (Constant), Motivation, Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.917 and coefficient of determination R Square=0.841for the regression model. Adjusted R square 0.839 suggest that there is 83.9% variability in

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Employee satisfaction to Motivation, Compensation.

Table 24: Anova for Employee Satisfaction through Motivation

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	18697.217	2	9348.609	633.459	**.000[b]**
	Residual	3541.927	240	14.758		
	Total	22239.144	242			
a. Dependent Variable: Employee satisfaction						
b. Predictors: (Constant), Motivation, Compensation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 25: Coefficients for Employee Satisfaction through Motivation

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-3.062	1.321		-2.318	.021
	Compensation	.576	.058	.438	9.973	.000
	Motivation	.446	.037	.525	11.947	.000
a. Dependent Variable: Employee satisfaction						

Interpretation:

REGRESSION MODEL:
$y = \alpha+\beta x$ (Where,

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y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -3.062 + 1,022

Model 2: For Employees Performance through Motivation

Table 26: Model Summary for Employee Performance through Motivation

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	**.929[a]**	**.863**	**.862**	**3.68807**
a. Predictors: (Constant), Motivation, Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.929 and coefficient of determination R Square=0.863 for the regression model. Adjusted R square 0.862 suggest that there is 86.2% variability in Compensation to Employee Performance.

Table 27: Anova for Employee Performance through Motivation

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	20527.550	2	10263.775	754.585	**.000[b]**
	Residual	3264.450	240	13.602		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation, Compensation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 28: Coefficients for Employee Performance through Motivation

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Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-1.651	1.268		-1.302	.194
	Compensation	.552	.055	.406	9.950	.000
	Motivation	.500	.036	.569	13.949	.000
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:

$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -1.651 +1.052

Model 3: For Employees Performance through Employees Satisfaction

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Table 29: Model Summary for Employee Performance through Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.930[a]	.866	.865	3.64803
a. Predictors: (Constant), Employee satisfaction, Compensation				

Interpretation:
The model summary provide correlation coefficient R = 0.930 and coefficient of determination R Square=0.866 for the regression model. Adjusted R square 0.865 suggest that there is 86.5% variability in Compensation to Employee Performance.

Table 30: Anova for Employee Performance through Satisfaction

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	20598.048	2	10299.024	773.889	.000[b]
	Residual	3193.952	240	13.308		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employee satisfaction, Compensation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

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Table 31: Coefficients for Employee Performance through Satisfaction

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-1.047	1.264		-.829	.408
	Compensation	.391	.064	.288	6.132	.000
	Employee Satisfaction	.694	.049	.671	14.289	.000
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:
$y = \alpha+\beta x$ (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
$y = \alpha+\beta x$

Y = -1.047 + 1.085

Model 4: For Employees Performance through Motivation and Employees Satisfaction
Table 32: Model Summary for Employee Performance through Motivation and Employee Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.944[a]	.892	.890	3.28590
a. Predictors: (Constant), Employee satisfaction, Compensation, Motivation				

Interpretation:
The model summary provide correlation coefficient R = 0.864 and coefficient of determination R Square=0.746 for the regression model. Adjusted R square 0.745suggest that there is 74.5% variability in

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Compensation to Employee Performance.

Table 33: Anova for Employee Performance through Motivation and Employee Satisfaction

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	21211.487	3	7070.496	654.850	.000[b]
	Residual	2580.513	239	10.797		
	Total	23792.000	242			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employee satisfaction, Compensation, Motivation						

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table 34: Coefficients for Employee Performance through Motivation and Employee Satisfaction

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-.305	1.142		-.267	.789
	Compensation	.299	.059	.220	5.082	.000
	Motivation	.304	.040	.346	7.538	.000
	Employee	.439	.055	.425	7.959	.000

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	Satisfaction					
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:
y = α+βx (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
y = α+βx

Y = -0.305 +1.087

- **When the Independent Variable is Motivation**

Model 1: For Employees Performance through Employees Satisfaction
Table 35: Model Summary for Employee Performance through Employee Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.938[a]	.880	.879	3.45168
a. Predictors: (Constant), Employee satisfaction, Motivation				

Interpretation:
The model summary provide correlation coefficient R = 0.864 and coefficient of determination R Square=0.746 for the regression model. Adjusted R square 0.745suggest that there is 74.5% variability in Compensation to Employee Performance.

Table 36: Anova for Employee Performance through Employee Satisfaction

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	20932.611	2	10466.305	878.479	**.000[b]**
	Residual	2859.389	240	11.914		
	Total	23792.000	242			

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a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Employee satisfaction, Motivation

Interpretation:

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction**.**

Table 37: Coefficient for Employee Performance through Employee Satisfaction

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	3.747	.859		4.360	.000
	Motivation	.347	.041	.395	8.371	.000
	Employee Satisfaction	.591	.049	.572	12.125	.000
a. Dependent Variable: Employee Performance						

Interpretation:

REGRESSION MODEL:

y = α+βx (Where,
y = dependent variable, α = constant,
β = value in regression analysis, x = independent variable
y = α+βx

Y = 3.747 + 0.938

5. Results for Correlation & Regression

5.1 Results for Correlation

When the Compensation is Independent Variable:-

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Model 1: For Motivation

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the association between Compensation and employees Motivation	Rejected	Accepted	Correlation	0.810	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.
2. To study the significant impact of Compensation on employees Motivation	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

Model 2: For Employees Satisfaction

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the association between Compensation and employees satisfaction	Rejected	Accepted	Correlation	0.864	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.

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2. To study the significant impact of Compensation on employees satisfaction	Rejected	Accepted	Regression	0.000	The significant value is 0.000 Which is less than 0.5000 so Alternative hypotheses is accepted.

Model 3: For Employees Performance

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the association between Compensation and employees Performance	Rejected	Accepted	Correlation	0.864	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.
2. To study the significant impact of Compensation on employees performance.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

- **When the Motivation is Independent Variable**

Model 1: For Employees Satisfaction

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the association between Compensation and employees satisfaction	Rejected	Accepted	Correlation	0.880	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.

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2. To study the significant impact of Compensation on employees satisfaction	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

Model 2: For Employees Performance

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the association between Compensation and employees Performance	Rejected	Accepted	Correlation	0.898	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.
2. To study the significant impact of Compensation on employees performance.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

Model.3 Correlation Analysis Between, Employee Satisfaction and Employee Performance

Model 1: For Employees Performance

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
To study the association between Compensation and employees Performance	Rejected	Accepted	Correlation	0.919	The significant level is 0.01%.so correlation shows that Compensation and employees Motivation is strongly correlated.

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2. To study the significant impact of Compensation on employees performance.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 Which is less than 0.5000 so Alternative hypotheses is accepted.

5.2 Results for Regression

- **When the Independent Variable is Compensation**

Model 1: For Employees Satisfaction through Motivation

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1.To study the	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.
significant impact of					
compensation on					
employee satisfaction					
through motivation					

Model 2: For Employees Performance through Motivation

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1.To study the	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.
significant impact of					
compensation on					
employee performance					
through motivation					

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Model 3: For Employees Performance through Employees Satisfaction

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1.To study the	Rejected	Accepted	Regression	0.000	The significant value
significant impact of					is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.
compensation on					
employee performance					
through employees					
satisfaction					

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Model 4: For Employees Performance through Motivation and Employees Satisfaction

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1.To study the	Rejected	Accepted	Regression	0.000	The significant value
significant impact of					is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.
compensation on					
employee performance					
through motivation and					
employees satisfaction					

- **When the Independent Variable is Motivation**

Model 1: For Employees Performance through Employees Satisfaction

Objectives	**Ho**	**H1**	**Test**	**Significant Value**	**Decision**
1. To study the	Rejected	Accepted	Regression	0.000	The significant value
significant impact of					Is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.
Motivation on					
Employee					
performance through					
Employees					
Satisfaction.					

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6. Conclusion

Compensation	Motivation	Employee satisfaction	Employee performance
(C)	0.810	0.864	0.867
	(M)	0.880	0.898
		(S)	0.919

♣ Employee satisfaction is highly correlated and has greater impact on employee performance. And in this firm motivation is more required to satisfy the employee.

♣ The organization mainly focus on Compensation, Motivation, Employees satisfaction, And Employees Performance which are main aspects to increase performance. this will help to gain competitive advantage Due to as all this variable has significant impact as $p < \alpha$. Which is as follows:

✓ Compensation (0.00 <0.05)

✓ Motivation (0.00 <0.05)

✓ Employees satisfaction (0.00 <0.05)

✓ Employees performance (0.00 <0.05).

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Annexure

A
QUESTIONNAIRE
ON
"Compensation and its impact on Motivation, Employee satisfaction and Employee's Performance"
At
"Banswara Garments (A Unit of Banswara Syntax Ltd), DAMAN)"

Demographical questions for respondent:-

Age

18-24 years old	25-34 years old	35-44 years old	45-54 years old	55-64 years old	Above 65

Education

SSC	HSC	Diploma	Graduation	Master's degree	Others

Gender

Male	Female

Marital status

Single	Married	Widowed	Divorced

Experience:-

Less than 1 year	1-5 years	6-10 years	11-15 years	16-20 years	20-25 years	More than 25

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Occupation status:-

1. Compensation

Sr. No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i.	Employee compensation plan at Banswara Garments is well formulated?	**57**	**130**	**43**	**8**	**5**
ii.	The pay structure at Banswara Garments ensures there is a good balance of pays between the employees in the company?	**45**	**147**	**47**	**4**	**0**
iii.	I feel I am adequately compensated for use of my skills in my job?	**9**	**127**	**56**	**46**	**5**
iv.	MyJob offers little or no incentives for gaining new skills or knowledge?	**7**	**39**	**87**	**98**	**12**
v.	My basic pay motivates me to do my work well?	**30**	**19**	**157**	**23**	**14**
vii.	There exists a system in the company of compensating employees if they achieve their Targets?	**98**	**57**	**53**	**29**	**6**
viii.	Allowances are required to satisfy employee's basic needs?	**96**	**66**	**51**	**22**	**8**
ix.	Benefits are a source of my job Satisfaction?	**101**	**77**	**45**	**15**	**5**

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x.	Compensation system is well Structured in Banswara Garments?	**43**	**70**	**110**	**19**	**1**

2. Motivation

Sr. No.	**Variables**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
i.	Promotion is given according to Your performance?	**50**	**121**	**41**	**25**	**6**
ii.	Organization do hard stuff to Provide you a job security?	**75**	**80**	**80**	**1**	**7**
iii.	Does employer gives reward to Employees who perform excellent job?	**25**	**120**	**75**	**23**	**0**
iv.	The benefits are so important to me they are one of the reasons I have not moved from Banswara?	**76**	**80**	**80**	**2**	**5**
v.	The benefits I receive motivates Me to do well at my work?	**121**	**82**	**21**	**9**	**10**
vi.	I am satisfied with the present Motivation system?	**57**	**130**	**43**	**8**	**5**
vii.	Compensation is big tool Motivate employee?	**45**	**147**	**47**	**4**	**0**
viii.	I perform hard in team work to Become candidate to receive	**9**	**127**	**56**	**46**	**5**

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	benefit?					
ix.	I am satisfied with other benefits offered by The Company?	**179**	**47**	**14**	**3**	**0**
x.	Proper motivation gives me a job Satisfaction?	**43**	**60**	**110**	**19**	**11**

3. Employee satisfaction

Sr. No.	**Variables**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
i.	Salary is a component of my job Satisfaction?	**57**	**130**	**43**	**8**	**5**
ii.	Benefits are a source of my job Satisfaction?	**45**	**147**	**47**	**4**	**0**
iii.	Job security is a source of my job Satisfaction?	**7**	**39**	**87**	**98**	**12**
iv.	Job satisfaction inspires me to Perform well?	**50**	**121**	**41**	**25**	**6**
v.	Career development opportunities are a source of my job satisfaction?	**75**	**80**	**80**	**1**	**7**
vi.	There is proper balance between My salary and my work?	**25**	**120**	**75**	**23**	**0**
vii.	You are Satisfied with your Annual Raise in salaries?	**80**	**75**	**80**	**1**	**7**
viii.	At high job satisfaction I can give High effort?	**56**	**127**	**9**	**5**	**46**
ix.	I found better result in performance appraisal after motivation?	**179**	**47**	**14**	**3**	**0**
x.	Job satisfaction consider as tool For improving performance?	**43**	**60**	**110**	**19**	**11**

4. Employee Performance

Sr. No.	**Variables**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
i.	Compensation attracts employee To perform hard work?	**80**	**75**	**80**	**1**	**7**
ii.	Motivation creates effectiveness In employee performance?	**56**	**127**	**9**	**5**	**46**

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iii.	Job satisfaction has direct impact On employee performance?	**50**	**121**	**41**	**25**	**6**
iv.	My company paid salary and emolument that are sufficient to motivate employees to perform Effectively based on a lay down procedure?	**75**	**80**	**80**	**1**	**7**
v.	My salary is commensurate to the Work I do?	**25**	**120**	**75**	**23**	**0**
vi.	I am clear on the performance objectives and standards for my Function?	**57**	**130**	**43**	**8**	**5**
vii.	During team work different compensation level of members Discourages me?	**45**	**147**	**47**	**4**	**0**
viii.	Non-monetary benefit motivates employee more than monetary Benefit?	**9**	**127**	**56**	**46**	**5**
ix.	Monetary benefit Satisfied employee more than non-monetary benefit?	**30**	**19**	**157**	**23**	**14**
x.	You improve your performance growth?	**181**	**50**	**12**	**0**	**0**

5. Which variable is most affect the employee performance?

Compensation	Motivation	Job satisfaction

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