

EMPLOYEE MOTIVATION AND PERCEIVED PERFORMANCE IN NEPALESE BANKING SECTOR

A Dissertation submitted to the Office of the Dean, Faculty of Management
in partial fulfillment of requirement for the Master's Degree

By

Bijaya Kumar Dahal

Campus Roll No: 119/075

Exam Roll No: 13198/19

TU Registration No: 7-2-25-845-2012

Shanker Dev Campus

Group: Marketing

Kathmandu Nepal

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **“EMPLOYEE MOTIVATION AND PERCEIVED PERFORMANCE IN NEPALESE BANKING SECTOR”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor has it been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declared that all information sources and literature used are cited in the reference section of the dissertation.

Bijaya Kumar Dahal

Date:

REPORT OF RESEARCH COMMITTEE

Mr. Bijaya Kumar Dahal has defended research proposal entitled "**EMPLOYEE MOTIVATION AND PERCEIVED PERFORMANCE IN NEPALESE BANKING SECTOR**" successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidelines of supervisor Dhan Raj Chalise Submit the thesis for evaluation and viva-voce examination.

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Dr. Dhan Raj Chalise

Dissertation Supervisor

Dissertation Proposal Defended Date:

.....

Dissertation Submitted Date:

.....

.....

Asso. Prof. Dr. Sajeeb Kumar Shrestha
Research Department

Dissertation Viva-voce Date:

.....

APPROVAL SHEET

We, the undersigned, have examined the thesis entitled "**EMPLOYEE MOTIVATION AND PERCEIVED PERFORMANCE IN NEPALESE BANKING SECTOR**" Presented by Bijaya Kumar Dahal Candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

.....
Dr. Dhan Raj Chalise

Dissertation Supervisor

.....
Internal Examiner

.....
Internal Expert

.....
External Expert

.....
Asso. Prof. Dr. Sajeeb Kumar Shrestha
Chairperson, Research Committee

.....
Asso. Prof. Dr. Krishna Prasad Acharya
Campus Chief

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ABBREVIATIONS

ANOVA	:	Analysis of Variance
CPA	:	Career Prospect and Advancement
EP	:	Employees Performance
P	:	Pays
PA	:	Performance Appraisal
Pro	:	Promotion
S.D	:	Standard Deviation
SDC	:	Shanker Dev Campus
SPSS	:	Statistical Package for the Social Sciences
T.U	:	Tribhuwan University
TD	:	Training and Development
WC	:	Work Condition

ABSTRACT

This study investigates the impact of motivation on employee performance in the banking sector. Data was collected from 150 respondents through a questionnaire survey, with motivational factors such as salary, promotion & rewards, working environment, and training & development as independent variables and employee performance as the dependent variable. A descriptive research design was used, and data was analyzed using various methods. Key motivational factors identified included salary, working environment, and rewards. The study found that while salaries are perceived as competitive, there is room for improvement in meeting financial needs. Training and development programs are seen as adequate but need improvement in quality and relevance. Improving salaries, benefits, promotions, working conditions, and training programs positively influences employee performance. Salary increases lead to reduced absenteeism, and rewards and promotions play a vital role in enhancing performance. The research, supported by a strong regression model, underscores the pivotal role of motivation in enhancing employee performance within the banking sector and provides actionable insights for further productivity improvements.

Key words: *Perceived performance, Motivation, Salary, Training and Development*

CHAPTER-I

INTRODUCTION

1.1 Background of the Study

In today's competitive business environment, companies of all sizes recognize the importance of investing in the personal and professional development of their employees. This investment often leads to a more committed and engaged workforce. It is typically more effective to enhance employees' skills and capabilities directly in the workplace rather than attempting to change their inherent attitudes. Unchecked performance issues can have detrimental effects on an organization. A decline in the performance of one employee can cascade, affecting the productivity of their colleagues and potentially jeopardizing the company's overall objectives. Poor performers pose significant risks and can obstruct the achievement of targeted goals within the desired timeframe.

Managers face the challenging task of identifying and addressing the factors that influence employee performance. Their efforts to boost overall job performance are often hindered by limited information. Essential strategies include providing ample opportunities for training and development to enhance employees' knowledge and skills, setting clear performance goals and expectations, and conducting regular performance reviews and feedback sessions. Additionally, financial incentives and other rewards for high-performing employees can serve as powerful motivators. Creating a productive and positive working environment that fosters open communication, teamwork, and collaboration is crucial. Addressing potential issues such as resource shortages or work-life balance conflicts is also important. When organizations prioritize employee performance and implement effective strategies, they can create an environment conducive to high productivity, employee satisfaction, and overall success.

Motivation plays a significant role in enhancing employee productivity and overall organizational performance. Successful management within an organization considers human needs as fundamental when developing strategic plans. As such, effectively leveraging employees' knowledge requires implementing robust reward systems to

motivate them. Motivation is essential for thriving companies as it underlies behavior characterized by willingness and volition, with intrinsic motivation driven by personal enjoyment, interest, or job satisfaction (Guay et al., 2010). Globally, the motivation of employees is a primary focus for organizations, alongside other business concerns. Retaining knowledgeable, loyal, and dedicated employees is a significant challenge. Empirical research demonstrates that investing in employees yields substantial losses if they cannot be adequately trained. Only satisfied employees can retain their jobs and be motivated to perform better. Reward and recognition play a critical role in encouraging employees to achieve more with fewer resources (Bowen, 2000).

To ensure long-term success, organizations should adopt effective reward systems to attract competent human resources and retain efficient and effective employees. Modern businesses emphasize the human elements that contribute to organizational effectiveness, viewing employees' strengths as a source of competitive advantage. Developing specific reward systems, including the planning and administration of reward policies, should be a priority. Reward systems are vital for successfully managing innovation within an organization. Various recognition programs, both intrinsic and extrinsic, are discussed in the field of reward practices. Suggested rewards, such as mentoring, career development, a positive working environment, and appreciation values, aim to boost productivity and performance. Satisfied employees are more likely to demonstrate strong positive cooperation and trust with their employers and customers (Gautam, 2011). This study aims to explore the intricate relationship between employee motivation and perceived performance within the Nepalese banking sector, providing insights into effective management practices that drive organizational success.

1.2 Statement of the Problem

One of the most significant challenges that organizations face in today's highly competitive business environment is retaining their human resources (Aguinis, 2019). Human capital is now widely recognized as the most valuable asset an organization possesses (Boon et al., 2018). The motivation of workers is a critical factor in determining organizational effectiveness and productivity (Pinder, 2014). Various factors that fall under the umbrella term "motivation" can influence employee behavior in the pursuit of organizational goals (Kanfer et al., 2017). Motivating

employees is crucial for achieving long-term excellent results and contributing to the organization's development and success.

Employees who are motivated to perform well are essential for an organization's sustainability (Kuvaas et al., 2017). A motivated workforce is likely to deliver peak performance, fostering an environment of high productivity (Gagné & Deci, 2014). However, motivating employees is a challenging endeavor (Lazaroiu, 2015). This research aims to explore different ways to motivate employees, as motivated employees not only benefit themselves but also contribute significantly to the organization's success.

Understanding the factors that effectively motivate employees is a vital responsibility for managers (Grant & Shin, 2012). Among the many managerial responsibilities, motivating employees is particularly challenging. When workers are motivated, they tend to be more satisfied with their jobs, leading to increased effort and dedication toward achieving organizational goals (Van De Voorde et al., 2012). Organizational profitability and success are attained when goals are met, and the mission is fulfilled (DeNisi & Murphy, 2017).

Understanding what drives employee motivation allows organizations to design and implement strategies that foster a motivated workforce. This includes providing extrinsic rewards, such as bonuses and promotions, as well as intrinsic rewards, such as recognition and opportunities for personal growth (Albrecht et al., 2015). The research also highlights the significance of expectations and training in enhancing employee motivation (Aguinis & Kraiger, 2009). In the context of commercial banking, this research investigates how various forms of motivation, including intrinsic and extrinsic types, as well as training and expectations, affect employee motivation (Ryan & Deci, 2017). The study also aims to examine factors influencing knowledge transfer and job satisfaction among banking employees, focusing on employee motivation.

Motivated employees are more likely to engage in knowledge transfer, sharing valuable insights and information within the organization (Hislop et al., 2018). Additionally, motivated employees tend to report higher levels of job satisfaction,

leading to greater commitment, productivity, and overall organizational success (Ng et al., 2016).

This research aims to illuminate the influence of motivation, expectation, and training on the motivation of employees in commercial banks. By understanding these factors and their impact on knowledge transfer and job satisfaction, organizations can develop effective strategies to motivate their employees, ultimately leading to improved performance and outcomes. Hence following research questions are stated for study.

- i. What are the factors influencing employee motivation in Nepalese commercial banks?
- ii. Is there any relationship between employee motivation and perceived performance?
- iii. Does factors of motivation effects of on employee performance in Nepalese commercial banks?

1.3 Objective of the Study

The main objective of the study are as follows:

1. To access the factors influencing employee motivation in Nepalese commercial banks.
2. To examine the relationship between employee motivation and perceived performance.
3. To analyze the effects of factors of motivation on employee performance in Nepalese commercial banks.

1.4 Hypothesis

Based on the independent variables (Training and Development, Salary, Promotion and Reward, Working Environment) and the dependent variable (Perceived Performance), the following hypotheses can be formulated:

Hypothesis 1 (H1):

Training and Development have a positive impact on perceived performance of employees.

Rationale: Training and development programs enhance employees' skills, knowledge, and competencies, leading to improved job performance and perceived effectiveness (Noe, 2010; Aguinis & Kraiger, 2009).

Hypothesis 2 (H2):

Salary has a positive impact on perceived performance of employees.

Rationale: Competitive salary structures can boost employee morale, motivation, and job satisfaction, which in turn can lead to higher perceived performance (Kuvaas et al., 2017; Gerhart & Fang, 2015).

Hypothesis 3 (H3):

Promotion and Reward systems have a positive impact on perceived performance of employees.

Rationale: Recognition and reward systems, including promotions, serve as significant motivational factors that encourage employees to perform better and perceive their performance positively (Aguinis et al., 2013; Albrecht et al., 2015).

Hypothesis 4 (H4):

Working Environment has a positive impact on perceived performance of employees.

Rationale: A conducive working environment, characterized by supportive management, collaborative teams, and adequate resources, enhances employee well-being and performance (Dole & Schroeder, 2001; Van De Voorde et al., 2012).

1.5 Significance of the Study

The study explores the current state of employee motivation and its effects on employee performance in Nepalese commercial banks. In the context of a rapidly evolving global economy, competent human resources have become increasingly critical to business success and are seen as valuable assets for organizational development. The banking sector, in particular, faces challenges brought about by new technologies, innovative banking products, and evolving service delivery methods. As a result, many banks recognize that employee satisfaction is essential for survival and sustainability in a competitive market. To achieve this, employees must be motivated to work effectively and efficiently, which necessitates the possession of

necessary skills. Enhancing employee abilities through training and development, along with other motivational factors, is crucial.

Employee motivation, enthusiasm, and energy towards task completion are pivotal for an organization's success. The level of employee motivation is directly linked to their productivity. It is anticipated that motivation has a positive impact on performance quality. Highly motivated employees are likely to experience greater job and life satisfaction.

This study first addresses the importance of employee motivation in Nepal and its impact on banking performance. It then delves into various dimensions of employee motivation. Additionally, the study investigates the relationship between employee motivation and banking performance. The findings are expected to provide valuable insights into critical aspects of employee motivation in Nepalese commercial banks, thereby enhancing employee satisfaction and improving banking performance. There is a notable scarcity of research on employee motivation and banking performance, particularly in Nepal.

The significance of this study is further underscored by its analysis of the demographic characteristics of employee motivation and its measurement of banking performance, taking into account dimensions such as salary, promotion, working environment, career development, incentives, recognition, and training. Moreover, the study provides recommendations on how to increase employee motivation to improve banking performance in a competitive marketplace. It suggests who should be promoted, who should undergo specific training programs, and which incentives are most effective in motivating employees.

1.6 Limitations of the Study

The Major limitation of the study are as follows:

1. **Scope Limitation:** The study focuses exclusively on motivation and its impact on employee performance within commercial banks in Nepal. This narrow scope may limit the applicability of the findings to other sectors or regions.

2. **Geographical Limitation:** The research was conducted solely within the Kathmandu Valley. Consequently, the results may not be representative of the entire country or applicable to commercial banks operating in different geographical and socio-economic contexts.
3. **Data Source Limitation:** This study relies on primary data, which may be subject to respondent biases and self-reporting inaccuracies. The reliability and validity of the data collected depend significantly on the honesty and accuracy of the respondents.
4. **Sample Size Limitation:** The sample size, which includes different commercial banks, may not be sufficiently large or diverse to generalize the results to all commercial banks in Nepal. This limitation might affect the robustness and generalizability of the study's conclusions.
5. **Resource Constraints:** Time and financial limitations played a significant role as constraints for the study. These constraints may have impacted the depth and breadth of data collection and analysis, potentially limiting the comprehensiveness of the research findings.

CHAPTER-II

REVIEW OF LITERATURE

This literature review critically examines and synthesizes existing research on the effect of motivation on employee performance within the banking sector. Its primary objective is to offer a comprehensive understanding of the current knowledge landscape in this domain. The review delves into the dynamics of motivation and employee performance specific to banking, assessing various motivational theories, strategies, and practices aimed at enhancing employee productivity. The analysis highlights several key motivational factors that influence employee performance, including financial incentives, career development opportunities, recognition, and a conducive working environment. It also identifies gaps and inconsistencies in the existing literature, pointing out areas where further research is needed. Additionally, the review underscores the significance of employee motivation in achieving organizational success, emphasizing how motivated employees contribute to higher levels of productivity, job satisfaction, and overall organizational effectiveness.

2.1 Conceptual Review

The concepts of motivation and perceived performance are crucial in understanding organizational behavior and effectiveness. Motivation refers to the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Robbins & Judge, 2013). Perceived performance, on the other hand, is the self-assessment of one's own effectiveness in fulfilling job responsibilities. This review aims to explore the theoretical underpinnings of motivation and its impact on perceived performance, particularly within organizational settings. Understanding a person's motivation is an essential component of behavior analysis, alongside perception, personality, attitude, and learning. One definition of motivation describes it as "a process that starts with a physiological deficiency or need that activates a behavior or drive aimed at a goal incentive." In a systemic sense, motivation consists of three interdependent components: needs, drives, and incentives.

Management researchers largely agree that for an organization to achieve its goals, its members must maintain a level of commitment over time. This commitment is partly attributed to an individual's level of motivation, a crucial psychological quality. Motivation involves goal-oriented behavior—the determination to accomplish something. When we say someone is motivated, we mean they are making a concerted effort to complete a specific task they have set for themselves.

However, motivation alone is not sufficient to achieve a task effectively. Ability, including the necessary skills and knowledge to perform the task successfully, also plays a significant role and can sometimes be the deciding factor in effectiveness.

Employee motivation to satisfy their esteem, physiological safety, social safety, psychological, and self-actualization levels is always directly influencing them. According to Herzberg [9], factors that motivate employees include opportunities for advancement, responsibility, and recognition in the workplace. He distinguished between satisfied and dissatisfied people, identifying the latter as hygienic issues that have an impact on one's comfort, health, and social well-being. Employee dissatisfaction results from the removal of these factors. Company policy, interpersonal relationships, working conditions, pay, and job security are examples of hygiene factors.

A significant number of contemporary writers have dismissed the idea of inspiration. A few definitions of motivation include the following: the psychological process that gives behavior purpose and direction; a predisposition to behave in a purposeful manner to achieve specific, unmet needs; an internal drive to satisfy an unsatisfied need and to achieve; and a propensity to behave in a purposeful manner to achieve specific, unmet needs. For the purposes of this study, motivation is operationally defined as the internal force that drives individuals to accomplish both personal and organizational goals.

2.2. Theoretical Review

Maslow's Hierarchy of Needs

Human behavior is goal-directed. Behavior with goals is influenced by motivation. Motivation enables needs to be managed and purposefully addressed. According to

Maslow's Hierarchy, needs were divided into 5 types/levels, going from the most basic to the most complex. Before addressing higher order needs, people must first address lower order needs. Needs that have been met no longer motivate. Understanding a person's position in the hierarchy is essential for motivating them.

Maslow (1943) posited that human motivation is driven by a hierarchy of needs, which he depicted as a pyramid with five levels:

1. **Physiological Needs:** These are the most basic human needs required for survival, such as food, water, warmth, and rest. In the workplace, this translates to adequate wages, breaks, and a comfortable working environment.

2. **Safety Needs:** Once physiological needs are met, individuals seek safety and security. This includes physical safety, job security, and health benefits. Employers can fulfill these needs by providing safe working conditions, job stability, and comprehensive health insurance.

3. **Love and Belongingness Needs:** Social needs emerge after physiological and safety needs are satisfied. These include relationships, friendships, and a sense of belonging. In the workplace, fostering a collaborative environment, encouraging teamwork, and organizing social events can help satisfy these needs.

4. **Esteem Needs:** After social needs are met, individuals seek esteem and respect. This involves self-esteem, achievement, recognition, and status. Employers can address these needs by acknowledging accomplishments, offering promotions, and providing opportunities for personal and professional growth.

5. **Self-Actualization Needs:** At the top of the hierarchy is self-actualization, where individuals strive to realize their full potential and seek personal growth and peak experiences. In the workplace, this can be supported by offering challenging and meaningful work, opportunities for innovation, and pathways for career advancement.

Fulfilling these needs enhances employee satisfaction and performance, as employees are more motivated when their hierarchical needs are met.

McGregor's Theory X and Theory Y

Theory X:

The workers in this theory are assumed to have low aspirations, to dislike their jobs, to shirk responsibility, and to be dependent on close supervision. People strive to avoid having to work because they dislike it so much. Therefore, in order to get people to work, managers have to exert control and resort to threats. People generally prefer to be told what to do and are resistant to change. People are easily duped and lack intelligence.

Theory Y:

Theory Y implies that workers are capable of self-direction, that they want responsibilities, and that they enjoy their work. Work is a natural component of people's lives, and most people do not have an innate aversion to it. People motivate themselves from the inside out to achieve goals that they have personally committed themselves to. In addition, people are dedicated to accomplishing their goals. Under favorable conditions, they both seek and accept responsibility for their actions. People have the ability to think creatively when trying to solve problems. According to this line of thinking, democratic management is the better option.

Herzberg's Motivation Hygiene Theory

Herzberg (1959) identified two sets of factors that affect job satisfaction:

1. Motivators: These factors are intrinsic to the job and lead to higher job satisfaction and motivation. They include:

- Achievement: The sense of accomplishment when a task is completed.
- Recognition: Acknowledgment of one's efforts and successes.
- Work Itself: The nature of the job and the extent to which it is interesting and challenging.
- Responsibility: The degree of control and autonomy an employee has in their work.
- Advancement: Opportunities for promotion and career growth.
- Growth: Professional development and learning opportunities.

2. Hygiene Factors: These are extrinsic to the job and do not necessarily increase job satisfaction but can lead to dissatisfaction if not adequately addressed. They include:

- Salary: Compensation and financial rewards.
- Work Conditions: The physical environment and resources available.
- Company Policies: Rules, regulations, and administrative practices.
- Supervision: The quality of management and leadership.
- Interpersonal Relationships: Relationships with colleagues and supervisors.
- Job Security: Stability and security of employment.

Herzberg's theory suggests that while hygiene factors prevent dissatisfaction, true motivation and performance improvement are driven by motivators.

Self-Determination Theory (SDT)

Deci and Ryan (2000) emphasized the role of intrinsic and extrinsic motivation:

1. Intrinsic Motivation: Driven by personal enjoyment, interest, and inherent satisfaction. It includes:

- Autonomy: Having control over one's own work and decision-making.
- Competence: Feeling capable and effective in one's activities.
- Relatedness: Feeling connected to others and having a sense of belonging.

2. Extrinsic Motivation: Driven by external rewards and recognition, such as money, grades, or praise. While extrinsic motivation can be effective, intrinsic motivation is particularly powerful in enhancing perceived performance and overall satisfaction.

SDT posits that fostering intrinsic motivation through supportive management, opportunities for skill development, and a positive work culture can lead to higher employee engagement and performance.

Vroom's Expectancy Theory

Vroom (1964) argued that motivation is based on expected outcomes, comprising three key components:

1. Expectancy: The belief that one's effort will lead to the desired performance level.

This is influenced by:

- Self-Efficacy: Confidence in one's abilities.
 - Resources: Availability of tools and support.
 - Goal Difficulty: Perceived challenge of the task.
2. Instrumentality: The belief that successful performance will lead to desired outcomes or rewards. This is influenced by:
- Trust: Confidence in the organization's reward system.
 - Policies: Clear and fair reward policies.
 - Control: The extent to which one feels they have control over their performance outcomes.
3. Valence: The value an individual places on the rewards associated with their performance. This varies based on personal goals, needs, and values.

Vroom's theory suggests that employees are more motivated when they believe their efforts will lead to good performance and, subsequently, to desirable rewards.

2.3 Empirical Review

EK and Mukuru (2013) conducted a study to determine the effect of motivation on the performance of employees in Kenya's public middle-level technical training institutions. Utilizing a descriptive research design, the study surveyed 315 participants, including administrators, department heads, teaching staff, and non-teaching staff. Data were collected through structured questionnaires based on a Likert scale and interviews with department heads and administrators. The study employed two content theories to identify specific motivational factors and two process theories to explain the psychological and behavioral processes of motivation.

The findings revealed that employees were dissatisfied with their pay and workplace conditions. However, the study's limitations, such as being conducted in a single county, restrict the generalizability of the results to other public and private organizations. The study suggests that policymakers and practitioners in technical institutions should consider these findings when developing human resource management strategies.

Azar and Shafighi (2013) examined the impact of employee motivation on job productivity at the Islamic Revolution Housing Foundation. The study involved 85 workers, with a sample size of 70 selected based on the Morgan table. Using AMOS and SPSS software for data analysis and hypothesis testing, the study found a positive and significant relationship between work motivation and job performance. Zameer (2014) investigated the effect of motivation on employee performance in Pakistan's beverage industry. Using a structured questionnaire, data were gathered from five major cities in Pakistan. The study concluded that employee motivation significantly impacts job performance in the beverage industry, highlighting the crucial role of motivational strategies in enhancing employee effectiveness.

Shahzadi (2014) examined the factors influencing employee motivation and its impact on performance in Pakistan. Data were collected via a self-administered questionnaire from 160 teachers in government and private schools. Regression analysis, considering variables such as employee motivation, performance, intrinsic rewards, and perceived training effectiveness, revealed a significant positive relationship between motivation and performance. Additionally, intrinsic rewards were found to positively impact both motivation and performance. However, perceived training effectiveness negatively correlated with motivation, indicating dissatisfaction with training courses, which affected teachers' desire to implement the training in their teaching routines.

Ibrahim (2015) explored the impact of employee motivation on organizational performance in Ghana's financial sector. The study used a simple random sampling technique to select 80 participants from four financial institutions. Data collection was conducted via questionnaires due to their broad applicability, high response rate, and cost-effectiveness. The findings identified key motivational factors as leadership opportunities, employee recognition and appraisal, meeting employee expectations, and socialization opportunities. The study also noted factors affecting employee performance, including managerial standards, motivation, commitment, evaluations, work environment, technology, incentives, comfort level, and management quality. The impact of motivation on organizational performance was shown to include increased employee efficiency, goal achievement, satisfaction, and stronger organizational connections.

Omollo (2015) examined the impact of employee motivation on the quality of work at the Kenya Commercial Bank in Migori County. The study aimed to identify how various demotivating factors, such as delays in promotions, unclear career advancement paths, unreasonable workloads, extended working hours, and lack of recognition from managers, affected employee performance. A descriptive research design was employed, involving the use of self-reporting questionnaires to collect primary data from a sample population of 45 employees. The study utilized simple random sampling to select participants and analyzed the data using descriptive statistical methods with the help of SPSS version 17. The findings indicated that financial rewards were a significant motivator for employees and suggested that managers should implement comprehensive motivation schemes to enhance organizational success and employee performance.

Bao and Nizam (2015) investigated the relationship between rewards and employee motivation in the educational sector, with training acting as a mediator. The study focused on how promotions and training influenced employee motivation and performance. Data were collected from universities in Wahcantt through a questionnaire distributed to 150 participants, with 118 valid responses received. The questionnaire utilized a Likert scale to measure responses. The analysis, conducted using SPSS, involved regression and correlation methods. The results demonstrated that motivation positively affected performance in the educational sector, and a positive relationship existed between employee motivation and performance. The study found that factors such as Training and Development, Rewards and Recognition, and Delegation of Authority significantly impacted employee motivation and performance, highlighting the importance of these factors in enhancing workplace outcomes. Aryan and Singh (2015) examined the effect of motivation and recognition on employee performance in public and private sector banks in Punjab and Haryana. In the modern era, it can be difficult for managers to implement strategies that motivate employees to improve their work performance and productivity. This presents a challenge for managers. A structured questionnaire is used to collect the required primary data from one hundred different respondents working in public and private sector banks in the state of Punjab and the state of Haryana. In analysis, some of the statistical tools that are utilized include descriptive statistics, correlation,

regression analysis, factor analysis, and the t test. According to the findings of the study, an organization's ability to provide its employees with a competitive salary and other monetary benefits is a major factor in determining the quality of those employees' performances. The performance of bank employees can be significantly improved by providing them with recognition, which is the non-monetary reward that is considered to be the most significant. Employees have the perception that their place of employment should offer them a greater variety of opportunities for professional and personal development. The ramifications for daily life are as follows: The findings of this study provide a more nuanced and accurate method for comprehending the influence that a variety of factors of motivation and recognition have on the performance of workers in financial institutions. The management of banks in both the public and private sectors can learn to recognize the significance of non-monetary rewards in addition to monetary ones in order to improve productivity and performance. One of the very few studies that have been conducted from the point of view of employees, this one is one of the few that has been done.

Yusuf and Gichinga (2016) explored the impact of employee motivation on the performance of employees in Somalia's telecommunications companies. They used a descriptive research design to outline the study's factors. From a target population of 5000, a sample size of 98 individuals was selected. Data collection was conducted using a structured questionnaire, and analysis was performed with the aid of the Statistical Package for the Social Science (SPSS) version 22, employing techniques such as percentages, frequencies, graphs, and regression analysis. The results indicated that financial incentives and employee empowerment positively and significantly influenced employee performance, while training and development showed a strong negative correlation with both motivation and performance. The study concluded that employee motivation is crucial for performance in Somali telecommunications companies and recommended enhancing motivation to retain employees and improve overall organizational productivity and effectiveness.

Khan (2017) investigated the factors that effectively motivate employees to perform well in the banking sector. The study employed an empirical and descriptive analysis, using a questionnaire with limited open-ended responses to gather statistical data. The findings revealed a significant connection between identified motivational factors and

worker performance in the banking sector. The study highlighted the most preferred and effective factors in enhancing motivation, providing valuable insights for bank management. It concluded that combining knowledge, experience, and action is one of the best ways for banks to develop skilled employees.

Abdalla and Musbah (2018) examined the impact of motivation on the performance and dedication of employees at the Royal Court Affairs of Oman. The research model included motivation as the independent variable and employee performance and commitment as the dependent variables. The study's findings suggested that leadership policymakers should prioritize motivation-related policies and practices to enhance employee performance. Additionally, focusing on the emotional aspects of employees was recommended, as it has a greater positive influence on performance and commitment than direct motivational impacts. The study underscored the importance of motivation as a driving force behind employee performance and commitment, suggesting that organizations can foster a more dedicated and productive workforce by emphasizing motivational and emotional factors.

Ching and Shianet (2019) examined the relationship between employee performance (dependent variable) and several independent variables, including rewards, promotion, flexible scheduling, training, and the working environment. The study found that factors such as flexible scheduling, promotion opportunities, rewarding systems, training programs, and a conducive working environment positively impact employee job performance. The findings suggested that companies like Prudential Assurance Malaysia Berhad could potentially enhance workforce performance by considering these factors.

Lama (2020) conducted research to assess the quality of life outside work experienced by employees of commercial banks in Nepal. The study aimed to determine the extent to which these employees enjoy a high quality of life outside their professional environment. Using a survey approach, a modified questionnaire was divided into five sections and administered to employees from 14 commercial banks, which included three public banks, five joint ventures, and six privately owned by the Bank of Nepal. The survey had 112 respondents. The study employed a descriptive analysis approach. Findings revealed that employees from joint ventures and privately owned banks

reported similar perceptions of factors affecting their quality of life compared to those from publicly traded banks.

Zulfaur and Bilal (2021) explored the impact of human resource practices on employees' perceptions of their performance in Pakistan's banking sector. The primary objective was to investigate the relationship between HR practices—such as compensation, performance evaluation (PE), and promotion—and employees' perceived performance. A survey was conducted with 235 banking employees using personally administered questionnaires. Spearman's correlation matrix and multiple regression analysis were used to compute the relationship and its nature. The results indicated a positive and significant correlation between HR practices and employees' perceptions of their performance.

Niroula and Upadhyaya (2023) delved into the intricate relationship between employee motivation and performance within Nepal's cooperative institutions. This pioneering study aimed to shed light on how motivation impacts employee performance in a context where research is limited, particularly within financial institutions like commercial banks, insurance companies, and cooperatives. Utilizing a descriptive research design, the study focused on independent variables such as salary and allowance, social security, career advancement, and training facilities, with employee performance as the dependent variable. The analysis, incorporating descriptive statistics, correlation, and regression analysis, revealed that career development and training facilities positively and significantly impact employee performance. In contrast, salary and allowance had a negligible negative impact, and social security had a negligible positive impact on performance.

Table 1

Summary of Empirical Review

Author/s (Year)	Objectives	Methodology	Findings
Yusuf and Gichinga	Investigate the impact	the Descriptive research of design; sample size of	Financial incentives and employee

(2016)	employee motivation on work performance in Somalia's telecommunications companies	98 from a target population of 5000; structured questionnaire; analyzed using SPSS	empowerment positively impact performance; training and development negatively impact motivation and performance. Employee motivation is crucial for performance improvement.
Khan (2017)	Identify factors that effectively motivate workers and their impact on performance in the banking sector	Empirical and descriptive analysis; questionnaire with limited open-ended responses	Significant connection between identified factors and worker motivation; effective motivational factors provide valuable insights for bank management to improve employee motivation and performance.
Abdalla and Musbah (2018)	Examine the effect of motivation on performance and commitment of workers at Royal Court Affairs of	Research model with motivation as independent variable and performance and commitment as dependent variables	Motivation policies and practices should be prioritized to enhance employee performance and commitment; emotional factors

	Oman			significantly influence performance.
Ching and Shianet (2019)	Explore the relationship between employee performance and factors such as rewards, promotion, flexible scheduling, training, and working environment	the	Descriptive explanatory survey analyzed regression correlation analysis	and design; questionnaire; using and training programs, and conducive working environment on job performance.
Lama (2020)	Investigate the quality of life outside work for employees of commercial banks in Nepal	the	Descriptive analysis; survey with modified questionnaire; respondents from 14 commercial banks	Joint ventures and privately owned banks show comparable results to public banks in employees' perceptions of work-life quality factors.
Zulfaur and Bilal (2021)	Determine the impact of HR practices on employees' perceived performance in Pakistan's banking sector	the	Survey with 235 banking employees; personally administered questionnaire; using Spearman's correlation and multiple regression analysis	Positive and significant correlation between HR practices (compensation, performance evaluation, promotion) and

					employees' perceived performance.
Niroula and Upadhyaya (2023)	Disentangle the relationship between employee motivation and performance within Nepal's cooperative institutions	the	Descriptive design; sampling of cooperatives; structured questionnaires, usable responses; Likert scale Cronbach's Alpha for reliability; using descriptive statistics, and regression analysis	research convenience of 30 facilities 230 193	Career development and training facilities positively impact employee performance; salary and allowance have a negligible negative impact; social security has a negligible positive impact.

2.4 Research Gap

Previous research on the "Effect of Motivation on Employee Performance in the Banking Sector" has yielded valuable insights into how motivation impacts various performance indicators. These studies have been particularly informative for banking environments in Western countries and multinational corporations, offering a robust understanding of the general principles governing motivation and performance. However, a significant research gap remains regarding the specific contextual factors within the Nepalese banking industry. The majority of existing studies have focused on banking sectors in developed countries or global entities, leaving a notable void in empirical evidence concerning the unique cultural, organizational, and economic dynamics of Nepal.

In addition to the contextual gap, there is a notable lack of research employing qualitative and mixed methods. Most previous studies have relied heavily on quantitative approaches, such as surveys and statistical analyses. While these methods provide valuable data, they may not fully capture the nuanced and complex aspects of

motivation. Employing qualitative and mixed methods in future research could offer a more comprehensive understanding of how motivation operates within the specific setting of Nepalese banks.

Another emerging area that has not been sufficiently explored is the impact of technology-driven motivational tools. As technological advancements continue to influence the workplace, understanding how these modern tools affect employee motivation and performance is crucial. Investigating the role of technology in shaping motivational strategies within the banking sector could provide valuable insights into contemporary motivational practices.

Addressing these research gaps is essential for developing a deeper understanding of how motivation affects employee performance in Nepalese banks. By exploring these under-researched areas, we can inform more effective management strategies tailored to the unique conditions of the Nepalese banking industry, ultimately contributing to improved performance and productivity in this sector.

CHAPTER-III

RESEARCH METHODOLOGY

3.1. Introduction

Research methodology represents the strategic framework and systematic procedures employed to conduct research effectively and meet its objectives. It encompasses various foundational concepts that guide the research process, including research design, approach, data collection, presentation tools, and data analysis techniques. The research approach refers to the philosophical stance and general strategy guiding the study. Whether employing qualitative, quantitative, or mixed methods, the chosen approach influences how data is gathered, analyzed, and interpreted. This decision impacts the overall direction of the research and the methods used to obtain and evaluate data.

3.2 Research Design

At its core, research design serves as the blueprint for a study, detailing how the research will be structured and executed. It defines the overall plan for addressing research questions and achieving the study's objectives, ensuring that the approach aligns with the research goals.

In this study, a descriptive and analytical research design has been employed. This design is used to describe variables and their changes concerning the variables in the research. The descriptive research design allows for a detailed examination of the characteristics of the variables and their relationships, providing a comprehensive understanding of the phenomena being studied.

3.3 Population and Sample

In this study, the population consists of all employees working in the commercial banking sector in Nepal. A total of 386 sample respondents were selected from 10 commercial banks. The sampling method used was convenience sampling, which involved choosing participants who were readily available. The sample included employees at various levels, specifically assistants, officers, and managers.

3.4 Nature and Sources of Data

Data collection procedures outline the specific methods employed to gather information for the study. These methods can include surveys, interviews, observations, or the use of existing data sources. The selection of data collection methods is crucial as it impacts the effectiveness with which the research questions are answered and the comprehensiveness of the data collected. This study utilized primary data, which was specifically gathered to address the research needs. The primary data collection was carried out through a structured questionnaire containing closed ended questions. To obtain this data field visits, was employed, targeting respondents actively engaged in the banking sector.

To align with the research objectives, the Likert Scale Method was used to assess respondents' levels of agreement. Specifically, a five-point Likert scale was employed, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) for all variables examined in this research. Each question item received responses from 386 participants. The responses were analyzed to determine the agreement levels regarding the research variables. The mean values of these responses were calculated to evaluate the impact levels of the variables, providing insights into their significance and relevance.

3.5 Data Analysis Techniques

Data presentation involves the methods used to organize and display the collected data, ensuring that research findings are communicated clearly and accurately. Effective data presentation typically includes the use of tables, charts, graphs, and other visual aids to make complex information more understandable.

In this study, various statistical tools were employed to analyze the responses from the primary data collected through the questionnaire. Major statistical techniques used include mean calculation, percentage analysis, frequency distribution, and correlation analysis. Once the data from the distributed questionnaires were collected, responses were coded for ease of access and analysis. This coded data was then processed using

SPSS (Statistical Package for the Social Sciences) and Microsoft Excel to derive meaningful results.

The techniques of data analysis involve examining and interpreting the collected data through statistical methods, thematic analysis, or other analytical approaches, depending on the research design and data characteristics. These techniques are essential for drawing accurate conclusions and addressing the research questions effectively.

Correlation analysis was utilized to assess the strength and direction of the relationship between two variables. Correlations provide insights into the nature of the relationship, which can be practically applied. The correlation coefficient ranges from -1 to +1, where values close to +1 indicate a strong positive correlation, and values close to -1 signify a strong negative correlation. In this study, correlation was calculated for responses provided on the Likert scale to determine the degree of relationship between the independent and dependent variables across the sample.

Regression Analysis

Regression analysis aims to elucidate the relationships between one or more independent (predictor) variables and a dependent variable. This statistical technique helps in understanding how changes in predictor variables influence the dependent variable, thereby providing insights into their interactions and impacts.

In multiple regression analysis, the focus is on explaining the connection between several independent variables and a single dependent variable. This method enables researchers to assess the relative importance of each predictor variable and their combined effect on the outcome. By incorporating multiple predictors, regression analysis helps to create a more comprehensive model that captures the complexity of the relationships among variables.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where,

Y=PP=Perceived Performance

a= Constant (Intercept)

β =Coefficient

S=Salary

PR= Promotion and Reward

WE= Working Environment

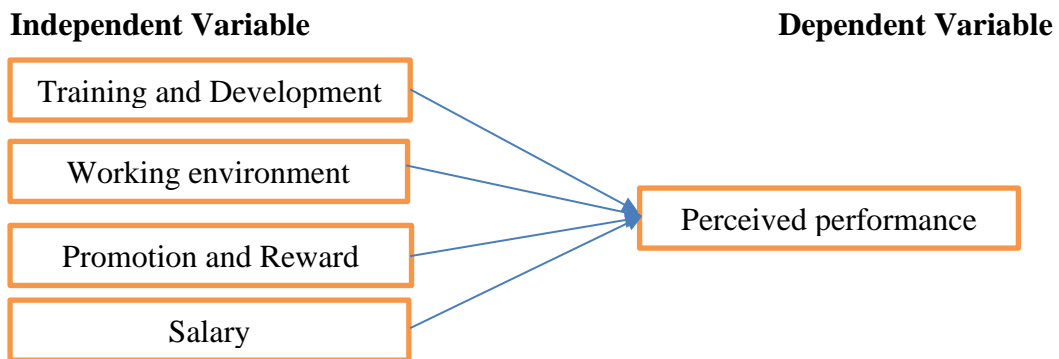
TD= Training and Development

3.6. Conceptual Framework and Definition of Variables

A framework for this study that includes dependent and independent variables and takes into account various aspects of employee motivation and performance in the banking sector of Nepal has been developed by the researcher based on the literature reviewed and studies.

Figure 3.1.

Conceptual Framework of the Study



(Source: Ibrahim, 2015, Kuvaas, et al., 2017)

Training and Development

This refers to the processes and programs designed to enhance employees' skills, knowledge, and competencies. It includes formal education, workshops, seminars, on-the-job training, and other activities aimed at improving job performance and career growth.

Promotion and Reward

This encompasses the mechanisms for recognizing and advancing employees based on their performance and contributions. Promotions involve advancing employees to higher positions with increased responsibilities and benefits, while rewards include bonuses, incentives, and other forms of acknowledgment for exceptional performance.

Working Environment

This variable pertains to the physical and psychological conditions in which employees work. It includes factors such as workspace layout, ergonomics, safety, work culture, and overall job satisfaction that influence employees' ability to perform effectively.

Salary

Salary is the monetary compensation employees receive for their work. It is a critical factor in motivating employees and reflects their level of responsibility, skills, and experience. Salary can impact job satisfaction and perceived performance.

Perceived Performance

Perceived performance refers to employees' self-assessed or supervisor-assessed evaluation of their effectiveness and productivity in their job roles. It reflects how well employees believe they are performing their duties and achieving their job-related goals. This variable is influenced by the independent variables such as training and development, promotion and reward, working environment, and salary.

3.7 Validity and reliability

Validity refers to the extent to which a measuring instrument or test accurately measures what it intends to measure, ensuring the accuracy and truthfulness of study results. In this study, ensuring the validity of the questionnaire was crucial for the credibility of the research findings.

To establish validity, the questionnaire was meticulously crafted under the guidance of a subject matter expert. This collaboration involved developing a set of standardized questions that comprehensively covered all aspects and issues pertinent to the phenomenon under study. This process ensured that the questionnaire effectively captured the intended constructs, enhancing the validity of the data collected and minimizing potential biases or ambiguities in respondents' interpretations of the questions. Consequently, this rigorous validation process

contributes to the overall reliability and robustness of the research outcomes, providing a solid foundation for drawing meaningful conclusions about financial literacy and financial wellbeing among Nepalese investors.

Ensuring the reliability of the questionnaire was a fundamental step in maintaining the quality of the research outcomes. The questionnaire was meticulously developed with careful attention to the wording and clarity of its items. Prior to distribution to respondents, it underwent thorough review and finalization to ensure it accurately captured the intended constructs related to financial literacy and financial wellbeing among Nepalese investors.

To further validate the reliability of the questionnaire, a reliability test using Cronbach's Alpha coefficient was conducted. Cronbach's Alpha is a statistical measure used to assess the internal consistency of a set of survey questions, indicating how well the questions correlate with each other. The results of the reliability test, presented in Table 3.1, demonstrate the degree of internal consistency among the questionnaire items.

Table 3.1

Cronbach's Alpha

Variables	Cronbach's Alpha	No. of Items
Salary	0.765	4
Training and Development Salary	0.870	4
Promotion and Reward	0.815	4
Working environment	0.721	4
Perceived performance	0.821	4

The reliability of the questionnaire items was evaluated using Cronbach's Alpha, with the results indicating varying degrees of internal consistency. The "Salary" variable had a Cronbach's Alpha of 0.765 across 4 items, demonstrating good reliability. "Training and Development Salary" scored 0.870 with 4 items, indicating high reliability. The "Promotion and Reward" variable had a Cronbach's Alpha of 0.815 for 4 items, also reflecting good reliability. The "Working Environment" variable scored

0.721 with 4 items, showing acceptable reliability. Finally, the "Perceived Performance" variable had a Cronbach's Alpha of 0.821 across 4 items, signifying good reliability. Overall, these results suggest that the questionnaire items are consistent and reliable for measuring the intended constructs.

CHAPTER-IV

RESULTS AND DISCUSSION

This chapter presents the empirical findings and data analysis in relation to the research objectives, focusing on how motivation impacts employee performance within the banking sector. The Results section provides a comprehensive summary of the collected data and the statistical analysis performed. It details the quantitative evidence, including survey results and performance metrics, and highlights significant correlations, trends, and patterns identified during the analysis.

In the Results section, the data is meticulously examined to offer a clear picture of the relationship between motivation and employee performance. The statistical findings are presented, showing how various motivational factors, such as training and development, promotion and reward, working environment, and salary, influence employees' perceived performance. This section aims to offer concrete, measurable evidence supporting the research objectives.

Following the presentation of results, the Discussion section provides an in-depth analysis and interpretation of these findings. It explores potential explanations for the observed trends and discusses their implications for the banking sector. The discussion connects the results to existing research and theoretical frameworks, offering insights into how the findings align with or diverge from previous studies. Additionally, this section provides recommendations based on the results and suggests areas for further research to enhance understanding of the subject matter.

4.1 Presentation of Results

In total, 386 responses were collected for this study and the questionnaire were distributed to them through online form as well as printed form through different social media or personally reaching them. Here, financial knowledge is described by five dimensions which are financial attitude, financial behavior, financial literacy, subjective norms, and knowledge about investment products. Questions related to each variable and their descriptive statistics are shown in the following sections.

4.1.1 Presentation of descriptive results

This section deals with the descriptive analysis of the data collected through the questionnaires during the research process. Descriptive statistics is the discipline of quantitatively describing the main features of a collection of data. Descriptive statistics provides simple summarizes about the sample and about the observations that have been made. Descriptive statistics help us to simplify large amounts of data associated with these variables in a sensible way. For this purpose, “Five Point Likert Scale” questions were asked to the respondents which scaled from strongly disagree, disagree, neutral, agree and strongly agree which ranked from 1, 2, 3, 4, and 5 respectively.

4.1.1.1 Descriptive analysis of demographic profile

Age group of respondents

Table 4.1

Age Group of Respondent

Age Group	Frequency	Percent
Below 25 Years	131	33.9
25-40 Years	219	56.7
Above 40 Years	36	9.3
Total	386	100.0

Source: Field Survey 2024

Table 4.1 presents the age distribution of respondents in the study. The table reveals that a majority of the respondents are aged between 25 and 40 years, accounting for 56.7% of the total sample. This is followed by those below 25 years, making up 33.9% of the respondents. The smallest group consists of individuals above 40 years, representing 9.3% of the sample. The data, sourced from the 2024 field survey, highlights a predominance of younger to middle-aged respondents, which may influence the overall perspectives and insights gathered in the study.

Gender

Table 4.2

Distribution of Respondent by Gender

Gender	Frequency	Percent
Male	178	46.1
Female	208	53.9
Total	386	100.0

Source: Field Survey 2024

Table 4.2 shows the distribution of respondents by gender. The data indicates that 53.9% of the respondents are female, while 46.1% are male. This distribution reveals a slightly higher representation of female participants in the study, which may impact the findings and interpretations regarding gender-based differences or perspectives in the research. The total sample size is 386, providing a balanced view of gender representation in the study.

Educational qualification of respondents

Table 4.3

Educational qualification of Respondent

Educational Qualifications	Frequency	Percent
SLC	64	16.6
Intermediate	145	37.6
Bachelors	57	14.8
Masters and above	120	31.1
Total	386	100.0

Source: Field Survey 2024

Table 4.3 presents the educational qualifications of the respondents. According to the data, 37.6% of respondents have completed Intermediate education, while 31.1% have achieved a Master's degree or higher. Those with a Bachelor's degree make up 14.8% of the sample, and 16.6% have only completed SLC (School Leaving Certificate). This distribution shows a predominance of respondents with Intermediate and Master's level education, indicating a generally well-educated sample. The total number of respondents is 386.

Current position of respondents

Table 4.4

Current position of Respondent

Current Positions	Frequency	Percent
Junior	156	40.4
Officer	155	40.2
Managerial	19	4.9
Executive	56	14.5
Total	386	100.0

Source: Field Survey 2024

Table 4.4 outlines the current positions of the respondents. The data reveals that 40.4% of the respondents hold junior positions, while 40.2% are officers. Managerial roles are held by 4.9% of the respondents, and 14.5% are in executive positions. This

distribution indicates a significant representation of junior and officer-level employees, with fewer individuals in managerial and executive roles. The total number of respondents is 386.

Profession of respondents

Table 4.5

Year of Service of Respondent

Service Period	Frequency	Percent
Below 5 years	55	14.2
5-10 years	101	26.2
11-15 years	77	19.9
Above 15 years	153	39.6
Total	386	100.0

Source: Field Survey 2024

Table 4.5 shows the distribution of respondents by their years of service. The data indicates that 14.2% of the respondents have served less than 5 years, while 26.2% have between 5 to 10 years of service. Those with 11 to 25 years of service account for 19.9%, and a significant 39.6% of respondents have been employed for over 25 years. This distribution highlights a substantial proportion of employees with extensive tenure, suggesting a wealth of experience within the workforce. The total number of respondents is 386.

4.1.2. Descriptive analysis of result of variables under study

To describe the variables as per items utilized to measure under study from the viewpoints of descriptive statistics ie., minimum, maximum, mean and standard deviation.

Table 4.6

Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
SAL	386	2.33	11.33	6.7824
PR	386	2.33	11.67	7.2651
WE	386	2.33	11.67	6.1399
TD	386	2.33	11.67	7.4853
PP	386	9.10	45.50	28.4098
Valid N (listwise)	386			

Where,

PP = Perceived Performance

SAL = Salary

PR = Promotion and Rewards
TD = Working Environment
X4 = Training and Development

Table 4.6 presents the descriptive statistics for the study variables, providing an overview of the data collected from 386 respondents. The "Salary" (SAL) variable has a mean of 6.7824 with a standard deviation of 2.33, indicating moderate variability around the average salary level. "Promotion and Rewards" (PR) has a mean of 7.2651 and a standard deviation of 2.33, reflecting slightly higher variability. The "Working Environment" (WE) shows a mean of 6.1399 with a standard deviation of 2.33, suggesting a lower average score and similar variability. "Training and Development" (TD) has the highest mean of 7.4853 and a standard deviation of 2.33, indicating a strong presence in the respondents' experiences. "Perceived Performance" (PP) shows a mean of 28.4098 with a broader range of responses, evidenced by a standard deviation of 9.10 to 45.50, indicating a wide spread of perceived performance levels among respondents. Overall, the statistics illustrate the central tendencies and dispersions of the study's key variables.

4.1.3. Correlation analysis

This section of analysis covers all the statistical analysis made to verify the hypothesis and ascertain the meaning of financial literacy among Nepalese women investor and its impression on investment decision. Pearson correlation test was also showed to see the correlations between the independent variable and dependent variables. Correlation is a bivariate analysis that measures the strength if association between two variables and the direction of the relationship. Higher correlation value indicates stronger relationship between both sets of data. When the correlation is 1 or -1, a perfectly linear positive or negative relationship exists; when the correlation is 0, there is no relationship between the two variables; when the correlation is greater than 0, there exists positive relationship between the two variables; when the correlation is less than 0, there exists negative relationship between the two variables.

Table 4.7*Correlation Analysis*

	SAL	PR	WE	TD	PP
SAL	1	.607	.731	.442	.455
PR		1	.707	.746	.639
WE			1	.581	.551
TD				1	.734
PP					1

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

Valid N 386

Table 4.7 presents the correlation analysis among the study variables, indicating the relationships between Salary (SAL), Promotion and Rewards (PR), Working Environment (WE), Training and Development (TD), and Perceived Performance (PP). The correlation coefficient between SAL and PR is 0.607, showing a strong positive relationship. Similarly, SAL has a correlation of 0.731 with WE and 0.442 with TD, suggesting strong and moderate positive relationships, respectively. The correlation between SAL and PP is 0.455, indicating a moderate positive relationship. PR shows a strong positive correlation with WE (0.707), TD (0.746), and PP (0.639). WE is positively correlated with TD (0.581) and PP (0.551), reflecting moderate relationships. TD has a strong positive correlation with PP (0.734), indicating a significant association between training and development and perceived performance.

All correlations are significant at the 0.01 level (2-tailed), highlighting the statistical significance of these relationships. These findings suggest that improvements in salary, promotion and rewards, working environment, and training and development are positively associated with perceived performance in the banking sector.

4.1.4. Regression Analysis

Regression analysis encompasses a suite of statistical methods aimed at estimating the connections between a dependent variable and one or more independent variables. It encompasses a diverse array of techniques for modeling and assessing multiple

variables. Unlike correlation analysis, which merely assesses the proximity of two variables, regression analysis delves deeper into understanding the nature of their relationship. While a correlation coefficient may suggest a strong association between two variables, it does not unveil the precise nature of this association. In contrast, regression analysis offers more nuanced insights into the depth of the relationship, elucidating its intricacies and enabling predictions to be made about the dependent variable based on the independent variables.

Table 4.8

Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755	.570	.565	4.78830	1.910

Predictors: (Constant), TD, SAL, WE, PR

Dependent Variable: PP

Table 4.8 presents the model summary of the regression analysis. The model shows a correlation coefficient (R) of 0.755, indicating a strong relationship between the predictors (Training and Development (TD), Salary (SAL), Working Environment (WE), Promotion and Rewards (PR)) and the dependent variable (Perceived Performance (PP)). The R Square value of 0.570 suggests that approximately 57% of the variance in perceived performance can be explained by the predictors in the model. The Adjusted R Square of 0.565 indicates a slight adjustment for the number of predictors in the model, confirming the robustness of the model. The standard error of the estimate is 4.78830, which measures the average distance that the observed values fall from the regression line. The Durbin-Watson statistic of 1.910 suggests that there is no significant autocorrelation in the residuals from the regression analysis, indicating that the model's assumptions are likely met.

Table:4.9
Regression ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11565.912	4	2891.478	126.112	.000
	Residual	8735.510	381	22.928		
	Total	20301.423	385			

Dependent Variable: PP

Predictors: (Constant), TD, SAL, WE, PR

Table 4.9 provides the ANOVA results for the regression analysis. The table reveals that the regression model significantly predicts the dependent variable, Perceived Performance (PP), as indicated by an F-value of 126.112 with a significance level (Sig.) of .000. The sum of squares for the regression is 11565.912 with 4 degrees of freedom (df), leading to a mean square of 2891.478. The residual sum of squares is 8735.510 with 381 degrees of freedom, resulting in a mean square of 22.928. The total sum of squares is 20301.423 with 385 degrees of freedom. These results demonstrate that the predictors (Training and Development (TD), Salary (SAL), Working Environment (WE), and Promotion and Rewards (PR)) collectively have a significant impact on Perceived Performance (PP)..

Table 4.10
Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.542	1.014		8.427	.000
	SAL	.233	.165	.071	1.415	.015
	PR	.355	.203	.104	1.748	.021
	WE	.254	.156	.093	1.635	.003
	TD	1.890	.169	.571	11.185	.000

Dependent Variable: PP

Multiple Regression Model

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e_i$$

Where,

Y = Perceived Performance

X1 = Salary

X2 = Promotion and Rewards

X3 = Working Environment

X4 = Training and Development

a = Constant

ei: error term

The regression equation based on the coefficient of variables can be inferred as:

$$PP \text{ (est.)} = 8.542 + .233 X1 + .355 X2 + .254 X3 + 1.890 X4$$

Table 4.10 presents the regression coefficients for the model predicting Perceived Performance (PP). The unstandardized coefficients (B) indicate the extent to which each predictor variable contributes to the dependent variable, while the standardized coefficients (Beta) allow for the comparison of the relative strength of each predictor.

- The constant (intercept) is 8.542, with a t-value of 8.427 and a significance level (Sig.) of .000, indicating it is significantly different from zero.

- Salary (SAL) has a B value of .233 and a Beta of .071, with a t-value of 1.415 and a Sig. of .015, indicating a positive and significant effect on PP.

- Promotion and Rewards (PR) have a B value of .355 and a Beta of .104, with a t-value of 1.748 and a Sig. of .021, also indicating a positive and significant effect on PP.

- Working Environment (WE) has a B value of .254 and a Beta of .093, with a t-value of 1.635 and a Sig. of .003, showing a positive and significant impact on PP.

- Training and Development (TD) has a B value of 1.890 and a Beta of .571, with a t-value of 11.185 and a Sig. of .000, demonstrating a strong and significant positive effect on PP.

Hence, the results indicate that all the predictor variables (SAL, PR, WE, and TD) significantly and positively affect Perceived Performance (PP), with Training and Development having the most substantial impact.

4.2. Discussion

The findings of this study provide significant insights into the impact of various motivational factors on employee performance in the banking sector in Nepal. This section discusses these results in the context of previous research, highlighting similarities, differences, and potential implications for theory and practice.

The study found that salary (SAL) has a positive and significant effect on perceived performance (PP), with a coefficient of .233 and a significance level of .015. This result aligns with the findings of Khan (2017), who emphasized that compensation is a critical factor in motivating employees in the banking sector. However, while Khan (2017) reported a higher emphasis on salary, our study suggests that although salary is significant, it is not the strongest predictor of performance among the variables studied. This indicates that while competitive compensation is essential, other factors also play crucial roles in enhancing employee performance.

Promotion and Rewards (PR) also showed a positive and significant effect on PP, with a coefficient of .355 and a significance level of .021. This is consistent with the work of Yusuf & Gichinga (2016), who found that financial incentives and rewards significantly enhance employee performance. Our findings further support the notion that recognition and advancement opportunities are vital for employee motivation, reinforcing the idea that intrinsic rewards complement extrinsic financial incentives in driving performance.

The working environment (WE) demonstrated a positive and significant impact on PP, with a coefficient of .254 and a significance level of .003. This result corroborates the findings of Ching & Shianet (2019), who emphasized the importance of a conducive working environment in improving employee performance. A supportive and well-structured work environment appears to be a critical factor in ensuring that employees can perform optimally, as it facilitates better focus, reduces stress, and enhances overall job satisfaction.

Training and Development (TD) emerged as the most influential factor, with a coefficient of 1.890 and a significance level of .000. This finding is in line with the results of Abdalla and Musbah (2018), who identified that training significantly boosts employee performance and commitment. Our study underscores the paramount importance of continuous learning and development opportunities in the banking

sector. This strong positive correlation suggests that investments in employee training and career development are likely to yield substantial returns in terms of enhanced performance.

Comparing results with those of Zulfair and Bilal (2021), who investigated HR practices in Pakistan's banking sector, reveals both similarities and distinctions. While both studies highlight the importance of HR practices in enhancing performance, our research places a stronger emphasis on the role of training and development compared to salary and rewards. This difference may stem from varying contextual factors, such as organizational culture and economic conditions, between Nepal and Pakistan. Moreover, the study by Niroula and Upadhyaya (2023) on cooperative institutions in Nepal indicated that salary and social security had negligible impacts on performance, whereas career development and training were significant predictors. Our findings align with this observation, reinforcing the critical role of training and development in the Nepalese context but also highlighting the continued importance of salary and rewards in the commercial banking sector

CHAPTER-V

SUMMARY AND CONCLUSION

This chapter is structured into three key sections: summary, conclusion, and implications. The summary provides a concise recap of the major findings and data from the research, ensuring that the core results are clearly outlined. The conclusion interprets these findings in relation to the study's objectives, offering definitive statements about the data and its implications. Finally, the implications section discusses the broader significance of the results, including their impact on the field, practical applications, and suggestions for future research. Together, these sections integrate the study's results and highlight their relevance and potential contributions to the field.

5.1 Summary

The study aimed to investigate the impact of various factors—namely Salary (SAL), Promotion and Reward (PR), Working Environment (WE), and Training and Development (TD)—on employee performance (PP) in the banking sector.

Previous research has established that motivation significantly influences employee performance. Studies have identified various motivational factors and their impact on performance metrics in different settings. However, there is a lack of focused research on the Nepalese banking sector, particularly concerning the unique cultural and organizational context.

The study employed a descriptive research design with primary data collected from 386 employees working in ten commercial banks in Nepal. Data was gathered through a semi-structured questionnaire, incorporating both closed and open-ended questions. The collected data were analyzed using statistical tools, including mean, percentage, frequency distribution, correlation analysis, and regression analysis.

The descriptive analysis revealed a range of responses concerning salary, promotion and rewards, working environment, and training and development, with perceived performance showing the highest mean score. This indicates a generally positive outlook on these motivational factors among respondents.

Correlation analysis showed significant relationships between the independent variables and perceived performance. The correlations between salary and perceived performance ($r = 0.455$), promotion and reward and perceived performance ($r = 0.639$), working environment and perceived performance ($r = 0.551$), and training and development and perceived performance ($r = 0.734$) were all positive and significant. This suggests that higher levels of motivation in these areas are associated with improved employee performance.

Multiple regression analysis indicated that training and development ($\beta = 1.890$, $p < 0.001$) had the most substantial positive effect on perceived performance, followed by promotion and rewards ($\beta = 0.355$, $p = 0.021$), working environment ($\beta = 0.254$, $p = 0.003$), and salary ($\beta = 0.233$, $p = 0.015$). The model explained 57% of the variance in perceived performance, highlighting the significant role these motivational factors play in influencing employee performance in the banking sector.

Hence, the study provides empirical evidence that enhancing training and development, promotions, rewards, and working conditions can significantly improve employee performance, offering valuable insights for banking sector management in Nepal. The study emphasizes how important motivational factors are in raising employee performance in the banking sector. It provides information on the precise areas where adjustments can be made to increase worker productivity even more, boosting the industry's overall success.

5.2 Conclusion

The study provides a comprehensive analysis of how various motivational factors—namely salary, promotion and reward, working environment, and training and development—affect employee performance in the Nepalese banking sector. The findings reveal several key insights:

Significant Impact of Training and Development: Among the factors studied, training and development emerged as the most influential predictor of perceived performance. The positive and substantial impact of this variable underscores the importance of investing in employee skill enhancement and career growth opportunities. Effective training programs not only improve job competencies but also significantly boost overall performance.

Promotion and rewards also play a crucial role in motivating employees and enhancing their performance. The positive correlation and significant effect observed suggest that recognition and career advancement opportunities are important for employee satisfaction and productivity. Effective reward systems can drive better performance by aligning employee efforts with organizational goals.

The working environment was found to have a moderate but positive impact on perceived performance. This indicates that a conducive work environment, which includes both physical and psychological aspects, is essential for maintaining high levels of employee performance. Organizations should focus on creating a supportive and healthy workplace culture.

While salary had a positive effect on performance, its impact was less pronounced compared to training and development, and promotion and rewards. This suggests that while competitive salaries are important, they are not as strongly correlated with performance as other motivational factors. Organizations should consider a balanced approach to compensation that includes other forms of motivation.

The regression analysis, which explained 57% of the variance in perceived performance, highlights that employee performance is influenced by a combination of motivational factors. The findings suggest that a multi-faceted approach to employee motivation, encompassing training, rewards, and work environment improvements, is essential for enhancing performance in the banking sector.

To sum-up, the study identifies the significance of addressing various motivational aspects to improve employee performance. By focusing on effective training programs, rewarding achievements, and fostering a positive work environment, banking institutions in Nepal can enhance employee productivity and overall organizational success. This study highlights the importance of motivation in elevating employee performance in the banking sector. Addressing areas for improvement, such as aligning salaries with financial needs and enhancing training programs, can foster a more motivated and productive workforce, contributing to the industry's success.

5.3 Implication

The research on the "Effect of Motivation on Employee Performance in the Banking Sector" holds significant importance for both future researchers and banking employees. The findings of this study shed light on critical aspects of the banking industry that can influence its future trajectory and the well-being of its workforce.

5.3.1. Managerial Implications

Given the significant impact of training and development on employee performance, managers should prioritize and invest in comprehensive training programs. Tailoring these programs to meet the specific needs of employees can enhance their skills and job satisfaction, leading to improved performance and productivity.

The positive effect of promotions and rewards on employee performance highlights the importance of developing robust recognition and reward systems. Managers should ensure that promotion criteria are transparent and that rewards are aligned with performance metrics. This approach can motivate employees to excel and contribute more effectively to organizational goals.

A supportive and positive working environment is crucial for sustaining high levels of employee performance. Managers should focus on creating an inclusive and healthy work atmosphere, addressing any issues related to job satisfaction, and fostering a culture of respect and collaboration.

While salary has a positive effect on performance, its impact is less pronounced compared to other motivational factors. Managers should consider a holistic approach to compensation that integrates other motivational strategies, such as career development opportunities and recognition programs, to achieve a balanced and effective compensation package.

Regular performance reviews that incorporate feedback on training needs, reward effectiveness, and work environment conditions can help in continuously improving employee performance. Managers should use these reviews to identify areas for improvement and to tailor motivational strategies to better meet employees' needs.

5.3.2. Future Research Implications

Future research should incorporate qualitative methods to gain deeper insights into the nuances of employee motivation. Interviews and focus groups can provide a more detailed understanding of how employees perceive various motivational factors and their impact on performance.

Research should investigate the impact of emerging motivational strategies, such as technology-driven tools and flexible work arrangements, on employee performance. Understanding how modern innovations influence motivation can help organizations stay competitive and adapt to changing employee expectations.

Further studies should explore how cultural and contextual factors in different regions, especially in developing countries like Nepal, affect the relationship between motivation and performance. Comparative studies across various cultural contexts can offer valuable insights into universal and culture-specific motivational drivers.

Conducting longitudinal studies can provide insights into how motivational factors and their impact on performance evolve over time. Tracking changes in employee motivation and performance over extended periods can help in understanding long-term effects and trends.

Future research could focus on different sectors within the banking industry or other industries to compare how motivational factors affect performance across various contexts. This can help in developing sector-specific strategies for enhancing employee performance.

By addressing these implications, managers can implement more effective strategies to enhance employee performance, while future research can provide a broader and more understanding of motivational dynamics in different contexts.

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My current salary and allowance adequately meet my financial needs.					
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Promotion & Rewards

Statements	S.D	D	N	A	S.A
Opportunities for career advancement are clear and achievable.					
The company recognizes and rewards outstanding performance.					
I feel motivated to work harder because of the potential for promotion.					
I feel that promotions in my organization are fair and free from bias or discrimination.					

Working Environment

Statements	S.D	D	N	A	S.A
The workplace is conducive to productivity and well-being.					
I have good working relationships with my colleagues and superiors.					
The company culture promotes a healthy work-life balance.					
The working hours and schedules in my organization allow for a healthy work-life balance.					

Training & Development

Statements	S.D	D	N	A	S.A
The company provides adequate training and development opportunities.					
I have access to the resources and tools necessary for professional growth.					
I believe the company invests in my career development.					

Training programs in my organization are well-structured and relevant to my job role.					
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Performance

Statements	S.D	D	N	A	S.A
Improving salary and allowances would reduce absenteeism among employees.					
An effective promotion and reward system would reduce employee turnover.					
Enhancing the working environment would improve efficiency and productivity.					
Training & Development positively impacts efficiency and productivity.					

EMPLOYEE MOTIVATION AND PERCEIVED PERFORMANCE I...

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ABSTRACT This study investigates

the impact of motivation on employee **performance in the** banking **sector. Data was** collected **from**

150 respondents through a questionnaire survey, with motivational factors such as salary, promotion & rewards, working environment, and training & development as independent variables and employee performance as the dependent variable. A descriptive research design was used, and data was analyzed using various methods. Key motivational factors identified included salary, working environment, and rewards. The study found that while salaries are perceived as competitive, there is room for improvement in meeting financial needs. Training and development programs are seen as adequate but need improvement in quality and relevance. Improving salaries, benefits, promotions, working conditions, and training programs positively influences employee performance. Salary increases lead to reduced absenteeism, and rewards and promotions play a vital role in enhancing performance. The research, supported by a strong regression model, underscores the pivotal role of motivation in enhancing employee performance within the banking sector and provides actionable insights for further productivity improvements. Key words: Perceived performance, Motivation, Salary, Training and Development CHAPTER-I INTRODUCTION 1.1 Background of the Study In today's competitive business environment, companies of all sizes recognize the importance of investing in the personal and professional development of their employees. This investment often leads to a more committed and engaged workforce. It is typically more effective to enhance employees' skills and capabilities directly in the workplace rather than attempting to change their inherent attitudes. Unchecked performance issues can have detrimental effects on an organization. A decline in the performance of one employee can cascade, affecting the productivity of their colleagues and potentially jeopardizing the company's overall objectives. Poor performers pose significant risks and can obstruct the achievement of targeted goals within the desired timeframe. Managers face the challenging task of identifying and addressing the factors that influence employee performance. Their efforts to boost overall job performance are often hindered by limited information. Essential strategies include providing ample opportunities for training and development to