

**IMPACT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY IN  
NEPALESE DEVELOPMENT BANK LIMITED**

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

by

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## **CERTIFICATION OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **“Impact of Motivation on Employee Productivity In Nepalese Development Bank Ltd.”** The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has 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 declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

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## APPROVAL SHEET

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## ABBREVIATIONS

AD	Anno Domini
ANOVA	Analysis of Variance
AS	Adverse Selection
BS	Bikram Sambat
MO	Motivation
JS	Job Satisfaction
CM	Compensation
EP	Employee Productivity
i.e	That is
LTD	Limited
MBS	Master in Business Studies
SPSS	Statistical Package for the social Science
TU	Tribhuvan University
VIF	Variance inflation Factor

## ABSTRACT

The concept of motivation plays a vital role to enhance the employee productivity. Motivation can boost organizational all egiance through various elements like job satisfaction and compensation which helps to boost the employee productivity of the organization. The objectives of the study was to empirically examine the impact of motivation, job satisfaction and compensation on employee productivity of Nepalese development banking sectors. The aim of this study is to quantify the impact of motivation, job satisfaction and compensation of development banking sectors. Out of 17 development banks, primary data likert scale questionnaire was distributed among 400 employees actively working in 5 development banks in Nepal Were considered to analyze the factors that affect employee productivity by motivation, job satisfaction and compensation.

The data were analyzed using descriptive statistics and regression model. The results shows that the Nepalese development bank employees motivational level are satisfactory but not excellent with the motivational scheme of Nepalese development banking sectors. The correlation between Motivation (MO) on Employee Productivity (EP) is positive and statistically significant where Job satisfaction (JS) is positive and also statistically significant. Likewise the correlation between compensation (CM) on Employee Productivity (EP) is also positive and statistically significant. The study suggested a need for scientific and modern motivation factors like employee activation of Nepalese development bank employees.

*Keywords: motivation, job satisfaction, compensation, employee productivity.*

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

Motivation is the handle of controlling a person's inward drives and activities towards certain objectives and committing their energies to accomplish these objectives. It includes a chain response beginning with felt needs, coming about in thought processes which provide rise to pressure which census activity towards goals. motivation plays a major role in learning a outside dialect each business unit needs tall productivity since from that each trade unit pays sufficient consideration to the level of business productivity (Arianti et al, 2023). motivation can also impacted in instructive proficient. The diverse sorts of motivation impacted data experts to carry out inventive and value-added benefit in the working environment motivation of work is a solid crave for human to do a work related to the objectives and needs to be accomplished (Werdhiastutie et al, 2020).

Productivity refers to a ratio between the output volumes of inputs. In other words, it degree how efficiently production inputs, such as labor and capital, are being utilized in economy to create a given level of output. Productivity boost the resolve and makes a company culture of fabulousness coming about in an made strides work environment environment. When a company is exceedingly beneficial and effective, motivation like pay climbs, rewards, restorative protections, etc. are made accessible to the employees. Productivity is a mental insurance of employees that continuously tries to be way better than yesterday (Utari et al, 2021).

Job satisfaction, employee satisfaction or work satisfaction is a measure of employee' satisfaction with their work, whether they like the work or person viewpoints or realities of employments, such as nature of work or supervision. job satisfaction can be measured in cognitive, emotional, and behavioral components. job satisfaction is the vital components impacting both motivation and employee performance (Sembiring & Setyawan, 2024).

Job satisfaction is a term of employee performance frequently, but do you know its correct definition, and how its absence could be bringing down your company's productivity? Studied our conclusive direct on work job satisfaction, its drivers, and its benefits for 2020, and how your

organization can advantage from expanded job satisfaction in the working environment. These are energizing times for work environments, with trade requests developing relentlessly and bosses working difficult to keep their workforce fulfilled for expanding employee work productivity is a major challenging in confronting competition in work put organizational culture have a critical impact by job satisfaction is a generalization states of mind towards work. A wonderful work to work on can be said that giving job satisfaction to the trimmer. On the opposite, a disappointment is gotten if a work is not wonderful to do, it can be deciphered that job satisfaction is the evaluation of specialists with respect to the wonderful values gotten in the work (Sunimah, 2024).

Compensation is the remuneration received by an employee in return for their contribution to the organization. It is an organized practice that includes adjusting the work-employee connection by giving money related and non-monetary benefits to employees. Emolument incorporates installments such as rewards, benefit sharing, extra minutes pay, acknowledgment rewards and deals commission. Stipend is an fundamentally portion of human asset administration which makes a difference in persuading the employees and progressing organizational viability Coordinate Compensation is ordinarily made up of compensation installments and wellbeing benefits. The creation of compensation ranges and pay scales for diverse positions inside the company are the central duty of emolument administration staff. Coordinate recompense that is in line with industry guidelines gives employees with the confirmation that they are getting paid decently. Backhanded Emolument centers on the individual motivation of each individual to work. In spite of the fact that compensation is critical, individuals are most beneficial in occupations where they share the company's values and needs The effect of recompense and benefits on employee performance and organizational viability depends on the existing stipend and performance administration programs in the organization. Employees who feel they are under-compensated at work may not be persuaded to work any harder. They may accept their time is way better went through on individual ventures or they may essentially check out from the position rationally when they feel they have completed work in extent to their compensation (Hameed, 2014).

Productivity is a performance measure including both efficiency and effectiveness. It is important, in this manner, to know who the productivity specialists are. Productivity is a performance degree

enveloping both productivity and viability. Top performing, compelling organizations have a culture that energizes employee association. Subsequently, employees are more willing to get included in choice making, objective setting or issue tackling activeness, which along these lines result in higher employee performance energize a more present day fashion of participatory administration, raise employee productivity and job satisfaction, and indeed lower laborers stipend rates. Job satisfaction increment productivity through bringing top quality motivation and through increment working capabilities at time of performance. There is prove that participative climate has a more significant impact on specialists job satisfaction at that point support in particular choice and it shows up that cooperation in objective setting does not have solid impact on productivity. interest has a solid impact on both job satisfaction and productivity, but its impact on job satisfaction is to some degree more grounded than on productivity. human asset approaches that empower laborer inclusion point at giving employees with openings to have an choices, motivating forces to use optional exertion and the implies to obtain the fitting abilities, that have been recognized as impacting the productivity of employees (Shahzad et al, 2023).

The relationship between motivation, Job satisfaction and Compensation on their employee productivity by primarily focusing on the significance of motivation, and its impact on employee's performance a highly motivated employees has a higher level of employee performance whereas the inverse is genuine. Job satisfaction is the emotional introduction that an employee has towards the work. It can be considered as an generally feeling approximately the work or as a related group of stars of demeanors around different viewpoints of the work, motivation demeanor contributes significantly to the accomplishment of most extreme performance (Andreas, 2022). Spurred employee perform way better and reliably deliver quality work. Employee motivation in part interceded the impact of computerized HRM hone on the work performance it was concluded that talented employees who are mindful of their performance level are persuaded to appear higher levels of work performance Re-compense proceeds to be affected by a few components that are creating a few critical patterns in compensating specialists. One of such patterns is adjusting compensation to the organizations objectives Impact of stipend on interpersonal communication included in the production prepare employees' productivity may be exceptionally solid in a few organizations expressed that great emolument for employees will be able to invigorate the rise of new thoughts and employees' development (Sabil et al, 2024).

## 1.2 Problem Statement

Researchers have examined the impact of motivation on employee productivity in varying dimensions with the sample from different country. Context. It is clear that there are diverse measures of affect on productivity. In like manner, the utilize of factors in the accessible works ` The circumstance of motivation, job satisfaction and stipend is one of the major factors to decide the employee productivity of the creating bank employees in Nepal. The primary reason motivation and its variables like job satisfaction and stipend plays the crucial part to boost the productivity of the organization in the setting of Nepalese managing an account divisions (Ghimire et al, 2023). For this study the affect of motivation, job satisfaction and recompense and its affect on employee productivity source are the major sources that distinguished the issue of creating managing an account segments in the setting of Nepal (Bhandari, 2021).

The relationship between motivation, job satisfaction and compensation are interrelated with each other. It appears that employee job satisfaction and performance found that troubled laborers can cause organizations to have lower benefit edges, destitute client job satisfaction, and tall employee turnover Job satisfaction is imperative to employees by and large well-being and organizational performance. It envelops different perspectives of an individual's involvement, counting their discernment of the work environment, every day errands management's part, and connections with colleagues (Zhang et al, 2020). If the job satisfaction is tall, the employees will perform way better. On the other hand if the job satisfaction is moo, there will be performance issues. In analyzing in results of work job satisfaction, it is imperative to breakdown the examination into a arrangement of particular set of factors. Overlooking stipend issues at your organization laborers, moo assurance, diminished productivity, and expanded turnover.

The affect of motivation, work job satisfaction, and stipend affect on employee productivity These are the common challenging for organizations, counting pay incongruities, deficiently recompense bundles, murky compensation hone, and challenges with performance-based compensation (Niroula & Updhaya, 2023). Conceivable emolument issues could discover in organization like inside value having inside value is fundamental to organization. Compensate employees with comparable positions or aptitudes inside the organization additionally motivation incorporates compensation extra employee benefits and advantages that come with the work. In most nations emolument variables like rise to pay for rise to work is a lawful enrollment (Jawabri et al, 2022). And outside value is what exterior companies are willing to pay for the same ability. Subsequently,

you must consider the broader showcase and industry when building compensation structures. If pay beneath showcase rates, not draw in unused employees, and lose the existing ones.

In the setting of Nepalese Improvement Managing an account divisions in Nepal. In this respect, taking after is the particular inquire about questions,

Major issues that are hopefully going to be addressed after completion of this research are:

- What is the situation of age gender motivation, job satisfaction, compensation and employee productivity in Nepalese development bank?
- What is the relationship between Motivation, Job satisfaction, Compensation and employee productivity?
- How motivation, Job satisfaction, and compensation impact on employee productivity?

### **1.3 Objective of the study**

The main object of this study is to investigate the impact on employee productivity by motivation of development banks in Nepal. Accordingly, the specific objectives is as follows:

- To assess the situation of age gender motivation, job satisfaction, compensation and employee productivity in Nepalese development bank.
- To examine the relationship between Motivation, Job satisfaction, compensation and employee productivity.
- To analyze the impact of Motivation, job satisfaction, and Compensation on employee productivity.

### **1.4 Research hypothesis**

H1 : There is a significant impact of motivation on employee productivity.

H2 : There is a significant impact of job satisfaction on employee productivity.

H3: There is a significant impact of compensation on employee productivity.

### **1.5 Rationale of the study**

investigating the affect on employee productivity by motivation of advancement banks in Nepal is the fundamental reason of study. It anticipated that this think about is make a great commitment to the energizing writing in the the scholarly world. Appropriately, it is offer assistance to amplify the current writing. In expansion, this consider is almost the subject of budgetary things and related with the connected field of the managing an account industry. Subsequently, the importance of the consider can be communicated by the taking after points.

- Students are one of the imperative segments of the think about. It is anticipated that this study report gives great understanding to them, particularly to the understudies of trade administration economics
- Investors are great performing artists in the field of by and large economy. They are much concerned with the chance and return of organizations. In this manner, this think about can give dependable data to them
- There is more significant part of proficient in the managing an account industry. This consider is closely related with the portion of their proficient exercises. Subsequently, this report can be anticipated as one of the bases for their choice making
- It is helpful for the top management included in day to day operations and this study moreover accommodating for future analysts and academicians to take it as a reference for their study.

### **1.6 Limitations of the study**

No research is free of limitations. This research also has lots of limitations. Overall study of research was conducted under following limitations:

The duration of study is limited

- ❖ The number of sample size is 400 employees from five development bank
- ❖ Primary data is taken for the study from employees of five development bank
- ❖ Outcomes cannot be generalized to all development banks

## **CHAPTER II**

### **REVIEW OF LITERATURE**

#### **Introduction**

The section attempts to build a strong theoretical background through the help of assistance of which encourage look for arrangements of the inquire about issues would be less demanding. Assets mobilization: its hypothetical foundation, scholastic experiences, nature, focal points, significance and other different issues are tended to in this chapter as contributed by diverse administration specialists and other towards to this field. Writing survey that formally or casually audit the existing writing with respect to hone approximately methodological issues, summarize the writing Whereas investigating writing diverse sources like books, records, bulletins, reports, diaries and articles etc. are counseled. Writing survey is a portion and divide of academic inquire about. Writing audits can show as portion of conceptual or experimental thinks about, or as autonomous thinks about, which is the may be curated in different ways

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Motivation**

motivation is a term inferred from Latin “motive” which may be interpreted as “moving” or expeditiousness to take activity. Accomplishing great work comes about requires difficult endeavors and back from numerous parties in the field of speaker performance (wahyudi, 2022). motivation is an inside state that moves people to lock in in goal-directed behavior. motivation is the drive that leads individuals to act to accomplish their destinations it is the activators of human behaviors to do something. motivation is an inner state or conditions that serve to dynamic motivation powers acting either on or inside a individual to start behavior. Motivational strengths to offer assistance clarify watched changes in behavior that happen in an person. motivation is a positive support that is given by somebody to the person behavior.

motivation refers to a process of including and stimulating an individual to act in certain way. In the context of an organization, motivation suggests empowering and encouraging the employees to perform to the best of their capabilities so as to accomplish the wanted objectives of the organization. Work motivation coordinating rising and keeping up exertion there are different sorts of motivation that can impact a individual. These incorporate accomplishment, association, self-

enhancement, socialization competence, control, alter, state of mind, motivation, fear and animosity and the motivation. And the motivation the inward and outside rewards, as well, are great fortifying instruments. in this paper endeavor to restore the idea of part by connecting sociologic production of gel part hypothesis to later work on motivational, emotional and cognitive neuroscience indicating the inner components behind spurred activity dynamic Instructor behavior is a key figure that impacts students' motivation numerous hypothetical models have attempted to clarify this impacts (Yisa & Zakeri, 2000).

### **2.1.2 Concept of Job Satisfaction**

Job satisfaction is the emotional introduction that an employee has towards the work. It can be considered as an generally feeling almost the work or as a related star grouping of states of mind approximately different viewpoints of the work There is developing prove that current patterns in business conditions may have negative impacts on job satisfaction and break down the physical and mental wellbeing of employees Full of feeling mien on job satisfaction comprises of two features: positive affectivity and negative affectivity Tall vitality, enthusiasm, and pleasurable association speak to positive affectivity whereas trouble, obnoxious association, and anxiety appear negative affectivity Work-related stretch is a crucial calculate to work job satisfaction. When working as a motivation, work-related stretch comes about in imagination and job satisfaction and subsequently expels boredom and mundanity. Push leads to animosity and job satisfaction when it capacities as a negative figure Job satisfaction may ensure laborers from stressors. Job satisfaction is a controlling calculate for push (Hoboubi et al, 2017). Amid the neoclassical period speculations backed the truth that employees' job satisfaction straightforwardly influenced productivity. They accepted that there was a cause-effect relationship between job satisfaction and productivity. This replied the address why organizations attempted to progress their employees' productivity by diverse ways. These two variables (work-related stretch and work job satisfaction) may have a negative effect on the productivity of a working bunch and thus cause an included taken a toll to costs of a company The investigation of the display circumstance at the worldwide level has uncovered, among others, the need of moving forward work quality and productivity, as well as giving security and wellbeing in the work put (Watson, 2016).

### **2.1.3 Concept of Compensation**

Compensation proceeds to be affected by a few components that are creating a few vital patterns in compensating specialists. One of such patterns is adjusting compensation to the organizations objectives. Others incorporate fitting emolument to the needs of employees; way better compensation, and pay value Different existing hypotheses to bolster this contention have been recognized and one of such is the Fortification hypothesis which is propounded by B.F. Skinner. This hypothesis holds that people can really be propelled by their work environment when it is appropriately created. Thus, or maybe than considering inside components such as states of mind, sentiments, impressions and other cognitive behavior, bosses ought to keep on making positive changes in the outside environment of the organization. It emphasizes the significance of a person's genuine involvement of a compensate, and the suggestion of this for recompense administration is that tall employee performance taken after by a financial compensate will make future tall performance more likely (Reddy, 2020). Recompense forms are based on methods of insight and methodologies that contain course of action in the shape of arrangements and procedures. Emolument administration constitutes pay structure in terms of performance, competence, ability, and giving employee benefits. Be that as it may, stipend administration is not fair almost cash. It is a motivation for employees to move forward in their performance Compensation infers having an indemnification structure in which tall performing employees are compensated much more than the normal performing employees. Compensation administration is concerned with the definition and performance of techniques and arrangements that point to repay individuals decently, evenhandedly and reliably in understanding with their esteem to the organization. The assignment in stipend administration is to create arrangements and strategies that will accomplish most extreme return on cash went through in terms of drawing in, fulfilling, holding and maybe spurring employee (Maryani et al, 2022).

### **2.1.4 Concept of employee productivity**

Productivity is the effectiveness of production of merchandise or administrations communicated by a few degree. Estimations of productivity are frequently communicated as a ratio of an total output to a single input or an total input utilized in a production handle, i.e. output per unit of input, ordinarily over a particular period of time to audit the relationship between mental wellbeing and misplaced productivity and embrace a basic survey of the distributed writing Employee's

productivity is a significant figure affecting the performance of an organization and guaranteeing the victory of any business productivity is a degree of the effectiveness of production it is a ratio of what is delivered to what is required to create it productivity is the determinant of the proficiency of an venture to change over its factors assets into valuable wrapped up merchandise and administrations. Productivity is the output/input it analyzes what impact the development in homeworking amid the widespread has had on employees, self- detailed levels of productivity Productivity is a degree of financial performance that compares the sum of products and administrations created (output) with the sum of inputs utilized to deliver those products and administrations there are numerous sorts of productivity levels can be measured, person laborers, and company's industry and business division (Shang, 2023). There is a scarcity of information connecting candidate inquire about productivity and coordinate rate to competitive surgical subspecialty programs. In this think about, in this time characterize patterns in inquire about productivity among application into competitive surgical subspecialty programs over North America and recognize components related with expanded rates of distribution (Ramish et al, 2023).

Productivity isn't everything but in the long run it is nearly everything a country's capacity to move forward its standard of living over time depends nearly totally on its capacity to raise its output per specialist (Okech & Njururi, 2016). Productivity is commonly characterized as a ratio between the output volume and the volume of inputs. In other words, it measures how productively production inputs, such as labor and capital, are being utilized in an economy to create a given level of output. Productivity is considered a key source of financial development and competitiveness. And Tourism productivity is challenge measuring the rights components There are diverse degree of productivity and the choice between them depends on the reason of the productivity estimation and or information availability. one of the most broadly utilized measures of productivity is net household item (GDP) per hour worked. This measures captures the utilize of labor inputs way better than fair output per employees. Impact of labor showcase and firm competition for laborers (Alwedyan et al, 2021).

#### **2.1.5. Relationship between motivation and employee productivity**

Motivation drives employee's victory and plays a crucial part in employee job satisfaction. Employee's job satisfaction drives performance, which, in turn, has a positive affect on client job

satisfaction. When employees are spurred, they are superior at adjusting to alter, way better at collaborating more willing to go over and past for a extend, client, or co- laborer, and keep up a positive demeanor at work (Putra & Ali, 2022). It has been examined numerous times and demonstrated that with expanded motivation it will expanded productivity motivation and productivity are twin concepts in organizational advancement. To begin with motivation works as the implies toward achieving productivity a conclusion. Another point motivation is the best cause to inquire about productivity as a favorable impact. And employee performance is the key to victory of any organization (Hemakumara, 2020).

Motivation is the boost to trigger productivity as a reaction. All these are concrete associations between the two variables. There are two essential ways to spur a person.one is through outward motivation or fabric job satisfaction, and the other is through inherent motivation or giving intangible rewards There are hundreds of distinctive variables that can impact productivity in the work environment. One thing that can take a genuine toll on work environment productivity is a need of employee motivation. When employees don't feel driven to contribute their outright best, a essential administration concern for business of all sizes is how to boost the level of commitment imagination, and vitality that employees brings to the table (Levesque-Cote et al, 2021).

One of the most straight forward ways that employee's motivation influences productivity is that there is basically a coordinate relationship between the two components. The more spurred employees, the more beneficial they are. Of course the inverse is moreover genuine: the less persuaded employees are the less work is get done The same is genuine in the work environment. If employees don't have a why that is driving them, there's no genuine fuel pushing the machine forward having truly spurred employees doesn't fair offer assistance you keep the specialists you have, but it moreover permits you to enlist the best of the best in your industry (Frinaldi, 2023). Productivity is a critical component in all work organizations. This is since, the survival and coherence of the organization truly depends on it. As a result of this, inquire about endeavors adapted towards the concept has crossed over centuries. One of the, major concerns of prior inquire about endeavors is to reveal those components that seem upgrade of influence the beneficial mien of individuals in the working environment (Iman et al, 2023).

#### **2.1.6 Relationship between Job satisfaction and employee productivity**

Employee job satisfaction is one of the most solid indicators of long-term positive company performance tall job satisfaction is connected to higher productivity, which is connected to higher

productivity. Employees who are fulfilled with their occupations carry out their obligation with earnestness and commitment. Job satisfaction is accepted not to have a by and large concurred definition in spite of its noteworthiness and wide utilization in the field of mechanical brain research and organizational behavior, which make it imperative that some time recently clear meaning given, there is the require to put into thought the importance and nature exercises of human creatures all around the globe (Inuwa, 2016). A few researchers and creators have characterized job satisfaction base on their sees. A definition given by states that job satisfaction is seen as any frame of mix of mental natural as well as physiological circumstances that can make an person concede in all genuineness that delighted with the work for a taking off. On the premise of this definition, level of job satisfaction is spoken to by what really causes the feeling of job satisfaction. Another definition given by Vroom successful introduction of person in regard to their assignment and plans is what characterizes work person in regard on the part played by an employee in the working put (Saranya, 2014).

### **2.1.7 Relationship between compensation and employee productivity**

There is a few variables that have been distinguished as affecting the productivity of employees. They incorporate administrative variables, employees' wellbeing, employees' motivation, and interpersonal communication included in the production handle. Impact of recompense on interpersonal communication included in the production handle employees' productivity could be exceptionally solid in a few organizations expressed that great recompense for employees will be able to fortify the development of new thoughts and employees' advancement. With so numerous thoughts from employees, it would be exceptionally valuable for the company. In a comparative development. With so numerous thoughts from employees, it would be exceptionally valuable for the company. In a comparable advancement. With so numerous thoughts from employees, it would be exceptionally valuable for the company. In a comparable openings. The number of working hours or employee show hours is able to get a most extreme openings. The number of working hours or employee show hours is able to get a greatest famous that moo emolument toward employees will trigger the employee to attempt to get their possess business or side work. With the side business, it will disturb the quality of employees' work and concentration. Moo concentrations of certain employees have a negative effect on quality and quality of production of merchandise in the company. From these truths, it is clear that the impact of compensation on employee productivity is exceptionally solid. If it given more sensible emolument to employees,

the higher the productivity of employees. On the other hand, if it given lower recompense for employees, the lower the productivity of the employee (Mangale, 2017).

### **2.1.8 Impact of motivation on employee productivity**

Motivation has been recognized as a valuable instrument for improving productivity. This consider points at deciding the affect of motivation on productivity (Funso et al, 2016). Development industry is a significant segment in the financial improvement of any country, it contributes monstrously to net household item (GDP) and employees considerable rate of their workforce (Yisa & Zakeri, 2000). It is in this manner imperative for her workforce to be propelled. In development industry, productivity is regularly measured by specialists effectiveness It is expected that other components of production cannot be effortlessly measured, indeed if measured it is not a reflection of genuine work done. It is in line accomplishing productivity advancement (Shaikh, 2019). The central part played by labor in the achievement of organizational objective call for the require to satisfactorily compensate them based on values included by person laborer.

Productively decay has been broadly detailed in development industry as happening world Productivity (Jarkas et al, 2013). decrease has been credited to be dependable for time and taken a toll invade of most ventures executed and the case of moo (GDP) recorded in the division To increment labor adequacy subsequently. There are a few variables that require to be tended to .such as motivation of at that point there workforce. Security at work. Natural variables to and physical impediment (Olusadum & Anulika, 2018).

### **2.1.9 Impact of job satisfaction on employee productivity**

Job satisfaction has a exceptionally wide definition so that it cannot be seen from fair one definition. Cheerful or positive feelings that result from surveying a person's work and work involvement are moreover called job satisfaction (Valentine et al, 2024). States that job satisfaction is seen as a combination of natural styles and mental conditions that can make somebody truly concede job satisfaction with the work done. To back this definition, the sum of job satisfaction is spoken to by what causes the sensation of job satisfaction The substance of job satisfaction In the labor showcase there is request of exceedingly gifted, prepared and qualified employees. The output and productivity of an organization is measured in terms the performance of its workforce It was found that superior performance of the workforce is the result of level of job satisfaction (Sousa-Poza & Sousa-Poza, 2007). have explored the vital employee performance pointers at the

contracting arrange. They concluded that level of job satisfaction and motivation influences the employee's productivity (Balouch & Hassan, 2014). The tall entertainer request alluring bundles from the bosses. And presently it gets to be bind for the human asset specialists to hold the entertainer The low level of job satisfaction antagonistically impacts on the employee commitment and successively impact the accomplishment of organizational targets and performance (Bhatti & Qureshi, 2007).

#### **2.1.10 Impact of compensation on employee productivity**

Employees nowadays are not willing to work as it were for the cash alone, they anticipate "extra. "This additional is known as employee benefits. Too known as periphery benefits, employee benefits are non-financial shape of emolument advertised in expansion to cash compensation to improve laborers lives. Employee benefits as a entire have no coordinate impact on employee performance, be that as it may, insufficient benefits do contribute to moo job satisfaction level and increment non-appearance and turnover in employees (Charles et al, 2022). So you would have to carefully plan your benefits bundle. Your bundle may incorporate a cell phone to each specialist, taking them to a preparing workshop or class, giving them a day or two off each month and so on. Whereas choosing on the benefits arrange makes a difference to draw in, persuade and hold ability in an organization. A well outlined stipend and benefits arrange will advantage firm or business/employee in the taking after ways. Work job satisfaction: Employees would be upbeat with their occupations and would adore to work for such an organization if they get reasonable recompense in trade of their services.

#### **2.2 Theoretical review**

Theoretical audit makes a difference to built up what speculations as of now exists the relationship between the existing hypotheses have been explored and to create unused be tried. A hypothetical writing audit is a basic appraisal assessment of existing hypothesis and concepts related to a specific point or investigate address (Sulastri, 2021). Here are the different hypothesis that are given by distinctive researchers makes a difference to give satisfactory information of motivation on employee's performance.

## **Hierarchy of Needs Theory**

The best-known hypothesis of motivation is Abraham Maslow's chain of command of needs which hypothesizes that inside each human being there is a chain of command of five needs. As of late, a 6th require has been proposed for a most elevated level-intrinsic values-which is said to have begun from Maslow, but it has however to pick up far reaching acknowledgment. The unique five needs are:

- Physiological. Incorporates starvation, thirst, shield, sex and other substantial needs.
- Safety- security. and security from physical and enthusiastic harm
- Social-belongingness. Warmth, belongingness, acknowledgment, and friendship.
- Esteem. Inside components such as self-respect, independence, and accomplishment and outside variables such as status, acknowledgment, and attention.
- Self- actualization. Drive to ended up what are able of getting to be incorporates development, accomplishing our potential, and self-job satisfaction.

## **Maslow's hierarchy of Needs**

According To Maslow, As Each Require Gets to be Significantly Fulfilled, the following one gets to be prevailing. So if you need to spur somebody, you require to get it what level of the pecking order that individual is as of now on and center on fulfilling needs at or over that level. We portray the progression as a pyramid in display &-1 since this is its best-known introduction, but Maslow alluded to the needs as it were in terms of levels.

Maslow's hypothesis has gotten long-standing wide acknowledgment, especially among practicing directors. It is instinctively consistent and simple to get it, and a few investigate has approved it. Shockingly, be that as it may, most inquire about does not, and it hasn't been as often as possible investigated since the 1960s. But ancient speculations, particularly naturally coherent ones, pass on hard.it is hence vital to mindful of the winning open acknowledgment of the pecking order when examining motivation.

## **McClelland's theory of Needs**

McClelland's hypothesis says that everybody is driven by one of three needs-achievement, affiliations or control. Diverse individuals are spurred by diverse drives, so understanding what particularly persuades individual to total a errand can endlessly progress the like hood that they will total the task and do it well. You have one beanbag and five targets set up in front of you, each

more distant than the final. Target A sits nearly inside arm's reach. If you hit, you get \$20. Target B is a bit more distant out and pays \$ 40. But as it were almost 80% of the individuals who attempt can hit it. Target C pays \$80, and almost half the individuals who attempt can hit it. Exceptionally few individuals can hit target D but the pay off is \$ 160 for those who do. At long last, target E pays \$ 320, but it's nearly outlandish to accomplish. Which would you attempt for? If you chosen C , you 're likely to be tall achiever. Why? Perused on.

McClelland's hypothesis of needs was created by David McClelland and his partners. Compared to Maslow's pecking order, these needs are more associated to propelling variables than strict needs for survival. There are three:

- Needs for accomplishment (NACH) is the drive to exceed expectations, to accomplish in relationship to a set of standards.
- Needs for control is the require to make others carry on in a way they would not have otherwise.
- Need for association (NFA) is the crave for inviting and near interpersonal relationships.

McClelland and ensuing analysts centered most of their consideration on In common, tall achievers perform best when they see their integrity of victory as 0.5---that is, 50---50 chance. They disdain betting with tall chances since they get no accomplishment job satisfaction from victory that comes by unadulterated chance. Essentially, they loathe moo chances (tall likelihood of victory) since at that point there is no challenge to their aptitudes. They like to set objectives that require extending themselves a little.

McClelland's hypothesis has inquire about back over societies, especially (when social measurements counting control remove are considered) based on earlier nacho inquire about, we can anticipate a few relationship between nacho and work performance. To begin with when employees have a tall level of nacho, they tend to show more positive temperaments and be more interested in the

Task at hand. Moment employees tall on nacho tend to perform exceptionally well in tall steady conditions on the work, like work walkthroughs or deals encounters.

### **Self-Determination theory**

Self-determination hypothesis looks for to clarify how being self-determined impacts motivation that individuals feel more persuaded to take activity when they think that what they do will have an impact on the result. Learn more around how this hypothesis works, as well as what you can do

to progress your self-determination aptitudes. Self-determination hypothesis developed out of the work of psychologists.

### **Evaluation theory**

A complementary hypothesis hypothesizing that outward rewards diminish inherent intrigued in a errand. When individuals are paid for work, it feels less like something they need to do and more like something they have to do. Self-determination hypothesis prepare that, in expansion to being driven by a require for independence individuals look for ways to accomplish competence and make positive associations with others of all the three needs, be that as it may the independence require it the most vital for attitudinal and successful results though the competence require shows up to be most imperative for foreseeing performance.

A more later outgrowth of self-determination hypothesis is self-concordance. Which considers how emphatically people's reasons for seeking after objectives are steady with their interface and center values. OB investigate recommends that individuals who seek after work objectives for natural reasons are more fulfilled with their occupations, feel they fit into their organizations superior, and may perform way better. Over societies, if people seek after objectives since of inborn intrigued they are more likely to achieve objectives, are more joyful when they do so, and are upbeat indeed when they are incapable to accomplish them.

### **Goal setting theory**

This hypothesis states that objective setting is basically connected to assignment performance it states that particular and challenging objectives along with suitable input contribute to higher and superior assignment performance objectives demonstrate and donate heading to an employee around what needs to be done and how much endeavors are required to be put in.

- The eagerness to work towards achievement of objective is fundamental source of work motivation- clear specific and troublesome objectives are more significant spurring components than simple common and dubious goals.
- Specific and clear-goals lead to more prominent output and superior performance.
- Realistic and challenging-this gives an person a feeling of pride and triumph when he achieves them, and sets him up for achievement of another goal.
- Employee participation-in is not continuously alluring. Interest of setting objective, in any case,

makes objective more worthy and leads to more involvement.

### **Two -Factors -theory**

Believing an individual's relationship to work is fundamental and that the demeanor toward work can decide victory or disappointment, clinician Frederick Herzberg wondered, "what do individuals need from their occupations? He inquired individuals to depict, in detail circumstances in which they felt outstandingly great or terrible almost their employments. The reaction varied altogether and driven Hertzberg to his two -factors -theory (too called motivation-hygiene hypothesis, but this term is not utilized much today

As appeared in natural variables such as headway, acknowledgment, duty, and accomplishment appear related to work job satisfaction. Reacted who felt great around their work tended to to trait these components to their circumstances, whereas disappointed respondents tended to cite outward variables, such as supervision, pay, company approaches, and work conditions.

Herzberg's two-factor hypothesis is a motivation hypothesis that recommends that job satisfaction and disappointment at work are impacted by two sets of variables: cleanliness variables and motivations. Cleanliness components are fundamental work necessities, such as working conditions and compensation that, if not met, can cause dissatisfaction.

- High cleanliness and tall motivation:-this is the combination that will make employees exceedingly locked in and persuaded towards their work.
- High cleanliness and moo motivation:-this combination will cruel that the employees will still be going to work in the company and accomplish set targets to keep their job.
- Low cleanliness and tall motivation:-this is not the best circumstance for employees to be in. sufficient employees spurred if the least working conditions are not met.
- Low cleanliness and motivation this is the most noticeably awful combination. This can result in tall staff turnover and tall work dissatisfaction.

Regardless of the reactions, Herzberg's hypothesis has been very powerful and has been utilized in numerous considers in Asian nations, such the supervisors can utilize these valuable recommendations to structure their assignments in a way that joins the components that make individuals upbeat. The nonappearance of motivational components does not cause any motivation among employees but the nearness of motivational components nearness guarantees motivation and satisfaction.

## **2.2.1 Empirical Review**

### **2.2.1.1 Review of international articles and journal**

Niroula and Updhaya (2023) investigated the effect of motivation on employees' performance in financial institution like, commercial banks, insurance companies and cooperative institutions is rarely found in Nepal. The main objective of the study is to examine the impact of motivation on employees performance of cooperative institution. The common, investigate on impact of motivation on employees performance in money related educate like 'commercial banks protections companies. This investigate tries to explore the impact of motivation of on employee performance of cooperative in Nepal. Descriptive research methodology used for relationship between variables. Independent variables on this study are salary and allowance, social security, career development and training facility, the dependent variable on this study is employee performance The findings shows that there is a positive and significant impact of career development and training facility on employees' performance. Salary and allowance have insignificant negative impact and social security has significant positive impact on employee's performance.

Salim and Ernanda (2023) analyzed the impact of work discipline, work environment, and work motivation on the performance of employees. The main objective of the research is to examined the impact of work motivation on employees performance. Descriptive research methodology used in this study. Independent variable of this study are work discipline, work environment, and work motivation and dependent variable of this study is performance of employees. The findings shows that advance reports mostly stated work discipline, work environment, and work motivation had a significant impact on employee performance.

Aldhaheri et al. (2023) examined the impact of human resources (HR) practices like salary, training and development, performance appraisal and along with remuneration and employee attitude on employee productivity among the government entities in (UAE). The main objective of the study is to analyze the impact of training and development on employee's performance. Descriptive research methodology used for the data processing. Independent variable of this study are salary, training and development, performance appraisal, remuneration and employee attitudes and dependent variable of this study is employee productivity. The finding shows structural equation

model (SEM) indicates that there is a significant and positive impact of salary, training and development, performance appraisal, remuneration and employee attitude, and innovation on the employee productivity of government entities.

Anakpo et al. (2023) analyzed the impact of work-from-home on employee productivity and performance is not fully known, studies on the subjects are fragmented and in different contexts. The main objective of this study is to provide systematic review on the impact of WFH on employee productivity and performance. A sample of Descriptive and analytical research methodology used in the research. Independent variable of this study is employee work from home and dependent variable of this study is employee productivity. The findings reveal that the impact of the WFH model on employee productivity and performance home setting, with a majority reporting a positive impact and few documenting no difference or a negative impact.

Azizah et al. (2023) examined the target or mission that has been set, one of which is to increase productivity by optimizing the motivation of human resources in the company concerned. The main objective of the study is to see the effect of motivation on the work productivity of employees of PT AsuransiTakaful Unum. the total study sample is 30 respondents. Data collection uses questionnaires, interviews, and literature studies. This studies uses quantitative descriptive analysis and simple linear regression methodology used for the research. Independent variable of this research is motivation and dependent variable of this study is work productivity. The findings of the study stated that partially the variable of motivation had a significant positive effect on the work productivity.

Pasalu et al. (2023) conducted study on effect of job satisfaction and work motivation on employee performance. The main objective of the study is to effect of job satisfaction and work motivation on employee performance through work discipline. This can be seen in terms of quality, there are still numerous employees who do not have the capacity in their field of work. the quantitative approach used for this study. independent variable on this study are job satisfaction and work motivation the dependent variable on this research is employee performance. The major finding of the study is that job satisfaction has a positive and critical impact on work discipline, work motivation has a positive and significant impact on work discipline, job satisfaction has a positive

and critical impact on employee performance, work motivation has a positive and significant impact on employee performance, work discipline has a positive impact on performance employees, job satisfaction has a positive impact on employee performance through work discipline, work motivation has a positive impact on employee performance through work discipline. Great and tall job satisfaction will have an affect on expanding work discipline. Tall and great job satisfaction hat is claimed by each employee will be able to empower employees to carry out their obligations appropriately. Other than that, an employee's work motivation can have a genuine impact in moving forward the work discipline of other employees, so that employee motivation progresses employee performance.

Al-kharabsheh et al. (2022) analyzed the effect of digital HRM practices on employee motivation and hence employee job performance, or in other words, the mediating role of employee motivation between digital HRM practices and employee performance. The main objective of this study is to analyzed HRM practices on training and digital performance. Descriptive research methodology used to analysis for data. The findings show that digital training and significant effects on both employee motivation and job performance. Consequently, it was approved that employee motivation partially mediated the effect of digital HRM practice on job performance.it was concluded that skilled employees who are aware of their performance level are motivated to show higher level of job performance.

Mujiati and Putra (2022) examined Employee productivity of employees to complete a job effectively and efficiently that has been determined by the company to achieve the goals of the company. The main objective of the study is to investigated the employees productivity through motivation. Employee productivity can be influenced by compensation, work environment, and motivation. The analysis techniques used in multiple linear regression research methodology used in this research. The findings shows positive and significant effect on the productivity. this study was conducted to examine the significance of the effect of compensation, work environment, and work motivation on the productivity of Norton bail computer & smartphones employees.

Ismael et al. (2022) analyzed the impact of motivation on employee efficiency of an organization it has far reaching implications in the work place. The main objective of the study is to examined the impact of employee efficiency through motivation. The researcher employed quantitative

research method using a survey to measure the current study. Independent variable of this study is motivation and dependent variable of this study is employee efficiency. Descriptive research methodology used in the study. The findings revealed that organization citizenship behavior has a significant and positive mediation role between motivation factors and productivity at pharmaceutical industries in Kurdistan region of Iraq.

Basahal (2022) this study examined influence on employee productivity through motivation from a Saudi managers point of view. The main objective of this study is to analyze the employee performance through motivation. qualitative research design with thematic analysis is used for this study. Independent variable of this study is motivation and dependent variable of this study is employee productivity. The finding illustrate that the employee's perceived personal gain of being productive the organizational factors make working for accompany attractive and refer to tangible benefits, work flexibility, professional development opportunities, and the physical environment. The study offers insights for Saudi managers and companies on how employee productive can be increased.

Jawabri et al. (2022) this study investigated the employee performance by technology and the outbreak of covid 19 pandemic situation. The main objectives of the study is to analyze technology outbreak on employee performance and job satisfaction. Descriptive research methodology used in this study. about examined the advances and the episode of covid-19 widespread, critical changes have started to take put in trade, causing employments to move from working environment to homes uncertainly. The findings shows that remote working has a positive as well as negative impact on employee motivation, engagement and job satisfaction to sustain in a competitive environment.

Islamiyah (2022) investigated the effect of work motivation on performance of employee at Otsuka Japan. The main objective of this research is to examine the productivity of employees through work motivation. structural equation modeling (SEM), technique used in this research. The major findings of this study is that indicated factors positively affecting the work motivation of the employees include working conditions, income-benefits, career development and workplace relationships. In which, career development puts the significant impact on employee motivation.

Most importantly, the study shows that positive relationship between work motivation and the employees performance of Otuska's.

Sebastin et al. (2022) investigated employee motivation is the zeal, energy level, allegiance, and innovation that an employee brings to the organization on a daily basis. The main objective of the study is to analysis the individuals career and personal goals motivated employees are an asset to an organization, they are directly proportional to an organizations success. Descriptive research methodology was used for the data analysis. This studies highlights the factors affecting among the employees in one of the top industries in the industrial hub of tamilnadu. Key dimensions like job satisfaction, job performance, employee's mind-set, and employee's health and employees engagement practices discussed in detail. The findings reveals that more than half of the respondents were having low levels of employee motivation. Suggestion to improve the same are also discussed in detail.

Zhang et al. (2020) analyze that family motivation specialists an energizing impact on employee performance. The main objective of the study is to examine that family motivation emerging on employee's performance. Encourage propose that employees' family motivation is higher when they involvement higher levels of family money related weight, and that monetary weight is more emphatically related to family motivation for ladies than for men. Descriptive research design is used for this study. The finding shows that family motivation variables emphatically affect on employee performance which can makes a difference to improve employee's productivity Investigate has appeared that family motivation applies an energizing impact on employee performance. Challenging this, contend that family motivation is a double-edged sword with both an energizing and a weakening impact on employee performance, depending on the performance basis in address. Particularly, drawing upon self-determination hypothesis and the "hard work versus keen work" system, hypothesize that family motivation is emphatically related to employee productivity. Comes about give a more nuanced understanding of the ways in which family motivation shapes recognitions of the work and ensuing behaviors and outcomes.

Alam et al. (2020) examined the positivism reasoning for which Maslow's Pecking order of Needs Hypothesis Was utilized for surrounding the theories. The main aim of this study to analyze the relationship between wages and benefits, welfare facilities, employee work motivation on

employee productivity. Quantitative technique was taken after in arrange to conduct the study. Through a survey study, twenty-five things were taken from existing writing to degree the factors. By a orderly likelihood testing method, 500 tests were collected from the target populace. From that point, SPSS and SEM utilizing Smart-PLS were utilized for analyzing and creating the show. Finding the result of the investigation uncovered that all seven speculations were upheld. Down to earth suggestions these discoveries will help the policymakers, the government of Bangladesh, plant proprietors, supervisors and other partners to define unused approaches and hones. Originality value The finding shows that wages and benefits, welfare facilities, employee work motivation has a statically significant relationship on employee productivity.

Ekhsan et al. (2019) conducted motivation job satisfaction and compensation impact on employee employee performance. The main objective of the study is to explore the affect of motivational components on employee performance. the researcher used a double linear regression research design as well as descriptive research for this study. The independent variables in this investigate are motivation, job satisfaction, and compensation. And dependent variable is employee productivity. The findings shows that the contribution of motivation, job satisfaction, and compensation to employee performance has significant effect of concurrent test (F Test) shows that motivation, job satisfaction, and compensation has a critical impact to employee's productivity. The result of fractional test (t test) shows that there are a significant impact between motivation, job satisfaction and compensation for each to employee's productivity.

Sutrisno and Sunarsi (2019) examined the effect of motivation and work discipline on employee productivity. the objective of the study is to determine the effect of motivation and work discipline on employee productivity at PT. Anugerah Agung in Jakarta. The method used was explanatory research methodology. with a sample of 85 respondents. The analysis technique uses statistical analysis with regression testing, correlation, determination and hypothesis testing. The findings of this study have a significant effect on employee productivity and the motivational factors. having a strong relationship with a contributing effect of 56.2% while the remaining 43.8% is influenced by other factors . Hypothesis testing obtained F value > F table or (20.533 > 2.900). Thus the third hypothesis proposed that there is a significant effect between motivation and work discipline on employee productivity is accepted

Mokhniuk and yushchyshyna (2018) examined the factors are included in the performance of an employee: their natural capacities and their characteristics, the essential information and the encounter. The main objective of the investigate is to analyze the motivational components impact the work performance. Descriptive research design used in This study .the major findings of the study is that the employees' fear of being released or of getting a sharp feedback from their predominant are vital variables, that increment productivity of Ukrainian specialists. In addition, the comes about of the study demonstrated that there are three components which impact labor productivity more than any others – having a palatable fundamental compensation, getting rewards and getting verbal or composed acknowledgment. Having get to free stopping or feeling that one's work gives a individual challenge are considered to be less persuasive variables. Be that as it may, there are significant contrasts between the bunches with regard to a few particular variables. The combinations of money related and non-monetary motivations that have the most significant impact on employee performance are recommended for distinctive staff bunches: beat, center and low level managers, and efficiency of supporting staff.

Hanaysha and Majid (2018) analyzed the effect of employee motivation on productivity and organizational commitment in the higher instruction division. The main objective of the study is to analyzed the affect of employees motivation on productivity. descriptive research methodology used for data analysis. Independent variable of this study is motivation and dependent variable of this study is productivity and organizational commitment. The finding shows that employee motivation has a significant positive impact on employee productivity. At last the result prove that organizational commitment has a significant positive effect on employee productivity.

Elqadri and Wardoyo (2015) analyzed the impact of motivation, and discipline on employee productivity. The main objective of the study is to analyze the motivational components impacted the performance. The methods used in this research is quantitative research approach with linear regression analysis technique. Independent variable of this study is motivation, discipline and dependent variable of this study is employee productivity. The major findings shows that motivational impact on work productivity in office situations advertise tona'an' Bangka an area rejected/not demonstrated. Whereas the theory Discipline persuasive work on employee productivity in office situations.

Shahzadi et al. (2014) analyzed the study of employee motivation on employee performance. of the organization issue in organizations since each needs to make best utilize of their budgetary and human resources. The main objective of the study is to ask that what kind of variables impact employee motivation in Pakistan and finding up to which degree motivation influences the employee performance. descriptive and exploratory research used for the study. The shows that significant and positive relationship exists between employee motivation and employee performance. It is too concluded that inherent rewards has a critical positive relationship with employee performance and employee motivation. This study concludes that employee seen preparing viability has a negative relationship with motivation.

Ganta (2014) examined monetary factors motivated the employees performance. The main objective of the study is to investigate motivation levels within the workplace have a direct impact on employee productivity. Descriptive and explanatory research design used in the study. The findings shows that monetary factors significantly impact on employee's performance. Most employees require motivation to feel great approximately their occupations and perform ideally. A few employees are cash propelled whereas others discover acknowledgment and rewards actually spurring. motivation levels inside the work environment have a coordinate affect on employee productivity. Specialists who are persuaded and energized almost their employments carry out their obligations to the best of their capacity and production numbers increment as a result.

Maduka and Okafor (2014) analyzed the management of people work system moves smoothly without it, and no organization achieves its objectives without motivating its human resources. The main objective of the study therefore is to analyzed and come out with the effect and ways of motivating worker in organization, Descriptive research methodology used for the research. The findings suggested that increment in compensation by means of advancement; extra time remittance and occasion with pay ought to be utilized as motivational devices. Productivity of fabricating firm's staff are detailed. Two sets of surveys were utilized in the study. One set was managed on administration staff and the other on junior staff. The study uncovers that pay rates paid to junior staff in the company were exceptionally underneath the stipulations of Nigerian National Joint Industry Committee. It assist appears that the junior staff is seldom advanced and the junior staff favors money related motivating forces than non-financial motivating forces. The

study suggested that increment in compensation through advancement; extra minutes stipend and occasion with pay ought to be utilized as motivational tools.

Ahmad et al. (2012) investigated service industry that sells seats to its passengers therefore employee’s motivation towards their job play a very important role in servicing the customer’s need. The main objective of the study is to find the impact of employee motivation and its compensation work environment, pay and benefits, administration frameworks and organizational vision on client job satisfaction in the aircraft industry of Pakistan. Relationship and relapse investigation is utilized for this examination. Descriptive research methodology used for the study. The findings shows that employee motivation as well as its four components e.g. work environment, pay and benefits, management systems and organizational vision have a significant positive influence on customer’s satisfaction. Those employees who have coordinate interaction with client job satisfaction profoundly impact the client job satisfaction level. It is apparent from comes about that pay and benefits plays key part in persuading employees towards their organizational objective of higher client job satisfaction.

### 2.2.2 Review summary

**Table 1**

*Review Summary*

Author and Year	Topic	Objectives	Research Design	Variable Used	Findings.
Soliman and Altabtai (2023)	Effect of Employee motivation on employee performance at construction companies in Kuwait.	To examine of this study is to identify the motivational factors that affect on employees’ performance in different workplaces working in the Kuwait	Descriptive and questionnaire research design	Independent Employee motivation Dependent Employee performance.	The study found that there is a significant impact between employee motivations to improve productivity of the employee on construction industry.

			construction industry				
Niroula and Upadhaya (2023)	Effect of motivation on employees' performance in cooperative society of lalitpur metropolitan city, Nepal	To examine the impact of employees' performance in cooperative society of lalitpur metropolitan city, Nepal	the of research on design.	Descriptive research design.	Independent salary allowance, social security, career development and training facility.	and that there is a positive and significant effect of career development and training facility on employees' performance.	
Supardi and Yulianah (2023)	Productivity and Sustainability Organization, effected by Leadership, motivation, Competence	To examine of this research is to find out the impact between the variables of leadership motivation and competence, on productivity	the impact of the variables of leadership motivation and on	qualitative research design	Independent Leadership, Motivation, Competency, Dependent Productivity, Sustainability	This study found that there is a significant influence by motivation on productivity with differentiating variables effective service delivery human resources from compensation.	
Shahzad et al. (2023)	Effects of Motivational and behavioral factors on job productivity	To Examine the motivational factors of librarians working in HEC-recognized university libraries in Pakistan.	the of librarians working in HEC-recognized university libraries in Pakistan.	Descriptive and Inferential statistical tests	Independent Motivation, Dependent Job performance.	The findings shows that motivational factors have a significant positive impact on job performance and the	

satisfaction level  
 it also revealed  
 that the  
 motivational  
 factors with job  
 innovation  
 enhance the  
 employee  
 performance.

Arianti et al. (2023) The Effect of Motivation and work environment on employee productivity of PT XYZ. To examine study aims to determine and indirect influence between motivation and work environment on employee productivity The quantitative research method direct and indirect influence between work environment and employee productivity Independent Motivation, Work environment Dependent Employee productivity The study found that there is a significant positive relationship between motivation and employee productivity

Ndudi et al. (2023) The Influence of Intrinsic and Extrinsic Motivation in Employees' Productivity: Empirical Evidence from the Construction Industry To examine of research aims to assess how the dimensions of intrinsic and extrinsic motivations influence employees' productivity of selected construction companies; This and the Research Design Descriptive and Inferential Research Design Independent Intrinsic motivation, Extrinsic motivation Dependent Employees' productivity The study found that intrinsic motivation has a significant positive effect on employee productivity and extrinsic motivation also exerts a significant positive effect on employee productivity.

Iman et al. (2023) The Implications of Occupational Safety and Health, Discipline, and Motivation on Employee Performance and Productivity at PT. Sarana Warna Megah Surabaya

To examine the potential simultaneous, partial, and dominating impacts that work discipline, motivation, and occupational safety and health variables may have on employee performance and productivity at PT.

quantitative research method and

Independent Occupational Safety, Health, Work Discipline, Motivation, dependent Performance Productivity.

The findings indicate that factors such as work discipline, motivation, and occupational safety and health have a partial impact on employee performance and productivity.

Vladenska and Permana (2023) The Influence of OHS (Occupational Health and Safety) and motivation on Employee Performance

To examine the study was to determine the effect of Occupational Health and Safety (OHS) programs on employee performance

Descriptive and inferential statistical tests

Independent Occupational Health and Safety, Motivation, Dependent Employee Productivity

The finding concluded that Occupational Health and Safety and motivation variables have a positive and significant effect on employee productivity.

Al-kharabsheh et al. (2023)	The impact of digital HRM on employee performance through employee motivation.	To examine of this study that investigating the effect of digital HRM practices on employee motivation and employee job performance	Descriptive and questionnaire research method	Independent Digital HRM practice, employee motivation, Dependent Employee performance	The study found that digital training had significant effect on employee motivation on job performance whereas employee motivation also has in significant impact on employee performance.
Sofi'i et al. (2023)	The effect of Motivation and work Environment on Logistic Employees of Indonesian Manufacturing Industry.	To examine the effect of motivation and work environment on employee performance	explanatory and questionnaire design	Independent Work Environment, Compensation, Dependent Employee performance.	This study found that there is the direct impact of motivation work environment compensation on employee performance in manufacturing industry of Indonesia.
Adeola-Steveley (2022)	Impact of motivation on Employees' performance in private sector (Guaranty Trust Bank)	To examine of this study is to establish the relationship between employees' motivation and their performance	descriptive research design	Independent Motivation, Dependent Employee performance.	This study found that the employee motivation has a positive effect on employee performance towards the organization.

towards the organization.

Al-bawaia et al. (2022)	The impact of corporate culture and employee motivation on organization effectiveness in Jordanian banking sector.	To examine of this study aims to investigate the effects of corporate culture and employee motivation on organizational effectiveness in the Jordanian banking sector	descriptive and quantitative research design	Independent Corporate Culture, Employee Motivation. dependent Organization Effectiveness	The study found that there is a significant interaction between employee motivation specially extrinsic and intrinsic motivation and organizational effectiveness.
Putra and Mujiati. (2022)	The effect of compensation, work environment, and work motivation on employee productivity.	To examine the effect of compensation, work environment, and work motivation on the productivity of Norton Bali Computer & Smartphone employees.	Descriptive and quantitative research design	Independent Work Environment, Work Motivation, Compensation, Dependent Employee productivity.	The study found that compensation, work environment and work motivation have a partially positive and significant effect on the productivity of organization.

Islamiyah (2022)	The effect of work motivation on employee performance: at OTUKSA Japan company.	To examine of this study is to evaluate the influence of work motivation on the work results of employees of Otuksa Japan.	Descriptive and quantitative research design.	Independent Work motivation. Dependent employee performance.	the study found that there is a positive relationship between work motivation and employee performance of Otuksa company employees.
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### 2.2.3 Review of articles in Nepalese context

that supervisory help had a significant result on EP. The Nepalese development banks ought to make a space for employee inclusion and independence in decision-making, treat all employees similarly, energize open communication approximately the bank's objectives, rouse employees to accomplish company destinations, recognize employees' aptitudes and information, and help in propelling employees for moved forward work performance.

Ghimire et al. (2023) Conducted study on “ employee performance factors in the Nepalese commercial banks” The study assessed the effect of remuneration, working environment, training, supervisory assistance, and organizational culture on the performance Commercial banks must focus on enhancing the working environment, providing training and supervisory assistance, and, most importantly, developing an organizational culture that affects employee performance. Descriptive research design used for the study. The major finding of the study is that supervisory assistance had a significant result on EP. The NCBs should create a space for employee involvement and autonomy in decision-making, treat all employees equally, encourage open communication about the bank's goals, inspire employees to achieve company objectives, recognize employees' skills and knowledge, and assist in motivating employees for improved job performance.

Bhandari and Kumar (2021) Conducted study on “impact of motivation and their turnover intention in the context of Nepalese development banks, the objective of the study examined the

effect of Job Security, performance recognition, Flexibility of the work, and Leave Provisions on employees' motivation. descriptive and quantitative research design used for the study. independent variable of this study is motivation and dependent variable is turnover intention. The major finding of the research is useful to HR Managers for making their compensation policies. Bank leaders can also use this research to control and direct their human resources. Researchers can use this research as secondary data for further research purpose. Government policy makers can also use the findings of this research to make their policy better.

Upadhyay and Adhikari (2020) Investigated study on "Impact of Motivation on Organizational Citizenship Behaviors in Nepalese Non-Life Insurance Companies" the main objective of the study is examine the impact of motivation on organizational citizenship behavior in Nepalese non-life insurance companies descriptive as well as multiple regression models have been used to analyze the data. Independent variable of this study is motivation and dependent variable of this study is organizational citizenship behavior. The major finding of the study is observed that all independent variables have a positive and significant relationship with organizational citizenship behavior.

Gautam (2019) Conducted Study on "Employee Motivation and Turnover Intention: Evidence from Nepali Banking Industry" the major objective of the study exploring the factors of comprehensive reward system. More specifically, relationship between the components of comprehensive reward system and employee motivation are examined. This study was conducted with descriptive- correlational research design. The major findings of the study is that factors have a significant positive relationship with employee's motivation. Result also revealed the negative significant relationship between employee's motivation and their turnover intention.

Thapa et al. (2016) analyze the study on "Impact of training and motivation on employees' performance in Nepalese commercial banks" The objective of the study examines the impact and importance of training and motivation on employees' performance. Employees' job satisfaction and employees' performance are taken as dependent variables. Workplace environment, trainee characteristics, on the job and off the job training, reward system, empowerment and salary are independent variables. The primary sources of data as well as descriptive quantitative research design used to assess the opinion of respondents with respect to employees' performance from

training and motivation in Nepalese commercial banks. The result shows that there is a positive impact of training and motivation factors (workplace environment, trainee characteristics, on the job and off the job training, reward system) on employees' performance. It indicates that better the workplace environment, higher would be the employees' performance. Similarly, increase in trainee characteristics leads to increase in employees' performance.

### **2.3 Research Gap**

In the keeping money industry, motivation plays a crucial part in employee productivity, moreover employee productivity moreover upgrade the motivation to boost the performance of the banks. To boost the employee productivity banks must spur the employees to pick up in today's competitive advertise. After investigating diverse writing it primarily centers on employees motivation and productivity of diverse divisions these need small scale level examination in improvement bank segment in the setting of the Nepalese keeping money segment most of the past study have been made around work performance and employee productivity examination on improvement banks but no clear consider has been made almost the employee motivation and productivity of improvement bank decided by work job satisfaction, recompense, motivation the existing writing has completely inspected the relationship between employee productivity and motivation of diverse divisions industry and calling a cross the wide extend. (Niroula & Upadhaya, 2023; Supardi et al, 2023; Shahzad et al, 2023; Watson, 2016).

However there is a significant Study understanding the impact of employee productivity on motivation on distinctive divisions. Whereas past investigate has given profitable experiences into motivation on employee performance (Ekhsan et al, 2019). This crevice in the writing emphasizes the imperative of motivation, job satisfaction and stipend on employee productivity and moreover makes a difference to conduct the relationship between motivation, job satisfaction and employee productivity stay unexplored region with the potential suggestions for the creating managing an account sectors.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter includes the overall framework or plan for the collection, analysis and presentation of data required to fulfill the objectives of the study, it also specifies the method and procedures for acquiring the information needed to solve research problems. The main objectives of the study to analyze the impact of motivation on employee productivity of development bank to meet the objectives, the methodology applied in the study is described as below:

#### **3.1 Research Design**

The study has used descriptive and causal research design. Descriptive research is used to gather information about provide detailed characteristics on behavior of a particular population or subject whereas causal research design is used to find the relationship between motivation, job satisfaction, compensation on employee productivity and to examine the impact of motivation, job satisfaction, compensation on employee productivity.

#### **3.2 Population and sample, and sampling design**

The desired data has been collected via non- probability convenience sampling. The targeted mass to carry out this research were the people working at Nepalese development bank.

So, Cochran's equation has been used to calculate the employee sample size.

$$n = z^2 * p * q / e^2$$

Where,

n = sample size

P is the mass ratio with the specified feature.

q is equivalent to the value 1-p

z is a Z value (for example, value is 1.96 for 95% confidence interval)

e = Error margin

It is advised that values of p and q to be set at 50% for unknown population. Using a 95% confidence interval, a z- value of 1.96 and sampling error of 5%, n is calculated as:

$$n = 0.5 * 0.5 * (1.96)^2 / 0.05^2 = 384.16$$

However, the researcher has taken the sample of 400 respondents for the study.

### **3.3 Nature and Source of Data, and instrument of Data Collection**

This study mainly based on primary data. Primary data are collected from especially google sheet with likert questioner of the employees who are working at development banks in context of Nepal. Data collection played a significant role because it allows one to answer research question, test hypothesis and evaluate outcomes. Researcher had ensured that the data collected is in proper and corrected manner because the data is very important for the data ending and coding. The overall data collection procedure of this study included the following stages: Identification (Literature review and expert opinion), preliminary questionnaire preparation, approval of the questionnaire, finalization of the questionnaire and collection of the data through distributing a questionnaire to respondents in the printed format and sending a questionnaire to them in Google forms.

The questionnaire was distributed in a Google forms that are to be filled up by 400 respondents currently working in five development banks in Nepal. The employees are selected using convenience sampling method as per the convenience of the data. The questions in the structured questionnaire include single response questions, multiple response questions and likert scale questions. MS-excel is used to arrange the collected data and SPSS tool is used for the analysis. The evaluation scale is commonly used and allows the intimate to state a certain degree of agreement or discrepancy with each declaration. Each item response scale classifies from “strongly agree” to “strongly disagree” (1 to 5).

### **3.4 Data Collection Procedure**

Data collection played a significant role because it allows one to answer research question, test hypothesis and evaluate outcomes. Researcher had ensured that the data collected is in proper and corrected manner because the data is very important for the data ending and coding. The entire data will be collected from primary source like Google forms questionnaire. MS excel is used to arrange the collected data and SPSS tool is used for the analysis.

### **3.5 Methods of analysis**

The relationship between Motivation, job satisfaction and employee productivity of the employees working in development banking sectors is analyzed with two important tools.

### 3.5.1 Descriptive analysis

#### Mean ( $\bar{x}$ )

The arithmetic mean or average is the sum of total values to the number of observations in the sample. It shows the whole set of data that is situated somewhere between the two extremes. This is the reason why a measure of central tendency is often used to describe an average. It is calculated as:

$$\text{Mean } (\bar{x}) = \frac{\sum fx}{N}$$

Where,

$\bar{x}$  = Arithmetic Mean

$\sum fx$  = sum of all values of the variable 'x'

n = number of observations

x = variables involved

#### Standard deviation

The positive square root of the mean, or the square of the variance taken from the arithmetic mean, is the meaning of the standard deviation. It displays the ranges and scales of deviations from the mean or median. It measures the absolute dispersion. Higher the standard deviation higher is the variability and lower the standard deviation lower is the variability. Dispersion indicates how much the data deviate from the median value. In other words, it helps to analyze the quality of data regarding its variability. It is calculated as:

$$\sigma = \frac{\sqrt{\sum(x-\bar{x})^2}}{n-1}$$

Where,

$\sigma$  = population standard deviation

N = size of the population

$x_i$  = each value from the population

$\bar{x}$  = Arithmetic Mean

### 3.5.2 Correlation analysis

Among the various mathematical techniques for calculating correlation, Karl Pearson's well-known Pearson's coefficient of correlation is frequently applied in real-world scenarios to gauge the strength of the relationship between two variables. When a change in one variable's value is accompanied by a change in the other's value, two variables are said to have correlation. As a result, it is calculated using the following formula using two variables. It is denoted by small 'r'

$$\text{Correlation Coefficient (r)} = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}$$

Where,

r = coefficient of correlation

$\sum XY$  = Sum of product of two series.

$\sum x^2$  = Sum of squared in X series

$\sum y^2$  = Sum of squared in Y series

n = number of employees

The value of this coefficient can never be more than + 1 or less than -1. Thus, + 1 and -1 are the limit of this coefficient. The value of r = + 1 implies the correlation between variables is positive and vice-versa. And zero denoted no correlation.

### 3.5.3 Multiple regressions analysis

By fitting a linear equation to observed data, multiple linear regression aims to predict the relationship between two or more explanatory variables and a response variable. A value of the independent variable x reflects a value in the dependent variable y. The relationship between the employee productivity, which is dependent, and the explanatory variables is examined by regression analysis. The explanatory variables are independent variables such as motivation, job satisfaction, and compensation.

### **Model specification**

The model estimated in this study assumes that the employee productivity depend on motivation, job satisfaction and compensation Therefore, the following model has been employed for the study of relationship and effect of the study variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where,

Independent variable

$X_1$  = motivation,

$X_2$  = job satisfaction

$X_3$  = compensation

Dependent variable

$Y$  = Employee productivity

$\beta_0$  = The intercept (constant)

$\beta_1, \beta_2, \beta_3$ , = the slope which represents the degree with the independent variable refers to the change in variable  $y$  when the variable  $x$  change one unit.

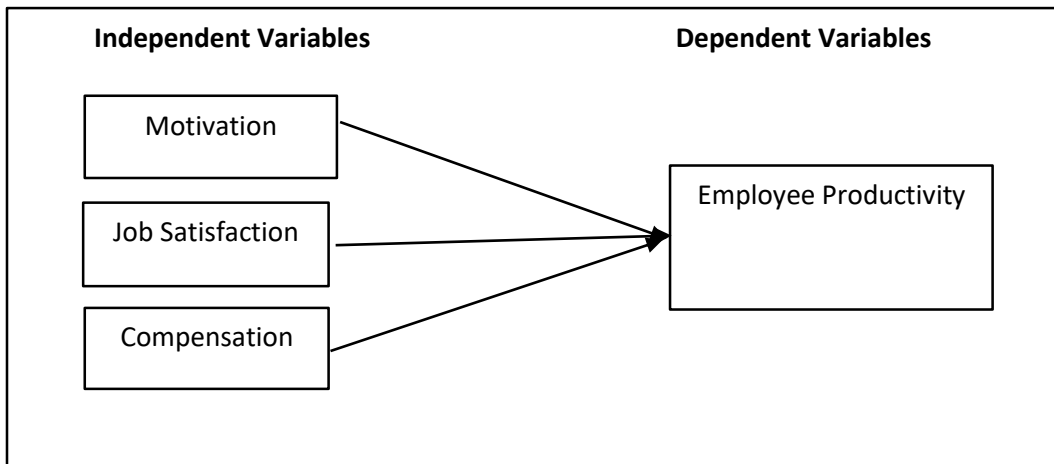
- Frequency mean and standard deviation
- Relationship analysis (correlation and regression)

### 3.6 Research Framework and definition of variable

In this research there are independent, and dependent, variables motivation, job satisfaction and compensation are independent variables and employee's productivity is dependent variables. This research is carried out to find the relationship between the independent and dependent variables. Based on the literature review, a proposed model has been developed as below:

**Figure1**

*Research Framework*



*Source: (Ekhsan et al, 2019).*

#### **Independent Variables**

A variable that influence the dependent variable positively or negatively with the change on its known as independent variable. Independent variable remains unchanged due to the change in other variables but change in independent variables changes to dependent variables. The independent variables for this research are motivation, job satisfaction and compensation (kusrkar et al, 2011).

#### **Motivation**

Motivation comes from the motive word, which means encouragement. Can be interpreted that motivation means a condition that affected someone to do action with a specific purpose according to (Jackson & Mcnamara, 2013). Motivation is a desire for people to cause the person to take action. Based on the notion of understanding above, motivation can be interpreted as action that affected individuals to carry our activities in order to achieve goals. Giving motivation in order to organizational goals.

### **Job Satisfaction**

Job satisfaction is related to the employee's feelings of being pleasant or unpleasant about things about from the job. job satisfaction is a generalization attitudes towards work. A pleasant job to work on can be said that giving satisfaction to the trimmer. On the contrary, a dissatisfaction is obtained if a job is not pleasant to do, it can be interpreted that job satisfaction is the assessment of employees regarding the pleasant values obtained in the work (Judge et al, 2020).

### **Compensation**

Compensation is all income in the from of money, goods directly or indirectly received by employees in return for services provided to the company as something that employees receive for the services they contribute to their work according to (Asriani & Riyanto, 2020). Compensation is all forms of payment given to employees in the form of direct payments (in the form of money) or indirect (in the form of benefits and incentives) (Ahmed, et al. 2014).

### **Dependent variables**

Variable which are affected by the change in independent variable are known as dependent variable. The dependent variable of the primary interest to the researcher. The dependent variable of this research is employee productivity (Flannelly et al, 2014).

### **Employee productivity**

Employee's productivity is often a measure of how efficiently an employees is able to convert their time and effort into quality work. It is a measure of how much an employees is able to get done in a given amount of time. According to Organizations are social entities that are consciously coordinated, with a relatively identifiable boundary, which works on a relatively continuous basis to achieve a common goal or group of goals (Ganta, 2014).

## CHAPTER IV

### RESULTS AND DISCUSSION

In this chapter, we'll discuss about the study's key findings and data analysis. The data from the respondents is analyzed in SPSS using statistical methods like frequencies, percentages, means, standard deviations, correlations, and regression analysis. The results are also tabulated and described in order to make the research more clear. To test the study's hypotheses, data analysis was performed. Data analysis was also carried out in order to meet the research objectives. The hypotheses have been tested in IBM SPSS. Appropriate statistical tools have been used for the analysis of the data collected from the individual employees in individual development bank.

#### 4.1 Demographic information of respondents

**Table 2**

*Demographic Information of Respondents*

Demographic Variables	Frequency	Percentage (%)
Gender		
Male	240	60
Female	160	40
Age		
Below 20 years	30	7.5
Above 20 Years	370	92.5
Background		
Rural	22	5.5
City	378	94.5
Educational Qualification		
Below Bachelor	68	17
Above Bachelor	332	83

Length of Service		
Less than 2 Years	160	40
More than 2 Years	240	60
Yearly Salary		
Less Than 500 thousand	172	43
More than 500 Thousand	228	57

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*Source: Google forms Survey, 2024*

Table 2 Presents the socio-demographic information of 400 employees which also represents the sample of the study, male dominated the survey representing male 60%, female respondents were only 40%, most of the respondents belong to the age category of above 20 years with 92.5%, the respondents of the age group below 20 years comprise the least group with 7.5%, On the basis of Qualification, most of the respondents hold bachelor degrees above 83%, followed by 17%, obtaining less than bachelor's degree. On the basis of length of service of the employees, respondents who served less than 2 years composed 40%, whereas 60%, served more than 2 years, The yearly salary of employees having more than 500 thousand was 57%, while the employees receiving less than 500 thousand were 43%.

#### **4.1.1 Motivation process among employees**

Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals. It involves a chain reaction starting with felt needs, resulting in motives which give rise to tension which census action towards goals.

The respondent's responses to the statement are presented in tabulation.

**Table 3***Motivation among employees*

Statements	n	m	Sd
MOE1: Motivational factor impact the employee Performance	400	3.0	.05
MOE2: Fat salaries is the best tools to motivate employee performance	400	3.92	.267
MOE3: Well-motivated employees have positive Attitude towards work	400	4.92	.259
MOE4: I am satisfied with current salary	400	4.14	.347
MOE5: If I get better paid job I will leave Present job	400	4.04	.201
MOE6: I like the people work with Motivation	400	4.95	.207
MOE7: I have the sense of belonging In my place of work	400	4.99	.099
MOE8: I have better performance with the Current leadership	400	4.14	.352
MOE9: I like the employees who share the Feelings.	400	4.97	.05
MOE10: I am satisfied with the current working style	400	4.78	.411

*Source: Google forms survey, 2024*

Table 3 depicts the motivation factors among employees. the descriptive statistics for the staff motivational factors impact the employees performance and sense of belonging in the place of work with minimum and maximum mean values (M= 3.0, SD =0.05) and (M=4.99, SD = 0.099) show that the performance is on employee have positive attitude. Likewise motivational factors impact the employee performance has the mean (M=3.0,SD=0.05), fat salaries is the best tools to motivate employee performance has the mean (M=3.92,SD=0.267), well-motivated employees

have positive attitude towards the work has mean(M=4.92,SD=0.259), if employee get better paid job employee will leave present job has the mean (M=4.04,SD=0.201), employee's like the people has the motivation has mean (M=4.95,SD=0.207), sense of belonging at the work place has the mean (M=4.99,SD=0.99), better performance with the current leadership has the mean (M=4.14,SD=0.352), employee like the employees who shares the feelings has the mean (M=4.97,SD=0.05), satisfied with the current working style has the mean (M=4.78,SD=0.411), moreover the sense of belonging in workplace has an attraction from employee to boost the organization productivity. The results that the employees mostly comply with positively environment in organization as a mode for employee's productivity. Beside positively environment the positively among the employees through various sources are given more weightage. Similarly salary and other monetary facilities do company with employee productivity (Aarabi et al, 2013). Mentioned it is very important for the organizations to evaluate the factors like job security, and positive friendly working environment in employee productivity.

#### 4.1.2 Job satisfaction among employees

**Table 4**

*Job satisfaction among employees*

Statement	n	m	Sd
JSE1: Job Satisfaction helps employee	400	3.05	.223
JSE2: Career growth helps to job satisfaction	400	3.92	.267
JSE3: Leadership and job satisfaction helps Employee productivity	400	4.92	.259
JSE4: Work life balance helps employee Productivity	400	4.14	.346
JSE5: A reasonable workload helps employee Productivity	400	4.04	.201
JSE6: Leadership career growth helps employees Performance	400	4.95	.207
JSE7: Job satisfaction helps to leadership	400	4.99	.070
JSE8: Job satisfaction has to do with my	400	4.14	.352

Performance of job			
JSE9: A fair and job satisfaction helps employee	400	4.97	.049
Motivation			
JSE10: A sense of autonomy helps employee	400	4.61	.486
Performance			

*Source: Google forms survey, 2024*

Table 4 depicts that the employees prefer wage and salary increment through performance among the peers for motivational purposes. However they were least interested in leadership activity with managers and seniors mentoring in organization the descriptive statistics with minimum and maximum mean value (M = 3.05, SD = 0.223) and (M = 4.99, SD = 0.070), likewise job satisfaction helps employee productivity has the mean (M=3.05,SD=0.223), career growth helps to job satisfaction has the mean (M=3.92,SD=0.267), leadership and job satisfaction helps to the employee productivity has the mean (m=4.92,SD=2.59), a reasonable workload helps employee productivity has the mean (M=4.04,SD=0.201), leadership career growth helps employee performance has the mean (M=4.95,SD=0.207), job satisfaction helps to leadership has the mean (M=4.99,Sd=0.070), job satisfaction has to do with my performance of job has the mean (M=4.14,SD=0.352), a fair job satisfaction helps employee motivation has the mean(M=4.97,SD=0.049), a sense of autonomy helps employee performance has the mean (M=4.61,SD=0.486) which shows the high degree of positive relation between job satisfaction on employee productivity.

### 4.1.3 Compensation among employees

**Table 5**

*Compensation among employees*

Statement	n	m	Sd
CME1: The wage and salary increases	400	3.16	.367
Employee productivity			
CME2: The salary and wages compensate	400	3.92	.267
The employee's willingness			
CME3: The wage and salary compensation	400	4.92	.259

Encourage employee in workplace.			
CME4: The wage and salary increase	400	4.14	.347
Performance in workplace			
CME5: The insurance factors increase	400	4.04	.201
Performance of employees			
CME6: Employees skills and education	400	4.95	.207
Play vital role in performance			
CME7: Stock options and equity plays	400	4.99	.070
Significant role in performance			
CME8: Merit payment scheme boost the	400	4.14	.352
Performance of employees			
CME9: Team based pay plan encourage	400	4.97	.05
Employee's performance			
CME10: Job promotion helps employees	400	4.61	.487
To overcome the performance			

*Source: Google forms survey, 2024*

Table 5 depicts compensation among employees. The descriptive statistics with minimum and maximum mean values ( $M = 3.16$ ,  $SD = 0.367$  and  $M = 4.99$ ,  $SD = 0.070$ ). It shows that the development bank employees wants the various compensation package like Team based plan health insurance, stock options and other various monetary and non-monetary compensation to enhance the productivity. the wage and salary increase employee productivity has the mean ( $M=3.16,SD=0.367$ ), the salary and wages compensate the employee's willingness has the mean ( $M=3.92,SD=0.267$ ), the wages and salary compensation encourage employee in workplace has the mean( $M=4.92,SD=0.259$ ), which shows the high degree of positive relation between compensation on employee productivity. the wages and salary increase performance in workplace has the mean ( $M=4.14,SD=0.347$ ), the insurance factors increase performance of employees has the mean ( $M=4.04,SD=0.201$ ), which shows high degree of positive impact between compensation on employee productivity. employees skills and education play vital role in performance has the mean ( $M=4.95,SD=0.207$ ), it means employee skills and education really makes better environment in working place stock options and equity plays significant role in performance has

the mean (M=4.99,SD=0.070), merit payment scheme boost the performance of employees has the mean (M=4.14,SD=0.352), team based pay plan encourage the employee performance has the mean (M=4.97,SD=0.05), job promotion helps employees to overcome the performance has the mean (M=4.61,SD=0.487).

#### 4.1.4 Employees productivity among employees

**Table 6**

*Employee productivity among employees*

Statement	n	m	Sd
EPE1: My salary is based on my Performance	400	3.99	.07
EPE2: I will perform well if I promoted	400	3.92	.267
EPE3: Satisfaction has to do with my Performance of my job	400	4.92	.259
EPE4: Communications is much important in employee productivity	400	4.14	.346
EPE5: I am clear about what I need To do and how my job Performance is evaluated	400	4.04	.201
EPE6: Training and development is Important if workers must Perform well	400	4.95	.207
EPE7: The location of my Job is convenient	400	4.99	.070
EPE8: I make sure I complete any Task assigned to me	400	4.14	.352
EPE9: I engage in tasks that are Not assigned to me	400	4.97	.049

EPE10: I do not need to be told to Do things needed to be done	400	4.99	.070
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*Source: Google form survey 2024,*

Table 6 depicts the employee productivity among employees the descriptive statistics with minimum and maximum value (M = 3.92, SD = 0.267) and (M= 4.99, SD = 0.070), show a high level on command of manager for task assigned given to individual employee boost the performance of employees and minimum is on location of the job in term of convenient. Employee salary is based on his performance has the mean (M=3.99,SD=0.07), employee will perform well if their promoted has the mean (M=3.92,SD=0.2677), satisfaction has to do with employee performance of his job has the mean (M=4.92,SD=0.259), communication is much important in employee productivity has the mean (M=4.14,SD=0.346), employee clear about what I need to do and how my job performance is evaluated has the mean (M=4.04,SD=0.201), training and development is important if employees must perform well has the mean (M=4.95,SD=0.207) the location of my job is convenient has the mean (M=4.99,SD=0.070), I make sure I complete any task assigned to me has the mean (M=4.14, SD=0.352), I engage in tasks to that are not assigned to me has the mean (M=4.97,SD=0.049), I do not need to be told to do things needed to be done has the mean (M=4.99,SD=0.070).

#### **4.1.5 Correlation Coefficient of Different Variables**

This section has been presented to fulfill the last objective of the research and the hypothesis of the research the of the main purpose of the study is to identify whether or not motivation has an impact on employee productivity the objective has fulfilled with the help of correlation and regression analysis. However regression analysis is the main statistical tool that will show the impact of those variables.

**Table 7***Correlation analysis*

	<i>EP</i>	<i>MO</i>	<i>JS</i>	<i>CM</i>
<i>EP</i>	1			
<i>MO</i>	0.842**	1		
<i>JS</i>	0.804**	0.694*	1	
<i>CM</i>	0.781**	0.678*	0.943*	1

\*Significant at 0.01 level of significance /\*\*Significant at 0.05 level of significance

Table 7 presents the correlation analysis of employee productivity (EP), Motivation (MO), Job satisfaction (JS), and Compensation (CM) the correlation coefficient between motivation (MO) and employee productivity (EP) is 0.842, which shows high degree of positive correlation between the variable, further the relationship is significant. The correlation coefficient between Job satisfaction (JS) and employee productivity (EP) is 0.804, which shows the high degree of positive correlation between the variable further the relationship is significant. The correlation coefficient between job satisfaction (JS) and motivation (MO) is 0.694, which shows high degree of positive correlation between the variable, further the relationship is significant. The correlation coefficient between compensation (CM) and employee productivity (EP) is 0.781, which, shows high degree of positive correlation between the variable, further the relationship is significant. The correlation coefficient between compensation (CM) and motivation (MO) is 0.678, which shows high degree of positive correlation between the variable, further the relationship is significant. The correlation coefficient between compensation (CM) and job satisfaction (JS) is 0.943, which shows high degree of positive correlation between the variable, further the relationship is significant.

**4.1.6 Regression analysis**

Multiple linear regression aims to predict the relationship between two or more explanatory variables and a response variable. The value of the independent variable x reflects a value in the dependent variable y. The relationship between the employee productivity, which is dependent, and the explanatory variables is examined by regression analysis. The explanatory variables are independent variables such as motivation, job satisfaction and compensation.

### Multiple regression model

The model estimated in this study assumes that the employee productivity depend on motivation, job satisfaction and compensation specific variables. Therefore, the model has been employed for the study of relationship and effect of the study variables.

$$\text{Model: } = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + E_i$$

Where,

Y= employee productivity

X1= motivation

X2= job satisfaction

X3 = compensation

$\beta_0$  = The intercept (constant)

$\beta_1, \beta_2, \beta_3,$  = The slope which represents the degree with which employee productivity changes as the independent variable changes by one unit variable.

e = error component

Tables below showed the findings of regression analysis between independent and dependent variables.

#### 4.1.7 Model summary

**Table 8**

*Model Summary*

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.896	0.804	0.802	0.032

Predictors: (Constant), motivation, job satisfaction, and compensation

Table 8 showed the model summary of the factors influencing motivation on employee productivity in Nepalese development banks.  $R^2$  is also called coefficient of determination. R-square is always between 0% to 100% and higher the percentage better the model fits the data. Here in table 8 the value of  $R^2$  is 0.804, which means 80.4% variation in dependent variable i.e., employee productivity explained by independent variables like motivation, job satisfaction, and

compensation Similarly, after adjusting degree of freedom 80.2%, employee productivity is predicted by independent variables like motivation , job satisfaction, and compensation Moreover, model summary also indicated the standard error of estimate of 0.032, which shows the variability of the observed value of motivation on employee productivity from the regression line is 0.032 units.

#### 4.1.8 Regression ANOVA

**Table 9**

*Regression ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.726	3	0.575	541.85	0.000
Residual	0.420	396	0.001		
Total	2.147	399			

a. Dependent Variable: employee productivity Variation ( $\sigma^2$ ) = 80.4%

b. Predictors: (Constant), motivation, job satisfaction, compensation

Table 9 Gives the descriptive of ANOVA table. The result of table show that p-value is less than  $0.000 < 5\%$ . so the model is significant at 5% level of significance. So multiple linear models can be used to analyze the data. It is the most fitted model for the analysis of this study.

#### 4.1.9 Regression coefficient

**Table 10**

*Regression Coefficient*

<i>Variables</i>	<i>Unstandardized</i>				
	<i>Beta</i>	<i>S.E</i>	<i>VIF</i>	<i>t</i>	<i>Sig.</i>
(Constant)	0.920	0.089		10.245	0.0052
MO	0.490	0.027	3.42	17.560	0.0182
JS	0.276	0.052	2.82	5.215	0.0296
CM	0.052	0.050	2.55	1.034	0.0031

*Source: Appendix III (by using spss)*

Dependent variable: Employee productivity

The dependent variable: Employee Productivity (EP) with their independent variable: Motivation (MO) Job Satisfaction (JS) and Compensation (CM) of five development bank of the employees.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.920 + 0.490\beta_1 + 0.276\beta_2 + 0.052\beta_3$$

Where Independent variable,

X1 = motivation,

X2= job satisfaction

X3= compensation

Dependent variable

Y = Employee productivity

$\beta_0$  = The intercept (constant)

$\beta_1, \beta_2, \beta_3$ , = the slope which represents the degree with which motivation, job satisfaction, and compensation as the independent variable change by one unit variable.

R<sup>2</sup> = 0.804, F = 0.000

The Table 10 shows that the Regression Analysis on Dependent Variable Employee Productivity (EP) with three independent variables Motivation (MO), Job Satisfaction (JS) and Compensation (CM) of development banking sectors employees. is observed that R<sup>2</sup> is 0.804 indicating that 80.4 percent variation in the level of Employee Productivity (EP) is explained by independent variable in this model.

The results of regression interpret the coefficient value of 0.490 which show that positive impact of Motivation (MO) on Employee Productivity (EP). One percent change or increase in Motivation (MO) (independent variable) can result into 49.0% increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Motivation (MO) on Employee Productivity is 0.0182 (P < 0.05) which show that there is statically positive significant impact of

Motivation (MO) on Employee Productivity (EP). The t value for hypothesis is 17.560 indicate that Motivation (MO) is major predictor of Employee Productivity (EP).

The results of regression interpret the coefficient value of 0.276 which show that positive impact of Job Satisfaction (JS) on Employee Productivity (EP). One percent change or increase in Job Satisfaction (JS) (independent variable) can result into 27.60% increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Job Satisfaction (JS) on Employee Productivity is 0.0296 ( $P < 0.05$ ) which show that there is statically positive significant impact of Job Satisfaction (JS) on Employee Productivity (EP). The t value for hypothesis is 5.215 indicate that Job satisfaction (JS) is major predictor of Employee Productivity (EP).

The results of regression interpret the coefficient value of 0.052 which show that positive impact of Compensation (CM) on Employee Productivity (EP). One percent change or increase in Compensation (CM) (independent variable) can result into 5.2 % increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Compensation (CM) on Employee Productivity is 0.0031 ( $P < 0.05$ ) which show that there is statically positive significant impact of Compensation (CM) on Employee Productivity (EP). The t value for hypothesis is 1.034 indicate that Compensation (CM) is major predictor of Employee Productivity (EP). The VIF is less than 5 there is no multicollinearity. The VIF found to be consistency smaller than 5 indicating the absence of multicollinearity this shows the appropriateness and fitness of the explanatory variables as used in the model. The p value of Motivation (MO) on Employee Productivity (EP) is  $0.0182 < 0.05$  which shows that alternative hypothesis (H1) is accepted. The p-value of Job Satisfaction (JS) on Employee Productivity (EP) is 0.0296 ( $p < 0.05$ ) which shows that alternative hypothesis (H2) accepted. The p- value of Compensation (CM) on Employees Productivity (EP) is  $0.0031 < 0.05$  which shows that alternative hypothesis (H3) is accepted.

#### 4.1.10 Results of hypothesis

**Table 11**

*Results of hypothesis*

Alternative hypothesis	p-value	Result
H1: Motivation (MO) has significant impact on employee productivity (EP)	0.0182	Accepted
H2 : Job satisfaction (JS) has significant Impact on employee productivity (EP)	0.0296	Accepted
H3 : Compensation (CM) has significant Impact on employee productivity (EP)	0.0031	Accepted

The table 11 shows the result of hypothesis testing with respect to the p-value calculated through the regression analysis using this model. The null hypothesis is rejected and alternative hypothesis is accepted as p- value is less than 0.05 and states that there exists significant relationship between variables independent variables Motivation (MO), Job Satisfaction (JS), and Compensation (CM) on dependent variables Employee Productivity (EP), which shows that alternative hypothesis is accepted. The p values of Motivation (MO) on Employee Productivity (EP) is  $0.0182 < 0.05$ , which shows that alternative hypothesis (H1) is accepted. The p-value of Job Satisfaction (JS) on Employee Productivity (EP) is  $0.0296 < 0.05$ , which shows that alternative hypothesis (H2) is accepted. The p- value of Compensation (CM) on Employees Productivity (EP) is  $0.0031 < 0.05$ , which shows that alternative hypothesis (H3) is accepted. Therefore there is a significant relationship between motivation, job satisfaction and compensation on employee productivity.

#### 4.2 Discussion

The results that the researcher obtained in the research in analysis of determination of motivation, job satisfaction, compensation on employee productivity. The study are depicted depicts the motivation factors among employees. The descriptive statistics with minimum and maximum mean values (M= 3.0, SD =0.05) and (M=4.99, SD = 0.099), show that the performance is on

employee have positive attitude who has the sense of belonging at the work place and employee performance in the organization. Likewise the employees who shares the feelings also has the mean ( $M = 4.97$ ,  $SD = 0.05$ ), moreover the sense of belonging in workplace has an attraction from employee to boost the organization productivity. The results that the employees mostly comply with positively environment in organization as a mode for employee's productivity. Beside positively environment the positively among the employees through various sources are given more weightage. Similarly salary and other monetary facilities do company with employee productivity (Aarabi et al, 2013). Mentioned it is very important for the organizations to evaluate the factors like job security, and positive friendly working environment in employee productivity.

The employees prefer wage and salary increment through performance among the peers for motivational purposes. However they were least interested in leadership activity with managers and seniors mentoring in organization the descriptive statistics with minimum and maximum mean value ( $M = 3.05$ ,  $SD = 0.223$ ) and ( $M = 4.99$ ,  $SD = 0.070$ ), The descriptive statistics with minimum and maximum mean values ( $M = 3.16$ ,  $SD = 0.367$  and ( $M = 4.99$ ,  $SD = 0.070$ ). It shows that the Nepalese development bank employees wants the various compensation package like Team based plan health insurance, stock options and other various monetary and non-monetary compensation to enhance the productivity The descriptive statistics with minimum and maximum value ( $M = 3.92$ ,  $SD = 0.267$ ) and ( $M = 4.99$ ,  $SD = 0.070$ ) show a high level on command of manager for task assigned given to individual employee boost the performance of employees and minimum is on location of the job interm of convenient on their work.

The correlation analysis of employee productivity (EP), Motivation (MO), job satisfaction (JS), and compensation (CM) the correlation coefficient between Motivation (MO) and Employee Productivity (EP) is 0.842, which shows high degree of positive correlation between the variable, further the relationship is statistically significant at 5% level of significance. The correlation coefficient between Job Satisfaction (JS) and Employee Productivity (EP) is 0.804, which shows the high degree of positive correlation between the variable further the relationship is statistically significant at 5 % level of significance. The correlation coefficient between compensation (CM) and employee productivity (EP) is 0.781, which shows high degree of positive correlation between the variable, further the relationship is statistically significant at 5 % level of significance.

The results of regression interpret the coefficient value of 0.490 which show that positive impact of Motivation (MO) on Employee Productivity (EP). One percent change or increase in Motivation (MO) (independent variable) can result into 49.0% increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Motivation (MO) on Employee Productivity is 0.0182 ( $P < 0.05$ ) which show that there is statically positive significant impact of Motivation (MO) on Employee Productivity (EP). The t value for hypothesis is 17.560 indicate that Motivation (MO) is major predictor of Employee Productivity (EP).

The results of regression interpret the coefficient value of 0.276 which show that positive impact of Job Satisfaction (JS) on Employee Productivity (EP). One percent change or increase in Job Satisfaction (JS) (independent variable) can result into 27.60% increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Job Satisfaction (JS) on Employee Productivity is 0.0296 ( $P < 0.05$ ) which show that there is statically positive significant impact of Job Satisfaction (JS) on Employee Productivity (EP). The t value for hypothesis is 5.215 indicate that Job satisfaction (JS) is major predictor of Employee Productivity (EP).

The results of regression interpret the coefficient value of 0.052 which show that positive impact of Compensation (CM) on Employee Productivity (EP). One percent change or increase in Compensation (CM) (independent variable) can result into 5.2 % increase in dependent variable Employee Productivity (EP) at 5% level of significance. The p value of Compensation (CM) on Employee Productivity is 0.0031 ( $P < 0.05$ ) which show that there is statically positive significant impact of Compensation (CM) on Employee Productivity (EP). The t value for hypothesis is 1.034 indicate that Compensation (CM) is major predictor of Employee Productivity (EP).

The motivation has the positive and significant impact on employee productivity it shows that motivation affects the productivity with the various influences on productivity through motivation of different development bank in Nepal. The study reported the positive signs of motivation on employee productivity it shows that bank is using the motivating scheme quiet properly among employee. Based on the result of the finding s is consistency with the motivation has the positive and significant impact on career development and training facilities on employees moreover that boost the employees productivity (Niroula & Updhaya, 2023). in their work try to link the impact

of motivation on employee performance and productivity in different financial institutions of Nepal. While this finding is supported by (Ganta, 2014; Pirzada et al, 2014).

Job satisfaction has also a significant and positive impact on employee productivity. Employee productivity is the ability of employees to complete a job effectively and efficiently that has been determined by the company to achieve the goals of the company. Employee productivity can be influenced by compensation, work environment, and motivation (Putra & Mujiati, 2022). in their work try to link the impact of motivation compensation and working environment on employee performance. Job satisfaction works as the means toward attaining productivity an end. Another point motivation and job satisfaction is the best cause to enhance the productivity as a favorable effect. And employee performance is the key to success of any organization (Hemakumara, 2020). this finding is supported by (Fahlevi et al, 2019; Mokhniuk & Yushchyna, 2018; Sutrisno & Sunarsi; 2019).

Compensation has also a positive and significant impact on employee productivity. Increment in compensation plan always fosters the best working environment as well as it boost the productivity of the organization Various organization uses the compensation scheme to motivate the employees as well as to enhance the productivity. Compensation scheme should be reliable as well as it should consider the employees feelings which show the performance of the employees (Sebastin et al, 2022). This finding is consistency with the finding of (Jawabri et al, 2022; Ismael et al, 2022).

## CHAPTER V

### SUMMARY AND CONCLUSION

In the previous chapter data analysis, hypothesis testing and regression analysis was done according to the objectives of the study. This chapter presents summary, conclusion and implications that could be drawn from the study. It is divided into three sections. In first section, the general overview of the findings is presented, the second section draws the conclusion of the study and the last section consist implications of the study. The conclusion is based on the research objectives of this study, using data collection through questionnaire to research the motivation, job satisfaction and compensation on employee productivity.

#### 5.1 Summary

This research was carried out with the topics of the research is impact of motivation on employee productivity in Nepalese development banks objectives of the study is to assess the situation of age gender motivation, job satisfaction, compensation and employee productivity in Nepalese development banks, to examine the relationship between motivation, job satisfaction, compensation and employee productivity in Nepalese development banks, to analyze the impact of motivation, job satisfaction, and compensation on employee productivity in Nepalese development banks. This research also has lots of limitations. Overall study of research was conducted under following limitations: the number of sample size is 400 employees from five development banks, primary data is set for the study from employees of five development banks outcomes cannot be generalized to all development banks the duration of study is limited Descriptive and causal research design used for the study. 400 sample size of Nepalese development bank employees has used for this study. The results that the researcher obtained in the research in analysis of determination of motivation, job satisfaction, compensation on employee productivity.

The Descriptive analysis shows that mean of Motivation (MO) is 4.390 whereas Job Satisfaction (JS) mean is 4.379 Compensation mean (CM) mean is 4.39 and again the mean of the dependent variable Employee Productivity (EP) is 4.511. Here in descriptive analysis all the variables mean value shows that Motivational factors play vital role to boost the employee productivity

The correlation coefficient between Motivation (MO) and Employee Productivity (EP) is 0.842, which shows high degree of positive correlation between the variable, further the relationship is significant at 5% level of significance. The correlation coefficient between Job Satisfaction (JS) and Employee Productivity (EP) is 0.804, which shows the high degree of positive correlation between the variable further the relationship is significant at 5 % level of significance. The correlation coefficient between compensation (CM) and employee productivity (EP) is 0.781, which shows high degree of positive correlation between the variable, further the relationship is significant at 5 % level of significance.

The results of regression interpret the coefficient value of 0.490 which show that positive impact of Motivation (MO) on Employee Productivity (EP) but a significant impact on Employee Productivity (EP) and Motivation (MO) at 5 % level of significance. The result of regression interpret the coefficient value of 0.276 which show that positive impact of Job Satisfaction (JS) on Employee Productivity (EP) but a significant impact on Employee Productivity (EP) and Job satisfaction at 5% level of significance. The result of regression interpret the coefficient value of 0.052 which show that positive impact of Compensation (CM) on Employee Productivity (EP) but a significant impact on Employee Productivity (EP) and Compensation (CM) at 5 % level of significance.

## **5.2 Conclusion**

The objective of this research is to study the impact of motivation on employee productivity in Nepalese development bank. In order to achieve the goal of the research, the researcher went through various journals, articles and different books. During the literature review various variables i.e., dependent or independent were also generated through literature review which were then used to form the conceptual frame work of the study. One of the most important objectives of this research was to explore various factors that affect employee productivity in terms of different variable like motivation, job satisfaction and compensation.

Different independent variables such as motivation, job satisfaction, compensation and dependent variables employee productivity were taken to find out whether the selected factors affects the employee performance of the bank in terms of motivational factors of 400 employees of development banks. This research suggested that excess emphasis on motivation led materialistic

environment in organization may led to decrease the performance in long run hence organization should strive to capitalize on materialistic behavior by adopting means of increasing both extrinsic and intrinsic motivation moderately not highly among the employees.

As previously mentioned Descriptive analysis methods were used to achieve the research goal it also observed the employee productivity of development banks employees is Motivation has a significantly positive impact over employee performance. It means that positive motivation helps the employee to boost the performance of the organization as well as it helps to enhance the organizational productivity which ultimately enhance their performance. Organization should bring always motivational scheme to boost the employee productivity. The study shows that development banks employees are not happy with their salary and bonus with the increasement in salary and other monetary facilities the employee performance improve and boost and organization performance.

Likewise, Job Satisfaction also plays the vital role to boost the employee productivity. It means that development bank employees want the autonomy towards their work without any barriers. Strong leadership always plays the vital role for the enhance of the employee production. The study shows that development bank employee need more automous towards their work and strong leadership who can understand the feelings of employees and employee participation for upgrading the performance plays the vital role to lift the job satisfaction which can positively impact upon employee productivity and reduce employee turnover and balance the system of the organization.

### **5.3 Implications**

Following are the implications based on results of the study

Development Banks should focus on scientific and modern motivational factors by not applying the traditional factors. Modern motivational factors can bring perfectness toward the organizational change and reduce turn over problem and also helps to reduce cross counter working behavior in the organizational and helps to boost employee productivity. Hence development banking sectors should also focus on employee's refreshment program and other psychological motivational factors like employee activation, employee persistence and intensity activation which helps to reduce psychological problems and helps to uplift organizational effectiveness and employee performance.

The study is also recommended for further study: As the present study identify limited variables and demographic use not taken into consideration in this study instead it focused how the variable related to another therefore to determine whether these demographic is impact on the relationship between motivation job satisfaction and compensation on employee productivity in Nepalese development banking sector. A study can be carried out using different demographic factors like adjusting age, gender, education and work experience future study should also replicate and evaluate the different variables of motivation and employee productivity in broader scale by taking different variables which can impact on organizational performance of both commercial and development banks.

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## APPENDIX

### Questionnaire

Dear Respondent, I Hom Bahadur Sutar Karki I am conducting a study on “Impact of motivation on employee productivity in Nepalese development bank ltd”. for my Graduate Research Project. It would be a great help if you can spare few minutes of your time to respond to the questions in this regard. The information will be kept confidential and will be used only for academic purpose. For any feedback and suggestion, feel free to mail me at, karkihb1995@gmail.com

Thankyou!

### **SECTION A**

NAME-----

GENDER-----

ADDRESS-----

PHONE NO. -----

1.How old are you ?

a)  less than 20 years

b)  above 20 years

2. what is your educational qualification ?

a)  below Bachelor

b)  above bachelor

3. what geographic area do you work in ?

a)  rural

b)  city

4. how is your length of service ?

a)  less than 2 years

b)  more than 2 years

5. how is your yearly salary ?

a)  less than 500 thousand

b)  more than 500 thousand

## **SECTION B**

Please read each question carefully and select your level of agreement for the following statement. And tick (√) mark the appropriate number from 1 to 5. Each testimonial is measured by 5- point Likert scale:

Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (DA)-2, Strongly Disagree (SDA)-1

Variable	Statements	SA	A	N	DA	SDA
Motivation						
MO 1	Motivational factor impact the employee Performance					
MO 2	Fat salaries is the best tools to motivate Employee performance					
MO 3	Well motivated employees have positive Attitude towards work					
MO 4	I am satisfied with current salary					
MO 5	If I get better paid job I will leave Present job					
MO 6	I like the people work with Motivation					
MO 7	I have the sense of belonging In my place of work					
MO 8	I have better performance with the current leadership					
MO 9	I like the employees who shares the feelings					
MO 10	I am satisfied with the current working style					
Job Satisfaction						
JS 1	Job satisfaction helps employee productivity					
JS 2	Career growth helps to job satisfaction					
JS 3	Leadership and job satisfaction helps Employee productivity					
JS 4	Work life balance helps employee productivity					
JS 5	A reasonable workload helps employee Productivity					
JS 6	Leadership career growth helps employees Performance					

JS 7	Job satisfaction helps to leadership					
JS 8	Job satisfaction has to do with my Performance of job					
JS 9	A fair and job satisfaction helps employee Motivation					
JS 10	A sense of autonomy helps employee performance					
Compensation						
CM 1	The wage and salary increases Employee productivity					
CM 2	The salary and wages compensate The employee's willingness					
CM 3	The wage and salary compensation Encourage employee in workplace					
CM 4	The wage and salary increase performance in workplace					
CM 5	The insurance factors increase performance of employees					
CM 6	Employees skills and education play vital role in performance					
CM 7	Stock options and equity plays significant role in performance					
CM 8	Merit payment scheme boost the performance of employees					
CM 9	Team based pay plan encourage employees performance					
CM 10	Job promotion helps employees to overcome the performance					
Employee performance						
EP 1	My salary is based on my performance					
EP 2	I will perform well if I promoted					

EP 3	Satisfaction has to do with performance of my job					
EP 4	Communications is much important in employee productivity					
EP 5	I am clear about what I need To do and how my job Performance Is evaluated					
EP 6	Training and development is Important if workers must Perform well					
EP 7	The location of my Job is convenient					
EP 8	I make sure I complete any Task assigned to me					
EP 9	I engage in tasks that are Not assigned to me					
EP 10	I do not need to be told to do things needed to be done					

Where,

MO = Motivation

JS = Job Satisfaction

CM = Compensation

EP = Employee Productivity

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