

Employee Reimbursement Recognition and Its Impact on Employee Motivation

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfillment 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 **“Employee Reimbursement Recognition and Its Impact on Employee Motivation”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I 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

Mr. Bibek K.C. has defended research proposal entitled “**Employee Reimbursement Recognition and Its Impact on Employee Motivation**”, successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Dr. Pitri Raj Adhikari and submit the thesis for evaluation and viva voce examination.

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APPROVAL SHEET

We, the undersigned, have examined the thesis entitled “**Employee Reimbursement Recognition and Its Impact on Employee Motivation**” presented by Bibek K.C. a candidate for the degree of master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

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This study entitled “**Employee Reimbursement Recognition and Its Impact on Employee Motivation**” has been prepared in partial fulfillment for the Degree of Master of Business Studies (MBS) under the Faculty of Management, Tribhuvan University is based on research models involving the motivation factors and employee performance of commercial banks in Nepal.

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ABBREVIATIONS

A	:	Agree
AD	:	Anno Domini
ANOVA	:	Analysis of Variance
C.V	:	Coefficient of Variation
D	:	Disagree
EBL	:	Everest Bank Limited
EM	:	Employees Motivation
EP	:	Employees Performance
Etc.	:	Et cetera
Fig.	:	Figure
H ₀	:	Null Hypothesis
HBL	:	Himalayan Bank Limited
IT	:	Information Technology
Ltd.	:	Limited
Max.	:	Maximum
Min.	:	Minimum
MSQ	:	Minnesota Satisfaction Questionnaire
N	:	Neutral
NBL	:	Nepal Bank Limited
No.	:	Total number of observations
PA	:	Performance Appraisal
Reg.	:	Registration
SA	:	Strongly Agree
SD	:	Strongly Disagree
SPSS	:	Statistical Package for Social Science
Std. Dev.	:	Standard Deviation

ABSTRACT

A key instrument for assessing organizational standing and worker performance is effective motivation. It serves as an internal motivator that pushes workers toward accomplishing their goals and those of the company. This study uses a positivist epistemology to investigate how employee motivation affects performance. With a descriptive and causal research design, the study makes use of statistical techniques like regression, correlation, ANOVA, and T-tests. Employees of commercial banks in the Kathmandu Valley were given questionnaires to complete in order to measure the effect of motivation on output.

The findings show a strong relationship between employee motivation and performance appraisals (PAs), with rewards, salary, and recognition being important components in raising performance. Fairness in performance reviews and award distribution are viewed by staff members as important drivers of productive work. Rewards and recognition have a good effect on performance, but remuneration has a negligible effect. On the other hand, performance is significantly impacted negatively by motivation. In addition, opinions of PA differ dramatically throughout age groups, genders, occupations, levels of education, monthly incomes, and years of experience.

Key word: Employee Performance, Employee motivation, Reward, Compensation, Recognition, Nepalese commercial bank

CHAPTER- I

INTRODUCTION

1.1. Background of the Study

Employee motivation, or EM, is the internal force that motivates workers to achieve personal and organizational objectives (Shahzadi, 2014). Put in any case, it alludes to the level of power, drive, and creativity that every laborer brings to the work environment. The mental instrument that gives social course and inspiration is known as EM (Kreitner, 1995).

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Associations focus on continuous mastering so that representatives' abilities and skills can be worked on to be serious in a world that is turning out to be increasingly more globalized. Organizations with learning societies will actually want to prosper in the consistently developing business environment of today. It is essential for businesses to identify their strengths in order to gain a competitive advantage over rivals in the current competitive environment. Any association's essential resource for long haul development and endurance in this savagely serious climate is its human resources. The company must ensure that it hires and retains employees who are knowledgeable, dedicated, and highly motivated, as well as provides them with opportunities for development and learning.

How much representatives are headed to perform and are focused on their work decides if a business succeeds or fizzles. There is an immediate connection between's representative inspiration, efficiency, and business benefits. According to Shah (2015), an organization ought to know which of its employees exceptional workers are and which require training. Each person's unique motivations drive them to finish their work quickly and effectively. Certain employees may be motivated by recognition and rewards. Representatives that are roused are effective, content, gave, and blissful in their jobs. Employees are more likely to be productive and involved when they have a lot of trust in

the company, which improves profitability, effectiveness, and efficiency. Your workers will treat you well in the event that you treat them well, as well as the other way around assuming you mistreat them (Ouchi, 2004). Short-term business success is correlated with employee loyalty and retention. When furnished with the fundamental abilities and information for the gig, an exceptionally energetic individual will invest out extraordinary energy to accomplish hierarchical objectives (Jishi, 2009). As a result, managers in today's workplace struggle to implement incentive programs that motivate employees to work harder and produce more. Customers of a banking institution can have a positive impression of a company and a lasting reputation if staff members provide excellent services. According to Pecharak (2004), a bank's ability to motivate its employees is crucial to achieving high levels of customer satisfaction.

The main focus of this study is on the factors that affect employee motivation and performance. Keeping up with representative inspiration is significantly more troublesome than persuading them (Toll, 2013). Associations are under enormous tension these days to find and establish drives that would increment specialist efficiency (Deci, 2013). Raising compensation and expecting better execution is at this point not adequate; there are different elements at play also (George and Jones, 2013). Worker inspiration affects efficiency, and an under spurred labor force will cost the organization cash with regards to diminished result and execution, high representative turnover, greater expenses, continuous non-attendance, and a terrible effect on colleagues' spirit (Merchant and Lee, 2014). It is widely known that an association's capacity to succeed still up in the air by the type of its HR, no matter what the area in which it works (Deci, 2013).

Workers must be treated with the same respect as the company's assets if the company is to succeed and grow. Representatives should be content with their functioning circumstances and the reasonableness of how their obligations are surveyed. Representative execution (EP) is generally reliant upon powerful administration (EM) and correspondence (Akinbowale, 2013). Representatives that are propelled will generally be more independent. As a consequence of this, EM and EP are correlated. Both the EM and EP are affected by the inherent motivating forces (Shahzadi, 2014).

For laborers to stay spurred for the obligations they are presently allotted and those they will be appointed from here on out, they require value among themselves and different

specialists, and that implies that specialists ought to see equity in the working environment (Adams, 1965). According to Shahzadi (2014), changes made to the physical environment also have a positive impact on employees' attitudes, well-being, and motivation.

As per Holton (1995), execution is a multi-faceted substance whose estimation changes relying upon a scope of standards. Performance is the acrostics of an individual and an organization. In addition to external influences that influence an individual's personal attributes and conduct, an organization may manage all other aspects that influence an individual's behavior and actions. Formal correspondence hugely affects individuals' hard working attitudes and the board styles.

According to the social exchange hypothesis, employees' perceptions of their performance within the company also rise when they receive positive feedback for their efforts (Blau, 1964). According to Eyoun, 2020; Idowu, 2017; Ismail & Rishani, 2018; Singh & Rana, 2015, employees who are aware of and satisfied with their current appraisal system will also be more motivated at work and place a greater emphasis on their professional development. On the other hand, when employees' responsibilities and expectations are not met, an organization's contribution and drive at work are diminished. For meeting performance appraisal system (PAS) criteria and standardizing performance, two organizational factors—the process factor and the structure element—are necessary (Rusu, 2016).

Representative inspiration altogether affects their result, which thus influences an association's capacity to advance and extend. Satisfaction is linked to the ratings, measurement frequencies, and interview system. Besides, there is a positive relationship between's the exhibition assessment framework (PAS) and distributive and procedural equity (Keeping and Toll, 2000; Selvarajan, 2018). An individual's motivation can be influenced by a number of factors, including fairness, contentment, appreciation, reward, and other forms of appreciation. Multi-purpose appraisal systems typically take these factors into account because motivated employees perform better (Jebreel, 2015; Ismail & Rishani, 2018).

Therefore, this study examines employee reimbursement recognition and its impact on employee motivation.

1.2. Problem Statement

Staff motivation falls short of expectations, according to previous studies in Nepal's banking sector. The absence of inspiration among representatives at Nepalese Business Bank could be brought about by various variables. Performance reviews are a major factor in low employee motivation. In addition, research of this kind on the effect of PA on EM is behind all other fields. To further develop EM in Nepalese business banks, this study endeavors to observationally research the impact of Dad on EM.

Positive utilization of both financial (extraneous) and non-money related (characteristic) prizes can raise worker inspiration. It is the obligation of each and every association to keep up with portion of the overall industry while keeping a cheerful staff. Representatives expect to be fulfilled working. The ease of working there has an effect on an employee's motivation in life. The desire to connect with one's employer can be fueled by a variety of factors, including job security, compensation, coworkers, and supervisors.

Inspiration is a critical part of labor force maintenance and execution in the present business climate, as associations are searching for an upper hand. Regardless of the state of the economy, the goal is to create an engaging and stimulating work environment where employees want to stay, grow, and contribute their knowledge, experience, and expertise (Stanley, 2012). Any business would benefit greatly from hiring workers with a high level of expertise, dependability, and experience. It is abundantly clear that highly motivated employees are more likely to be productive. However, for effective performance, ability—that is, skills, resources, equipment, and time—as well as motivation are also required.

One of the most important aspects that determines organizational justice is the method used to evaluate employee performance. Organizational motivation and perceptions of the performance rating system were also positively correlated with the findings (Morrow, 2011). In this sense, through the intervening component of delight, their impression of the reasonableness of the exhibition evaluation has affected their inspiration towards the

organization (Arif, 2011). Iqbal (2013) found a positive correlation between job involvement and employee motivation.

There is a strong correlation between direct employee involvement and both organizational motivation and job satisfaction. However, it was discovered that employee involvement through decision-making influence had a stronger association with motivation and pleasure than employee autonomy over work (Adham, 2014).

Representative inspiration is essentially decidedly associated with the individual, expert, and business related advantages of preparing and advancement (Pandey, 2008). However, low compliance and motivation have a negative impact on employee performance in Nepalese commercial banks (Adhikari & Gautam, 2011). Chapagai (2011) says that employee participation is necessary for both improving organizational effectiveness and increasing employee satisfaction at work. According to the study (Subedi, 2013), employee productivity is positively correlated with workplace support and training quality.

Performance evaluation, working conditions, and training and development are the primary factors that influence job satisfaction in Nepalese commercial banks (Nepal, 2016). Job satisfaction is positively correlated with ownership, pay and compensation, job security, the chain of command, employee performance, and training and development (Dahal, 2017). According to the discussion that was just given, there hasn't been any research done on Nepal's commercial banks that uses employee organizational motivation as an outcome variable, as well as job satisfaction and performance evaluation as independent factors. Subsequently, this study sees how committed Nepalese business bank laborers are because of occupation fulfillment and execution audits.

The issue articulation of this examination can be subsequently summed up in the accompanying inquiry:

- a. What is the current situation of factors affecting employee motivation?
- b. What is the relationship between reward, Incentives, compensation, recognition and motivation?
- c. How does the reward, Incentives, compensation and recognition effect the motivation?

1.3. Objectives of the Study

The primary objective of this study is to investigate how commercial bank employees' performance is affected by employee motivation. The following are the specific goals:

- a. To assess the current situation of factors affecting employee's motivation.
- b. To examine the relationship of reward, Incentives, compensation, recognition and motivation.
- c. To analyze the impact of reward, Incentives, compensation and recognition on motivation.

1.4. Rationale of the Study

The potential and performance of employees are significantly influenced by their motivation. The fair and straightforward framework assists the business with holding capable representatives. Numerous factors influence an employee's desire to work. Evaluation of outcomes and efficiency is an essential part of HR management. Particularly in the banking sector, it became difficult to keep up with the new ways of doing things, the creation of new technology, and the introduction of new banking services and products. A lot of banks are understanding that keeping up with staff satisfaction is fundamental for their proceeded with presence in the ferocious business. One of the most important factors in ensuring that they operate effectively and efficiently is employee motivation. Laborers without the fundamental abilities can not go about their responsibilities. The abilities of representatives can be improved by a few methods, including preparing and advancement. However, without motivation, ability is ineffective as well.

Therefore, job performance is influenced by ability and motivation. According to Chaulagai (2017), reaching the goal in the Nepalese environment necessitates motivation. Employees' drive, enthusiasm, and proactive approach to completing tasks have a significant impact on an organization's success (Cheng, 1995).

The useful implications of the study may assist businesses in comprehending the benefits that must be provided to their employees to maximize their level of satisfaction and performance. The study's findings helped businesses make better decisions about how much to pay employees to keep them motivated, inspired, and productive. A better

understanding of what motivates and satisfies employees is beneficial to both employers and employees. By adding to the extensive body of research on worker motivation, satisfaction, production, and basic necessities, this study will fill the knowledge gap. It is outside the realm of possibilities for a representative to be content at their work environment on the off chance that their fundamental necessities are not being tended to (Olafsen, 2018).

1.5. Limitations of the Study

The findings of this study cannot be generalized to all areas because they only covered the banks of the Kathmandu valley. In addition, some of this study's limitations include:

- a. This study is based on primary data taken from structured questionnaire.
- b. Only those variable which are related to employee motivation and employee performance are considered in the study.
- c. The population of the study refers whole employees of 20 commercial banks running in Kathmandu.
- d. 435 questionnaire were distributed. Among them only 400 employees are taken as sample of the study.
- e. Findings of the study is completely depend upon opinion provided by respondents.
- f. Only limited statistical tools are used for analysis.

CHAPTER- II

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept of Employee Motivation

According to Webster's New Collegiate Dictionary, a motivation is something that motivates someone to act in a certain way. Persuade, then again, significance to supply a rationale; inspiration is the demonstration or cycle of giving a thought process. In this manner, inspiration is the demonstration of communicating a reason that drives a person to accomplish a specific objective. According to Kalimullah (2010) and Butkus & Green (1999), the verb "move," "push," or "influence" refers to the act of getting someone to do something in order to satisfy a desire.

Inspiration is the power that sustains conduct, gives guidance for movement, and lights a penchant to endure. As per this view, individuals should be adequately roused and have a reasonable comprehension of their objectives to accomplish their objectives (Bartol and Martin, 1998). It is roused by the need to achieve and the longing to satisfy a neglected need. An activity that is intended to accomplish an objective is called inspiration, and it begins with a physiological or mental craving. It is the culmination of the interaction between personality behavior and organizational distinctiveness (IRCO).

It depicts the mental processes that serve as the foundation for motivating, planning, and carrying out deliberate, goal-oriented actions. As per Chowdhury (2007), inspiration is likewise an interaction that advances and empowers objective coordinated conduct. An inherent strength drives individuals to achieve their personal and organizational objectives.

As per Kalimullah (2010), inspiration is an assortment of courses zeroed in on fostering an offspring of solidarity that further develops execution and guides toward accomplishing explicit objectives. Barron (1983) states that our activities are controlled and communicated through various pathways to accomplish explicit objectives (Rizwan, 2010). It has been illustrated (Watchman and Miles, 1974) that inspiration improves and keeps up with conduct. The reasons a person chooses to work in a particular way are all

included in his or her motivation. In point of fact, a person's motivation is found within their mind and heart.

The latest assets — monetary, financial, and human — are the most significant and can give a business an upper hand over contenders (Rizwan, 2010). Representative execution is basically subject to many variables, including professional stability, hierarchical design, preparing and advancement, worker inspiration, representative fulfillment, and execution audits. However, because it has a significant impact on employee performance, the sole focus of this study is on employee motivation.

One of the procedures utilized by administrators to further develop viable work the board among representatives in firms is representative inspiration. A propelled laborer centers their endeavors in that manner since they know about the particular objectives and goals they need to meet.

Motivated workers are always looking for better ways to complete tasks, so businesses must convince their staff to be motivated. According to Kalimullah (2010), motivation increases an organization's effectiveness. Inspiring employees to perform at their highest level even when under pressure is one of the most common and challenging tasks for employers (Rutherford, 1990).

2.1.2 Components of Employee Motivation

An understanding of employee motivation is necessary for managing a team that is both diverse and productive. It is necessary to strike a balance between encouraging and constructive criticism in order to assess and satisfy your staff's needs while simultaneously ensuring the company's efficiency and productivity.

1. Career Development

Career development policies are essential strategic considerations for all businesses, regardless of size, industry, market, or profile. The capacity and capability development of managers has a direct impact on an organization's profitability, efficacy, morale, and productivity. To ensure that their staff individuals perform at their best now and later on, high-performing organizations are giving increasingly more consideration to the

authenticity of their recruiting strategies and are additionally being more careful of the expert development of their staff individuals.

The most common way of fostering one's profession is continuous in the work environment. Both the business and the individual worker benefit from career advancement. Via preparing laborers for future jobs, an organization might ensure that there will be a pool of skilled, gave laborers to replace more significant level staff. Using career development practices, businesses can also train employees and put them in jobs that fit their specific professional interests, needs, and goals. This encourages employees' motivation, engagement, and enjoyment as well as the best possible use of their strengths.

To combine employee development, job-specific training, and a more comprehensive career development plan, a higher level of strategic thinking and planning is required; an employee cannot be expected to provide such a comprehensive strategy. Having the option to distinguish the sort of preparing and encounters that representatives need to fill in their jobs to squeeze into the hierarchical order and add to the association's central goal requires solid direction and a wide perspective. Even though it may require some financial investment on the part of the business, having an understanding of and support for career development has an impact on an organization's capacity to recruit and retain high-performing employees.

2.1.3 Types of Motivation

On the basis of various criteria, motivation can be divided into various categories. Some common classifications are as follows:

Intrinsic Motivation: This sort of drive begins from inside the individual. It involves acting such that brings individual satisfaction or fulfillment. Examples include participating in an activity because it satisfies one's beliefs or principles, learning about a subject because it genuinely interests one, or enjoying a hobby.

Extrinsic Motivation: Extrinsic drive is brought about by external factors like social pressure, punishment, and reward. It involves acting with a particular goal in mind to get something or avoid inconvenience. Working out to get compliments from others, studying to pass a class, or going to work in order to get paid are all examples.

Achievement Motivation: Achievement motivation entails aiming for proficiency or accomplishment in a particular task or objective. People with high achievement motivation are frequently motivated by the desire to complete challenging tasks, set and achieve goals, and outperform their previous performances.

Affiliation Motivation: Affiliation motivation is the drive to establish and maintain healthy relationships with others. People with high affiliation motivation are drawn to social approval, interpersonal relationships, and belonging. They may be motivated to join groups or clubs, participate in friendly exercises, and seek after acknowledgment from others.

Power Motivation: The need to apply impact, control, or influence over others or one's environmental factors is known as power inspiration. People who are motivated by high power are drawn to positions of authority, leadership, and the chance to control other people or impose their will on them. Their inspirations could come from a requirement for endorsement, glory, or the ability to change things.

Incentive Motivation: This type of behavior is referred to as "incentive motivation," and it is fueled by external rewards or incentives. It centers around how the assumption for positive results or acknowledgment propels activity. Recognition rewards can take the form of tangibles like money or gifts or intangibles like praise and recognition.

Fear Motivation: The drive to avoid undesirable occurrences or consequences is referred to as fear motivation. Fear of bad things happening to them, like being punished, being rejected, or failing, can drive people. When the consequences are perceived as severe or dangerous, fear motivation is a potent driver of activity.

Growth Motivation: The drive for development inspiration includes the goal for individual progression, instruction, and improvement. Highly motivated individuals seek out challenges, opportunities to learn and develop, and opportunities to discover who they are.

They are driven by their pursuit of expertise, mastery, and ongoing development. These are nevertheless a modest bunch of the many types of inspiration that individuals can experience. Various components, like individual qualities, character attributes, social setting, and social standards, can affect inspiration, which is a confounded peculiarity.

2.1.4 Factors affecting Employees' Motivation

No one ought to at any point work free of charge. Laborers need to feel that they are getting a fair compensation and advantages, and they likewise believe their bosses should feel the same way. Money is the primary inducement in terms of its influence value. There is no comparable incentive or motivational strategy. It excels at attracting, retaining, and motivating individuals to achieve greater heights. According to Frederick Taylor and a colleague in scientific management, money is the primary factor that motivates industrial workers to increase production.

As indicated by research, remunerates now lead to representative joy, which straightforwardly affects staff execution (Kalimullah, 2010). Rewards are the executive's methods that, in principle, increment an organization's viability by impacting the way of behaving of people or gatherings. Pay, advancements, rewards, and different types of pay are utilized by all organizations to boost and reward successful laborers. When using salaries as a motivator, managers must consider compensation structures. The company's value for each job, performance-based compensation, personal or special allowances, fringe benefits, pensions, and other benefits should all be considered in these structures.

To be a leader, you need to know how to do things right, and other people need to trust you and do what you say. Additionally, if you want them to believe in you and work for the company, they must be motivated (Baltoni, 2005). According to theories (Rukhmani, 2010), followers and leaders motivate each other to greater moral and motivational heights. Basically, inspiration is an initiative characteristic. It stems from a desire to act morally for both the company and its members. Leadership and motivation are ever-changing processes (Baltoni, 2005).

Associations gain from strengthening, which likewise provides laborers with a feeling of satisfaction and having a place. In point of fact, it fosters a partnership that benefits both workers and employers, resulting in what many workers and employers regard as the ideal workplace. Virtual human limits can flourish through strengthening. Representatives that are enabled offer their positions and balance between fun and serious activities more consideration, which further develops cooperation and work process. In enabled organizations, laborers complete their smartest thoughts and developments with a sensation of energy, happiness, and having a place. In conclusion, they operate with a

sense of accountability and place the organization's benefits ahead of their own (Yazdani, 2011).

The effectiveness of performance evaluation (EPA) remains one of the most significant aspects of PA theory and practice. It used to just mean how effectively the mind boggling course of assessing a representative's presentation working was operationalized (Keeping and Duty 2000). It has now formed into an exhaustive assessment technique for Dad framework the board. This method evaluates the antecedent-outcome linkages that are indicative of EPA by utilizing particular "measurement" and "outcome" criteria.

The meaning of trust is one's perspective about others and their decision to act in light of their words, deeds, and choices. Trust is fundamental for an association's capacity to develop and succeed, thus it ought to constantly be kept up with to both guarantee the association's endurance and raise worker commitment (Annamalai, 2010). It can possibly influence connections both inside and beyond the business and have both intrapersonal and relational repercussions.

Because high production is dependent on employee efficacy and motivation, regardless of how automated a business is, staff training is an essential strategy for employee motivation. Managers can encourage motivation in a number of ways, one of which is by providing relevant information about the effects of their actions on others.

2.1.4.1 Recognition and Employee Motivation

According to Jun (2006), employee motivation and job satisfaction are closely linked to organizational success, and incentives and recognition play a crucial role in this process. Kalimullah (2010) examined the relationship between rewards and employee motivation in Pakistani commercial banks in a 2010 study. The review focused on four different motivation classes, one of which was acknowledgment, which he analyzed utilizing Pearson relationship. The discoveries exhibited areas of strength for a connection between's representative work inspiration and acknowledgment (Kalimullah, 2010).

An empirical study was conducted in Pakistan to determine the impact of rewards and recognition on motivation and job satisfaction. Workers from a variety of industries completed 220 surveys. The discoveries showed a significant ($r=0.13$, $p<0.05$)

relationship between's representative work inspiration and acknowledgment. (2010 Rizwan).

Ali and Ahmad (2009) carried out an empirical study to investigate the effects of incentive and recognition programs on employee satisfaction and motivation. A review was spread among 80 Unilever laborers, and SPSS rendition 23 was used for information investigation. The results showed that there is a direct and positive relationship between employee work motivation and recognition that is statistically significant ($r=0.92$, $p<0.01$).

An examination about Punjabi bank representatives' work fulfillment was completed in Pakistan. The structured questionnaire survey that was used to collect data was completed by four bank employees. Acknowledgment's relationship coefficient was viewed as 0.251, showing a positive relationship among it and occupation fulfillment. Employee job satisfaction is closely linked to employees' internal work motivation, which rises with employee happiness.

When employees do not receive the appropriate recognition and rewards, their work motivation and job satisfaction decrease, according to a study. In this way, to further develop worker work fulfillment and inspiration, association and organization organizations ought to set up the framework for granting and perceiving representatives.

2.1.4.2 Empowerment

Harold (1997) says that empowerment is a style of leadership that emphasizes the empowerment of subordinates as a crucial part of managerial and organizational efficiency. Worker direction is empowered by strengthening. Empowerment is all about giving employees authority and making them realize their full potential.

The primary motivation for empowerment is gaining more control over "how" jobs are done in order to encourage more growth and productivity (Smith, 1997). Research on internal organization power and control (Honold, 1997) demonstrates that the distribution of power and control enhances organizational success. Strengthening is the interaction through which people, gatherings, and society figure out how to address hierarchical difficulties.

Worker strengthening is critical for empowering continuous, good execution input and for causing representatives to feel esteemed (Smith, 1997). A person must feel empowered in order to exert effort and take action in a setting where they are held accountable for their actions. According to Matthew (2009), employee contribution and active involvement in the establishment of the business are crucial to a healthy workplace.

2.1.4.3 Empowerment and Employee Motivation

Cooperation and strengthening of workers remember their inclusion for the board and dynamic connected with the association's objectives, strategies, and drives. Representative inspiration and fulfillment at work were well and altogether corresponded with their view of the principles, goals, and political fundamentals of their organizations. Empowerment fosters ongoing growth and expansion within the company, which in turn boosts employee motivation (Smith, 1997).

Empowerment speeds up the resolution of customer issues because employees do not waste time forwarding complaints to management. According to Mani (2010), giving employees more control over their work lives encourages them to take on more responsibility and complete more projects. Representatives ought to be considered by supervisors while deciding. Employees' levels of job satisfaction and motivation rise as a result of their participation in organizational measures.

The staff is persuaded and invigorated to play out their positions effectively and proficiently when they are engaged. The work credits of vocation update and representative strengthening are basic components that add to expanded worker energy, reliability, and faithfulness to the association. Higher inspiration and more hierarchical dedication are ideal for a business' development and viability.

Settling on choices is a purposeful series of activities for organizing individual independence and power from the viewpoint of group responsibility and associated with foundational control. Empowering and engaging employees also directly contributes to increased productivity, effectiveness, and creativity, which in turn increases employee satisfaction, work-related motivation, and trust in the business.

People are encouraged and motivated to work when they feel empowered and recognized, according to "Great Motivation Secrets of Great Leaders." He proceeds to make sense of that strengthening places individuals responsible for their own lives and gives them the power and obligation to make a move. He also said that it is important to our humanity for everyone to be acknowledged for their work, no matter how it was done. People will be inspired to work harder the next time around in order to receive more recognition in this manner (Baldoni, 2005).

His "Rules for Progress" put a high worth on laborer strengthening and cooperation in navigation and occupation finishing since, as he would like to think, these elements support perception and inspiration (Matthew, 2005).

2.1.4.4 Employee Motivation and Organizational Effectiveness

Representative inspiration and delight at work are connected with the representative's point of view toward the organization and how he approaches offering support (Ali, 2009). Hierarchical viability is the capacity to recognize objectives and successfully accomplish them in a dynamic and perky climate.

An investigation into the connection between the effectiveness of an organization and employee motivation and performance was carried out in Pakistan's banking and telecom sectors. Pearson connection was utilized on an example of 103 respondents. The discoveries exhibited areas of strength for an affiliation (0.287) between hierarchical achievement and representative inspiration.

The fact that top management is the only one who is able to make decisions and that workers are only given instructions to carry out a variety of tasks is the root cause of the authoritarian regulations, mechanical organizational designs, and autocratic leadership styles that are prevalent in African businesses. In these kinds of workplaces, employees' creativity and motivation may be reduced, which has a direct impact on the company's performance, growth, and effectiveness.

A productive worker or employee in an organization that contributes to the efficiency and effectiveness of the business is essentially one that is internally content, happy, and driven (Matthew, 2009).

2.1.5 Concept of Employee Performance

An employee's performance is determined by their personality, abilities, knowledge, skills, and experience (Vroom, 1964). Employees must be highly productive and produce high-quality work because they are accountable for their own performance at work. Employee satisfaction can be measured in a number of ways, including absenteeism and job satisfaction.

An organization's standing is upgraded when its representatives are performing great in light of the fact that cheerful laborers will not stop, exhibiting their confidence in the administration's capacity to pay special attention to them. On the other hand, withdrawing laborers have negative assessments of the administration and quickly start to talk adversely about the organization, harming its standing — which is essential in the present consistently advancing business climate. No matter what the idea of the work, a singular presentation exhibits cognizance and the ability to meet the objectives related with precision.

An employee's job performance at work, also known as employee performance, is the degree to which they carry out the responsibilities entrusted to them by upper management. Hierarchical and modern brain research much of the time utilize the idea of worker execution as a reliant variable. Since employee performance is an important aspect of the business, it is important for businesses to focus on factors that improve it.

The term "job performance" refers to an employee's performance in the course of their employment. Beside preparing and natural fitness (like skill or a talent for numbers), components connected with the workplace climate, for example, truly burdening position, staff spirit, feelings of anxiety, and extended periods of time, likewise affect work execution. Elevated degrees of stress and troublesome working circumstances could think twice about's wellbeing by empowering terrible eating or smoking propensities, which can affect one's capacity to perform at work. On the other hand, productive work environments, low levels of stress, and a supportive supervisor can all significantly boost productivity at work. Job performance is a crucial factor in both productivity and workplace safety.

Job performance reflects a number of significant factors that are dependent on the business's development, growth, and output. Workers who are in good health and work in safe places produce more consistently, there will be fewer accidents and injuries, and health insurance costs will go down. Ordinarily happening devastating diseases, in any case, can put a monetary and efficiency trouble on organizations. For instance, heftiness is a typical medical problem that raises the gamble of heart issues, degenerative outer muscle diseases, falls, and, surprisingly, hearing misfortune. Appraisals like character and readiness for work can assist with guaging a representative's exhibition at work somewhat. In any case, different elements impact genuine work execution, and the impacts of these variables may not end up being promptly clear until they begin to hurt execution.

The normal method for assessing worker execution is concerning results. However, it can also be viewed in terms of behavior. The organization's performance standards are used to evaluate employee performance. The productivity, efficiency, effectiveness, quality, and profitability metrics that are the subject of the sections that follow can be utilized to measure performance. The capacity to create income on a drawn out premise is known as benefit. It is also known as the gross profit to sales ratio or the return on capital employed. Efficiency and effectiveness are not the same thing. Efficiency is the capacity to produce the desired results with the least amount of resources, while effectiveness is the capacity of workers to achieve predetermined goals or targets. It is expressed using the productivity to input ratio. It is a measure of how raw materials are transformed into finished goods and services by a person, business, or industry. How much creation produced per unit of assets utilized. Quality is the capacity of goods or services to satisfy explicit or implicit requirements. Products and services of higher quality are becoming increasingly more affordable. An employee's performance is considered to include anything that directly or indirectly affects and is related to their work. Execution incorporates the two activities and results.

Execution is changed from reflection to activity by the entertainer's way of behaving. Behaviors are more than just tools for achieving goals; they are also results in and of themselves, the result of both mental and physical effort put into a task, and they can be evaluated independently of outcomes. There will be arrangement and joining among preparing and genuine work in superior execution work frameworks. Laborers should get

preparing in relational correspondence, collective vibes, and frameworks figuring to all the more likely handle how different parts of their association collaborate and impact each other. Trainers are essential when it comes to providing employees with feedback on their work and the financial performance of their company.

2.1.6 Organizational Effectiveness

Association is by and large characterized collectively of people who make an unmistakable corporate personality for a specific objective; viability is characterized as accomplishing the expected outcome inside the dispensed assets. According to Muhammad (2011), the term "organizational effectiveness" refers to an organization's level of success in achieving its goals. According to Bartol & Martin (1998), it has a significant impact on accelerating the growth of organizations. According to Matthew (2005), it is the general contentment of all participants in the process of effectively obtaining inputs and converting them into outputs.

Organizational effectiveness (Mary, 1996) is the degree to which a group uses a given set of resources to achieve its objectives without depleting those resources or putting too much stress on its members, the community, or both (Mary, 1996). It is the primary elements' greatest combined utility, according to Matthew (2005). The goal model defines organizational effectiveness as the degree to which an organization achieves its objectives. As per Zammuto (1982), the authenticity model assesses authoritative adequacy as far as intrinsic execution imperatives and part inclinations for execution from an external perspective in.

With an emphasis on implies measures, the supporters model assesses hierarchical viability "as a bunch of a few assertions, each mirroring the evaluative rules applied by the different bodies electorate" that are taking part in the assessment of the association. Connolly, 1980

The systems resource model defines organizational effectiveness as the organization's ability to take advantage of its surroundings in order to obtain scarce and valuable resources and how effectively it uses these resources (Yuchtman, 1987). The study aims to determine the factors that increase employee motivation and the connection between employee motivation and organizational efficacy.

2.1.7 Influence of Motivation on Employee Performance

The combination of HR development and training typically results in an increase in employee motivation. Human resources development programs, on the other hand, focus on cultivating and enriching broader skills that are useful in a variety of contexts. In contrast, training programs are typically tied to a specific subject matter and only apply to that subject. Development programs focus on broader skills that are applicable to a wider range of situations, such as goal setting, decision making, and leadership skills, whereas training programs have very specific and quantifiable goals, such as understanding a specific process.

2.2 Theoretical Review

2.2.1 Affective event theory

The possibility of full of feeling occasions makes sense of how a representative's interior elements, including their contemplations, sentiments, and feelings, are associated with the upgrades and their reactions to different occurrences that occur at work. An employee's job satisfaction and performance are significantly impacted by this relationship. According to an examination of those expectations, the degree of autonomy, the product of labor, or some other aspect of employment could represent the employees' expectations of the organization. An employee's level of satisfaction is influenced by expectations and the environment of the workplace (Thompson & Phua, 2012).

2.2.2 Equity theory

The value hypothesis explained how an individual saw equity in friendly connections. The study found that during a social transaction, the amount of input received from a relationship is compared to the output. Additionally, the analysis of the other party's effort is done. As per Adams' (1965) speculation, when there is a social imbalance between two gatherings or people, the representative is bound to encounter pressure or disappointment because of contrasts in the info and result of exertion. In many associations, variations in remuneration are a reason to, still up in the air by value hypothesis examination. As per research by Adams (1963), working environment imbalance raises pressure and strain and may make representatives answer uniquely in contrast to what is generally anticipated of them by the business (Berscheid and Walster, 1973).

2.2.3 Herzberg's two-factor theory

In the 1950s, Frederick Herzberg, a psychologist, examined the responses of 200 engineers and accountants regarding their attitudes toward their jobs, both positively and negatively. He then developed the two-factor theory of motivation, which is also sometimes referred to as the dual-factor theory or the motivation hygiene theory. As indicated by Herzberg, a few parts of a task lead to happiness while different parts of a task safeguard against despondency. As per Herzberg, there is no such thing as fulfilled fulfillment or disappointed disappointment. Juneja (2020).

2.2.4 Expectancy theory

H. Victor In 1964, Yale School of Management professor Vroom proposed expectation theory as a motivational theory. It portrays the psychological techniques that an individual goes through while settling on conclusions about decision, or picking. As indicated by assumption hypothesis, individuals settle on conclusions about their lead in light of the outcomes they expect from it. Put another way, we pursue choices in view of what we expect will occur. Because we anticipate receiving a pay increase, we may work longer hours. Then again, assumption hypothesis likewise suggests that our dynamic interaction is influenced by our view of the probability of those prizes. For this situation, workers could have invested more energy on the off chance that they had been ensured a compensation increment instead of simply expecting they may. Three parts structure the premise of assumption hypothesis.

2.2.5 Three-dimensional theory of attribution

The hypothesis of attribution explains how we decipher both our own and others' activities. There are a number of theories regarding attribution. People attempt to determine the reasons behind our actions, according to Bernard Weiner's Three Dimensional theory of attribution. Human behavior, motivation, and cause and effect are the main components of this theory. Weiner battles that the clarifications we give for our activities can shape our lead pushing ahead. At the point when an understudy bombs a test, for example, they might relegate a few purposes behind it, and this clarification will impact their inspiration proceeding. Weiner proposed that the characteristics of an attribution were more huge than its specifics, for example, unluck or an absence of persistence in one's examinations. Three essential ascribes of attributions, as Weiner would see it, can impact future inspiration Imprint (2019).

2.3 Empirical Review

2.3.1 Review of International Articles

Kharabsheh (2023) researched on the impact of digital HRM on employee performance through employee motivation. The objective of this study is to decide how computerized HRM rehearses influence representative inspiration, which thus influences how well representatives perform on the work — or, to put it another way, how representative inspiration capabilities as a middle person between advanced HRM practices and worker work execution. This study utilized two advanced HRM rehearses: computerized execution evaluation and computerized preparing. Digital performance evaluation had a significant impact on both employee motivation and performance appraisal, and employee motivation had a significant impact on job performance, according to the findings. Subsequently, it was resolved that the effect of advanced HRM rehearses on work execution was to some degree intervened by representative inspiration. It was determined that when employees are aware of their performance level, they are motivated to perform at higher levels on the job.

Bae (2023) conducted a research on the differing effects of individual- and group-based pay for performance on employee satisfaction: the role of the perceived fairness of performance evaluations. This study examines the effects of individual-based and group-based compensation for performance on three metrics of employee satisfaction in the public sector: pay satisfaction, organizational satisfaction, and job satisfaction. This review, which took a gander at a board informational index spreading over twelve years, finds that while bunch based pay for execution has an extensively bad relationship with pay fulfillment, individual-based pay for execution has a fundamentally great connection with hierarchical and work fulfillment. The findings also show a strong positive correlation between the perception of fairness of performance evaluations and job satisfaction, organizational satisfaction, and pay satisfaction.

Berdicchia, Bracci and Masino (2023) conducted a research on disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic motivation. This study aims to find out how employees' motivation is affected by how accurate they think performance management systems (PMS) are. In order to collect data, a sample of local government employees received a questionnaire. Two estimation waves

(T1 and T2), each with a four-month slack between them, were utilized to longitudinally assemble information. The results demonstrated that perceived PMS accuracy is positively associated with both intrinsic and extrinsic motivation, and that task uncertainty and decision-making involvement both significantly moderated the link between the two.

Kalogiannidis (2022) conducted research on impact of employee motivation on organizational performance. a paper for the public sector's scoping review. The scoping review study's objective was to examine the various studies on employee motivation and its impact on organizational performance. The review focused on how a variety of factors, including workplace culture, management styles, employee characteristics, and rewards and recognition, influence employee motivation and organizational performance. The analysis demonstrated a stronger link between organizational performance and employee motivation. Regardless, there are valuable factors that influence a worker's ability for ideal execution.

Fakai (2022) conducted a research on performance appraisal on employees' motivation in commercial banks of Sokoto State, Nigeria. The review's goal was to determine what execution the executives and objective creation meant for the inspiration of laborers in business banks. One hundred seventy-two managers and employees with national permission from ten Sokoto state-based commercial banks were selected at random to provide data. The study used a descriptive survey design. The members were given an internet based survey separated into three areas. With a p-value of 0.00005, the findings demonstrated that objective production has a significant impact on employees' motivation. Likewise, with a p-worth of $0.000 < 0.05$, the outcomes exhibited that exhibition the board essentially influences workers' inspiration.

Anna (2021) conducted a research on innovative, intangible ways of motivating employees in modern enterprises, in the time of the Covid-19 Pandemic. The review's goal was to track down innovative, immaterial techniques for representative inspiration, for example, trust the executives, balance between fun and serious activities ideas, corporate culture, and authority styles. It's important to note that the author discusses a novel approach to motivating employees that goes beyond what is typically thought of as a compensation-based strategy. This is due to the fact that employees now have different

expectations, and during a difficult pandemic, they lose confidence in their capacity to deal with new issues and feel safe. Besides, this procedure is additionally fortified by the anxiety toward losing one's work. As evidenced by the carefully selected components of intangible motivation, a constructive and encouraging approach from management to employees was essential.

Achim and Balan (2021) conducted a research on the importance of employee motivation to increase organizational performance. The purpose of this study was to understand the strategic significance of non-financial motivation in management. It is common knowledge that an organization's performance and reputation are greatly influenced by the level of motivation exhibited by its human resources. The current investigation begins by assuming that everyone is aware of what "motivation" is and how significant it is as a phenomenon as a whole. Despite the fact that motivation is frequently discussed in specialized works and examined and debated at congresses, seminars, and internal meetings, it appears to remain a secret for (too) many employers. Reviews led among representatives recruited by huge enterprises unequivocally show that these workers need inspiration in view of their worth to the organization.

Lee and Raschke (2021) conducted a research on understanding employee motivation and organizational performance: Arguments for a set-theoretic approach. The reason for this calculated paper is to frame the progressions made in the information on worker inspiration and authoritative execution as well as to make proposals for future improvements around here of study. We bring up the ongoing deficiencies in principle improvement and suggest an alternate line of request. Traditional methods of quantitative analysis like structural equation modeling and multiple regression analysis are the foundation upon which motivation theory is currently being developed. Scientists consider mixes and designs of an assortment of pertinent variables since they are keen on the specific circumstance and a comprehensive information on this social peculiarity.

Ahamed (2021) conducted a research on a study on employee motivation and its influence on the performance of the organization. This essay aims to investigate the factors that contribute to employees' high levels of organizational performance. A positive correlation was found between employee motivation and organizational success, which was supported by other studies. Research shows that components like affirmation and

strengthening help laborer inspiration. Representative craving to work will improve alongside their triumphs and the presentation of the association assuming that they feel more enabled and perceived. However, the effectiveness of the organization may be harmed by employee dissatisfaction caused by client demand and repetitive tasks. As a result, employee absenteeism may rise, and employees may choose to join other businesses that offer better working conditions and greater recognition.

Weeraratne (2018) conducted a research on impact of employee's motivation on organizational effectiveness. This examination expects to explore the connection between hierarchical achievement and representative inspiration as well as the elements that influence worker inspiration. A model linking factors of employee motivation and organizational effectiveness was developed on the basis of the research. Three hypotheses were developed and tested in light of previous research and writings, both based on the model and the literature. Various investigations and a group of writing have confirmed that worker inspiration is decidedly influenced by acknowledgment and strengthening. An organization's level of employee empowerment and recognition will increase employee motivation to work. Furthermore, there is an ideal connection between's hierarchical viability and representative inspiration.

Kelli (2018) conducted a research on a study of motivation: how to get your employees moving. Most of organizations in the present labor force need persuaded laborers who are ready to work, yet they frequently come up short on comprehension of what really moves individuals. Businesses might function more efficiently if employees had a stake in the company's success. Certain requirements must be met in order for a person—and especially an employee—to succeed in their position. The study examines various motivational theories, their applicability to the workplace, and managerial strategies for ensuring contented and motivated employees. At long last, research centers around the manners by which supervisors could apply different sorts of impetuses in their specific working environments. This demonstrates the significance of motivation across all sectors and the ways in which it can change and influence a business's level of sales performance. Effective organizations can be made by roused work force.

Worldwide article evaluated in this study are introduced in Meta table moreover:

Author	Year	Title	Objectives	Method	Findings
Kharab sheh	(2023)	impact of digital HRM on employee performance through employee motivation	To investigate the effect of digital HRM practices on employee motivation and hence employee job performance	Regression and correlation analysis	Employee motivation had a significant impact on job performance, digital performance evaluation had a significant impact on employee motivation, and digital training had a significant impact on both employee motivation and job performance.
Berdic chia, Bracci and Masino	(2023)	disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic motivation	To explore the effects of performance management systems' (PMS) perceived accuracy on employees' motivation.	questionnaire distributed and longitudinal measurement waves (T1 and T2)	Participation in decision-making and task uncertainty both positively moderate the relationship between perceived PMS accuracy and extrinsic motivation, according to the findings. Both intrinsic and extrinsic motivation are positively correlated with perceived PMS accuracy.
Kalogi annidis	(2022)	Impact of employee motivation on organizational performance . A scoping review paper for public sector	to review the different studies about employee motivation and its impact on organizational performance	Based on the Arksey and O'Malley framework	The review focused on the various aspects of employee motivation, including management styles, employee characteristics, rewards and recognition, and the environment of the workplace.
Ochola	(2022)	performance	To examine the	Using	The purpose of the study

		appraisal on employees' motivation in commercial banks of Sokoto state, Nigeria	influence of employee motivation on organizational performance	of Hausman test and fixed effects approach	was to investigate how organizations' performance is affected by employees' motivation. Document analysis was used in the study to gather the relevant information it needed.
Achim and Balan	(2021)	The importance of employee motivation to increase organization al performance	to understand the strategic importance of the non-financial motivation in the management process	The regression models are applied	The monetary side of inspiration is broadly liked and known by the two sections manager and worker, in the current review we will demand and argue for the conceivable outcomes of utilization and the aftereffects of the proficient non-monetary inspiration plan to the inside environment and the enduring exhibition of the firm.
Lee and Raschke	(2021)	Understanding employee motivation and organization al performance : Arguments for a set-theoretic approach	to articulate the progress that has been made in understanding employee motivation and organizational performance	Multiple regression analysis, structural equation modeling	A set-theoretic approach is used by researchers to complement conventional quantitative analysis in terms of the combinations and configurations of a set of relevant variables. A set-theoretic approach to leveraging employee motivation for organizational performance is proposed in the study to advance current thinking.

Ahamd (2021)	employee motivation and its influence on the performance of the organization	To survive in this volatile and fierce market environment.	Regression analysis	Occupations attendance rates might increment and representatives could pass on the association to joint contenders that proposition better work conditions and higher Acknowledgment. Because no two people are alike, different approaches should be used to motivate each one.
Weerar atne (2018)	impact of employees motivation on organization al effectiveness	to identify the factors that employee motivation examining relationship between organizational effectiveness and employee motivation	The panel method with regression and correlation.	Employee motivation is boosted by empowerment and recognition. More strengthening and acknowledgment of representatives in an association is expanded, more will their inspiration to work will improve.

2.3.2 Review of Article in Nepalese Context

Shrestha (2023) researched on motivating employees through job design and compensation: an observation. This study aims to find out how employee motivation is related to and affected by work design and pay. It is based on primary data that was gathered by handing out questionnaires to fifteen Nepalese business groups. Work design and employee motivation are strongly correlated, according to the findings. Likewise, the discoveries show major areas of strength for a connection between's worker inspiration and pay. In point of fact, employees who think their jobs are well-designed are more motivated at work. Besides, when laborers accept that their pay is simply and viable, they become exceptionally persuaded working.

Gautam (2023) analyzed on human resource management practices in Nepali industries. This exposition means to explore what is happening of HR the executives systems in Nepal's drug store industry. The study's interviews revealed that the pharmacy industry adheres to the majority of recommended best practices, as evidenced by their exceptional customer service. This practical study aims to raise awareness of the issues and conditions pertaining to human resources in the pharmaceutical industry. However, if they want to improve things, they must begin making changes. These organizations recruit profoundly talented and able people. The ability of high-level managers to create strategic plans and goals is being improved. It is the responsibility of HR directors to ensure that these changes are implemented correctly and to the organization's advantage.

Sapkota (2023) examined on Issues on role of gender, age and qualification of faculties on job performance. The purpose of this study is to investigate the connection between the gender, age, and qualifications of faculty members and their perceptions of organizational fairness and work performance. Using judgmental sampling, seven faculties of universities with QAA certification were chosen for this investigation. Utilizing Slovin's recipe, 396 resources were the example size. A descriptive and cross-sectional study design was used. In Nepalese QAA Colleges, this study finds that there is no correlation between work performance and faculty qualifications, age, or gender.

Biswakarma and Kadayat (2023) analyzed performance appraisal system and employee motivation in international non-governmental organizations in Nepal. This study aims to investigate the performance evaluation system of international non-governmental organizations in Nepal. It also aims to investigate how the performance rating systems of these Nepalese businesses influence employee motivation. A blended procedure was utilized in the examination. Six INGOs with operations in Nepal and five HR managers for the INGOs provided 212 responses to a systematic questionnaire that was administered to 300 employees. The performance appraisal system took into account the goal of the evaluation, the standard for the evaluation, the feedback on the evaluation, the reliability of the ratings, and the assurance of employee motivation. It was discovered that the goal of performance evaluations, rater assurance, and rating reliability all have a significant impact on employee motivation.

Maharjan (2023) examine the impact of performance appraisal system on employee motivation in life insurance companies in Nepal. This study investigates the impact of insurance companies in Nepal's performance appraisal system on employee motivation. Employee motivation is the dependent variable. The independent variables in this study were training and development, rewards and recognition, communication, motivation, and feedback mechanisms. The study was based on 219 observations from primary data from 24 insurance companies. An organized survey is made to satisfy the review's goals. Regression models are developed to investigate the connection, significance, and impact of the performance appraisal system on employee motivation in the context of insurance companies in Nepal. The outcome shows that training and development and employee motivation are positively correlated. It suggests that employees are more motivated within the company when there are more opportunities for training and development. Essentially, there is a positive connection between representative inspiration and prizes and acknowledgment. Employee motivation is likely to rise in a business with a more efficient reward and recognition system. Employee motivation and communication also have a positive relationship. It suggests that an improved organizational communication system would boost employee motivation. Besides, there exists a positive relationship among inspiration and worker inspiration. It proposes that more grounded representative inspiration would bring about better hierarchical inspiration.

Jaiswal (2023) researched on impact of human resource management practices on employee performance in Nepalese commercial banks. In the context of Nepalese commercial banks, this study investigates how HRM policies affect employee performance. The reliant variable is laborer execution. The representative relations, execution assessment, preparing and advancement, advancement, and compensation techniques are the free factors that have been picked. The respondents' viewpoints about the HRM methods of Nepalese business banks are assessed utilizing the essential information source. 150 respondents gave essential information from 27 business banks for the review. An organized survey is made to satisfy the review's goals. With regards to Nepalese business banks, the importance and worth of HRM rehearses on representative execution are tried utilizing relapse models and connection coefficient assessments.

Aryal, Hamal and Bhatta (2022) examined performance appraisal, job satisfaction and organizational motivation in Nepalese commercial banks. In Nepalese commercial banks,

this study examines how employees' organizational motivation is affected by job satisfaction and performance reviews. The opinions of the respondents have been evaluated using structured surveys with Likert-type items and the primary data. In light of 172 reactions, the overview's reaction rate is 78% of the complete example size got from 16 Nepalese business banks. The descriptive and causal research designs were utilized in this study. The Pearson correlation coefficient has been used to examine the connection between work satisfaction and performance appraisal and employee organizational motivation in Nepal's commercial banks, despite the fact that a number of linear regression models have been used to investigate their relevance and effects. The discoveries show a positive connection between representative hierarchical inspiration and execution assessment and work fulfillment. As a result, the study concludes that job satisfaction and performance evaluations are the most important factors influencing employees' organizational motivation.

Basnet (2022) investigated on evaluating the impact of human resource management practices on the re-organization and performance of the civil service in Nepal. This research project aims to determine how HRM practices influence the performance and reorganization of Nepal's civil service. The researcher gathered information from both primary and secondary sources. Essential information was gotten using review polls. Looking at writing, for example, strategy records and other semi-government associations was important for the optional information and report examination process. The questionnaire method allowed the researcher to immediately examine responses. The specialist reached the determination that various elements assumed a part in Nepal's respectful help change and redesign. Thirteen of the fifty people who responded were women, while thirty-three of them were men. The conclusion suggests that employee motivation is crucial to any business's expansion. As a result, the Nepalese civil service should implement current HRM practices, employee motivation, and performance management. The effort to reorganize the civil service in a way that is focused on results may depend on these elements.

Padhaya (2021) examined on performance appraisal system and effectiveness of universities in Nepal. The primary objective of this study was to ascertain the effectiveness of the personal assessment approach in Nepalese universities. This study remembered for profundity interviews as a technique for information gathering, with an

emphasis on three colleges. To accumulate information for the exploration study, different auxiliary sources, including diaries and virtual entertainment stages, were utilized. The study wanted to find out how staff members felt about how teaching and non-teaching personnel were currently implementing the systems for overall performance reviews at various universities in Nepal. It also wanted to find out how effective the current system was. The findings demonstrated that Nepalese universities had not utilized it for overall academic advancement due to a lack of information, training capabilities, and feedback before and after the evaluation. In addition, it would appear that the procedures for staff selection and promotion are nothing more than formalities that lack accountability, transparency, or skilled mentors in human resources. Along these lines, the achievement was recognized independently in a few colleges, however by and large it was not remembered to be powerful because of the solid effect of the conspicuous people in the colleges' own personal responsibility.

Dangol (2021) analyzed role of performance appraisal system and its impact on employee's motivation. The primary objective of the study is to determine the function of performance reviews and their effects on employees. The study's specific objectives are as follows: determining the obstacles to evaluating employee performance, determining how the performance assessment process affects employee motivation, and determining how appraisers affect staff motivation. The exploration configuration utilized in the review was enlightening. The population of interest consists of 120 service industry workers in Nepal. The objectives of the study and the questionnaire's references are used to collect additional qualitative data, and structured questionnaires are used to collect data. The study's findings suggest that regular performance reviews boost employee motivation. One technique that may be considered advantageously affecting work execution and representative inspiration is execution examination rating. In the event that the evaluation system is established on precise and state-of-the-art sets of responsibilities, workers could turn out to be more propelled.

Lama (2021) analyzed on employee's motivation through performance management: a case study: Shree Nishchal Saving and Credit Co-operative Ltd. This thesis aims to determine how Shree Nishchal Savings & Credit Co-operative Ltd.'s performance management system inspires employees to perform at their best. An exploratory study was used during the investigation. The exploration has been led utilizing both essential

and optional information. A review of the literature was one source of secondary data. A combination of qualitative and quantitative research methods was the primary method utilized for data collection. A poll and top to bottom meetings with the director and four staff individuals from the organization were utilized to accumulate information. As indicated by the review, monetary prizes, opportunities for progression, positive collaborations with the executives, input, and articulations of appreciation all support workers. Moreover, the outcomes showed that the association's presentation the board strategies affect every one of these persuasive factors.

Pandey (2020) examined the work stress and employee performance: an assessment of impact of work stress. Poor labor quality, high employee turnover, and absenteeism are all consequences of these pressures, which also result in poor organizational performance and employee performance as a whole. Additionally, it contributes to mental health issues like anxiety, headaches, backaches, and depression. Poor communication, work overload, lack of motivation, lack of support from management, subpar performance review and appraisal procedures, and the type of work, wage scale, and job insecurity were the eight factors examined in this study. The study's goals are to examine the main factors that contribute to employee stress and the stress-related issues bankers face. At last, financiers from different banks in the Kathmandu Valley finished 200 reviews to become familiar with the impacts of weight on laborer execution. The results show that all stress-related factors have a significant negative impact on performance.

Gautam (2020) analyzed on comprehensive reward system, employee motivation and turnover intention: evidence from Nepali banking industry. This study aims to examine the components of a comprehensive reward system. All the more exactly, the associations between representative inspiration and the components of an exhaustive prize framework are checked out. Ultimately, the impact of motivator frameworks on worker inspiration was inspected utilizing the aim of representative turnover. Clear correlational exploration configuration utilizing a quantitative philosophy was utilized to play out this review. Essential information were assembled from 200 workers in different jobs across many banks for every variable. Significant reactions on the variables were accumulated utilizing a 5-Point Likert Scale. The speculation was tried utilizing relapse examination, elucidating measurements, and Pearson relationship. At the five percent and one percent importance levels, ends were drawn. According to the findings of the study, salary, perks,

work-life balance, performance recognition, career opportunities, and empowerment were the primary components of a comprehensive incentive system. Representative inspiration was found to have a significant positive relationship with these boundaries. Additionally, there was a significant negative correlation between employees' motivation and their intentions to leave.

Hakuduwal (2019) researched on human resource development and employee engagement in Nepalese commercial banks. The purpose of this study is to investigate the connection between HRD and employee engagement in Nepalese commercial banks by using employee engagement as the dependent variable and the three components of HRD—training and development, career development, and performance management—as independent variables. A questionnaire survey was used to collect data from 384 employees who were selected at random. The review found that exhibition the board, profession improvement, and preparing and improvement significantly affect worker commitment in Nepalese business banks utilizing the F-test and t-test. The concentrate additionally showed that though female workers put more worth on preparing and advancement, male representatives put more spotlight on execution the executives.

Mishra and Shrestha (2019) analyzed on job satisfaction of employees working in Nepalese private college. This study's essential objective was to research representative fulfillment in Nepal's scholarly foundations. The teaching and non-teaching staffs of academic institutions provided the study with data. 43 respondents partook in the examination. The respondent was selected through a straightforward method of random sampling. The information was assembled utilizing the organized review poll. The Wellbeing Chamber of America (WELCOA) standard scale was utilized to measure the level of fulfillment. Overall, 67.4% of workers thought they were doing a "great job," 27.9% thought they were doing a "good job," and 4.7 percent thought they were doing an "ok job." It proposes that most of laborers in the scholarly area were very content with their positions. It's reassuring to see that Nepal's scholastic areas are extending everyday thanks to the reception of state of the art innovation, another administration framework, a participatory methodology, and persuasive exercises that improve worker fulfillment with the working environment, pay, advantages, and openness to preparing, openness, and advancement valuable open doors. The connection between worker fulfillment and authoritative environment at Nepalese Confidential School can be explored further.

National article reviewed in this study are presented in Meta table also:

Author	Year	Title	Objectives	Method	Findings
Shresth a	(2023)	Motivating Employees through Job Design and Compensatio n: An Observation	to examine the relationship and impact of job design and compensation on employee motivation	Primary data distributing questionnai res	The outcomes show that occupation configuration has a critical positive relationship with representative inspiration. The findings demonstrate that employee motivation is significantly correlated with compensation.
Sapkot a	(2023)	Issues on Role of Gender, Age and Qualification of faculties on Job Performance.	to examine the association of gender, age and qualification of faculties with their perceived organizational justice and job performance	Slovins formula, Descriptive and cross- sectional research design	This study found there is no relationship of orientation, age and capability of resources with work execution in Nepalese QAA Schools.
Aryal, Hamal and Bhatta	(2022)	Performance Appraisal, Job Satisfaction and Organizational Motivation in Nepalese Commercial Banks	to examine the impact of performance appraisal and job satisfaction on employee organizational motivation	Structured questionnai res, Pearson correlation	The study concludes that employees' organizational motivation is largely influenced by job satisfaction and performance reviews. As this study is bound to business banks just, future examinations can think about other financial establishments, and among employees' profile and human asset the board factors also.
Basnet	(2022)	evaluating the impact of human resource	to evaluate the impact of Human Resources	Survey Questionna ires	The outcome suggests that employee motivation is an important factor in any business's growth.

	management practices on the re-organization and performance of the civil service in Nepal	Management Practices on the re-organization and performance of the civil service		
Dangol (2021)	Role of Performance Appraisal System and Its Impact on Employees Motivation	to determine the role of performance appraisal and its impact on employee	structured questionnaires and additional qualitative data	Employee motivation may result from regular performance evaluations, according to the findings of the study. A method that has a positive impact on work performance and employee motivation is performance appraisal rating.
Lama (2021)	Employee's motivation through performance management: a case study: Shree Nishchal Saving and Credit Co-operative Ltd	to identify how employees are motivated to perform through a performance management process	Primary and secondary data	Employees are motivated by salary/monetary compensation, opportunities for promotion, interpersonal relationships with managers, feedback, and appreciation and recognition, according to the study. The findings also showed that the organization's performance management procedures have an impact on all of these motivational factors.
Pandey (2020)	work stress and employee performance:	to explore the strain related problems of bankers and	questionnaire method	These anxieties bring about diminished authoritative execution, diminished workers' general execution,

an assessment of impact of work stress. examine factors that play a crucial role in creating stress and diminished nature of work, high staff turnover, and truancy.

2.4 Research Gap

Work fulfillment is an effective method for estimating mental solace among representatives. When thanks and recognition are given, both productivity and employee morale rise. Incentives must be used to evaluate employee performance. Despite the growing interest in employee work satisfaction, few academics in Nepal have studied the topic. Employee turnover is a bigger problem for businesses in Nepal, making it harder to achieve corporate goals. Work despondency is the essential element adding to representative turnover. The organization must address the underlying factors that influence employee job satisfaction. Workers valued both financial and non-financial rewards equally.

Subedi and Chaudhary (2014) discovered that social, extrinsic, and intrinsic factors all had statistically significant influence on job satisfaction. The essential worries of the members in the survey, which was led among government representatives in Nepal, were things like compensation and advantages, oversight, possibilities for profession development, annuities, and incidental advantages. The study came to the conclusion that both financial and non-financial rewards have an impact on employees' decisions to join organizations.

Rehman and Lashari (2010) conducted an analysis using financial tools from microfinance organizations, whereas this study employed statistical techniques such as regression and correlation from commercial banks. Many variables, including as errand independence, task significance, engaging fulfillment, social advantages, and hierarchical acknowledgment, influence a worker's work fulfillment. Kumar (2023) has conducted research on rewards and job satisfaction; this study examines employee motivation and performance. Most examination is directed in nations in Europe and Asia. Nepal has not conducted many studies. An organization's level of job satisfaction can be directly correlated with rewards.

The significant objective of this examination is to understand what remuneration and prizes mean for work fulfillment and euphoria. Rehman and Lashari (2010) discovered three intrinsic rewards: task autonomy, task relevance, and task involvement. In addition, Khawaja and Anwar (2012) compared the effects of intrinsic rewards and extrinsic rewards, such as compensation, bonuses, promotions, and fringe benefits, on employee satisfaction. This study provides data for future employee performance research on the connection between internal and external motivation and performance. Since no Nepalese review looking at the impacts of natural and outward inspiration on the exhibition of Nepalese business banks could be distinguished during the examination for this exposition, there is an exploration vacuum.

CHAPTER- III

RESEARCH METHODOLOGY

3.1 Introduction

The study's objective is to investigate and evaluate the relationship between output and employee motivation. The relationship between the independent and dependent variables was discovered through SPSS regression analysis.

3.2 Research Design

The research design for this study combined descriptive and causal comparative methods. While causal exploration configuration is utilized to research the effect of motivators, inspiration, pay, and acknowledgment on representative execution, illustrative examination configuration is used for the similar assessment of the parts and execution.

3.3 Population, Sample and Sampling Method

The populace is the complete number of business banks that are by and by working in the country, or 20 business banks. Only five business banks are remembered for the review's example for research purposes. After the sample was selected, only 400 of the 435 questionnaires sent to the appropriate bank respondents were returned. In order to distribute the questionnaire, a convenience sampling method was used to select respondents from a variety of positions held within the various banks.

3.4 Nature and Source of Data

Essential information from an organized survey utilizing a five-point Likert scale filled in as the reason for this examination. The findings are useful for generalization because this study used a descriptive approach to investigate the causal connection between the variables that were examined. An organized survey was distributed via email, Viber, Facebook Messenger, and Viber using Google Docs. The poll respondents were not under any commitment to pacify the scientist and could unreservedly answer the inquiries as per their own still, small voice. The study's subjects were people who worked for public and commercial banks in the Kathmandu Valley.

3.5 Tools and Techniques of Analysis

The examination of information will be finished by the example of information accessible. To accomplish the goal of the review different funding, bookkeeping and factual apparatuses have been utilized.

Descriptive Statistics

Descriptive statistics, or brief informational coefficients, are utilized to provide an overview of a particular data set, which may be a sample or a representative of the entire population. Estimations of focal propensity and estimations of fluctuation (spread) are the two classifications into which elucidating insights fall. The standard deviation, difference, least and most extreme factors, kurtosis, and skewness are estimations of inconstancy, though the mean, middle, and mode are proportions of focal propensity.

Mean

The number-crunching mean is the most frequently utilized and popular measurement for summing up every one of the information in one variable. It is calculated by dividing the total number of items by their sum. The means of the various variables show the average value over the course of the study.

$$\text{Mean } (\bar{X}) = \frac{\sum x}{n}$$

Where,

\bar{X} = Sum of the variables 'x'

N = No. of Observation

Standard deviation

How much individual items change from a guiding principle is known as scattering? The outright scattering is estimated by the standard deviation. The standard deviation increments with the level of scattering. An elevated degree of observational routineness and series homogeneity is shown by negligible standard deviations, as well as the other way around. The standard deviation for procuring per share, profit payout proportion, market esteem per share, held profit, profit yield proportion, and cost profit proportion was determined in this review.

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum (X - \bar{X})^2}{n}}$$

Correlation analysis

Correlation analysis is one statistical technique for describing how closely one variable is related to another. The ongoing examination has utilized straightforward relationship. A matrix representation of the correlation coefficient between the subsequent financial variables has been calculated, analyzed, and displayed.

The accompanying recipe is utilized in this review to compute the connection coefficient between two factors, X and Y.

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

Coefficient of determination (r^2)

A proportion of the level of direct relationship or connection between's two factors — one of which is reliant and the other free — is known as the coefficient of assurance. The overall percentage variance in the dependent variables is referred to as r. There are values for the coefficient of assurance that reach from zero to one. A value of one can only occur when the unexpected variation is zero or when every data point in the scatterplot is exactly on the regression line.

Regression analysis

In the variables under investigation, regression analysis indicates movement direction but not relative movement. Regression analysis enables us to determine the relative movement of the variables. For the given variable, regression analysis has been computed and analyzed. Incentives, pay, recognition, and motivation are the independent variables in this study, while employee performance is the dependent variable. In multiple regression analysis, the standard error of estimate, least squares, and multiple coefficient of determination approaches are typically used to calculate this. The multiple regression equation model is:

Model I

This model looks at the effect of components on inspiration factors.

$$EP = \beta_0 + \beta_1 RE + \beta_2 MOV + \beta_3 COMP + \beta_4 REG \dots e_t$$

Where,

Dependent Variables

EM = Employee Motivation

Independent Variables

RE = Reward

INC = Incentives

COMP = Compensation

REG = Recognition

e_t = Error terms

3.6 Research Framework and Definition of Variables

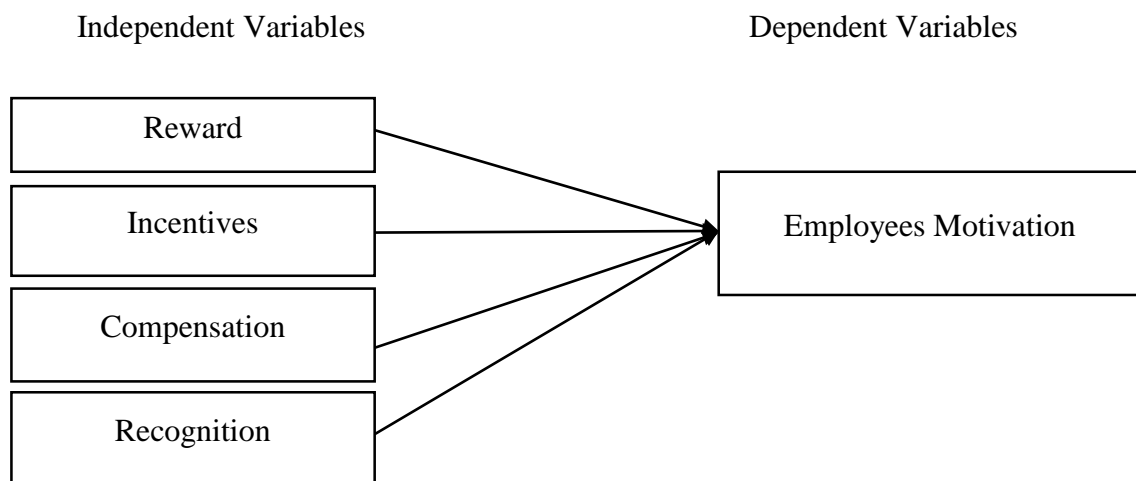


Figure 1

Research Framework

Source: Ali and Anwar (2021); Gautam (2020)

Definition of Variables

Employees Motivation

Inspiration, powers acting either on or inside an individual to start conduct. The word is gotten from the Latin expression *motivus* ("a moving reason"), which recommends the enacting properties of the cycles engaged with mental inspiration. Motivational factors are studied by psychologists as a means of assisting in the explanation of observed behavioral shifts in an individual. Invoking the concept of motivation, for instance, makes it possible to comprehend the observation that a person is more likely to open the

refrigerator door to look for food as the amount of time has passed since their last meal (Weeraratne, 2018).

Reward

A prize is something you get, for example, as remuneration for your diligent effort, appropriate conduct, or local area administration. According to Shahzadi et al. (2014), the benefits of doing or possessing that thing are what they are.

Incentives

The amount or value that individuals and businesses receive in return for their labor and goods is typically referred to as income. The majority of people consider their gross income to be the sum of all profits, including wages and salaries, capital gains from real estate and investment sales, and other receipts (Ochola, 2022).

Compensation

Compensation, rewards, pay rates, and commission plans are totally viewed as types of remuneration. The majority of excellent employees are aware of their worth and will not settle for less, especially in situations where rivals are ready to exploit their potential. In general, compensation is a financial reward given to an employee in exchange for their work. Their compensation is based on what they earn at work. Along with commission and some other advantages or honors related with the specific representative's job, it additionally involves remuneration or profit (Jebreel, 2015).

Recognition

The act of acknowledging or appreciating something's existence, validity, or value is typically referred to as recognition. It can apply to different settings. According to Khan, Farooq, and Ullah (2010), recognition is the perception of something's existence or truth, as well as realization and acknowledgment of something's validity or entitlement to consideration: the recognition of a claim.

CHAPTER – IV

RESULTS AND DISCUSSION

The phase of perception and examination in an exploration examination is urgent. Observation is the process of organizing the available data in a tabular format and putting it in a sensible format. Analysis is carried out in order to present the financial facts in tabular or graphical form in order to provide a corrective measure. In order to offer suggestions for corrective action, the current chapter will discuss the various aspects of employee satisfaction and how it affects work-life balance.

4.1 Demographic Study of Respondents

Table 1

Demographics Characteristics of Respondents

Respondent Character	No. of Responses	Percentage
Gender		
Male	136	34
Female	264	66
Total	400	100
Age		
Under 25	8	2
26-35	336	84
36-45	40	10
46-55	12	3
Over 55	4	1
Total	400	100
Present Position		
Manager	12	3
Officer	64	16
Worker	280	70
Other	44	11
Total	400	100
Earning Per Month		
Up to Rs.25000	4	1
Rs.25001- Rs.50000	80	20
Rs.50001- Rs.75000	188	47
Above Rs.75000	128	32
Total	400	100

Source: Survey, 2024

The remaining 66% of the 400 respondents were female, while 34.00% of the respondents were men. There were 264 female reactions and 136 male respondents generally. Eighty-

four percent of respondents were between the ages of 26 and 35, followed by 10 percent of those between the ages of 36 and 45, 3 percent of those between the ages of 46 and 55, 2 percent of those under the age of 25, and 1 percent of those over the age of 55.

The majority of respondents, or 70.00 percent, held a worker position, followed by officers (16%), individuals holding a variety of other job positions than the one mentioned (10.00%), and managers (3.00%). The majority of respondents procure between Rs. 50001 and Rs. 75000 every month (47.00 percent), trailed by Rs. 25,000 and beneath (1.00 percent), Rs. 25001 and Rs. 50000 every month (20%), and more than 75000 every month (32.0 percent).

4.2 Descriptive Statistics

Descriptive statistics, or brief informational coefficients, are utilized to provide an overview of a particular data set, which may be a sample or a representative of the entire population. Estimations of focal propensity and estimations of fluctuation (spread) are the two classifications into which elucidating insights fall. The standard deviation, difference, least and most extreme factors, kurtosis, and skewness are estimations of inconstancy, though the mean, middle, and mode are proportions of focal propensity.

Table 2

Descriptive Statistics of Reward (N=400)

Particular	Min	Max	Mean	SD
Suggestion system acts as incentive for the employees in search of something useful to the organization.	1.00	5.00	2.880	1.113
Employees are given appraisal in order to motivate them to attend the training.	1.00	5.00	3.202	1.012
The incentive plans offer reduced turnover, reduced absenteeism, and reduced lost time.	1.00	5.00	3.285	1.238
The employees' performance is positive outcomes of reward benefits.	1.00	5.00	3.097	1.207
Incentive plans motivate employees for higher efficiency and productivity.	1.00	5.00	2.762	1.072
Overall mean and S.D			3.045	1.128

Source: SPSS Output

Descriptive statistics for the reward income sub-factor as a whole and for each element are presented in Table 2. The factors are estimated utilizing five explanations. Descriptive

statistics indicate that the overall mean score for reward is 3.045, with a standard deviation of 1.128. This exhibits the ideal perspective on presentation based rewards. The third question had the highest mean value, indicating that performance was improved by incentive programs that reduced turnover, absenteeism, and lost time.

Table 3

Descriptive Statistics of Incentives (N=400)

Items	Min	Max	Mean	SD
The incentives given by organization are more helpful and useful for progress.	1.00	5.00	2.945	1.127
Employees are given appraisal in order to motivate them to give incentives.	1.00	5.00	3.382	.967
Due to incentives the employee's turnover is reduced in our organization.	1.00	5.00	3.632	1.168
The employees' performance is positive outcomes of training and incentives benefits.	1.00	5.00	3.202	1.308
Incentives helps to make higher productivity and financial returns for the organization.	1.00	5.00	2.800	1.178
Overall mean and S.D			3.192	1.149

Source: SPSS Output

Descriptive statistics for the motivation sub-factor as a whole and for each component are presented in Table 3. The factors are estimated utilizing five explanations. Descriptive data indicate that the average motivation score is 3.192, with a standard deviation of 1.149.

This demonstrates the positive perception of output-oriented motivation. The highest mean score was recorded for the third item, indicating that stimulating objectives and activities may improve performance.

Table 4

Descriptive Statistics of Compensation (N=400)

Items	Min	Max	Mean	SD
Employees feel the importance of reward and rewards provided by the bank as a result of performance appraisal.	1.00	5.00	2.925	1.126
From my point of view salaries system and additional benefits are fair and it is pushing me to improve my performance appraisal	1.00	5.00	3.502	.9419
I see the 'end of service benefits' in the reward law is appropriate for all job categories securing their future thus motivating their performance.	1.00	5.00	3.652	1.206
Motivation to work depends on comparison of justified compensation between you and others.	1.00	5.00	3.420	1.236
Indirect compensation (health insurance, end of service benefits, etc.) increases the efficiency and improves their performance.	1.00	5.00	2.880	1.115
Overall mean and S.D			3.276	1.125

Source: SPSS Output

Table 4 presents graphic information for every thing and the repaying sub-factor in general. The factors are estimated utilizing five explanations. The general mean score for remuneration is 3.276, with a standard deviation of 1.125, as indicated by graphic information. This demonstrates that compensation is viewed favorably in relation to performance. The third question had the highest mean value, indicating that performance-enhancing reward laws are beneficial to all job categories.

Table 5

Descriptive Statistics for Recognition (N=400)

Particular	Min	Max	Mean	SD
I think public praise, award ceremonies are more effectively	1.00	5.00	3.010	1.135
Employees are given appraisal in order to motivate them to specific achievements.	1.00	5.00	3.470	.9226
Recognition in word was inequitably distributed	1.00	5.00	3.647	1.149
The employees' performance is positive outcomes of Recognition factors.	1.00	5.00	3.372	1.209
I think one-on-one conversations, emails is more effectively.	1.00	5.00	2.940	1.140
Overall Mean and S.D			3.288	1.112

Source: SPSS Output

Table 5 presentations elucidating insights for the acknowledgment sub-factor all in all and for individual things. The factors are estimated utilizing five explanations. Descriptive statistics indicate that the average recognition score is 3.288, with a standard deviation of 1.112. This demonstrates that performance recognition is regarded favorably. The third question had the highest mean score, 3.647, indicating that recognition should be distributed unevenly and be beneficial to performance.

Table 6

Descriptive Statistics of Employee Motivation (N=400)

Items	Min	Max	Mean	SD
Intrinsic motivation (internal drive) much important compared to extrinsic motivation	1.00	5.00	2.977	1.159
I think motivation affects performance, both personally and professionally	1.00	5.00	3.470	.9361
I found some activities or goals particularly motivating	1.00	5.00	3.625	1.195
I have experienced a significant shift in motivation levels	1.00	5.00	3.360	1.235
I use some strategies to enhance my motivation	1.00	5.00	2.920	1.139
Overall mean and S.D			3.271	1.133

Source: SPSS Output

Table 6 gives spellbinding measurements to the worker execution sub-factor for both individual things and the sub-factor in general. The factors are estimated utilizing five explanations. Execution expressive insights show a mean score of 3.271 generally speaking with a standard deviation of 1.133. This demonstrates how performance can be effective and beneficial. The third inquiry got the most elevated mean worth, recommending that there was a positive connection between bank interface execution and acknowledgment.

4.2.1 Descriptive statistics of Variables

Table 7

Descriptive Statistics of Employee Motivation (N=400)

Variables	Min	Max	Mean	SD
Employee Motivation	1.00	4.40	3.271	1.133
Reward	1.00	5.00	3.045	1.128
Incentives	1.00	5.00	3.192	1.149
Compensation	1.00	4.40	3.276	1.125
Recognition	1.00	4.20	3.288	1.112

Source: SPSS Output

Table 7 presents illustrative data relating to worker execution and impetus part. The factors are estimated utilizing the four persuasive variables. Each component detailed its general score on a five-point Likert scale. Recognition has a mean of 3.188, incentives has a mean of 3.192, and compensation has a mean of 3.276. In a similar vein, the standard deviations for recognition, incentive, compensation, and reward are 1.125, 1.149, 1.128, and 1.112, respectively. Employee motivation was positively impacted by incentives, with an average score of 3.271 and a standard deviation of 1.133.

4.2.2 Correlation analysis

This section will investigate the connection between recognition, incentive, compensation, and reward in order to accomplish the second objective of the research. Correlation has been utilized.

Table 8

Correlation between Dependent and Independent Variables

Variables	Motivation	Reward	Incentives	Compensation	Recognition
Motivation	1				
Reward	.202** .000	1			
Incentives	-.150** .003	.059 .242	1		
Compensation	.008 .866	.059 .241	.140** .005	1	
Recognition	.000 .995	-.057 .256	-.068 .177	.027 .592	1

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

* . Correlation is significant at 0.05 level (2-Tailed).

Source: SPSS Output

There is a significant positive correlation between employee motivation and compensation ($r = 0.202$, $P < 0.05$). Similarly, there is a significant negative correlation between employee incentives and motivation ($r = -0.150$, $P < 0.05$). Compensation was found to be statistically insignificant ($r = 0.008$, $P > 0.05$) and to have a slight positive association at the 0.05 level of significance. At long last, there is a positive however insignificant connection among acknowledgment and worker execution ($r = 0.000$, $P > 0.05$). The correlations between incentives and reward ($r = 0.059$, $P > 0.05$) and compensation and recognition ($r = -0.057$, $P > 0.05$) are also insignificantly positive ($r = 0.059$, $P > 0.05$). Along these lines, inspiration shows a negative immaterial relationship

with acknowledgment ($r = -0.068$, $P > 0.05$) yet a significant positive relationship with compensation ($r = 0.140$, $P < 0.05$). Likewise, there is an unimportant positive connection among pay and acknowledgment ($r = 0.027$, $P > 0.05$).

4.2.3 Effect of Reward, Incentives, Compensation and Recognition on Incentives

Table 9

Model summary of Employee Incentives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.311a	.097	.088	.48730

a. Predictors: (Constant), RE, ICT, COM, INC

Table 10

ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.060	5	2.515	10.592	.000b
	Residual	93.797	395	.237		
	Total	103.858	399			

a. Dependent Variable: EM

b. Predictors: (Constant), RE, ICT, COM, INC

Table 10 demonstrates tried model is reasonable for additional investigation ($F = 139.035$; p -esteem < 0.05). Additionally, the variation in employee motivation caused by the variation in independent variables (reward, incentives, compensation, and recognition) can be explained by $R^2 = 58.50\%$.

Table 11

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.070	.293		7.056	.000
	Reward	.248	.063	.191	3.962	.000
	Incentives	-.143	.039	-.176	-3.630	.000
	Compensation	.011	.034	.016	.321	.748
	Recognition	.217	.060	.173	3.589	.000

a. Dependent Variable: EM

Source: SPSS Output

Table 11 shows the coefficient of relapse. A p-value greater than 0.05 indicates that the compensation has little impact on employee motivation. The p-values for inspiration, award, and acknowledgment, nonetheless, are 0.000, 0.000, and 0.000 not exactly the importance level of 0.05, individually. It exhibits that while inspiration considerably affects worker execution, prizes and acknowledgment have a positive critical effect. The p-value of the compensation is 0.748, which is greater than 0.05 and suggests that it has little effect on employee motivation.

The beta values of the significant coefficients reward, incentives, compensation, recognition, and reward are respectively 0.191, -0.176, 0.016, and 0.173. This demonstrates that an increment of one unit in remuneration compares to an exhibition increment of 0.191 units, an increment of one unit in inspiration to a presentation diminishing of 0.143 units, an increment of one unit in pay to 0.016 units, and an increment of one unit in acknowledgment to 0.173 units.

4.3 Discussion

The data analysis demonstrates that the primary objective of the study is to identify the incentivesal factors that influence employee motivation. The explanations that were all gathered under various parts, like prize, remuneration, inspiration, and acknowledgment, were acknowledged by the respondents. To put it another way, they believe that people will be more productive at work if their abilities and efforts are evaluated fairly and rewards or direct and indirect compensation are linked. This shows the laborers' solid exhibition.

The second goal examines the connection between employee motivation and behavioral bias components (reward, incentives, recognition, and compensation bias) in a similar vein. Consistent with the findings of Okeke and Ikechukwu (2019) and Gautam (2020), the key variables show a strong relationship with worker motivation, particularly when it comes to incentives and reward. Worker inspiration and execution have areas of strength for a relationship; prize and pay follow. Five factors represent the variety in worker execution, as per the different connection coefficient: reward, acknowledgment, inspiration, and pay. Reward and recognition have a positive significant impact on employee motivation, whereas incentives has a significant negative impact. While this

supports Bellmann and Hubler's (2021) discoveries, it opposes Gross, Ingerfurth, and Willems' (2021) decisions. According to the ANOVA of the regression model, there is no statistically significant relationship between employee motivation and the explanatory factors. This is in agreement with the findings of Fakai (2022) and Kellie (2018), but it is in contradiction to the findings of Weeraratne (2018); Ali and Anwar.

The third arrangement of goals, which is the last one, analyzes the manners by which worker execution is impacted by components like prize, inspiration, and acknowledgment. Relapse examination of these elements is introduced, and the outcomes show that varieties in five autonomous factors (remuneration, award, incentives, and acknowledgment) represent 58.50 percent of the variety in Worker Execution. According to Aryal, Hamal, and Bhatta (2022) and Mulang, pay has a positive but statistically insignificant effect on worker motivation. This suggests that a one-unit pay raise causes a comparable improvement in specialist execution. Similar to this, worker motivation is positively impacted by incentives, incentives, and recognition, suggesting that increasing these variables by one unit increases output. These outcomes are in line with those of Chhapra et al. and Gautam (2020). (2018), but are in opposition to those of Dangol and Manandhar (2020) and Adil, Singh, and Ansari (2022).

CHAPTER – V

SUMMARY AND CONCLUSION

5.1 Summary

The purpose of the study is to investigate the connections between employee performance and pay, reward, motivation, and recognition. This section centers on the principal discoveries of the review and gives a synopsis of the whole group of work. The reason for the review was to look at the elements influencing inspiration. Section 1 gave an itemized outline of market costs as well as the goals of the review. In addition, the chapter had. This chapter also gave a description of the investigation's structure, boundaries, and justification. The essential target of this study is to look at the connection between factors (pay, award, inspiration, and acknowledgment) and their effect on execution inside the system of Nepalese banks. The specific goals of this study are as follows: The primary goal of the study is to determine how motivation is affected by various factors.

Part 2 explored the hypothetical writing on inspiration and execution. This chapter also looks at other aspects of performance in organizations. Extra speculations of inspiration are likewise examined in this part. The chapter also included a summary, an in-depth look at the most important topics, and areas that needed more research. The review's goal is to check out at the different factors that influence persuasive components.

Chapter 3's framework included the target population, sample design, methods and equipment for data collection, processing, and presentation, as well as a random selection procedure for candidates who met the eligibility requirements. Candidates were chosen from the commercial bank workforce. To accomplish the review's targets, an illustrative and causal relative exploration configuration was utilized. Part 4 introduced and talked about the consequences of an observational assessment into the variables affecting worker execution and inspiration. The right financial, descriptive, and analytical tools are used to analyze the data. Comments and translations are likewise provided in the examination segment if material. This chapter also highlighted important study findings.

Also, compensation, motivator, inspiration, and acknowledgment were the free factors in the review, with worker execution filling in as the reliant variable. Relapse examination and relationship are two instances of the expressive measurements utilized in the review.

Using SPSS version 24, correlation and regression analyses are carried out to ascertain the relationship and impact of independent factors on dependent variables.

5.2 Conclusion

In conclusion, the objective of this research was to determine whether or not there is a connection between an employee's level of job satisfaction and the amount of money they receive. Utilizing a normalized survey to look at the pace of worker execution against compensation, prize, inspiration, and acknowledgment, this study found a measurably critical positive connection between the pace of representative execution and persuasive components.

The examination's determinations highlight a critical qualification between what makes a laborer and a representative. Albeit monetary impetuses and other outer variables might negatively affect a representative's inspiration and fulfillment, the review shows that worker execution isn't unfavorably impacted by them. Then again, the information shows that monetary compensation and occupation bliss are decidedly connected. These outcomes suggest that more noteworthy measures of remunerations are related with more acknowledgment, which might bring about better laborer execution because of more significant compensation.

The significant correlation between employee motivation and performance demonstrates the strong connection. Inspiration and acknowledgment are personally connected with this collaboration. Rewards and recognition are closely followed by a strong positive correlation between employee motivation and performance. A lot of the variety in worker execution might be made sense of by compensation, prizes, inspiration, and acknowledgment taken together, as per the various connection coefficient.

5.3 Implications

The review's discoveries recommend that while little varieties can varyingly affect various gatherings, what works for one specialist may not work for another. When trying to develop and keep a workforce that is both highly productive and content, these findings suggest that pay should be taken into consideration by businesses.

Notwithstanding banks' developing accentuation on monetary advantages, non-monetary and monetary benefits ought to be esteemed similarly. It is prudent to assess representatives' work in view of propelling and reward contemplations, with execution filling in as the benchmark for advancements. It's important for employees to believe that promotions are fair and objective. Additionally, all appointments should be based on merit and there should be as little waiting as possible for promotions. Additionally, clear pathways for promotions should be established. In order to provide customers with clear career paths, banks need to provide a wide range of educational and training opportunities. To ensure employee satisfaction, incentives—both monetary and non-monetary—must be offered.

Banks should use their staff members' true abilities and treat the workload they receive as reasonable. Giving bank representatives the opportunity to design their own timetables and select the most proficient ways of taking care of business would be a gigantic lift to their work fulfillment.

The age, tenure, and position of employees may all be included in subsequent studies, and qualitative evaluations may also be included. The focal point of this study is exclusively on monetary acknowledgment. To decide the general significance of financial and non-money related motivations, more exploration could investigate both.

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Annex: Questionnaires

Dear respondent,

I am conducting this questionnaire survey for an academic research as required by the MBS program. The title of my research is " Employee Reimbursement Recognition and Its Impact on Employee Motivation" I would like to state that this research is purely for an academic purpose and I am simply interested in your candid and honest opinion. I assure you that strict confidentiality will be maintained and the information furnished by you will be used only for the academic purpose.

Thanking for your Cooperation

Bibek K.C.

MBS student

Shanker Dev Campus, Kathmandu

Part I

Bank	
Department	
Gender	a) Male b)Female
Age	a)Under 25 b)25-35 c)36-45 d)46-55 e)Above 55
Qualification(Highest Degree)	a)+2 b) Bachelors c) Masters
Present Position: (Please tick)	a)Manager b)Officer c)Sr. Assistant d) Jr. Assistant e)Other if any (please specify)
Years of Experience	a) Less than 5 b) 5-15 c) More than 15
Year of joining the present organization(AD)	
Earning per month	a)up to 25000 b)25001-50000 c)50001-75000 d)above 75000

Part II

Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by choosing the appropriate number. Please give your responses as followings:

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Reward

Particular	1	2	3	4	5
Monetary incentives have a favorable effect on worker motivation and output					
Employees are given appraisal in order to motivate them to attend the training.					
The reward plans offer reduced turnover, reduced absenteeism, and reduced lost time.					
The employees’ performance is positive outcomes of reward benefits.					
Incentive plans motivate employees for higher efficiency and productivity.					

Source: Ali and Anwar (2021); Gautam (2020)

Incentives

Particular	1	2	3	4	5
The incentives given by organization are more helpful and useful for progress.					
Employees are given appraisal in order to motivate them to give incentives.					
Due to incentives the employee’s turnover is reduced in our organization.					
The employees’ performance is positive outcomes of training and incentives benefits.					
Incentives helps to make higher productivity and financial returns for the organization.					

Source: Ali and Anwar (2021); Gautam (2020)

Compensation

Particular	1	2	3	4	5
Employees feel the importance of incentives and rewards provided by the bank as a result of performance appraisal.					
From my point of view salaries system and additional benefits are fair and it is pushing me to improve my performance appraisal					
I see the 'end of service benefits' in the incentives law is appropriate for all job categories securing their future thus motivating their performance.					
Motivation to work depends on comparison of justified compensation between you and others.					
Indirect compensation (health insurance, end of service benefits, etc.) increases the efficiency and improves their performance.					

Source: Ali and Anwar (2021); Gautam (2020)

Recognition

Particular	1	2	3	4	5
I think public praise, award ceremonies are more effectively					
Employees are given appraisal in order to motivate them to specific achievements.					
Recognition in word was inequitably distributed					
The employees' performance is positive outcomes of Recognition factors.					
I think one-on-one conversations, emails is more effectively.					

Source: Ali and Anwar (2021); Gautam (2020)

Employee Motivation

Particular	1	2	3	4	5
Intrinsic motivation (internal drive) much important compared to extrinsic motivation					
I think motivation affects performance, both personally and professionally					
I found some activities or goals particularly motivating					
I have experienced a significant shift in motivation levels					
I use some strategies to enhance my motivation					

Source: Ali and Anwar (2021); Gautam (2020)

Thank you for your participation. Have a good day!

Employee Reimbursement Recognition and Its Impa...

By: Bibek K.C.

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ABSTRACT A key instrument for assessing organizational standing and worker performance is effective motivation. It serves as an internal motivator that pushes workers toward accomplishing their goals and those of the company. This study uses a positivist epistemology to investigate how employee motivation affects performance. With a descriptive and causal research design, the study makes use of statistical techniques like regression, correlation, ANOVA, and T-tests. Employees of commercial banks in the Kathmandu Valley were given questionnaires to complete in order to measure the effect of motivation on output. The findings show a strong relationship between employee motivation and performance appraisals (PAs), with rewards, salary, and recognition being important components in raising performance. Fairness in performance reviews and award distribution are viewed by staff members as important drivers of productive work. Rewards and recognition have a good effect on performance, but remuneration has a negligible effect. On the other hand, performance is significantly impacted negatively by motivation. In addition, opinions of PA differ dramatically throughout age groups, genders, occupations, levels of education, monthly incomes, and years of experience. Key word: Employee Performance, Employee motivation, Reward, Compensation, Recognition, Nepalese commercial bank 5207000-698500CHAPTER-

I INTRODUCTION 1.1. Background of the Study Employee **motivation** , or EM, **is the**

internal force that motivates workers to achieve personal and organizational objectives (Shahzadi, 2014). Put in any case, it alludes to the level of power, drive, and creativity that every laborer brings to the work environment. The mental instrument that gives social course and inspiration is known as EM (Kreitner, 1995). Employee motivation, or EM, is the internal force that motivates workers to achieve personal and organizational objectives (Shahzadi, 2014). Put in any case, it alludes to the level of power, drive, and creativity