

**WORK MOTIVATION AND JOB PERFORMANCE IN NEPALESE
COMMERCIAL BANKS**

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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August, 2025

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Certification of Authorship

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Work Motivation and Job Performance in Nepalese Commercial Banks**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor. It has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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Report of Research Committee

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Approval Sheet

We, the undersigned, have examined the thesis entitled “**Work Motivation and Job Performance in Nepalese Commercial Banks**” presented by Sanjok Rijal 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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Acknowledgements

This study entitled “**Work Motivation and Job Performance in Nepalese Commercial Banks**” 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 job performance.

I have great satisfaction and pleasure to express my appreciation and sincerity to my thesis supervisor Dhan Raj Chalise of Shanker Dev Campus, TU for his excellent and effective guidance and supervision. I will remain thankful for his valuable direction useful suggestion and comments during the course of preparing this thesis without his help this work would not have come in this form. I also would like to extend my debt of gratitude Asso. Prof. Dr. Sajeeb Kumar Shrestha, Head of Research Department and I owe a deep debt of gratitude to Asso. Prof. Dr. Kapil Khanal, Campus Chief of Shanker Dev Campus who provided me an opportunity to undertake this research work. Similarly, I would like to express my sincere to my friends for their support, encouragement and help for this study work.

I highly appreciate to all the staffs of respective banks, NRB Library, Shanker Dev Campus Library and TU Central Library for their valuable advices and support in collecting and presenting the necessary data. I would also like to express my thankfulness to my friends, my family members as well as all known people who supported as well as inspired me directly or indirectly to complete this thesis. With help and support, I have been able to complete this work. I would like to take the responsibility of any possible mistakes that may have occurred in the report. I would be delighted to welcome readers for their suggestion and recommendation to improve the report.

Sanjok Rijal

August, 2025

TABLE OF CONTENTS

	<i>Page No.</i>
<i>Title Page</i>	<i>i</i>
<i>Certification of Authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval Sheet</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Tables</i>	<i>viii</i>
<i>Abbreviations</i>	<i>ix</i>
<i>Abstract</i>	<i>x</i>
CHAPTER- I INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Objectives of the Study	5
1.4 Hypothesis of the Study	6
1.5 Rationale of the Study	6
1.6 Limitations of the Study	7
CHAPTER- II LITERATURE REVIEW	8
2.1 Theoretical Review	8
2.1.1 Affective event theory	8
2.1.2 Equity theory	9
2.1.3 Herzberg's two-factor theory	10
2.1.4 Expectancy theory	10
2.1.5 Three-dimensional theory of attribution.....	11
2.2 Empirical Review	12
2.3 Research Gap	27
CHAPTER- III RESEARCH METHODOLOGY	29
3.1 Research Design	29
3.2 Population and Sample	29

3.3 Nature and Sources of Data	29
3.4 Instrumentation	30
3.5 Methods of Analysis	30
3.6 Research Framework and Definition of Variables	33
CHAPTER IV RESULTS AND DISCUSSION.....	35
4.1 Results.....	35
4.1.1 Demographic Characteristics.....	35
4.1.2 Descriptive Analysis for Variable Wise	36
4.1.3 Correlation Analysis	41
4.1.4 Regression Analysis	42
4.2 Discussion.....	44
CHAPTER – V SUMMARY AND CONCLUSION	48
5.1 Summary.....	48
5.2 Conclusion	49
5.3 Implications	50
References	
Appendices	

LIST OF TABLES

Table 1 Summary of Empirical Review.....	19
Table 2 Demographics Characteristics of Respondents (N=400).....	35
Table 3 Descriptive Statistics of Job Meaningfulness (N=400)	37
Table 4 Descriptive Statistics of Supervisory Support (N=400)	37
Table 5 Descriptive Statistics of Cognitive Engagement (N=400)	38
Table 6 Descriptive Statistics of Emotional Engagement (N=400).....	39
Table 7 Descriptive Statistics of Employee Engagement (N=400)	39
Table 8 Descriptive Statistics of Job Performance	40
Table 9 Descriptive Statistics of Composite Dependent and Independent Variables.....	41
Table 10 Correlation Analysis	42
Table 11 Model Summary	43
Table 12 ANOVA Table.....	43
Table 13 Regression Coefficients	44

ABBREVIATIONS

AD	:	Anno Domini
ATM	:	Automated Tailor Machine
BS	:	Bikram Sambat
CE	:	Cognitive Engagement
df	:	Degree of Freedom
EE	:	Emotional Engagement
EME	:	Employee Engagement
FY	:	Fiscal Year
i.e.	:	That is
JB	:	Job Performance
JM	:	Job Meaningfulness
Ltd.	:	Limited
NRB	:	Nepal Rastra Bank
SD	:	Standard Deviation
SS	:	Supervisory Support
TU	:	Tribhuvan University

ABSTRACT

This study examines the relationship between work motivation and job performance in Nepalese commercial banks, focusing on the roles of job meaningfulness, supervisory support, cognitive engagement, emotional engagement, and overall employee engagement. The study employed primary data to analyze the data. Using data collected from employees across multiple commercial banks, correlation analysis revealed that job performance is significantly and positively associated with job meaningfulness ($r = 0.650$, $p < 0.01$), supervisory support ($r = 0.564$, $p < 0.01$), emotional engagement ($r = 0.629$, $p < 0.01$), employee engagement ($r = 0.181$, $p < 0.01$), and cognitive engagement ($r = 0.775$, $p < 0.01$). Regression results indicate that cognitive engagement ($\beta = 0.517$, $p < 0.001$) and job meaningfulness ($\beta = 0.276$, $p < 0.001$) are the most influential predictors of job performance, followed by emotional engagement ($\beta = 0.102$, $p = 0.012$) and supervisory support ($\beta = 0.089$, $p = 0.014$), while overall employee engagement did not show a statistically significant effect ($p > 0.05$). The findings suggest that enhancing employees' sense of purpose in their work, providing effective managerial support, and fostering both cognitive and emotional investment in job roles can significantly boost performance outcomes. These results offer practical implications for human resource strategies in the banking sector, emphasizing the importance of motivational drivers and targeted engagement initiatives to sustain high performance levels.

Keywords: Job Meaningfulness, Supervisory Support, Emotional Engagement, Employee Engagement, Cognitive Engagement, Job Performance

CHAPTER- I

INTRODUCTION

1.1 Background of the Study

Job performance, also referred to as employee motivation (EM), is the internal drive that pushes employees to achieve both their personal goals and those of the organization (Shahzadi et al., 2014). It reflects the enthusiasm, dedication, and innovation an individual contributes to their work. According to Kreitner (1995), job performance can also be seen as a mental process that guides and shapes an individual's actions and behavior.

To remain motivated, employees must satisfy five types of needs: physiological, safety, social, ego, and self-actualization (Maslow, 1943). These needs are met through aspects such as meaningful work, fair compensation, emotional involvement, job security, a supportive work environment, and opportunities for personal growth (Linder, 1998).

To stay competitive in an increasingly globalized world, organizations emphasize continuous learning to enhance employees' skills and competencies. Companies that foster a culture of learning are better equipped to thrive in today's dynamic business environment. Gaining a competitive advantage requires businesses to recognize and leverage their core strengths. In this highly competitive landscape, human capital stands out as the most valuable asset for ensuring long-term success and sustainability. Therefore, it is essential for organizations to attract, retain, and develop skilled, dedicated, and motivated employees by providing them with opportunities for learning and professional growth.

The success or failure of a business largely depends on how motivated and committed its employees are to their work. There is a strong link between job performance, productivity, and profitability. Organizations need to identify top performers and those who may need additional training and support (Shah, 2015). Since each employee is driven by different factors, motivation can stem from a sense of purpose or emotional connection to the work. Motivated employees tend to be productive, satisfied, loyal, and engaged in their roles. When trust in the organization is high, employees are more likely to be involved and efficient, contributing to overall business success. The way employees

are treated directly influences how they respond positive treatment fosters respect and effort, while poor treatment can lead to disengagement (Ouchi, 2004). Retaining loyal employees supports short-term success, and when employees possess the right skills and motivation, they work diligently toward achieving organizational objectives (Jishi, 2009). This presents a challenge for today's managers, who must design effective incentive programs to boost employee performance. In the banking sector especially, motivated staff can enhance customer experiences, building a positive image and long-lasting reputation. Therefore, employee motivation is key to achieving high levels of customer satisfaction (Petcharak, 2004).

This study focuses on the various factors that influence job performance. According to Levy (2013), maintaining high job performance is often more challenging than simply motivating employees. In today's competitive environment, organizations are under significant pressure to implement strategies that enhance employee productivity (Deci, 2013). Simply increasing salaries is no longer enough to ensure better performance; multiple other factors must be considered (George & Jones, 2013). Job performance directly affects overall productivity, and a poorly motivated workforce can lead to reduced output, higher turnover rates, increased costs, frequent absenteeism, and a negative effect on team morale (Jobber & Lee, 2014). It is widely recognized that the success of any organization regardless of industry largely depends on the quality and effectiveness of its human resources (Deci, 2013).

For any organization aiming for growth and success, treating employees with the same importance as other key assets is essential. Workers need to be satisfied with their work environment and feel that their performance is evaluated fairly. According to Akinbowale (2013), effective management and clear communication play a crucial role in driving employee performance (EP). Motivated employees are typically more self-directed, and there is a connection between cognitive engagement management and job performance. Both of these areas cognitive engagement and job performance are influenced by intrinsic rewards (Shahzadi, 2014).

To stay motivated in both their current and future roles, employees need to perceive fairness and equity among themselves and their peers, meaning justice must be evident in the workplace (Adams, 1965). Additionally, enhancing the physical work environment

can positively affect employees' attitudes, well-being, and motivation (Shahzadi, 2014). Holton (1995) describes performance as a multidimensional concept, with its measurement depending on various factors. Performance reflects both individual contributions and the output of organizational units. While external factors influence personal traits and behavior, organizations can still manage many of the internal elements that shape employee actions. Moreover, formal communication plays a significant role in shaping employees' work ethics and managerial approaches.

The social exchange theory suggests that when employees receive positive feedback for their efforts, their perception of their own performance within the organization improves (Blau, 1964). Employees who understand and are satisfied with the current performance appraisal system are likely to be more motivated and more focused on their professional growth (Eyoum et al., 2020). Conversely, when an organization fails to meet employees' expectations and responsibilities, their motivation and contribution tend to decline. To enhance employee performance, two key organizational components the process and structural elements are crucial in aligning with performance appraisal system (PAS) standards and ensuring performance consistency (Rusu, 2016).

Job performance greatly influences employee productivity, which in turn plays a vital role in an organization's capacity for growth and innovation. Employee satisfaction is linked to various aspects of the performance evaluation process, including the interview format, rating methods, and frequency of assessments. Additionally, there is a strong positive relationship between the performance appraisal system and perceptions of both distributive and procedural justice (Selvarajan, 2018). Key factors such as fairness, job satisfaction, a sense of purpose, and recognition significantly impact employee motivation. These elements are often integrated into comprehensive appraisal systems, as motivated employees tend to achieve higher levels of performance (Ismail & Rishani, 2018).

1.2 Problem Statement

Previous research in Nepal's banking sector has shown that employee motivation levels are lower than expected. Several factors may contribute to the lack of motivation among staff at Nepalese Commercial Banks, with performance appraisals identified as a major

cause of reduced job performance. Additionally, there is a notable gap in research examining how cognitive engagement management influences job performance across various fields. This study aims to empirically explore the impact of cognitive engagement management on job performance specifically within Nepalese commercial banks to help improve outcomes.

It is the responsibility of every organization to preserve its market share while ensuring employee satisfaction. Workers expect to find fulfillment in their jobs, and their motivation is often shaped by how comfortable and secure their work environment feels. Several factors can influence an employee's desire to stay connected with their employer, such as job security, cognitive engagement, relationships with coworkers, and support from supervisors.

Motivation plays a vital role in retaining employees and boosting performance in today's competitive business landscape, where organizations seek an advantage. The goal is to create a dynamic and engaging workplace that encourages employees to stay, develop, and share their knowledge and skills, regardless of economic conditions (Stanley, 2012). Employees who possess strong expertise, reliability, and experience are valuable assets to any organization. It is evident that highly motivated workers tend to be more productive, but effective performance also depends on having the necessary abilities, including skills, resources, equipment, and time.

The approach used to evaluate employee performance plays a crucial role in shaping perceptions of organizational justice. Studies have found a positive link between organizational motivation and how employees view the performance rating system (Morrow, 2011). In this context, employees' motivation toward the company is influenced by their sense of satisfaction, which acts as a mediator between their perception of fairness in performance appraisals and their motivation (Arif, 2011). Additionally, there is a positive relationship between job performance and job involvement (Iqbal, 2013).

Direct involvement of employees is strongly linked to both organizational motivation and job satisfaction. However, research found that employee autonomy over their tasks has a

weaker connection to motivation and satisfaction compared to the impact of employees having a say in decision-making processes (Adham, 2014).

Job performance is strongly and positively linked to the personal, professional, and work-related advantages gained from training and development (Pandey, 2008). However, low levels of compliance and motivation negatively affect employee performance in Nepalese commercial banks (Adhikari & Gautam, 2011). Chapagai (2011) highlights that employee participation is crucial for enhancing both job satisfaction and organizational effectiveness. Furthermore, Subedi (2013) found a positive relationship between employee efficiency and the support and quality of training provided in the workplace.

The key factors affecting job performance in Nepalese commercial banks include performance evaluation, working conditions, and training and development (Nepal, 2016). Additionally, pay, cognitive engagement, a sense of ownership, job security, the chain of command, employee performance, and training all show a positive relationship with job performance (Dahal, 2017). Based on these findings, some studies in Nepal's commercial banks have examined employee organizational motivation as a result of performance evaluation and job performance as influencing factors. Therefore, this study aims to explore how job performance and performance appraisals impact the dedication of employees in Nepalese commercial banks.

The problem statement of this research can be thus summarized in the following question:

- 1) What is the situation of work motivation and job performance in Nepalese commercial banks?
- 2) What is the relationship between work motivation and job performance of Nepalese commercial banks?
- 3) How does the work motivation effect on job performance of Nepalese commercial banks?

1.3 Objectives of the Study

The primary aim of this study is to examine the impact of job performance on employee performance in commercial banks. The specific objectives include:

- 1) To assess the situation of work motivation and job performance of Nepalese commercial banks.
- 2) To examine the relationship of work motivation and job performance of Nepalese commercial banks.
- 3) To identify the impact of work motivation effect on job performance of Nepalese commercial banks.

1.4 Hypothesis of the Study

H₁₁: There is significant impact of Job Meaningfulness on Job Performance.

H₁₂: There is significant impact of Supervisory Support on Job Performance.

H₁₃: There is significant impact of Cognitive Engagement on Job Performance.

H₁₄: There is significant impact of Emotional Engagement on Job Performance.

H₁₄: There is significant impact of Employee Engagement on Job Performance.

1.5 Rationale of the Study

Job performance plays a significant role in determining both an employee's output and potential. A fair and transparent system is vital for retaining talented staff. Many factors influence an employee's willingness to work, making the evaluation of results and effectiveness a critical part of human resource management. Keeping pace with new practices, emerging technologies, and the introduction of innovative banking services and products has become particularly challenging in the banking sector. Many banks now recognize that maintaining employee satisfaction is crucial for survival in a competitive market. Job performance is essential for ensuring operations run smoothly and efficiently. Employees lacking the necessary skills will struggle to fulfill their roles, but these skills can be improved through training and development. Still, ability alone is not enough without motivation.

Job performance is the result of the interaction between ability and motivation. In the Nepalese context, motivation is especially important for achieving organizational goals (Chaulagai, 2017). An organization's success largely depends on the enthusiasm, energy, and proactive efforts of its employees in carrying out their tasks (Cheng, 1995).

The findings of this study can provide valuable insights for businesses on the types of benefits they should offer to enhance employee satisfaction and performance. The results assist organizations in making informed decisions regarding employee compensation to effectively motivate, inspire, and retain their workforce. Both employers and employees stand to gain from a clearer understanding of what drives motivation and satisfaction. By contributing to the extensive research on employee motivation, satisfaction, productivity, and fundamental needs, this study helps fill existing knowledge gaps. According to Olafsen (2018), employees cannot feel truly satisfied at work if their basic needs are not met.

1.6 Limitations of the Study

Since this study focused exclusively on commercial banks within the Kathmandu Valley, its findings may not be applicable to other regions. Additionally, some limitations of this study include:

- a. This study is based on primary data taken from structured questionnaire.
- b. Only those variable which are related to job performance and work motivation such as job meaningfulness, supervisory support, cognitive engagement, emotional engagement and employee engagement are considered in the study.
- c. The population of the study refers whole employees of 20 commercial banks running in Kathmandu.
- d. 500 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 like descriptive analysis, correlation analysis and regression analysis for the study.
- g. The study used random sampling method to select the sample for the study.
- h. Descriptive and causal comparative research design has been employed for the study.

CHAPTER- II

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Affective event theory

Affective Events Theory (AET), developed by organizational psychologists, is a framework that explains how workplace events shape employees' emotional responses, which subsequently influence their attitudes and behaviors on the job. The theory suggests that everyday work events both positive, like receiving praise or feeling emotionally engaged, and negative, such as conflicts with supervisors or colleagues trigger immediate emotional reactions. These emotional responses can impact job performance, organizational commitment, and decision-making both in the short and long term. Weiss and Cropanzano (1996) differentiate between two main components: spontaneous affective reactions and more deliberate, judgment-based behaviors. According to AET, affective reactions are quick, often unconscious emotional responses to specific workplace events. Over time, as employees reflect on these experiences, they develop more thoughtful, judgment-driven behaviors that affect their work attitudes and performance.

For instance, a series of negative emotional experiences such as ongoing conflicts or a lack of emotional engagement can gradually diminish an employee's positive view of their job, potentially resulting in disengagement or even resignation. One of Affective Events Theory's key strengths is its ability to explain changes in employee behavior that traditional models, which often focus on rationality and fixed job factors, cannot fully capture. By recognizing that emotional experiences are episodic and continuously evolving, AET provides a deeper and more accurate insight into workplace dynamics. Ultimately, the theory highlights the importance of effectively managing emotional experiences within organizations to support employee well-being, motivation, and performance, making it a valuable tool for both scholars and practitioners in organizational behavior.

Affective Events Theory (AET) emphasizes that emotions experienced at work are not just incidental but are central to shaping employees' attitudes, behaviors, and overall job

performance. According to AET, specific workplace events such as receiving praise, encountering conflicts, or meeting deadlines trigger emotional responses that directly impact how employees behave and make decisions. These emotional reactions, whether positive or negative, influence motivation, job performance, and relationships with colleagues. By incorporating emotions into the study of workplace behavior, AET provides a deeper and more complete understanding that complements traditional models focused mainly on cognitive processes.

The Findings:

1. Workplace Events Trigger Emotional Reactions
2. Emotions Influence Attitudes and Behaviors
3. Affective Reactions and Judgment-Driven Outcomes Are Distinct
4. Personality Moderates Emotional Responses
5. Frequency and Intensity of Events Matter
6. Emotion Regulation and Coping Are Critical
7. Implications for Leadership and Organizational Culture (Thompson & Phua, 2012).

2.1.2 Equity theory

Equity Theory was introduced in the early 1960s by behavioral psychologist John Stacey Adams, with his foundational work published in 1963. This theory became an important concept in organizational psychology and motivation studies. In his article *Toward an Understanding of Inequity*, Adams explained that individuals are motivated by a sense of fairness in the balance between their inputs (such as effort, experience, and skills) and their outputs (including salary, emotional engagement, and benefits) relative to others. According to Equity Theory, when people perceive fairness, they tend to feel satisfied and motivated. Conversely, perceived inequity can lead to dissatisfaction and a drop in motivation. Employees may respond to unfairness by reducing their effort, seeking to increase their rewards, changing their comparisons, or even leaving the organization. The theory highlights that fair treatment supports employee retention and performance, while perceived unfairness can contribute to higher turnover, absenteeism, and workplace conflicts.

2.1.3 Herzberg's two-factor theory

In the 1950s, psychologist Frederick Herzberg developed the two-factor theory of motivation—also known as the dual-factor or motivation-hygiene theory—after studying the responses of 200 engineers and accountants about their job experiences, both positive and negative. Herzberg proposed that certain job factors contribute to employee satisfaction, while different factors prevent dissatisfaction. He argued that satisfaction and dissatisfaction are not simply opposite ends of the same spectrum but are distinct experiences that arise from separate job elements (Juneja, 2020).

2.1.4 Expectancy theory

Expectation Theory, first introduced by the Yale School of Management in 1964 and later elaborated by Vroom (1995), explains the cognitive processes individuals go through when making decisions or choosing actions. According to the theory, people decide how to behave based on the outcomes they expect from their actions. In other words, decisions are influenced by what individuals believe will happen as a result of their efforts. For example, an employee might work longer hours expecting a raise or increased emotional engagement. However, the theory also highlights that decision-making depends on how likely individuals perceive those outcomes to be. Employees are more likely to put in extra effort if they are certain of a reward, like a pay raise, rather than just hoping for one. Vroom's Expectancy Theory of Motivation focuses on three main components:

Expectancy

This refers to the individual's confidence that their effort will lead to the achievement of the desired level of performance. In other words, "If I put in enough effort, can I reach the performance target?" This belief is influenced by factors such as previous experiences, self-confidence, how challenging the goal seems, and whether the necessary resources are accessible.

Instrumentality

This is the conviction that reaching a certain performance level will result in a particular outcome or reward. In other words, "If I perform well, will I receive the expected reward or recognition?" This belief depends on trust in those who allocate rewards, the clarity and fairness of the reward system, and previous experiences with how rewards have been distributed.

Valence

This refers to how much importance or worth an individual assigns to the expected reward or outcome. Simply put, “Do I find the offered reward meaningful and valuable?”

This valuation is influenced by a person’s needs, goals, and personal preferences.

Together, these components form the formula:

Motivation = Expectancy × Instrumentality × Valence

If any one of these elements is zero, overall motivation will also be zero.

2.1.5 Three-dimensional theory of attribution

The theory of attribution explains how people interpret their own behaviors as well as those of others. Among various attribution theories, Bernard Weiner’s Three-Dimensional Attribution Theory focuses on understanding the reasons behind human actions. This theory is grounded in concepts of behavior, motivation, and cause-and-effect relationships. Weiner argued that the explanations individuals give for their actions significantly affect their future behavior and motivation. For example, if a student fails an exam, the reasons they attribute to their failure will influence how motivated they are to improve. According to Weiner, the characteristics of an attribution—rather than its specific content, such as bad luck or lack of effort—play a crucial role. He identified three main attributes of attributions that can impact future motivation (Mark, 2019).

1. Locus of Causality

Internal: Cause is within the person (e.g., ability, effort).

External: Cause is outside the person (e.g., luck, task difficulty).

Example: "I failed the test because I didn’t study" (internal), vs. "I failed because the test was unfair" (external).

2. Stability

Stable: Cause is consistent over time (e.g., intelligence, task difficulty).

Unstable: Cause is changeable (e.g., mood, effort).

Example: "I’m bad at math" (stable), vs. "I didn’t try hard enough this time" (unstable).

3. Controllability

Controllable: The individual can influence the cause (e.g., effort, study strategies).

Uncontrollable: The cause is beyond the individual’s control (e.g., illness, natural talent).

Example: "I didn't do well because I didn't prepare" (controllable), vs. "I got sick the day before the exam" (uncontrollable).

2.2 Empirical Review

Weeraratne (2018) conducted a research on impact of employee's motivation on organizational effectiveness. This study seeks to explore the link between organizational success and job performance, along with the factors influencing job performance. Drawing from the research, a model was developed that connects organizational effectiveness with various elements of job performance. Based on this model and existing literature, three hypotheses were formulated and tested with reference to previous studies and theoretical frameworks. A significant number of studies have shown that job performance is positively influenced by emotional engagement and employee empowerment. In fact, job performance tends to improve as an organization's level of employee empowerment and emotional engagement increases. Furthermore, there is a positive relationship between organizational effectiveness and job performance.

Lu and Kittimanorom (2019) researched on Cognitive Engagement management and Job Performance of Kunming Haitian hotel. The purpose of this study was to examine Cognitive Engagement management, assess employee motivation at Kunming Haitian Hotel, and explore the relationship between Cognitive Engagement management and employee motivation at the hotel. A questionnaire was used as the research tool. The collected data were analyzed using frequency, percentage, mean, standard deviation, and Pearson's correlation coefficient. The sample consisted of 80 individuals, primarily females aged 26-35 years, with a high school education, 1-5 years of employment, and a monthly income ranging from 3,001 to 4,500 Yuan. Analysis showed that the overall level of Cognitive Engagement management was positively perceived, with a mean score of 3.65 indicating agreement. Among the Cognitive Engagement models, respondents ranked the strategic Cognitive Engagement model highest, followed by the broadband pay model and the comprehensive Cognitive Engagement model, all generally agreed upon. Regarding Job Performance, respondents also expressed agreement overall, with a mean score of 3.66. The motivational factors were ranked from highest to lowest as power, achievement, and affiliation. Hypothesis testing revealed a strong positive relationship

between Cognitive Engagement management and Job Performance at Kunming Haitian Hotel.

Adeoye (2019) examined Cognitive Engagement management and employees' motivation in the insurance sector: evidence from Nigeria. This paper aims to examine the relationship between Cognitive Engagement management and employee motivation within Nigeria's insurance sector. The study utilized a non-experimental design and collected data through questionnaires. Out of 250 questionnaires distributed, 213 were returned, with 212 (84.4%) deemed usable for analysis. Using Pearson's correlation coefficient, the study found a relationship between Cognitive Engagement management and employee motivation, although it was weak. The findings suggest that Cognitive Engagement management has only a limited impact on employee enthusiasm in Nigeria's insurance industry. Consequently, it is recommended that employee remuneration packages in this sector be prioritized by regularly reviewing salaries to ensure they are competitive with those in other financial industries in Nigeria.

Gautam (2020) analyzed on comprehensive Job Meaningfulness system, Job Performance and turnover intention: evidence from Nepali banking industry. This study aims to explore the key components of a comprehensive Job Meaningfulness system, focusing specifically on the relationships between Job Performance and the elements within such a system. Additionally, it examines how incentive systems impact Job Performance through the lens of employee turnover intentions. Employing a descriptive-correlational research design with a quantitative approach, primary data were collected from 200 employees holding various positions across multiple banks. Responses on the factors were measured using a 5-point Likert scale. Hypotheses were tested through regression analysis, descriptive statistics, and Pearson correlation at both 5% and 1% significance levels. The findings revealed that core elements of an effective incentive system include salary, benefits, work-life balance, performance-related Emotional Engagement, career advancement opportunities, and empowerment. Job Performance showed a strong positive correlation with these factors. Furthermore, there was a significant negative relationship between employees' turnover intentions and their motivation.

Dangol (2021) analyzed role of performance appraisal system and its impact on employee's motivation. The primary aim of this study is to determine the role of performance evaluations and their effects on employees. The study focuses on specific

objectives: identifying challenges in assessing employee performance, evaluating how the performance appraisal process influences Job Performance, and examining the impact of evaluators on employee motivation. A descriptive research design was employed, targeting a population of 120 employees within Nepal's service sector. Data were collected using structured questionnaires, supplemented by qualitative information aligned with the study's goals and questionnaire references. Findings suggest that regular performance appraisals boost employee motivation. Performance appraisal ratings, when based on accurate and current job descriptions, are likely to have a positive effect on both work performance and overall Job Performance.

Lama (2021) analyzed on employee's motivation through performance management: a case study: Shree Nishchal Saving and Credit Co-operative Ltd. The purpose of this thesis is to examine how the performance management system at Shree Nishchal Savings & Credit Co-operative Ltd. influences employee motivation. An exploratory research design was employed, utilizing both primary and secondary data sources. Secondary data were gathered through a literature review, while primary data were collected using a mixed-methods approach combining qualitative and quantitative techniques. Data collection involved administering questionnaires and conducting in-depth interviews with the manager and four employees of the organization. The study found that financial rewards, opportunities for career advancement, positive management relationships, feedback, and expressions of appreciation all contribute to motivating employees. Additionally, the findings indicate that the company's performance management practices significantly affect these motivational factors.

Achim and Balan (2021) conducted a research on the importance of Job Performance to increase organizational performance. The current study aims to understand the strategic importance of non-financial motivation within the management process. It is widely recognized that the level of employee motivation is a critical factor influencing an organization's performance and reputation. This study starts with the premise that the concept of "motivation" and its significance are generally understood. However, motivation remains somewhat elusive for many employers, despite being a frequent topic in academic literature, conferences, seminars, and internal discussions. Surveys conducted among employees of large corporations consistently reveal a lack of motivation tied to their perceived value within the company.

Lee and Raschke (2021) conducted a research on understanding Job Performance and organizational performance: Arguments for a set-theoretic approach. The purpose of this conceptual paper is to review advancements in the understanding of Job Performance and organizational performance, while also offering recommendations for future research in this field. We highlight existing gaps in theory development and propose alternative directions for inquiry. Current motivation theory predominantly relies on traditional quantitative methods, such as structural equation modeling and multiple regression analysis. However, researchers increasingly emphasize the importance of examining combinations and configurations of relevant factors to capture the broader context and develop a more holistic understanding of this complex social phenomenon.

Ahamed (2021) conducted a research on a study on Job Performance and its influence on the performance of the organization. The purpose of this essay is to examine the factors that drive high levels of organizational performance among employees. Findings supported by previous studies demonstrate a positive correlation between organizational success and Job Performance. Research suggests that elements such as recognition and empowerment significantly enhance worker motivation. When employees feel empowered and acknowledged, their motivation and organizational performance tend to improve. However, employee dissatisfaction caused by repetitive tasks and demanding clients can negatively impact organizational effectiveness. Consequently, absenteeism may increase, and employees might seek employment with organizations offering greater Emotional Engagement and improved working conditions.

Aryal et al. (2022) examined performance appraisal, job performance and Job Performance in Nepalese commercial banks. This study examines the impact of job performance and performance reviews on employees' Job Performance in Nepalese commercial banks. Using structured surveys with Likert-scale items, respondents' opinions were gathered through primary data. Out of the total sample drawn from 16 Nepalese commercial banks, 172 responses were received, resulting in a 78% response rate. The study employed descriptive and causal research designs. Several linear regression models were utilized to assess the effects of work satisfaction and performance appraisal on Job Performance, while the Pearson correlation coefficient was applied to analyze their relationships. The findings reveal a positive correlation between Job Performance, performance evaluations, and work satisfaction. Consequently, the study

concludes that job performance and performance reviews are key factors influencing employees' Job Performance.

Kalogiannidis (2022) conducted research on impact of Job Performance on organizational performance. This scoping review aimed to examine existing research on Job Performance and its impact on organizational performance within the public sector. The review focused on how Job Performance influences organizational outcomes through various factors, including workplace culture, management styles, employee characteristics, Job Meaningfulness, and Emotional Engagement. The analysis revealed a strong positive correlation between Job Performance and organizational performance. However, the findings also highlighted additional variables that affect an employee's ability to perform optimally, indicating the complexity of factors contributing to organizational success.

Fakai (2022) conducted a research on performance appraisal on employees' motivation in commercial banks of Sokoto State, Nigeria. The study aimed to determine how performance management and objective production influence employee motivation in commercial banks. A total of 172 managers and staff from ten nationally licensed commercial banks in Sokoto State were randomly selected to participate. Employing a descriptive survey design, data were collected through an online questionnaire divided into three sections. The results revealed that objective production has a significant positive effect on employee motivation ($p < 0.05$). Similarly, performance management was found to significantly impact workers' motivation, with the results also showing a p-value of less than 0.05.

Kharabsheh (2023) researched on the impact of digital HRM on employee performance through Job Performance. The goal of this study is to examine how digital HRM practices influence job performance, specifically investigating the mediating role of job performance between digital HRM practices and employees' actual work performance. This study focused on two digital HRM practices: digital performance appraisal and digital training. The findings reveal that job performance significantly affects employees' work performance. Additionally, digital performance appraisal has a significant impact on both job performance and performance appraisal outcomes. Consequently, the effect of digital HRM practices on work performance is partially mediated by job performance.

The study concludes that employees who are aware of their performance levels tend to be more motivated and perform better on the job.

Biswakarma and Kadayat (2023) analyzed performance appraisal system and Job Performance in international non-governmental organizations in Nepal. The purpose of this study is to investigate the performance evaluation systems of international non-governmental organizations (INGOs) operating in Nepal and to examine how these performance rating systems influence employee motivation. A mixed-methods approach was employed, collecting data through a structured questionnaire distributed to 300 employees, with 212 responses received from six INGOs and five HR managers. The study focused on various aspects of the performance appraisal system, including the objectives of performance appraisals, appraisal standards, feedback mechanisms, rating reliability, and rater confidence. The findings indicate that the goals of performance appraisals, rater assurance, and rating reliability significantly impact employee job performance.

Maharjan (2023) examine the impact of performance appraisal system on Job Performance in life insurance companies in Nepal. This study examines the impact of performance appraisal methods on Job Performance in Nepalese insurance companies. The dependent variable is Job Performance, while the independent variables include training and development, Job Meaningfulness and Emotional Engagement, communication, motivation, and feedback mechanisms. The study is based on primary data collected from 219 respondents across 24 insurance firms using a structured questionnaire designed to meet the research objectives. Regression models were employed to analyze the relationship, significance, and effect of the performance appraisal system on Job Performance within Nepal's insurance sector. The results indicate a positive correlation between Job Performance and training and development, suggesting that increased training opportunities enhance employee motivation. Similarly, Job Meaningfulness and Emotional Engagement are positively linked to Job Performance, implying that effective systems promoting these factors lead to improved performance. Organizational communication also shows a favorable association with Job Performance, indicating that better communication fosters higher performance levels. Additionally, motivation is positively correlated with Job Performance, highlighting that motivated employees tend to perform better.

Berdicchia et al. (2023) conducted a research on disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic motivation. The purpose of this study is to examine how employees' motivation is influenced by their perception of the accuracy of performance management systems (PMS). Data were collected from a sample of local government employees using a questionnaire administered in two waves (T1 and T2), spaced four months apart, to enable longitudinal analysis. The findings revealed that both task uncertainty and involvement in decision-making significantly moderated the relationship between perceived PMS accuracy and extrinsic motivation. Additionally, perceived PMS accuracy was found to have a positive association with both intrinsic and extrinsic motivation.

James et al. (2024) researched on Cognitive Engagement management and employee commitment. This study examined the relationship between Cognitive Engagement management and employee commitment at Ibom Power Company (IPC) in Ikot Abasi Local Government Area, Akwa Ibom State, Nigeria. A cross-sectional survey design was employed, with the entire population of 207 IPC employees purposefully selected for the study. Data were collected using a structured questionnaire and analyzed through simple percentages and Pearson's product-moment correlation coefficient using SPSS. The findings revealed that both pay-for-performance and skill-based pay have a positive and significant relationship with employee commitment at IPC. The study concluded that Cognitive Engagement management positively and significantly influences employee commitment. It is recommended that organizations maintain fairness and consistency in their Cognitive Engagement management to foster a committed workforce.

Irwan et al. (2024) examined on the effect of Cognitive Engagement and motivation on employee performance at PT. This study aims to examine the effect of Cognitive Engagement and work motivation on employee performance at PT. Telkom, Ternate City. Employing a quantitative approach, the research analyzes the relationship between the independent variables (Cognitive Engagement and motivation) and the dependent variable (employee performance). The study was conducted at the PT. Telkom branch in Ternate City, with a population of 151 employees. A census sampling technique was utilized, including all employees to ensure comprehensive data collection. Primary data were collected through employee-completed questionnaires. Data analysis involved descriptive statistics, inferential statistics—including tests for normality,

multicollinearity, autocorrelation, and heteroscedasticity—multiple linear regression analysis, and hypothesis testing using F-tests and t-tests. The results indicated that both Cognitive Engagement and motivation significantly impact employee performance at PT. Telkom, Ternate City, thus supporting the research hypothesis.

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

Table 1

Summary of Empirical Review

Year	Source	Topic	Objectives	Method	Sample	Findings
2018	Weerar atne	impact of employees motivation on organizati onal effectiven ess	to identify the factors that Performance and examining the relationship between organizational effectiveness and Job Performance	The panel method with regression and correlation	33 compa nies with 157 respon dents	Empowerment and Emotional Engagement have a positive effect on Job Performance. The greater the levels of empowerment and Emotional Engagement among employees in an organization, the higher their motivation to work and overall job performance will be.
2019	Lu and Kittima norom	Cognitive Engageme nt manageme nt and Job Performan ce of Kunming Haitian	to investigate the Cognitive Engagement management, to study employees' motivation	The study used frequency, percentage , mean, standard deviation and Pearson's	80 Individ ual respon dents	The results of hypothesis testing showed a strong positive relationship between Cognitive Engagement management and Job Performance at

		hotel			correlation coefficient		Kunming Haitian Hotel.
2019	Adeoye	Cognitive Engagement management and employees' motivation in the insurance sector: evidence from Nigeria	to explore the association between Cognitive Engagement and employees' motivation	the study employed a non-experimental design using questionnaires as a measuring instrument to gather information	212 respondents as a sample	The findings revealed that in the Nigerian insurance industry, Cognitive Engagement management has a minimal influence on employee enthusiasm.	
2020	Gautam	comprehensive Meaningfulness system, Job Performance and turnover intention: evidence from Nepali banking industry	To examine the effect of incentive systems on Job Performance	Descriptive of e-correlation design using a quantitative methodology was used	Primary data were gathered from 200 employees	The study's findings identified the key elements of a comprehensive incentive system as salary, perks, work-life balance, performance-related Emotional Engagement, career opportunities, and empowerment.	
2021	Dangol	role of performance appraisal system	to ascertain the function of performance reviews and how they affect	the Study used correlation and regression	120 workers selected as a	The results of the study suggest that consistent performance reviews enhance worker	

		and its employees' impact on employee's motivation	analysis	sample	motivation.	
					Performance appraisal ratings, in particular, are considered an effective strategy that positively influences both work performance and overall Job Performance.	
2021	Lama	employee's motivation through performance management: a case study: Shree Nishchal Saving and Credit Co-operative Ltd	to ascertain how Shree Nishchal Savings & Credit Co-operative performance	The study used primary data with combination of qualitative and quantitative research methods	342 questionnaires distributed while 317 questionnaires are usable	Financial rewards, opportunities for advancement, positive interactions with management, constructive feedback, and expressions of gratitude all serve to motivate employees. Furthermore, the results indicate that the organization's performance management procedures significantly influence each of these motivational factors.
2021	Achim and	The importance	to understand the strategic	The regression	127 response	The financial aspect of motivation is

	Balan	e of Job Performan ce to increase organizati onal performan ce	importance of the non- financial motivation in the management process	of models are applied	dents as a sample	widely recognized and valued by both employers and employees. However, in this study, we emphasize and advocate for the implementation and positive outcomes of an effective non- financial motivation plan on the organization's internal climate and sustainable performance.
2021	Lee and Raschk e	Understan ding Job Performan ce and organizati onal performan ce: Argument s for a set- theoretic approach	to articulate the progress that has been made in understanding Job Performance and organizational performance	Multiple regression analysis, structural equation modeling	224 employ ees conside red as a sample	Researchers adopt a set-theoretic approach, focusing on combinations and configurations of relevant variables to complement traditional quantitative analyses. To advance current understanding, this study proposes using a set-theoretic approach to better leverage Job Performance in

						enhancing organizational performance.
2021	Ahamed	Job Performance and its influence on the performance of the organization	To survive in this volatile and fierce market environment.	Regression analysis	15 companies with 317 respondents	Job absenteeism rates may rise, and employees might leave the organization to join competitors that offer better working conditions and higher Emotional Engagement. Since individuals differ, motivation strategies should be tailored to meet each employee's unique needs.
2022	Aryal et al.	performance appraisal, job performance and Job Performance in Nepalese commercial banks	To examine how job performance and performance reviews affect employees' Job Performance	Using structured surveys with Likert-type items	172 responses from 16 Nepalese commercial banks	The findings indicate a positive relationship between Job Performance, performance evaluation, and work satisfaction.
2022	Kalogiannidis	Impact of Job Performance on	to review the different studies about Job Performance	Based on the Arksey and	17 companies with	The review focused on how Job Performance—through various

		organizational performance. A scoping review paper for public sector	and its impact on organizational performance	O'Malley framework	190 respondents	aspects such as Job Meaningfulness, Emotional Engagement, management styles, workplace environment, and employee characteristics— influences organizational performance.
2022	Fakai	performance appraisal on employees', motivation in commercial banks of Sokoto state, Nigeria	To examine the influence of Job Performance on organizational performance	Using Hausman test and fixed effects approach	172 managers and staff members from ten Sokoto state-based commercial banks	The study aimed to examine how employee motivation influences organizational performance. Document analysis was employed as the method for gathering the relevant information needed for the study.
2023	Kharabshah	impact of digital HRM on employee performance through Job Performance	To investigate the effect of digital HRM practices on Job Performance and hence employee job performance	Regression and correlation analysis	321 employees	The results show that digital training significantly impacted both Job Performance and overall job performance; digital performance appraisal

						significantly affected Job Performance and performance appraisal; and Job Performance, in turn, had a significant effect on job performance.
2023	Biswakarma and Kadayatt	Performance appraisal system and Job Performance in international non-governmental organizations in Nepal.	to investigate Nepal's international non-governmental organizations' performance evaluation system	Used regression and correlation analysis	300 employees used to gather data; 212 responses came from six INGOs	The findings showed that performance appraisals, rater assurance, and rating reliability have a substantial impact on Job Performance.
2023	Maharjan	the impact of performance appraisal system on Job Performance in life insurance companies in Nepal	To examine how Nepalese insurance companies' Job Performance is affected by their appraisal method	Study used correlation coefficient and regression with fixed effect model	219 observations from primary data from 24 insurance firms	The results demonstrate a positive correlation between Job Performance and training and development, suggesting that increased training and development opportunities lead to higher employee

						motivation within the company. Similarly, a positive correlation exists between Job Performance and both Job Meaningfulness and Emotional Engagement.
2023	Berdicchia et al.	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.	the questionnaire distributed and longitudinally over two measurement waves (T1 and T2)	124 local government workers	The results revealed that perceived accuracy of the performance management system (PMS) is positively associated with both intrinsic and extrinsic motivation. Additionally, participation in decision-making and task uncertainty positively moderate the relationship between perceived PMS accuracy and extrinsic motivation.
2024	James et al.	Cognitive Engagement management and employee	To examine the relationship between Cognitive Engagement management	the using simple percentage and Pearson's product	207 employees of Ibom Power Compa	The findings revealed that both pay-for-performance and skill-based pay have a positive and

		commitment	and employee's commitment	moment correlation through SPSS package	ny	significant relationship with employees' commitment at IPC.
2024	Irwan et al.	The effect of Cognitive Engagement and motivation on employee performance at PT. Telkom in Ternate city	To examine the effect of Cognitive Engagement and work motivation on employee performance	normality, multi-collinearity, autocorrelation, and heteroscedasticity tests, multiple linear regression analysis, and hypothesis testing	151 employees from Telkom Ternate City branch	The study results indicated that both Cognitive Engagement and motivation significantly impact employee performance.

2.3 Research Gap

Job performance serves as an effective indicator of employees' psychological comfort. Employee morale and productivity tend to increase when employees receive recognition and appreciation. Therefore, assessing employee performance through incentives is essential. Although employee job satisfaction is gaining attention, it remains underexplored by scholars in Nepal. Many organizations in Nepal face challenges with high employee turnover, which hinders the achievement of corporate goals. Job dissatisfaction is identified as a major factor driving this turnover. To address this, organizations must tackle the underlying causes affecting employees' job performance. Both monetary and non-monetary job meaningfulness are valued equally by employees. Subedi and Chaudhary (2014) found that social, extrinsic, and intrinsic factors all significantly influence job performance. A survey conducted among government employees in Nepal highlighted key concerns such as pay and benefits, supervision,

career advancement opportunities, pensions, and fringe benefits. The study concluded that employees' organizational commitment is shaped by a combination of financial and non-financial job meaningfulness.

The primary goal of this research is to understand how Cognitive Engagement and Job Meaningfulness influence job performance and job satisfaction. This study examines the relationship between intrinsic and extrinsic motivation and employee performance, offering valuable data for future research on this topic. Specifically, the study focuses on Cognitive Engagement management and Job Performance within commercial banks in Nepal. Job Performance is treated as the dependent variable, while Job Meaningfulness, Supervisory Support, Cognitive Engagement, and Emotional Engagement are the independent variables. Employing a quantitative approach with descriptive and causal-comparative research designs, the study collected primary data through a structured questionnaire using a five-point Likert scale. A sample of 400 respondents, not included in previous studies, participated. Thus, this research aims to provide insights into Cognitive Engagement management and Job Performance in the context of Nepalese commercial banks.

CHAPTER- III

RESEARCH METHODOLOGY

The goal of the study is to investigate and evaluate the impact of Job Performance on organizational output. Regression analysis conducted using SPSS was used to examine the relationship between the independent and dependent variables.

3.1 Research Design

This study employed causal comparative analysis with descriptive research design. The causal research design was used to examine the impact of job meaningfulness, supervisory support, cognitive engagement, emotional engagement, and employee engagement on job performance. Meanwhile, the descriptive research design facilitated a comparative analysis of the components and their influence on performance.

3.2 Population and Sample

The population for this study consists of all 20 commercial banks currently operating in the country. Out of the 500 questionnaires distributed to selected respondents within these banks, 400 were returned completed. A random sampling technique was used to select respondents from various positions across the different banks to ensure a diverse representation for the questionnaire distribution.

3.3 Nature and Sources of Data

This study was based on primary data collected through a structured questionnaire that used a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." A descriptive research design was adopted to explore the causal relationships between the variables, making the findings suitable for generalization. The survey was distributed using Google Docs via email, Viber, and Facebook Messenger. Participants were under no pressure to provide favorable responses and were encouraged to answer honestly. The respondents consisted of employees from commercial banks located in the Kathmandu Valley.

3.4 Instrumentation

SPSS software was utilized to assist with data coding, recording, and processing. The study applied structured questionnaire to 400 respondents and collected data were analysis through SPSS software. The questionnaire was self-administered to participants in both online and face-to-face formats, depending on accessibility.

3.5 Methods of Analysis

Data analysis was conducted based on the nature and structure of the collected information. To meet the study's objectives, a range of statistical tools was applied.. The specific statistical methods used to analyze the results are outlined in the next section.

Descriptive Statistics

Descriptive statistics are concise summary measures that offer an overview of a particular dataset, whether it represents a sample or an entire population.. Central tendency includes the mean, median, and mode, while variability is described through measures such as standard deviation, variance, and the minimum and maximum values.

Mean

The arithmetic mean is the most commonly used and widely accepted measure for summarizing data for a single variable. It is calculated by dividing the sum of all values by the total number of observations. The mean reflects the average value of different variables over the course of the study period.

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

Where,

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

N = No. of Observation

Standard deviation

Dispersion refers to the extent to which individual values differ from a central point. Standard deviation is a key measure of absolute dispersion, with higher values indicating greater variability. A low standard deviation suggests a high level of consistency and uniformity within the data, while a higher standard deviation implies more variability. In

this study, standard deviations were calculated for earnings per share, dividend payout ratio, market value per share, retained earnings, dividend yield ratio, and price-to-earnings ratio.

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

Correlation analysis

Correlation analysis is a statistical technique used to measure the strength and direction of the relationship between two variables. In this study, simple correlation was applied. The correlation coefficients among the selected financial variables were calculated, examined, and presented in a matrix format.

$$\text{Correlation Coefficient (r)} = \frac{n\sum XY - \sum X \sum Y}{\sqrt{n\sum X^2 - (\sum X)^2} \sqrt{n\sum Y^2 - (\sum Y)^2}}$$

Where,

n = No. of responses

X = Value of independent variables

Y = Value of dependent variables

Coefficient of determination (r²)

The coefficient of determination measures the strength of the linear relationship between two variables—one dependent and the other independent. In other words, it indicates the proportion of the variance in the dependent variable that can be explained by the independent variable. This coefficient ranges from 0 to 1. A value of 1 signifies a perfect fit, meaning all data points lie exactly on the regression line with no unexplained variation.

Regression analysis

Regression analysis helps identify the direction of the relationship between variables but does not, by itself, reveal the extent of their relative movement. However, it can be used to estimate the degree of change in one variable in response to changes in others. In this study, regression analysis was conducted for the specified variables. Job Performance serves as the dependent variable, while cognitive engagement, employee engagement, emotional engagement, and supervisory support are the independent variables. For this purpose, multiple regression analysis was employed, including calculations of the

multiple coefficient of determination, standard error of estimate, and the least squares method. The model is represented using multiple regression equations.

Model I

This model examines the impact of elements on motivation factors.

$$EM = \beta_0 + \beta_1 JM + \beta_2 SS + \beta_3 CE + \beta_4 EE + \beta_5 EME \dots e_t$$

Where,

Dependent Variables

JB = Job Performance

Independent Variables

JM = Job Meaningfulness

SS = Supervisory Support

CE = Cognitive Engagement

EE = Emotional Engagement

EME = Employee Engagement

β_0 = Intercept

β_1 = Coefficient of Job Meaningfulness

β_2 = Coefficient of Supervisory Support

β_3 = Coefficient of Cognitive Engagement

β_4 = Coefficient of Emotional Engagement

β_5 = Coefficient of Employee Engagement

e_t = Error terms

3.6 Research Framework and Definition of Variables

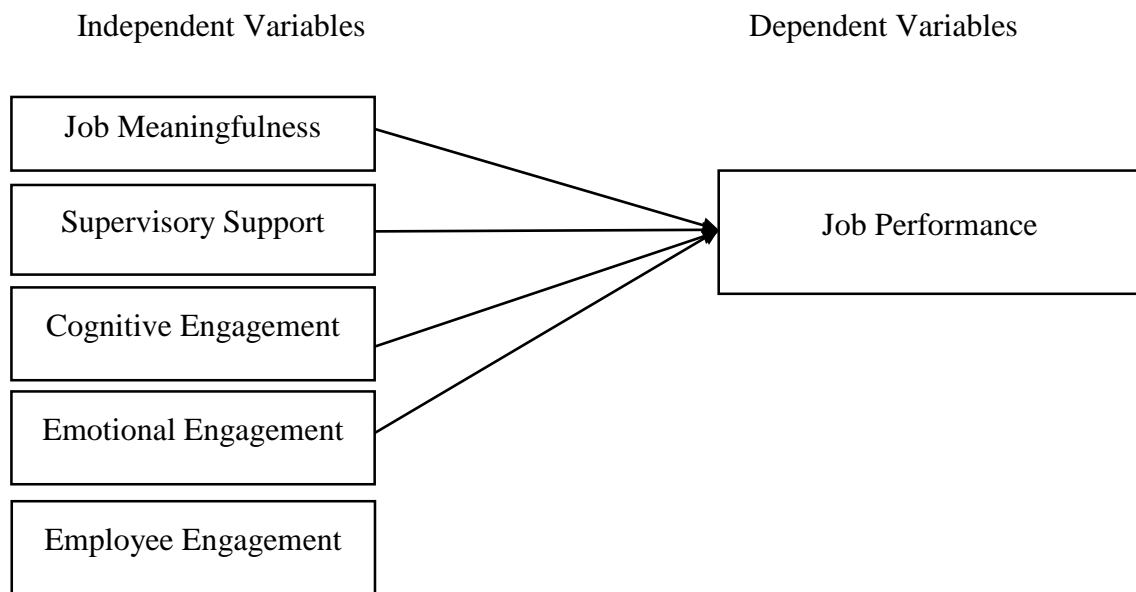


Figure 1

Research Framework

Source: Panda et al. (2022)

Job meaningfulness

Job meaningfulness refers to the degree to which an employee perceives their work as significant, valuable, and aligned with their personal values, beliefs, and goals. It reflects the sense of purpose and fulfillment an individual derives from their tasks, feeling that their contributions make a positive difference to the organization, society, or both.

Supervisory Support

Supervisory Support refers to the extent to which supervisors provide employees with guidance, resources, feedback, and emotional encouragement to help them perform their tasks effectively.

Cognitive Engagement

Cognitive engagement refers to the degree to which an employee is mentally invested, focused, and intellectually absorbed in their work tasks. It involves the use of attention, concentration, problem-solving skills, and deep thinking to understand job requirements, generate solutions, and improve performance outcomes.

Emotional Engagement

Emotional Engagement in the context of job performance refers to the degree to which employees emotionally connect with their work, organization, and job role. It involves feelings of enthusiasm, pride, inspiration, and personal investment that motivate individuals to go beyond their formal job requirements.

Employee Engagement

Employee Engagement on Job Performance refers to the degree of an employee's emotional commitment, enthusiasm, and involvement in their work, which directly influences their level of effort, productivity, and overall job performance. Highly engaged employees are motivated to contribute to organizational goals, go beyond basic job requirements, and maintain consistent performance, leading to improved efficiency, quality of work, and workplace morale.

Job Performance

Job performance refers to the degree to which an individual successfully carries out the tasks, duties, and responsibilities assigned to them in a work setting, in alignment with organizational goals and expectations. It encompasses both the quality and quantity of work produced, the efficiency of task completion, adherence to workplace standards, and the demonstration of skills, knowledge, and behaviors that contribute to organizational success.

CHAPTER IV

RESULTS AND DISCUSSION

4.1 Results

4.1.1 Demographic Characteristics

Demographic variables are characteristics of a population that can be measured and used to describe a sample or segment a market. These variables, such as age, gender, or race, are often referred to as "boxcar variables" because of their substantial impact. This chapter presents the outcomes of the analysis conducted during the data collection process, focusing on the examination and interpretation of primary data gathered from 400 respondents through questionnaires.

Table 2

Demographics Characteristics of Respondents (N=400)

Respondent Character	Frequency	Percentage
Gender		
Male	136	34
Female	264	66
Total	400	100
Age		
Up to 25	24	6
26-35	336	84
36 and Above	40	10
Total	400	100
Department		
Human Resource	12	3
Administration	64	16
Production	280	70
Quality and Services	44	11
Total	400	100
Academic Qualification		
+2 and Below	12	3
Bachelors	96	24
Above Masters	292	72
Total	400	100

Experience		
3- 5 Years	174	44
6-10 Years	192	48
11-15 Years	12	3
More than 15 Years	22	5
Total	400	100

Source: Survey, 2025

Table 2 shows that the majority of respondents in this study were female, making up 66% of the total sample with 264 respondents. In comparison, 34% were male, totaling 136 respondents. The respondents were categorized into five age groups, with the majority (84%) falling within the age group of 24-36 years, accounting for 336 individuals. Respondents under 24 years and over 47 years represented only 6% of the total sample.

Seventy-three percent of the respondents held a higher educational degree, totaling 292 individuals. Additionally, 96 respondents (24%) had a Bachelor's degree. Only 3% of the respondents had an educational qualification at the +2 level. Among the five job positions, Junior Assistant was the most common, with 280 respondents (70%) in this role. Officer and Senior Assistant positions accounted for 16% and 10%, respectively.

Work experience was categorized into three groups. The majority of respondents (51%) had work experience ranging from 5 to 15 years. Only 2% of respondents had more than 15 years of experience. Regarding monthly income, 71% of respondents earned between 26,001 and 60,000, while only 3% had a salary below 26,000.

4.1.2 Descriptive Analysis for Variable Wise

The responses were measured on a five-point Likert scale, with positions ranging from 1 to 5. Each question on the scale varied from "strongly disagree" (1) to "strongly agree" (5).

Table 3

Descriptive Statistics of Job Meaningfulness (N=400)

Code	Statements	Mean	Std. dev.
JM1	I have the freedom to perform my job using my own knowledge and preferred methods.	2.91	1.187
JM2	My salary, including overtime pay, is timely and reflects the responsibilities of my job	2.87	1.116
JM3	There are fair and transparent opportunities for promotion and career advancement based on my expertise	2.86	1.140
JM4	My supervisor provides regular feedback, support, and guidance to help me improve my performance	2.77	1.089
JM5	I work in a comfortable and well-equipped workspace with strong support and communication from colleagues	2.56	1.097

Source: SPSS output

The table presents the respondents' perceptions of Job Meaningfulness (NLP) in Job Performance-making, measured using five statements on a Likert scale. The overall mean scores range from 2.56 to 2.91, indicating a moderately neutral to slightly positive attitude toward the application of NLP in finance. The highest mean (2.91) corresponds to the belief that NLP enhances the accuracy of financial market predictions, suggesting relatively stronger agreement among respondents. This is closely followed by trust in AI systems using NLP for analyzing earnings calls and financial reports (mean = 2.87) and confidence in NLP-based AI models making high-stakes trading decisions (mean = 2.86). The importance of interpretability in NLP models (mean = 2.77) also holds some weight, while the lowest agreement is seen in the statement that NLP improves risk assessment and mitigation (mean = 2.56). The standard deviations range from 1.089 to 1.187, reflecting a moderate spread in responses and indicating varied opinions among participants.

Table 4

Descriptive Statistics of Supervisory Support (N=400)

Code	Statements	Mean	Std. dev.
SS1	My supervisor is approachable when I need help or guidance at work.	2.93	1.110
SS2	My supervisor shows genuine concern for my well-being.	3.08	1.153
SS3	I receive constructive feedback from my supervisor that helps me improve my performance.	2.98	1.147
SS4	My supervisor supports me when I face challenges at work.	2.97	1.148
SS5	My supervisor recognizes and appreciates the work I do.	2.80	1.168

Source: SPSS output

The table presents the descriptive statistics (mean and standard deviation) of respondents' perceptions toward Supervisory Support (ML) and its role in Job Performance-making. Among the statements, the highest level of agreement is observed for the belief that Supervisory Support can significantly impact decision-making in modern industries (Mean = 3.08), followed by trust in AI for detecting financial fraud (Mean = 2.98) and its potential to reduce human bias in Job Performances (Mean = 2.97). Respondents also show a moderate understanding of how ML differs from traditional programming (Mean = 2.93). The lowest level of agreement is seen in the belief that financial institutions should disclose decisions made by ML models (Mean = 2.80). Overall, the responses indicate a generally neutral to slightly positive perception, with a moderate spread in opinions, as reflected by standard deviations ranging from 1.110 to 1.168.

Table 5

Descriptive Statistics of Cognitive Engagement (N=400)

Code	Statements	Mean	Std. dev.
CE1	I stay highly focused and concentrated while performing my work tasks.	2.80	1.170
CE2	I always put in my best effort to complete the tasks assigned to me.	2.85	1.169
CE3	I continue working hard even when the tasks are challenging.	3.15	1.148
CE4	I feel enthusiastic and energized when I am working.	2.60	1.267
CE5	I enjoy my job so much that I often lose track of time while working.	2.58	1.320

Source: SPSS output.

The table shows the mean and standard deviation for five statements regarding the use of Cognitive Engagement (ES) in the financial services sector. The highest mean score (M = 3.15, SD = 1.148) is for the statement suggesting that AI-based Cognitive Engagement can predict financial market trends with reasonable accuracy, reflecting moderate agreement among respondents. On the other hand, the lowest mean scores are for statements related to the adaptability of Cognitive Engagement to new regulations (M = 2.58, SD = 1.320) and its role in supporting regulatory compliance (M = 2.60, SD = 1.267), indicating lower confidence in these aspects. The remaining statements have mean scores ranging from 2.80 to 2.85, showing a moderate level of agreement about the system's ability to reduce human error and improve consistency in decision-making. The

relatively high standard deviations (above 1.1) across all statements indicate a considerable variation in respondents' views.

Table 6

Descriptive Statistics of Emotional Engagement (N=400)

Code	Statements	Mean	Std. dev.
EE1	I feel enthusiastic about my work most of the time.	2.92	1.105
EE2	I am emotionally attached to my organization.	3.29	1.235
EE3	My work inspires me and gives me a sense of purpose.	3.15	1.237
EE4	I feel proud to be part of this organization.	3.06	1.229
EE5	I often feel happy and satisfied while doing my job.	2.95	1.269

Source: SPSS output

The table displays the descriptive statistics for five statements concerning perceptions and understanding of Emotional Engagement (CV) in financial analytics. The mean scores range from 2.92 to 3.29 on a 5-point Likert scale, reflecting a moderate level of agreement across all items. The highest mean score (3.29) is for the statement that Emotional Engagement can be effectively integrated with financial analytics (CV2), indicating a relatively strong confidence in its practical application.

In contrast, the lowest mean score (2.92) is for the statement regarding the understanding of AI's role in analyzing visual data (CV1), suggesting a slightly lower self-reported comprehension. The standard deviations range from 1.105 to 1.269, indicating a moderate to high variation in responses. This variability suggests that respondents have differing levels of familiarity, trust, and concern about the application of Emotional Engagement in the financial sector.

Table 7

Descriptive Statistics of Employee Engagement (N=400)

Code	Statements	Mean	Std. dev.
EPLE1	I feel energized and focused while performing my job tasks.	3.51	1.317
EPLE2	I remain determined and resilient even when work becomes challenging.	3.31	1.183
EPLE3	I am deeply involved in my work and often lose track of time.	3.22	1.329
EPLE4	I take pride in my work and feel a strong emotional attachment to my organization.	3.10	1.173
EPLE5	I consistently give my best effort and strive to complete tasks	3.07	1.404

effectively.

Source: SPSS output

The table presents the descriptive statistics (mean and standard deviation) for respondents' perceptions of Employee Engagement (IAs) in Job Performance-making. Overall, respondents show moderate agreement with the statements, with the highest mean score (M = 3.51) reflecting stronger trust in Employee Engagement's ability to provide accurate financial recommendations (IA1). This is followed by agreement on increased transparency (IA2, M = 3.31) and contributions to portfolio management (IA3, M = 3.22). Reliance on IAs for real-time updates and advice (IA4) and concerns about ethical implications (IA5) show slightly lower levels of agreement, with means of 3.10 and 3.07, respectively. Standard deviations, ranging from 1.173 to 1.404, suggest moderate variability in respondents' opinions across all items, with ethical concerns (IA5) exhibiting the highest level of dispersion. This suggests diverse perspectives on the ethical considerations of AI in finance.

Table 8

Descriptive Statistics of Job Performance

Code	Statements	Mean	Std. dev.
JP1	I consistently complete my work tasks on time and according to the required schedule.	2.75	1.148
JP2	I ensure my work meets the organization's quality and quantity standards.	2.91	1.160
JP3	I apply my professional skills effectively to perform job tasks.	3.15	1.123
JP4	I am punctual and take full responsibility for the outcomes of my work.	2.65	1.303
JP5	I understand my job duties clearly and carry them out with thoroughness and efficiency.	2.60	1.327

Source: SPSS output

The table presents the descriptive statistics for five statements related to Job Performance-making behavior, measured on a Likert scale. The highest mean score is observed for FD3 (Mean = 3.15, SD = 1.123), suggesting that respondents most commonly use digital tools or platforms to assist in their Job Performances. FD2 also shows a relatively high mean (2.91), indicating a moderate inclination to consider both short- and long-term consequences before making financial decisions. The lowest mean score is for FD5 (2.60, SD = 1.327), reflecting that fewer respondents have adjusted their financial strategies based on AI-driven insights. FD1 and FD4 have mean scores of 2.75 and 2.65,

respectively, indicating a modest but noticeable use of budgeting and professional advice in Job Performance-making. The relatively high standard deviations across all items point to variability in responses among participants.

Table 9

Descriptive Statistics of Composite Dependent and Independent Variables

Variables	N	Min	Max	Mean	SD
Independent Variables:					
Job Meaningfulness	400	1.20	5.00	2.7925	.80565
Supervisory Support	400	1.40	5.00	2.9510	.88076
Cognitive Engagement	400	1.00	5.00	2.7985	.92814
Emotional Engagement	400	1.00	5.00	3.0745	1.01604
Employee Engagement	400	1.00	5.00	3.2410	.80083
Dependent Variables:					
Job Performance	400	1.00	5.00	2.8100	.90551

Source: SPSS Output

The descriptive statistics table summarizes the responses of 400 participants regarding the impact of various artificial intelligence (AI) technologies on Job Performance-making. Among the independent variables, Employee Engagement showed the highest mean score ($M = 3.2410$, $SD = 0.80083$), suggesting a relatively stronger perceived influence on Job Performance. This was followed by Emotional Engagement, which had a mean of 3.0745 ($SD = 1.01604$), indicating a moderately strong perceived impact as well.

Supervisory Support ($M = 2.9510$, $SD = 0.88076$), Cognitive Engagement ($M = 2.7985$, $SD = 0.92814$), and Job Meaningfulness ($M = 2.7925$, $SD = 0.80565$) all displayed similar moderate levels of agreement. The dependent variable, Job Performance, had a mean of 2.8100 ($SD = 0.90551$), indicating a moderate overall impact of AI technologies on Job Performance-making. The standard deviations suggest a noticeable spread in responses, particularly for Emotional Engagement and Cognitive Engagement, highlighting variability in participants' opinions.

4.1.3 Correlation Analysis

Yadav and Acharya (2013) explain that correlation is a statistical measure used to assess the strength of the relationship between two or more variables. In cases where only two variables are being analyzed, there should be an inherent connection between them.

However, when multiple variables are involved, various relationships and interactions may exist between them.

Table 10
Correlation Analysis

Variables	JP	JM	SS	EE	EPLE	CE
Job Performance	1					
Jon Meaningfulness	.650**	1				
Supervisory Support	.564**	.492**	1			
Emotional Engagement	.629**	.541**	.521**	1		
Employee Engagement	.181**	.139**	.212**	.281**	1	
Cognitive Engagement	.775**	.543**	.568**	.662**	.260**	1

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

The correlation matrix demonstrates statistically significant positive relationships at the 0.01 level between Job Performance and all other variables: Job Meaningfulness, Supervisory Support, Emotional Engagement, Employee Engagement, and Cognitive Engagement. Among these, Cognitive Engagement ($r = .775$) exhibits the strongest correlation with Job Performance, indicating a strong influence. Job Meaningfulness ($r = .650$), Emotional Engagement ($r = .629$), and Supervisory Support ($r = .564$) also show notable positive associations with Job Performance, emphasizing their key role in enhancing performance.

Although Employee Engagement has the weakest correlation ($r = .181$), it is still statistically significant, suggesting a modest yet meaningful contribution. The inter-correlations among the independent variables also reveal notable connections, highlighting their potential complementary roles in influencing Job Performance-making.

4.1.4 Regression Analysis

Regression analysis is a statistical method used to determine the relationship between two or more quantitative variables. An independent or explanatory variable is one for which we have data, while the dependent variable is the one whose value we aim to predict. This technique results in an equation that illustrates the relationship between the variables.

Multiple regression analysis, in particular, produces an equation that allows for the prediction of a dependent variable based on two or more independent variables.

Table 11

Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimated
1	.829a	.687	.683	.50986

a. Predictors: (Constant), JM, SS, CE, EE, EPLE

The coefficient of determination (R^2) value of 0.687 in the model summary indicates that 68.70% of the variation in the dependent variable, Job Performance, is explained by the independent variables: Job Meaningfulness, Supervisory Support, Cognitive Engagement, Emotional Engagement, and Employee Engagement. This suggests that the combined influence of these independent variables accounts for a significant portion of the variance in Job Performance.

Table 12

ANOVA Table

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	224.737	5	44.947	172.903	.000b
	Residual	102.423	394	.260		
	Total	327.160	399			

a. Dependent Variable: JP

Predictors: (Constant), JM, SS, CE, EE, EPLE

Source: SPSS output

The ANOVA table in Table 12 presents an F-value of 172.903, which is quite high, and a p-value of 0.000, which is lower than the 5% significance level. This indicates that the independent variables—Job Meaningfulness, Supervisory Support, Cognitive Engagement, Emotional Engagement, and Employee Engagement—have a statistically significant impact on the dependent variable, Job Performance.

Table 13

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	Test (T)	P-Value
	B	Std. err.	Beta		
	Constant	.126	.134		
Job Meaningfulness	.310	.040	.276	7.675	.000
Supervisory Support	.092	.037	.089	2.474	.014
Cognitive Engagement	.504	.040	.517	12.536	.000
Emotional Engagement	.091	.036	.102	2.521	.012
Employee Engagement	.044	.033	.039	1.317	.189

Dependent variable: Job Performance

From the above results, the assessed condition can be composed by taking the qualities from the model-1

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

$$\text{Therefore, } Y = 0.126 + 0.310X_1 + 0.092X_2 + 0.504X_3 + 0.091 X_4 - 0.044X_5$$

Table 13 presents the results of a regression analysis examining the influence of five motivation components—Job Meaningfulness, Supervisory Support, Cognitive Engagement, Emotional Engagement, and Employee Engagement—on the dependent variable, Job Performance. Cognitive Engagement has the strongest positive impact, with the highest standardized coefficient (Beta = 0.517) and a highly significant p-value ($p = 0.000$), followed by Job Meaningfulness (Beta = 0.276, $p = 0.000$). Emotional Engagement (Beta = 0.102, $p = 0.012$) and Supervisory Support (Beta = 0.089, $p = 0.014$) also show significant contributions, though with smaller effects. However, Employee Engagement does not have a statistically significant impact ($p = 0.189$). The constant term is not significant ($p = 0.349$), suggesting that the explanatory power of the model is primarily derived from the independent variables, rather than a baseline value.

4.2 Discussion

The findings of this study provide valuable insights into the factors that influence job performance by evaluating the impact of five independent variables—job meaningfulness, supervisory support, cognitive engagement, emotional engagement, and employee engagement—on job performance, based on a sample of 400 respondents. The correlation matrix reveals that cognitive engagement ($r = .775$), job meaningfulness ($r = .650$), and emotional engagement ($r = .629$) exhibit strong positive correlations with job

performance at the 0.01 significance level. Supervisory support ($r = .564$) is moderately correlated, while employee engagement ($r = .181$) demonstrates a weaker, yet statistically significant relationship with job performance.

The regression analysis further supports the significant influence of the independent variables on job performance. Cognitive engagement stands out as the strongest predictor of job performance, with the highest standardized beta coefficient ($\beta = .517, p < .001$), followed by job meaningfulness ($\beta = .276, p < .001$). Emotional engagement ($\beta = .102, p = .012$) and supervisory support ($\beta = .089, p = .014$) also significantly contribute to job performance, though to a lesser extent. In contrast, employee engagement, despite showing a positive correlation, does not exhibit statistically significant predictive power in the regression model ($\beta = .039, p = .189$). This suggests that employee engagement may either be mediated through other engagement dimensions or may function more as an outcome rather than a direct driver of job performance in this context.

Weeraratne (2018) emphasized the role of job meaningfulness and emotional engagement in predicting job satisfaction and performance within the Sri Lankan service sector. Similar to the present study, emotional engagement was found to be positively correlated with job outcomes. However, cognitive engagement was not the central focus in Weeraratne's research. In another study, Lu and Kittimanorom (2019) identified cognitive engagement and supervisory support as having a strong positive effect on employee creativity and task performance. This finding aligns with the current study, particularly highlighting the dominant role of cognitive engagement in influencing job performance.

Adeoye (2019) emphasized the crucial role of supervisory support in driving employee commitment and performance in Nigerian organizations. While the current study also finds supervisory support to be statistically significant, its effect size is relatively smaller. This could suggest that cultural or contextual factors influence how supervisory support is perceived and utilized, potentially differing across regions or industries.

Lee and Raschke (2021) suggested that cognitive and emotional engagement have a synergistic effect on performance, particularly in knowledge-driven sectors. This perspective is reflected in the present study, where both cognitive and emotional engagement are significant predictors of job performance, underlining the idea that the

combined influence of these engagement types can enhance performance outcomes in the workplace.

Aryal et al. (2022), in their study of Nepali service organizations, emphasized the importance of employee engagement and job meaningfulness as key drivers of performance. However, unlike their findings, the current research shows that general employee engagement doesn't significantly predict outcomes when variables like cognitive and emotional engagement are considered separately. Fakai (2022) found that job meaningfulness acted as a mediator between leadership behavior and job outcomes, aligning with the present study's finding that meaningfulness is a strong predictor. This highlights the psychological commitment employees make when they find purpose in their work. Kalogiannidis (2022) also supported the importance of both cognitive and emotional engagement in driving employee performance, especially in remote work settings, further reinforcing the significance of these factors in the current model.

Kharabsheh (2023) argued that employee engagement, as a comprehensive concept, plays a significant role in boosting productivity. However, this study adds nuance by showing that while employee engagement is linked to performance, its ability to predict outcomes weakens when broken down into its individual components. Berdicchia et al. (2023) proposed that meaningful work and supportive systems foster performance by enhancing intrinsic motivation, which aligns with the current study's findings on the importance of job meaningfulness and supervisory support. James et al. (2024) highlighted that emotional and cognitive engagement were key to the recovery of employee performance in the hospitality industry after the pandemic, which closely aligns with the focus of this study on these specific forms of engagement. Irwan et al. (2024) emphasized that employee engagement alone does not fully explain performance unless it is divided into its components—a point validated by this study, where general employee engagement was not a significant predictor in regression despite showing a positive correlation.

This study adds to the expanding body of research by highlighting the unique and combined effects of engagement dimensions and organizational support in influencing job performance. It supports existing theoretical frameworks and empirical findings while providing deeper insights, particularly emphasizing that cognitive engagement and job meaningfulness are the strongest drivers of performance. The limited predictive power of

general employee engagement further underscores the need to break it down into specific subcomponents for more targeted managerial actions.

CHAPTER – V

SUMMARY AND CONCLUSION

5.1 Summary

The study aims to examine how factors such as job meaningfulness, supervisory support, cognitive engagement, emotional engagement, and overall employee engagement impact job performance. This chapter summarizes the key findings and provides an overview of the research. The investigation centered on identifying the factors that affect job performance. Chapter 1 outlined the study's objectives, presented an overview of market trends, and discussed the organization, scope, and rationale behind the research. The primary objective of this study is to explore how factors like job meaningfulness, supervisory support, cognitive and emotional engagement, and employee engagement relate to motivation in Nepalese banks. Specifically, the research seeks to assess the relationship between these factors and their influence on job performance.

The study focused on job meaningfulness, supervisory support, cognitive engagement, emotional engagement, and employee engagement as independent variables, with job performance as the dependent variable. Additionally, it examined various organizational incentives and delved into different motivation theories. A causal-comparative analysis was employed within a descriptive research design. The study's population included all 20 commercial banks currently operating in the country. Of the 500 questionnaires distributed to respondents from these banks, 400 were completed and returned. A random sampling method was used to select participants from different roles within the banks. The research was based on primary data collected through a structured questionnaire, which utilized a five-point Likert scale.

The research used descriptive statistics, along with regression and correlation analyses, to examine the relationships and effects of the independent variables on the dependent variable. These analyses were conducted using SPSS version 24 to assess the impact of each independent variable on job performance.

The results demonstrate strong and significant positive correlations between job performance and several key factors, such as job meaningfulness, supervisory support, emotional engagement, employee engagement, and cognitive engagement, with cognitive

engagement exhibiting the highest correlation. The regression analysis indicates that job meaningfulness, supervisory support, cognitive engagement, and emotional engagement all have a significant positive influence on job performance, with cognitive engagement being the most powerful predictor. However, employee engagement, despite showing a positive correlation in the bivariate analysis, does not have a statistically significant impact in the regression model.

5.2 Conclusion

The results of this study provide a clear understanding of how job satisfaction is statistically influenced. The findings offer valuable insights into the factors that impact job performance among employees, highlighting key elements that drive performance and engagement in the workplace.

The correlation analysis reveals strong positive associations between job performance and the independent variables. Cognitive engagement showed the highest positive correlation with job performance, indicating that employees who are mentally engaged in their work tend to perform better. Job meaningfulness and emotional engagement also displayed strong links to performance, suggesting that employees who find purpose in their work and feel emotionally connected are generally more productive. Supervisory support demonstrated a moderate positive relationship with job performance, highlighting the crucial role of leadership in fostering employee success.

The regression analysis further highlights the importance of specific factors. Cognitive engagement emerged as the strongest predictor of job performance, underscoring that mental involvement and focus are key to achieving better outcomes. Job meaningfulness also had a significant positive impact, reinforcing the idea that employees who see their work as meaningful and aligned with their values are more likely to perform at a higher level. While emotional engagement and supervisory support had a relatively smaller effect, they still contributed positively to performance, suggesting that emotional connection and managerial support play important roles in boosting overall effectiveness.

These results indicate that organizations looking to boost employee performance should focus on strategies that enhance cognitive engagement and promote job meaningfulness.

Encouraging employees to take on challenging tasks, develop problem-solving abilities, and exercise autonomy can strengthen cognitive engagement. Likewise, helping employees understand the value of their roles and how their contributions align with organizational goals can increase job meaningfulness. Supervisory support is crucial for fostering an environment that encourages growth and motivation, while initiatives aimed at improving emotional well-being in the workplace can further drive productivity.

In conclusion, job performance is a complex outcome shaped by a mix of cognitive, emotional, and structural factors. The findings emphasize the critical role of meaningful work and cognitive engagement as key drivers, while also highlighting the need for supportive leadership and fostering positive emotional experiences. By strategically focusing on these areas, organizations can achieve lasting improvements in both employee engagement and job performance, leading to greater overall success.

5.3 Implications

The research findings suggest that improving the meaningfulness of work—through job enrichment, recognizing contributions, and aligning roles with personal values—can greatly boost performance. While supervisory support has a positive impact on job performance, it is less influential than other factors. This highlights the importance for managers to offer consistent guidance, feedback, and emotional support. Leadership development programs focused on supportive supervision could lead to better outcomes. Additionally, organizations should create an environment where employees are mentally engaged in their work. Offering challenging tasks, opportunities for problem-solving, and autonomy are effective strategies for enhancing cognitive engagement.

Future research could examine additional variables such as employee age, tenure, and job roles, possibly incorporating qualitative assessments to provide a deeper understanding. Since this study focused solely on financial recognition, future studies could explore both monetary and non-monetary incentives to evaluate their comparative effects on performance. Emotional engagement, which also positively influences job performance, suggests that fostering an emotionally supportive workplace where employees feel connected and valued can enhance outcomes. Initiatives such as team-building activities,

recognition programs, and cultivating a positive organizational culture can further strengthen emotional engagement and drive performance.

Given that job meaningfulness, supervisory support, and both cognitive and emotional engagement are key predictors of performance, a holistic approach that combines job design, leadership support, mental stimulation, and emotional well-being is crucial for maximizing employee productivity. By addressing these factors together, organizations can create a work environment that supports both the intellectual and emotional needs of employees, leading to higher performance levels.

Policy Maker

These internal decision-makers include CEOs, HR Directors, and Board members, who are responsible for creating and implementing motivation strategies within the organization. They play a key role in shaping the work environment and ensuring that the factors influencing employee engagement and performance are effectively addressed.

1. Define the compensation philosophy (e.g., pay-for-performance or alignment with market competitiveness).
2. Create compensation structures that align with organizational goals and boost employee motivation.
3. Make sure compensation is aligned with broader HR practices like talent retention and employee engagement.
4. Influence national labor markets and help shape minimum wage policies.
5. Promote fairness, sustainability, and competitiveness at the industry or national level.
6. Must strike a balance between organizational goals and wider social and economic priorities.
7. Need to balance internal equity with external competitiveness.

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Questionnaire

Part 1

Demographic Information

Please tick the correct answer (v)

1. Gender

- a) Male b) Female

2. Age

- a) Up to 25 years b) 26-35 years c) 36 and above

3. Academic Qualification

- a) +2 and below b) Bachelor c) above Masters

4. Department

- a) Human resource
b) Administration
c) Production
d) Quality and Service

5. Experience

- a) 3-5 Years
b) 6-10 Years
c) 11-15 Years
d) More than 15 Years

Part 2:

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

Job Meaningfulness	5	4	3	2	1
JM1- I have the freedom to perform my job using my own knowledge and preferred methods.					
JM2- My salary, including overtime pay, is timely and reflects the responsibilities of my job					
JM3- There are fair and transparent opportunities for promotion and career advancement based on my expertise					
JM4- My supervisor provides regular feedback, support, and guidance to help me improve my performance					
JM5- I work in a comfortable and well-equipped workspace with strong support and communication from colleagues					

Supervisory Support	5	4	3	2	1
SS1- My supervisor is approachable when I need help or guidance at work.					
SS2- My supervisor shows genuine concern for my well being.					
SS3- I receive constructive feedback from my supervisor that helps me improve my performance.					
SS4- My supervisor supports me when I face challenges at work.					
SS5- My supervisor recognizes and appreciates the work I do.					

Cognitive Engagement	5	4	3	2	1
CE1- I stay highly focused and concentrated while performing my work tasks.					
CE2- I always put in my best effort to complete the tasks assigned to me.					
CE3- I continue working hard even when the tasks are challenging.					
CE-4 I feel enthusiastic and energized when I am working.					
CE5- I enjoy my job so much that I often lose track of time while working.					

Emotional Engagement	5	4	3	2	1
EE1- I feel enthusiastic about my work most of the time.					
EE2- I am emotionally attached to my organization.					
EE3- My work inspires me and gives me a sense of purpose.					
EE4- I feel proud to be part of this organization.					
EE5- I often feel happy and satisfied while doing my job.					

Employee Engagement	5	4	3	2	1
EPLE1- I feel energized and focused while performing my job tasks.					
EPLE2- I remain determined and resilient even when work becomes challenging.					
EPLE3- I am deeply involved in my work and often lose track of time.					
EPLE4- I take pride in my work and feel a strong emotional attachment to my organization.					
EPLE5- I consistently give my best effort and strive to complete tasks effectively.					

Job Performance	5	4	3	2	1
I consistently complete my work tasks on time and according to the required schedule.					
I ensure my work meets the organization's quality and quantity standards.					
I apply my professional skills effectively to perform job tasks.					
I am punctual and take full responsibility for the outcomes of my work.					
I understand my job duties clearly and carry them out with thoroughness and efficiency.					

PAPER NAME

**WORK MOTIVATION AND JOB PERFORM
ANCE IN NEPALESE COMMERCIAL BAN
KS**

AUTHOR

Sanjok Rijal

WORD COUNT

13467 Words

CHARACTER COUNT

82804 Characters

PAGE COUNT

53 Pages

FILE SIZE

103.7KB

SUBMISSION DATE

Aug 19, 2025 4:02 PM GMT+5:45

REPORT DATE

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