

**ROLE OF EMPLOYEE MOTIVATION ON  
ORGANIZATIONAL PRODUCTIVITY  
(A Study in Nepal Electricity Authority, Surkhet Office)**

**A Thesis**

**Submitted in Partial Fulfillment of the Requirement for the Degree of  
Master in Business Studies (MBS)**



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## DECLARATION

I hereby declare that the work presented in this thesis entitled **Role of employee motivation on organizational productivity: A study in Nepal Electricity Authority, Surkhet office** in partial fulfillment of the requirements for the award of Master Degree of Mid-West University, Birendranagar, Surkhet is an authentic record of my own research work carried out under the internal supervision of **Assistant Professor Khem Raj Rawat** and external supervision of **Assistant Professor Dipak Singh Rawat**.

I also declare that work embodied in the present thesis is my original work and has not submitted by me for any other degree in any university.

.....

Nanda Ghimire

## RECOMMENDATION

I am pleased to certify that Nanda Ghimire has completed her thesis entitled **Role of employee motivation on organizational productivity: A study in Nepal Electricity Authority, Surkhet office** as a partial fulfillment of the requirement for the Masters in Business Studies (MBS) degree under my supervision following the respective guidelines for paper documentation.

I therefore, recommend the thesis for acceptance and approval.

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## APPROVAL SHEET

We approve the Thesis Research Report Entitled **Role of employee motivation on organizational productivity: A study in Nepal Electricity Authority, Surkhet office** undertaken by Nanda Ghimire has been found satisfactory for the award of Master of Business Studies (MBS) Degree.

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## **CERTIFICATE OF ACCEPTANCE**

Following a successful presentation and evaluation by the research evaluation committee, this thesis **Role of employee motivation on organizational productivity: A study in Nepal Electricity Authority, Surkhet office** submitted by Nanda Ghimire has been accepted and forwarded to the University for awarding Master in Business Studies (MBS) degree.

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## ABSTRACT

The thesis entitled **Role of employee motivation on organizational productivity: A study in Nepal Electricity Authority, Surkhet office** was conducted to find out impact of role of employee motivation on organization productivity: A study in Nepal Electricity Authority (NEA), Surkhet office. The study was conducted on the result of this study may not be generalized in other aspects. The population of this study were the entire employee working in NEA, Surkhet office. Primary data were collected from the study area for the data analysis purpose. The respondents were limited up to 125 employees only.

This study has been divided into five chapters. This study used descriptive type and the data were collected by survey method from the study area. Among the total population, only 125 employees were selected by using randomly method. Data analysis by using questionnaire survey was expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis was done using simple mathematical tools like: frequency, percentage. Mean and standard deviation were used to analyze the data.

The study concluded that higher number of the respondents agree with the monetary and non monetary rewards. Majority of the respondents replied that monetary and non monetary award was essential to promote the employee preference. Higher number of the respondents received bonus from the organization. Majority of the respondents found the effect of training and development on their productivity and higher number of respondents received training and development frequently organized by the organization. The study concluded that higher number of the respondents were strongly disagree with the job statement "Working environment is essential factor for job performance". Majority of the respondents found good working environment in their organization. Majority of the respondents were satisfied with the job security. Higher number of the respondents replied that temporary job high salary increases the job security.

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## **ABBREVIATIONS**

ARA	Authority Responsibility and Accountability
BS	Bikram Sambit
CBS	Central Beauro of Statistics
DOC	Department of Co-operatives
FOM	Faculty of Management
GOs	Government Organizations
HoF	Head of the Family
NEA	Nepal Electricity Authority
NGOs	Non-government organizations
NRB	Nepal Rastra Bank
SEE	Secondary Education Examination

# **CHAPTER-I**

## **INTRODUCTION**

### **1.1 Background of the Study**

Employee motivation is a crucial factor that impacts organizational productivity. When employees are motivated, they are more engaged, productive, and committed to achieving the organization's goals. Motivated employees are also more likely to demonstrate higher levels of job satisfaction, which can lead to lower turnover rates and higher employee retention. On the other hand, a lack of motivation among employees can lead to decreased productivity, absenteeism, and turnover, which can ultimately have a negative impact on organizational performance. The role of employee motivation in organizational productivity can be seen in several key areas. Motivated employees are more likely to take initiative, be creative, and seek out opportunities for growth and development. Furthermore, motivated employees are more committed to meeting organizational goals and objectives, which can result in higher levels of customer satisfaction and loyalty. Overall, employee motivation is a critical factor in achieving and sustaining high levels of organizational productivity (Antony, 2018).

Employee motivation plays a crucial role in the productivity of an organization. Motivated employees are more engaged and committed to their work, which can lead to increased productivity, improved quality of work, and better overall productivity of employee. What inspires and drives a person to do something and different than other person. All the educational organizations want to be successful in their own particular field, to achieve expected goal, expectation, benefits and name and fame for the organizations. It totally depends on both motivation and employee's productivity based on their qualification, experience, skills and strategies (Prendi, 2021). Motivation in any organization is the neediest way to inspire the employers to be dedicated, punctuality, creative, and feel freedom. Moreover, motivation is the most significant element for all organizations private or a public zone as well as employers. Likewise, an employee is a person who is paid to work for an organization. Motivated employees are more satisfied with their jobs and are more likely to put in extra effort to achieve their goals. This, in

turn, can lead to better productivity and higher quality work. When employees feel motivated, they are more likely to have a positive attitude and feel good about their work. Motivated employees are more likely to think outside the box and come up with creative solutions to problems. This can lead to innovation and improved efficiency in the workplace (Tella, 2017).

Motivation is playing significant role toward enhance the employees organization or any institution. Moreover, a successful management in organization is one that looks at the human needs as the basis when developing a company strategic plan. Thus, employee's knowledge requires human resources to implement great reward systems as a way to motivate them. Therefore, motivation is important for successful companies because it refers the underlie behavior which is characterized by willingness and volition that intrinsic motivation is animated by personal enjoyment, interest, or job satisfaction. This indicates a tendency to work in a purposive way to achieve specific needs. Accordingly, it concluded that motivation is the basic issue in enhancing the work productivity and employees productivity . Moreover, material motives that represent the financial rewards that are given to employees for their exceptional work. Secondly, moral motives is defined as a set of incentives aimed at achieving emotional, psychological and humanitarian needs of employees such as; thankful and gratitude in employee effort, in the aim of raising spiritual of improvement in their workplace. Thus, those two kinds of incentive are expected to fill the research gap between the employee's ability and their willingness. Consequently, the organizations have to motivate their employees in order to enhance them to give their best work as well as to increase their productivity (Guay, 2010).

Motivation is the inner power that pushes employees to achieve the organizational and personal objectives. Motivation supports job satisfaction and increases the productivity of employees. Invites the ambition in persons which increases initiative the persistence to follow one's goals. It can lead to employees working at their most efficient levels of production. Motivation assists employers to put confidential level which explores the real talent of employers required for the organization. Low motivation determines the employers' job satisfaction. Meanwhile, effort is in part determined by motivation.

Motivation is the difficult powers that impact on Employee Productivity with effect of training (Linder, 1998).

Due to lack of motivation employees will not give their all to the organization as they will distribute their time to other non-work related activities such as long lunch hours, or surfing the internet for non-work related purposes. It is powerful in this sense, if organization able to motivate employee will they can show their real eagerness and creativeness in the productivity which promotes their dedication, dutifulness, and creativity towards organization. To achieve the goal of any sorts of organizations depend on effective motivation. It determines the status and job security of employees based on their productivity. Motivation is the energetic force that occurs when one participants of the organization wants and eager to apply in the shape of skill or expertise, time and effort to establish different events which they are answerable and accomplish their responsibility in the reason to attain the organization goals and objective that has been scheduled (Locke, 2018).

An energetic force of motivation allows management to meet the company's goals. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. High motivation develops in professionalism that mainly establishes intimate relation among the experts, and organizations through which the expected goal of the organizations can effectively be accomplished .Motivation is only one factor among many that contributes to an employee's job productivity. Motivation is elements, eagerness and factors to pursue and accomplish job or tasks. Motivation is crucial for good productivity and therefore it is increasingly important to study what motivates employees for better productivity . It performs to acquire both external and internal satisfaction and avoid contingency between organizations and employees. Motivating employees is one of the primary functions of management. A good manager must be able to motivate their employees to achieve their goals and meet the organization's objectives (Khan, 2020).

## **1.2 Statement of the Problem**

The problem is to investigate the extent to which employee motivation affects organizational productivity. Despite numerous studies on employee motivation and its



impact on organizational outcomes, the link between employee motivation and productivity remains unclear. Therefore, the study seeks to explore the relationship between employee motivation and organizational productivity by examining the factors that motivate employees and how these factors affect their productivity levels. The study will also assess the various motivational strategies that organizations employ to enhance employee motivation and their effectiveness in increasing organizational productivity. The findings of this study will provide insights into how organizations can improve their productivity by enhancing employee motivation.

Employee motivation is crucial for organizational success as it determines the level of engagement and commitment employees have towards their work and the organization. Motivated employees tend to be more productive, innovative, and creative, leading to increased organizational productivity. However, low employee motivation can lead to absenteeism, turnover, and reduced productivity, which ultimately affects the organization's bottom line. To address the problem of low employee motivation, organizations have implemented various motivational strategies, including financial incentives, recognition programs, training and development opportunities, and a positive work culture. However, the effectiveness of these strategies in enhancing employee motivation and productivity remains a subject of debate. Therefore, it is essential to investigate the role of employee motivation in organizational productivity and identify the most effective motivational strategies.

Similarly, most of them are facing the challenge occurred by their management in terms of allowing participation in decision making, enabling working environment, unbiased promotion and poor payment in the modern times. So, public sectors now must ensure the Nepal Electricity Authority, Surkhet office staffs in terms of proper working environment, career advancement opportunity, appropriate incentives, and supportive role by the NEA. In the same way, educational sectors should identify the employees needs, their condition as they are the most valuable assets in an academic institution. However, people of academic field view there is a gap exist between the Nepal Electricity Authority, Surkhet office.

### **1.3 Objective of the Study**

The general objective of the study was to find out role of employee motivation on organizational productivity in Nepal Electricity Authority, Surkhet Office.

The specific objectives related to the study are presented below:

1. To find out the impact of compensation on organizational productivity in Nepal Electricity Authority, Surkhet office .
2. To examine the impact of reward system on organizational productivity in Nepal Electricity Authority, Surkhet office .
3. To explore the impact of training and development on organizational productivity in Nepal Electricity Authority, Surkhet office .
4. To identify the impact of good working environment on organizational productivity in Nepal Electricity Authority, Surkhet office .
5. To examine the impact of job security on organizational productivity in Nepal Electricity Authority, Surkhet office .

### **1.4 Research Questions**

This study has tried to find the answer of the research following questions:

1. Do the compensation has impact on organizational productivity in Nepal Electricity Authority, Surkhet office ?
2. Is there the impact of reward System on organizational productivity in Nepal Electricity Authority, Surkhet office ?
3. What is the impact of training and development on organizational productivity in Nepal Electricity Authority, Surkhet office ?
4. Do the good working environment have impact on organizational productivity in Nepal Electricity Authority, Surkhet office ?
5. What is the impact of job security on organizational productivity in Nepal Electricity Authority, Surkhet office ?

### **1.5 Significance of the Study**

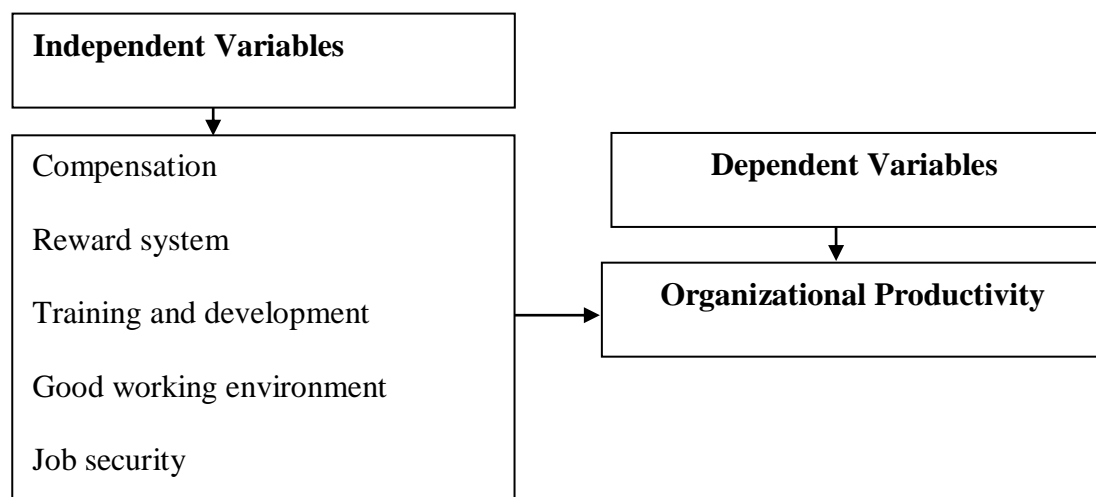
Motivation is a process in which the individual's attention and interest are aroused and directed toward definite goals. This study aims to analyze the impact of motivation on

organizational productivity . This research can contribute to the existing literature and provide the information for further research. The study on the role of employee motivation on organizational productivity is significant for several reasons:

- i. The study would be helpful to find out the factor influencing access to debt financing in business sector.
- ii. Helps organizations understand the importance of employee motivation: The study can help organizations understand the critical role that employee motivation plays in improving productivity and achieving business objectives.
- iii. It would be helpful for upcoming researchers in this field.
- iv. The present study would be important for a further researcher, university students, government, all other interested individuals and parties.

### 1.6 Conceptual Framework

The conceptual framework has shown the relationships between independent and dependent variables, as well as intervening variables of research problem. The independent variables were conceptualized as motivation factors which include both extrinsic variables such as: compensation, reward system, training and development, good working environment and job security. In contrast, the dependent variable was the organizational productivity in the study.



*Figure 1: Conceptual Framework of the study*

## **Compensation**

Compensation is a crucial factor in determining employee productivity in any organization. When employees are adequately compensated, they are motivated to perform better and improve their productivity. Compensation refers to all forms of monetary and non-monetary benefits that employees receive in exchange for their services. Research studies have shown that there is a positive relationship between compensation and employee productivity. Adequate compensation creates job satisfaction, which in turn leads to higher levels of employee engagement, commitment, and loyalty. When employees are satisfied with their compensation, they are more likely to be committed to their jobs, and this positively impacts their productivity (Nikensari, 2018).

In addition, compensation also affects employee morale and motivation. When employees feel that they are being paid fairly, they are more motivated to perform at their best. On the other hand, inadequate compensation can lead to low morale, reduced job satisfaction, and a decline in employee productivity. Overall, the relationship between compensation and employee productivity is critical. It is essential for organizations to offer competitive compensation packages to attract and retain top talent and to maintain high levels of organizational productivity.

## **Reward System**

The rewards system is an essential component of an organization's overall compensation and benefits strategy. It plays a crucial role in motivating and incentivizing employees to perform better and improve their productivity. Rewards can come in various forms, including monetary incentives, recognition programs, promotions, and other non-monetary benefits. Research studies have shown that there is a positive relationship between the rewards system and organizational productivity. When employees are rewarded for their hard work and contributions, they feel appreciated and valued. This recognition increases their motivation and job satisfaction, which leads to higher levels of employee engagement and commitment (Neal, 2018).

The rewards system also serves as a tool for employee retention. When employees feel that their efforts are being recognized and rewarded, they are more likely to remain with

the organization and to continue performing at a high level. However, it is essential to note that the rewards system must be fair and equitable to be effective. If the rewards system is perceived as unfair, it can lead to resentment, low morale, and reduced organizational productivity . Thus, it is crucial for organizations to design and implement a rewards system that is transparent, objective, and consistent (Shuaib, 2016).

Overall, the relationship between the rewards system and employee productivity is critical. It is essential for organizations to offer competitive rewards programs to motivate and incentivize employees, recognize their contributions, and improve overall organizational productivity.

### **Training and development**

Training and development refer to the process of enhancing employees' skills, knowledge, and abilities to improve their productivity in the workplace. Training involves providing employees with the necessary skills and knowledge to perform their current job, while development focuses on preparing employees for future roles and responsibilities. Development, on the other hand, involves providing employees with opportunities to acquire new skills and knowledge that will prepare them for future roles and responsibilities. When employees receive adequate training and development opportunities, they become more competent and confident in their roles. They learn new skills and techniques that enable them to perform their duties more effectively, which can result in increased productivity and improved job productivity. Training and development can also lead to increased job satisfaction and employee engagement. When employees feel valued and supported through training and development initiatives, they are more likely to be motivated to perform well and remain committed to their organization. Investing in training and development can also reduce turnover rates as employees are more likely to stay with an organization that offers opportunities for growth and advancement (Mozael, 2015).

The relationship between training and development and employee productivity is significant. By providing employees with the necessary skills and knowledge to perform their jobs better, organizations can enhance employee productivity, increase productivity, and foster a more engaged and motivated workforce.

## **Good working environment**

A good working environment can have a significant impact on organizational productivity. The working environment includes physical, social, and psychological factors that can either support or hinder organizational productivity and job satisfaction. A positive working environment can foster employee engagement, increase motivation, and enhance job satisfaction. When employees are provided with comfortable and well-equipped workspaces, they are more likely to feel valued and supported by their organization. This can result in increased loyalty and commitment to the organization, which can translate into improved job productivity (Ekhsan, 2020).

Physical factors, social and psychological factors also play a crucial role in creating a positive working environment. When employees are treated with respect and fairness, and their contributions are recognized and appreciated, they are more likely to feel motivated and engaged in their work. Additionally, effective communication and collaboration among team members can lead to improved productivity. On the other hand, a negative working environment can have a detrimental effect on employee productivity. If employees feel unsupported, undervalued, or stressed, they are more likely to experience burnout, absenteeism, and reduced productivity (Lewis, 2016).

In summary, the relationship between a good working environment and employee productivity is significant. Providing employees with a positive and supportive working environment can lead to increased job satisfaction, employee engagement, and productivity, while a negative working environment can have adverse effects on organizational productivity .

## **Job security**

Job security is an important aspect of organizational productivity . When employees feel secure in their jobs, they are more likely to be productive, engaged, and committed to their work. Job insecurity, on the other hand, can lead to stress, anxiety, and lower job satisfaction, which in turn can negatively affect organizational productivity . Research has shown that job security is positively related to organizational productivity . In one study, employees who perceived a high level of job security were found to have higher levels of job satisfaction, organizational commitment, and productivity (Teicher, 2019).

Similarly, another study found that job security was positively related to employee creativity and innovation. Furthermore, job security can also lead to greater employee loyalty and reduced turnover rates, which can save organizations time and money in recruiting and training new employees. However, it is important to note that job security alone may not be sufficient to motivate employees to perform at their best. Other factors such as job autonomy, recognition, and growth opportunities also play a role in enhancing employee performance. In conclusion, a sense of job security can have a positive impact on employee productivity and organizations should strive to provide their employees with a safe and stable work environment (DeCelles & Wood, 2017).

### **1.7 Limitations of the Study**

Today's' environment is dynamic. Everything existing here are of limited characters. Every principle, role, formula and conditions are applied within limitations. So, this study also cannot escape from the limitation. The limitations of the study are given below:

- The study was conducted on the result of this study may not be generalized in other aspects.
- The population of this study were the entire employee working in Nepal Electricity Authority, Surkhet office, Surkhet valley.
- Primary data were collected from the study area for the data analysis purpose
- The respondents were limited up to 125 employees. .

### **1.8 Organization of the Study**

This study has been divided into five chapters:

#### **Chapter I: Introduction**

This is the introductory chapter, which covered background of the study, Significance of the research, conceptual framework, objectives of the study, research question, hypothesis of the study, limitation of the study etc.

#### **Chapter II: Review of Literature**

This chapter includes the review of the previous research work made in respect of advertisement. It includes conceptual review of impact of motivational factors that impact

on employee productivity. For this purpose, various books, journals and periodicals as well as internet were used.

### **Chapter III: Research Methodology**

This chapter describes the research methodology like research design, data collection and procedures, period covered, nature and sources of data, statistical tools used and research variable.

### **Chapter IV: Presentation and Analysis of Data**

This chapter represents the presentation and analysis of data collected through primary sources. These data have been interpreted and analyzed with the help of statistical tools and techniques.

### **Chapter V: Summary, Conclusion and Recommendations**

This chapter comprises the summary of entire thesis. It describes of the thesis and provides some suggestions and recommendation based on the analysis of the study. It also offers several avenues for future research.



## **CHAPTER-II**

### **REVIEW OF LITERATURE**

#### **2.1 Review of related literature**

This sub-section of the study deals with the review of theoretical and empirical literature as follows:

##### **2.1.1 Review of Theoretical Literature**

Motivation has been a subject of concern in the past twenty years and has established itself as an integral part in current organizational settings. Motivation is quite complex subject to comprehend thus placing awareness to the fact that several factors influence employees' productivity in a particular organization. This implies that what motivates one worker in one organization was not definitely motivate the other employee even within the same organization Due to this complexity, various theories have been put forward and only a few of them were briefly examined (William, 2020).

##### **Motivation Theories**

##### **Maslow Hierarchy of Needs**

This theory was developed by Maslow (1943). It investigated the human motivation through explaining the human instinct curiosity. It was stated that the human needs which summarized in five needs: physiological, safety, social, and self-esteem. Moreover, this need creates the motivation that effect on the individual's behaviors and this need should be filled to satisfy the individuals. Moreover, Maslow expend his theory in 1954 through his book " motivation and personality". He argued that the unsatisfied need create tension and imbalance, and to get balance you have to safety each need in order to motive the unsatisfied needs.

Maslow's theory suggests that human needs are organized in a hierarchy, and each level of needs must be met before an individual can be motivated to pursue the next level of needs. The five levels of needs are physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Adegboyega, 2017). This theory has been used to study the relationship between employee motivation and job satisfaction, as

fulfilling higher-level needs can increase job satisfaction and motivation.

Shuaib (2020) stated that Herzberg's theory suggests that employee motivation is influenced by two types of factors, hygiene factors, and motivators. Hygiene factors include working conditions, job security, and salary, which, if not met, can lead to dissatisfaction. Motivators include recognition, opportunities for growth and development, and meaningful work, which, if met, can lead to job satisfaction and motivation. It suggests that individuals have innate psychological needs for autonomy, competence, and relatedness, and meeting these needs can increase motivation and well-being. This theory has been used to study the impact of job design on employee motivation, as jobs that provide autonomy, opportunities for skill development, and social support can enhance motivation. Goal-Setting Theory suggests that specific and challenging goals can increase employee motivation and performance. This theory has been used to study the impact of goal setting on employee motivation and productivity, as setting specific and challenging goals can enhance motivation and lead to improved performance.

### **Herzberg Theory**

Herzberg (1959) found that satisfaction and motivation effect by two kind of factors, which is health factor and driving factors. Further, Herzberg found that each human has two different group of human needs which this needs effects on person behavior in different way. Moreover, he found that individual dissatisfaction caused by inappropriate work environment. Furthermore, Herzberg revealed that the human will not feel satisfied unless he gets all kind of health, environmental, and physical factors.

### **Mc Clelland's Theory of Needs**

Royle, (2012) divided the human needs into three desires; the need of achievement the need of affiliation and the need of power. He believed that the people who have the need for achievement they prefer to work with a responsibility to solve problems since they can't feel the achievement till they have the responsibility to solve the problem. Moreover, they have to tend to make a disciplined risk which means that they can't feel with achievement till the pass the challenges. Thus, they need feedback about their productivity. The second type of need is the need of affiliation, which they care more

about creating friendship and good social relationship, while the third part of need is the power, which they looking for authority and positions in the company.

### **X and Y Theory**

Douglas (1960) suggested two approaches in employee's behavior. Firstly, he assumes (X) that indicates employees hate work and lazy, so the management should use punishment, constant threat, and supervision. Secondly, (Y) that represents the employees who loving their work, well performed and loyal, so the organization should give them the good conditions and more incentives.

#### **2.1.2 Review of Empirical Literature**

Productivity is one of the most important subjects that concern the researchers and administrative leaders alike, this is because the productivity reflects the expected result of each activity in organization. Therefore, it can be defined as the way in which employees perform their tasks during the production processes and associated processes by using the available means of production to conduct quantitative approach (Halaibah, 2013). Meanwhile, It is the way that the organization achieves its goals. He argued that the overall output of an organization results from reconciling many factors such as capital, labor, and knowledge. Furthermore, productivity is a reflection of the extent to which tasks are accomplished.

Hameed and Amjad (2017) investigated the relationship between office design and productivity using subjective productivity measurement method. The productivity of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) "that which people can produce with the least effort"; (ii) "output per employee hour, quality considered" (iii) "the increased functional and organizational productivity , including quality" (iii) "a ratio which measures how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. The measures of subjective productivity measurement method are based on personnel's subjective assessments and not based on quantitative operational information. Subjective productivity/ productivity measure as an indicator used to assess individuals" aggregated perceptions, attitudes or assessments toward an organizations product or service.

Subjective productivity data which can be descriptive or qualitative is usually collected using survey questionnaires or by interviews. Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers. In the case, of office there are increases in productivity when there is less absenteeism, fewer employee leaving early and less breaks; whereas in a factory setting, increase in productivity can be measured by the number of units produced per employee per hour.

Osabiya (2015) mentioned that employee motivation is a critical factor in achieving organizational productivity. When employees are motivated, they are more likely to perform at their best, be engaged with their work, and contribute to the organization's success. Increased job satisfaction: Employees who are motivated are more likely to feel satisfied with their job and their workplace, leading to increased productivity and engagement. Improved work quality: Motivated employees are more likely to produce high-quality work, meet deadlines, and exceed expectations. Reduced absenteeism and turnover: Motivated employees are less likely to miss work or leave the organization, leading to lower absenteeism and turnover rates. Higher employee engagement: Motivated employees are more likely to be engaged with their work, leading to higher levels of creativity, innovation, and problem-solving. Motivated employees are more likely to work collaboratively and support their colleagues, leading to increased team productivity and performance.

Aamri (2020) examined employee motivation in private organization, with the view to identify the factors that promote positives motivational behavior among employees. He argues that business all over the world today is very challenging. Internal and external operating environmental factors continue to challenge corporate productivity and revenue growth. To stay profitable in the highly challenging and competitive global market economy, all the factors of production - men, machine and materials – should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike other inputs employee management calls for skilful handling of thoughts, feelings and emotions to secure highest productivity. Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in

maintaining and strengthening its business and revenue growth. While compensation and general working conditions are agreed in some way at the time of employment, the employee's actual contribution, in terms of volume and quality of output, remains largely unspecified. Much depends on employees' willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangement, well accepted working conditions and co-operative relations more generally.

Geofrey (2020) conducted a study on 'Motivation and academic staff performance in Public university in Uganda'. The main objective of the study was to examine the effect of motivational factors on lecturers' of Public university, research activities, and community service. The findings revealed that, motivational factors, significantly affected lecturers of public university and research activities at Miserere University. It also found out that motivational factors did not have a significant effect on lecturers' community service activities. It was concluded that, motivational factors do have a significant effect on lecturers' of public university and research activities.

Akhtar et al (2019) conducted a study entitled "Factors affecting employees motivation in bank office of Pakistan", was an empirical study aimed at locating the relationship between different factors that motivate employees. Using multiple regressions, it was observed that all variable inherent in extrinsic and intrinsic factor have positive impact on employees' motivation. Seeing leadership role as important variable in employee motivation, (in the empirical study "The role of leadership in employee motivation", examined the effect of autocratic and transformational leadership styles in motivation of workers. With the aid of descriptive statistics, the study revealed that there is strong relationship between transformative leadership behaviors and high productivity among employees. However, commitment of employees in the high school studied raised job satisfaction which ultimately improved the academic productivity of the school.

Ganta (2019) in the study titled "Motivation in the workplace to improve the employees' productivity". The main objective of the study was to find out the motivation in the workplace to improve the employee's productivity. The study was analytical in nature and data were collected from the employee and the collected data were analyzed and

interrelated as per the need of the study. The study found out that most problems of staff motivation is being created by employers management style. The study therefore urged employers to understand their workers and try to adopt different motivational tactics to handle different workers based on their needs, both extrinsic and intrinsic. In an effort to know how best staff of hotel industry could be treated to give the best effort at work, in their study with the topic “Motivating your staff to provide outstanding service” found that besides financial rewards, recognition and feedback prove effective non-financial rewards to staff motivation in hospitality industries in Florida and Cornell. Underscoring the criticality of financial reward in employee motivation.

Noor (2020) conducted a study on "Impact of Rewards System on Employee Motivation: A Study of a Manufacturing Firm in Oman". The study mainly focused on the importance of employee motivation and the influence of reward and recognition program on the motivation and productivity of the manufacturing and production workers of a manufacturing firm situated in the Sultanate of Oman. The goal of the report is to depict the predominant effect of reward and recognition on overall productivity, productivity, and motivation. The data gathered for the research was through an exploratory research design wherein the survey questionnaire was distributed to a population of 30 respondents through a stratified sampling technique. Both the qualitative and quantitative data were considered while concluding the major findings, followed by proposing suggestions to improve the motivation levels of employees and enhance their rewards and recognition program.

Bartel (1990) carried a study on "Training wage growth, and job productivity of a large manufacturing company in the USA by using the company database to avoid management bias; employee's job training duration; productivity rating and wage growth were recorded. Individuals who were classified by the company as professional employees were selected for analysis, resulting in a total sample of 19000 observations, averaging 3,800 individuals per year. These employees were taken across eight functional areas in the company: finance, engineering, manufacturing, marketing, information system, staff services and support services. The type of occupations held by these individuals include accountants, engineers, purchasing agents, quality control planners,

market researchers, system analysts, bench scientists, human resource professionals and industrial hygienist. Information on productivity ratings were taken for the years 1989 and 1990 only, the research revealed that the company has a fairly substantial training budget. In 1990, it spends approximately 1950 dollars per employee on formal training. The study identifies three categories of training: core training, employee development, and technical programs.

Delaney and Huselid (1991) conducted a survey on the impact of human resource management practices on perceptions of organizational productivity . The research was conducted on 1127 organization out of a sample frame on 1427 organizations in U.S.A. through a national survey (NOS). They studied how HRM practices affect organizational outcome, whether some practices have stronger effect than others, and whether complementarities or synergies among such practices can further enhance organizational productivity. Some of the HRM practices identified in the study include: employee participation and empowerment, and job redesign, team based production systems, extensive employee training, and promotion and productivity contingent incentive compensation. These were widely believed to improve the productivity organizations. They grouped organizational Productivity into two different ways, namely, perceived organizational productivity and perceived market productivity . The study was conducted in three different ways. Firstly, they drew on a unique national probability sample of for-profit and non-profits organizations to evaluate the association between a variable of progressive HRM practices perceptual measures of organizational productivity . Secondly, they conducted some rudimentary empirical tests of the effect of complementarities among HRM practices on firmlevel outcomes. Finally, they identified some important methodological issues that merit consideration as scholars and practitioners seek to better understand the relationship between HRM practices and firm productivity. In line with the above discussion, the following hypotheses were tested.

Dewhurst, Gurhridge and Mohr (2010) carried out a study on the topic: competence development and career advancement in the professional service firms. It was studied professional employees in law firm in early stage of their careers, particularly, their understanding of competence development and career advancement. Law firms have a

relatively low rate of turnover of professional staff when compared with employee flow rates that are standard in other organizations and industries. It was analyzed lawyers employed in a reasonably munificent internal labour market context, seeking to understand the account of how their competence can be developed and how their careers may be advanced. It was considered the competences and careers of a group of junior professional knowledge workers employed full-time in a large law firm and conceptualized their competence development and professional career advancement through an existential ontological conceptualization using a qualitative interpretive research methodology. In research 8 out of every 16 individuals were interviewed during working days for approximately an hour. The findings indicate the Lawyers self-understanding is strongly influenced by career stage and position in the organization. Their understanding is strongly influenced by career stage and position in the organization.

Employee motivation has been one of the most researched areas in organizational behavior, and its impact on organizational productivity has been extensively studied. In this literature review, we will summarize and analyze the empirical research on the role of employee motivation in enhancing organizational productivity. Motivation is the driving force that encourages employees to work effectively and efficiently towards achieving organizational goals. On the other hand, productivity is the measure of how well the organization's resources are utilized to achieve its goals. The relationship between motivation and productivity is complex, as employee motivation can be influenced by various factors, including organizational culture, leadership style, rewards and recognition, and job design.

Gong et al. (2021) investigated the impact of intrinsic and extrinsic motivation on employee performance in the Chinese healthcare industry. The study found that both intrinsic and extrinsic motivation significantly influenced employee performance, and intrinsic motivation was more critical in enhancing employee performance. The study suggests that organizations should focus on promoting intrinsic motivation to increase employee performance.



Sarma et al. (2021) examined the impact of employee motivation on productivity in the Indian service industry. The study found that employee motivation significantly influenced productivity, and intrinsic motivation was more critical than extrinsic motivation in enhancing productivity. The study recommends that organizations should design motivational programs that focus on intrinsic motivation factors such as job satisfaction, sense of achievement, and career growth.

Shahzad et al. (2020) investigated the impact of employee motivation on organizational performance in the Pakistani banking industry. The study found that employee motivation significantly influenced organizational performance, and intrinsic motivation was more critical than extrinsic motivation in enhancing organizational performance. The study recommends that organizations should focus on intrinsic motivational factors to improve organizational performance.

Qureshi et al. (2020) conducted a study to investigate the impact of employee motivation on organizational productivity in the Pakistani textile industry. The study found that employee motivation significantly influenced organizational productivity, and intrinsic motivation was more critical than extrinsic motivation in enhancing organizational productivity. The study suggests that organizations should design motivational programs that promote intrinsic motivation factors such as job autonomy, meaningful work, and growth opportunities.

Shukla et al. (2019) conducted a study to investigate the impact of employee motivation on organizational performance in the Indian hospitality industry. The study found that employee motivation significantly influenced organizational performance, and intrinsic motivation was more critical than extrinsic motivation in enhancing organizational performance. The study recommends that organizations should focus on promoting intrinsic motivation factors such as job satisfaction, recognition, and opportunities for learning and development.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It consists of the structure for the collection, measurement and analysis of the research data and aims at allocation of limited resources for the crucial choices in the methodology. Research design includes structure of the research problem and the plan of investigation in order to obtain empirical evidence to prove relationship between variable of research. The research design that the researcher adopted in this study was the survey research design. Survey refers to the collection of data through different methods such as interview or questionnaire. This method is widely used in research process. With the help of survey, one can easily analyze the individual's opinion on certain topics. A survey may focus on opinions or factual information depending on its purpose, but all surveys involve administering questions to individuals. Survey research design is an efficient method for systematically collecting data and generalization the result (Wolf & Pant, 2008).

This study used descriptive type and the data were collected by survey method from the study area.

#### **3.2 Population, Sample and Sampling Strategies**

There are 150 employee working in Nepal Electricity Authority, Surkhet office (NEA, 2022). Among them, 125 employees working in Nepal Electricity Authority, Surkhet office were taken as the sample size. Sampling method is one of the important processes of sample selection during survey. In statistics, sampling describes the process of selection sample element from target population in order to conduct a survey. In survey process sampling helps to describe and analyze the characteristics, attitudes of target population. The purpose of sampling is to secure a representatives group whose enables the researcher to gain information about a entire population when faced with limitation of time, funds and energy.

Among the total population, only 125 employee of Nepal Electricity Authority, Surkhet office were selected by using simple random sampling method

### **3.3 Research tool**

Questionnaires were the tool for data collection. The questionnaires were divided as per the need of objectives. Among the total questionnaire, six questionnaires were prepared for personal information of the respondents and three questionnaires on each of the independent variables, compensation, reward system, training and development, good working environment and job security.

### **3.4 Sources of Data Collection**

#### **Primary Source:**

Basically, researcher applied primary data in this study. The primary data were collected by applying appropriate tool. After collecting the data from appropriate tool, the data were carefully checked to remove the possible errors. Then collected data were analyzed by applying appropriate mathematical and statistical tools (percentage, weighted average methods, mean, standard deviation, etc.). This study used self-design questionnaire for the data collection. The survey questionnaire were justified because it was affordable and effective way of collecting information form a population in short period of time and at a reduced cost. This research used self-design questionnaires for the data collection. The sets of questionnaire were administrated to the employees working in different Nepal Electricity Authority, Surkhet office .

### **3.5 Procedures**

First of all, a letter from the Research Committee of Management will be obtained for data collection. Then the researcher visited the identified number of employees of Nepal Electricity Authority, Surkhet office. It was identified that there were 150 employees working in NEA. Among them, 125 were selected for the purpose of data collection. Then the researcher mentioned the purpose of the visit to the selected customers. Before starting the interview with the respondents, the researcher established a good relationship with the respondents. Than, the researcher took the interview by the help of

questionnaire. Finally, the researcher thanked the respondents for their help and cooperation.

### **3.6 Questionnaire Development**

The questionnaire were designed as per the need of objectives. Some questions were self-developed, and some were adopted from previous researchers. Most of the questions were formulated in closed ended pattern using Likert-type scale. To collect the personal information of respondents, background related questions were included in the questionnaire. Questions related to the independent variables and remaining question related to dependent variables were formulated. The extreme positive and negative anchors of the scale was labeled as strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. The personal information of the researcher, university, purpose of data collection, confidentiality and use of data and instruction to fill up the questionnaire were given along with the questionnaires.

### **3.7 Questionnaire Administration**

The researcher communicated individually to respondent and described the information about the survey work and requested to manage proper time for the fill up the form. The questionnaires were distributed by the researcher. Questionnaires were distributed to the respondents who are the employee of Nepal Electricity Authority, Surkhet office.

### **3.8 Data Analysis Methods**

Data analysis by using questionnaire survey was expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis according to research objectives has been presented in (chapter 4). Data analysis was done using simple mathematical tools like: frequency, percentage. Mean and standard deviation were used to analyze the data.

## CHAPTER - IV

### PRESENTATION AND ANALYSIS OF DATA

This chapter deals with the analysis and interpretation of data collected from the study area with the help of self designed questionnaire. It includes the personal information of respondents like: age, gender, education, etc. Similarly, it contains the analysis and interpretation of data regarding to impact of motivation on employee productivity in Nepal Electricity Authority, Surkhet office. The presentation and analysis of data has been made in following sections:

#### 4.1 Personal Information

This sub-section of the study deals with the presentation and analysis of data regarding to age, gender, education, of the respondents as follows:

##### 4.1.1 Age Status of the Respondents

Respondents were asked about their age. For the purpose of data collection, respondents were provided with options like: "Up to 25 years", "26 to 40 years", "41 to 55 years" and "Above 55 years". The response obtained from respondents has been shown in the following table:

**Table 1: Age Status of the Respondents**

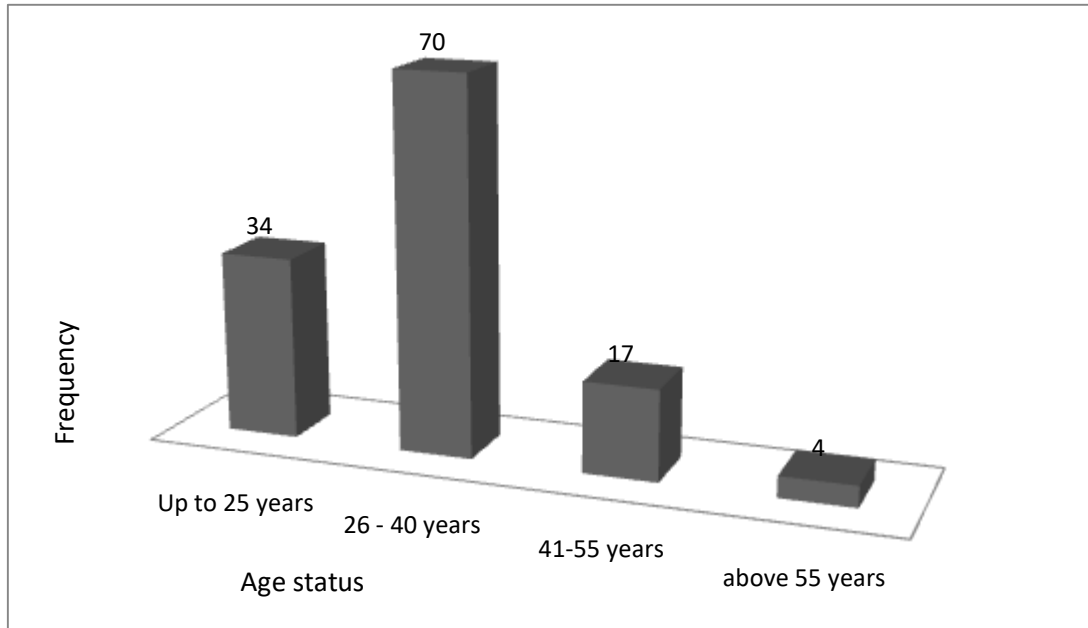
<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
Up to 25 years	34	27.2
26 - 40 years	70	56.0
41-55 years	17	13.6
above 55 years	4	3.2
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 1 shows the age status of the respondents. Among 125 respondents, 27.2 percent of the respondents are up to 25 years, 56.0 percent of the respondents were at the age 26-40 years of age, 13.6 percent respondents belonged to the age 41-55 years and 3.2 percent

respondent was above 55 years. Hence, it can be concluded that majority of the respondents belonged to the age group 26 to 40 years whereas least of them belonged to the age above 55 years.

The status of the respondents has been shown in the following figure:



**Figure 2: Age Status of the Respondents**

#### **4.1.2 Gender**

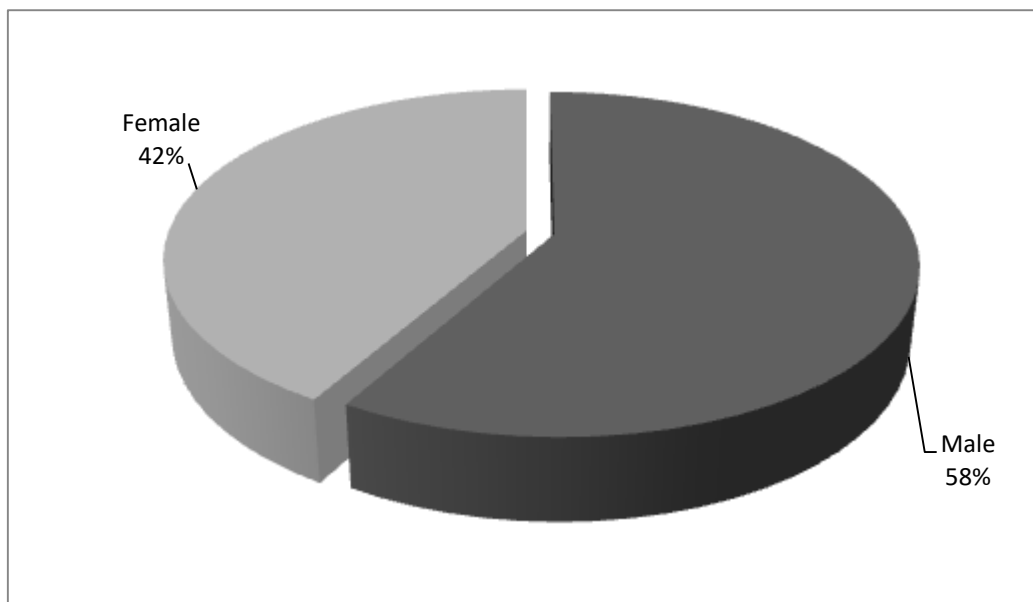
This question was prepared to identify their gender. The moderate variable gender is responsible to the employee productivity. So, respondents were provided with the questionnaire having options like: "Male" and "Female". The response obtained from respondents has been shown in the following table:

**Table 2: Gender of the Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
Male	73	58.4
Female	52	41.6
Total	125	100.0

Source: Field Survey, 2022

Table 2 shows the age status of the respondents. Among 125 respondents, 58.4 percent respondents belonged to male whereas 41.6 percent of them were female in the study area. Data has been shown in the following figure:



**Figure 3: Gender of the Respondents**

#### **4.1.3 Caste of the Respondents**

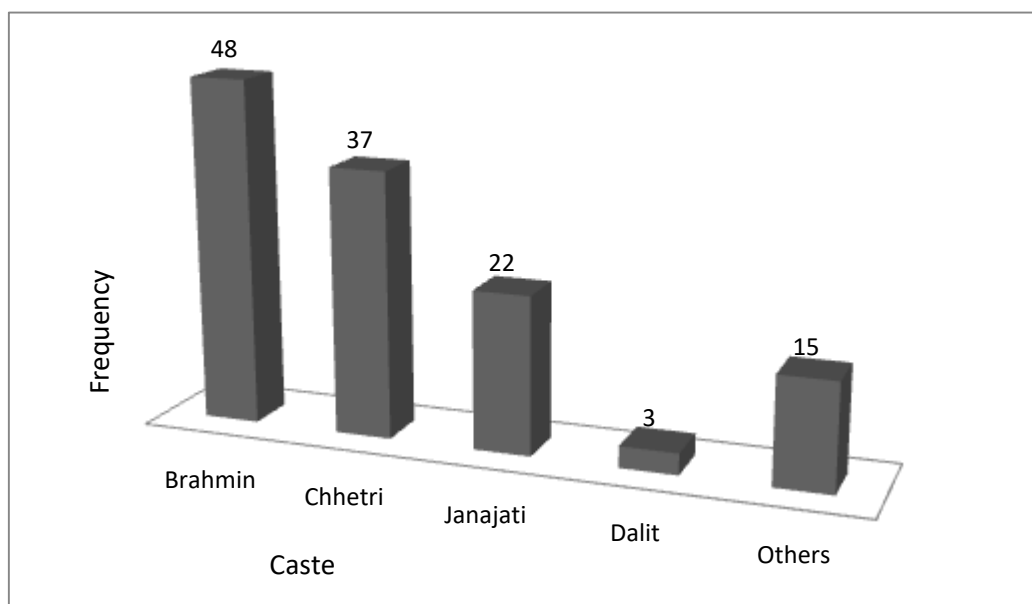
Respondents were asked about their caste. To obtain the data, they were provided question options like: "Brahmin", "Chhetri", "Janajati", "Dalit" and "Other". The data related to caste of the respondents has been shown in the following table:

**Table 3: Caste of the Respondents**

Caste	Frequency	Percent
Brahmin	48	38.4
Chhetri	37	29.6
Janajati	22	17.6
Dalit	3	2.4
Others	15	12.0
Total	125	100.0

Source: Field Survey, 2022

Table shows that 38.4 percent of the respondents were Brahmin, 29.6 percent of the respondents were Chhetri, 17.6 percent of the respondents were Janajati, 2.4 percent of the respondents were Dalit and 12.0 percent of the respondents belonged other different caste groups. The data shows that majority of the respondents were Brahmin in the study area. Data has been shown in the following figure:



**Figure 4: Caste of the Respondents**



#### 4.1.4 Religion

Respondents were asked question regarding their religion. To obtain data, options were developed like: "Hindu", "Muslim", "Buddhist", "Christian". On the basis of data collected from the study area, following data was found:

**Table 4: Religious Status of the Respondents**

Marital Status	Frequency	Percent
Hindu	92	73.6
Christaian	23	18.4
Buddhist	7	5.6
Muslim	3	2.4
Total	125	100.0

Source: Field Survey, 2022

Table 4 shows that 73.6 percent of the total respondents belonged to Hindu, 18.4 percent respondents were Christian, 5.6 percent respondents were Buddhist and 2.4 percent respondents belonged to Muslim in the study area. Data shows that most of the respondents belonged to Hindu in the study area.

#### 4.1.5 Educational Status of the Respondents

Respondents were asked about their educational status of the respondents. To collect the information, under SLC, Up to SLC, Higher Secondary Level, Bachelor and Above Bachelor were prepared. The following table shows the information of the respondents based on educational status.

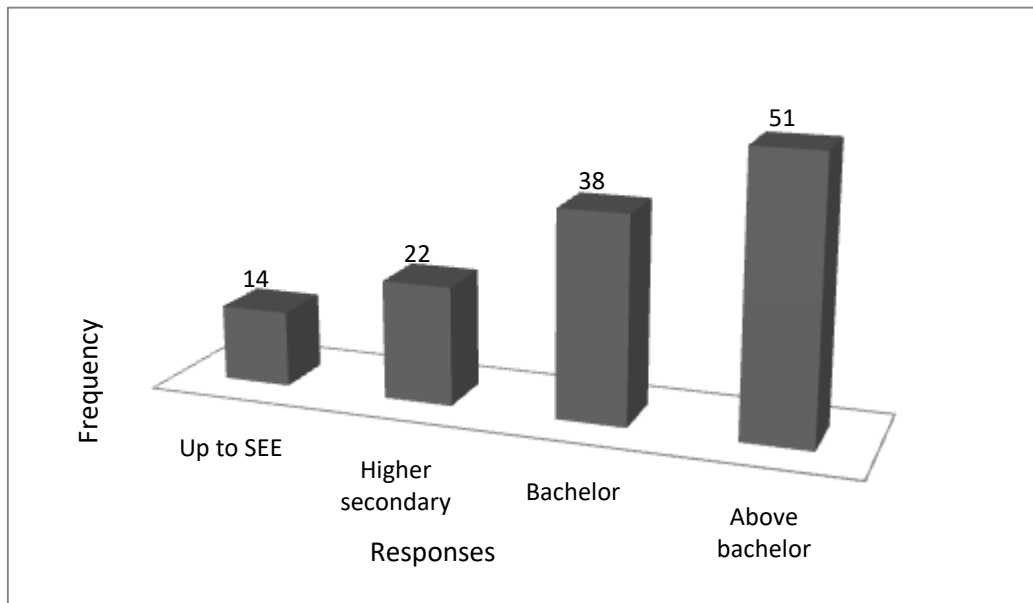
**Table 5: Educational Status of the Respondents**

Education Level	Frequency	Percent
Up to SEE	14	11.2
Higher secondary	22	17.6
Bachelor	38	30.4
Above bachelor	51	40.8
Total	125	100.0

Source: Field Survey, 2022

Table 5 shows the educational status of the respondents. Out of the total respondents, 11.2 percent of the respondents had up to SLC level of education, 17.6 percent respondents had higher secondary level of education, 30.4 percent of them had bachelor level of education and 40.8 percent of the total respondents had above bachelor level of education. Hence, higher proportion of the respondents had above bachelor level of education.

The data related to educational status of the respondents has been shown in the following figure:



**Figure 5: Educational Status of the Respondents**

#### **4.1.6 Marital Status**

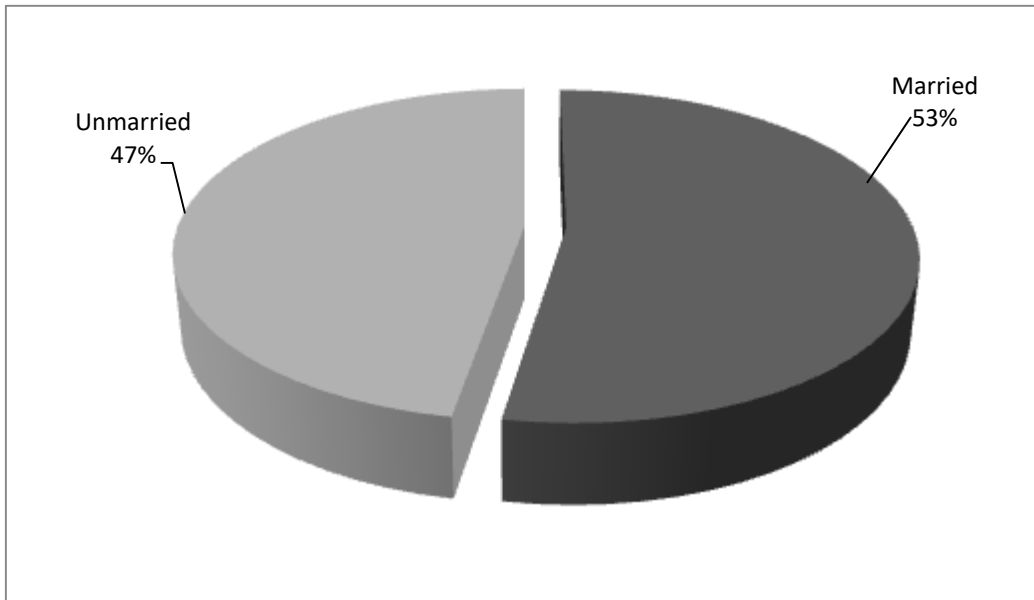
Respondents were asked another question regarding their marital status. To obtain data, options were developed like: "Married" and "Unmarried". On the basis of data collected from the study area, following data was found:

**Table 6: Marital Status of the Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Married	66	52.8
Unmarried	59	47.2
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

In the above table, 52.8 percent of the total respondents were married whereas 47.2 percent of the total respondents were not married. This data shows that majority of the respondents were married. Data has been shown in the following figure:



**Figure 6: Marital Status of the Respondents**

## **4.2 Compensation**

This study deals with the presentation and analysis of data regarding to compensation. It includes the respondent's perception towards the compensation policy, satisfaction with the salary and time to receive compensation. The data has been presented and analyzed in following tables:

#### **4.2.1 A good compensation motives the employee to perform the best**

Respondents were provided with the statement "A good compensation motives the employee to perform the best productivity ". Towards the statement, they were asked to provide their perception. For the purpose, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

**Table 7: A good compensation motives the employee to perform the best productivity**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	21	16.8
Disagree	18	14.4
Neither agree nor disagree	23	18.4
Agree	36	28.8
Strongly agree	27	21.6
Total	125	100.0

Source: Field Survey, 2022

Table 7 shows that 16.8 percent respondents were strongly disagree, 14.4 percent respondents were disagree, 18.4 percent respondents were neither agree nor disagree, 28.8 percent respondents were agree and 21.6 percent respondents were strongly disagree with the job statement "A good compensation motives the employee to perform the best productivity ". Hence, the data shows that majority of the respondents were agree with the statement "A good compensation motives the employee to perform the best productivity ".

#### **4.2.2 Satisfaction with the salary**

This question was developed to identify whether the respondents were satisfied with the salary in their present job. For the purpose, the questionnaire was developed with two options: "Yes"/"No". The response obtained from respondents regarding to their satisfaction with salary from their job has been shown in the following table:

**Table 8: Satisfaction with the salary**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	68	54.4
No	57	45.6
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 8 shows that 54.4 percent respondents were satisfied with the salary provided by the organization whereas 45.6 percent respondents were not satisfied with the salary.

#### **4.2.3 Time of getting compensation**

Respondents were asked as when they receive compensation from the organization. To obtain data regarding to time of getting compensation, they were provided with options like: "Ending of the month", "After two month" and "Both". The response obtained from respondents has been shown in the following table:

**Table 9: Time of getting compensation**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Ending of the month	38	30.4
After two months	36	28.8
Both	51	40.8
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 9 shows that 30.4 percent respondents received compensation at the ending of the month whereas 28.8 percent respondents received the compensation after two month and 40.8 percent respondents received in both times mentioned above.

Hence, majority of the respondents had got the compensation at the end of month and after two months.

### 4.3 Reward System

In this sub-section, reward system related data has been presented and analyzed. It contains, perception about monetary and non monetary reward provide by the organization, need of monetary and non monetary reward, etc. as below:

#### 4.3.1 Monetary and non monetary reward motives the employee to perform the best

Respondents were provided with the statement " Monetary and non monetary reward motives the employee to perform the best". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree nor disagree", "Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

**Table 10: Monetary and non monetary reward motives the employee to perform the best**

Responses	Frequency	Percent
Strongly disagree	28	22.4
Disagree	28	22.4
Neither agree nor disagree	28	22.4
Agree	30	24.0
Strongly agree	11	8.8
Total	125	100.0

Source: Field Survey, 2022

Table 10 shows that 22.4 percent respondents were strongly disagree, 22.4 percent respondents were disagree, similar proportion of the respondents were neither agree nor disagree, 24.00 percent respondents were agree and 8.8 percent respondents were strongly disagree with the monetary and non monetary rewards.

Hence, majority of the respondents were agree that monetary and non monetary rewards motives the employee to perform the best.

#### 4.3.2 Need of monetary and non monetary reward

Respondents were asked whether there is the need of monetary and non monetary reward. To obtain the data, the questionnaire was developed with options like: "Yes" and "No".

The response obtained from respondents regarding to the need of monetary and non-monetary rewards has been shown in the following table:

**Table 11: Need of monetary and non monetary reward**

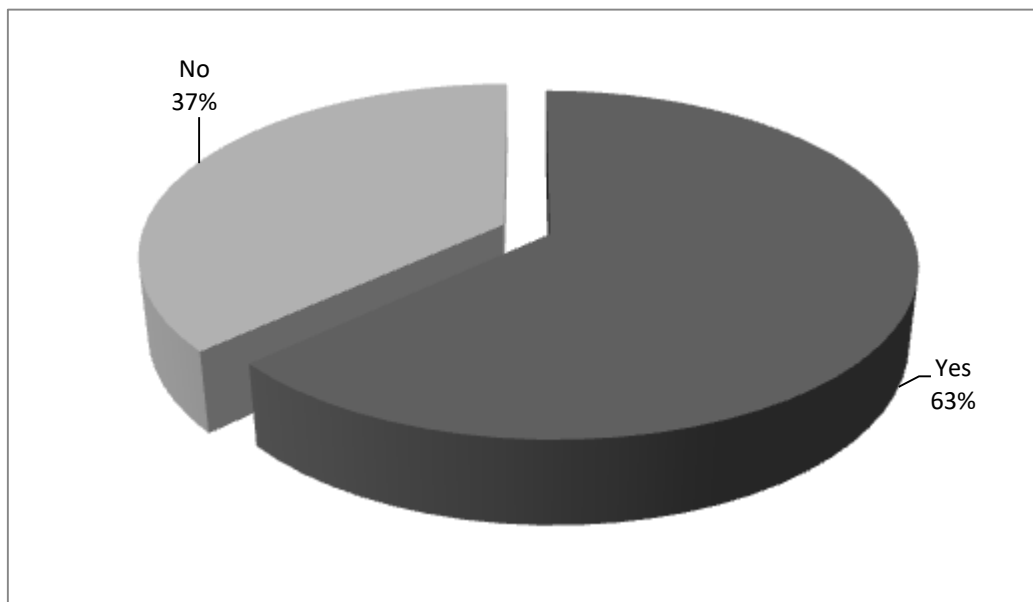
Responses	Frequency	Percent
Yes	79	63.2
No	46	36.8
Total	125	100.0

Source: Field Survey, 2022

In the table 63.2 percent respondents replied that monetary and non monetary award was essential to promote the employee preference whereas 36.8 percent respondents did not feel the need of such reward.

Hence, majority of the respondents replied that there is the need of monetary and non monetary rewards for better motivation.

Data has been shown in the following figure:



**Figure 7: Need of monetary and non monetary reward**

### 4.3.3 Type of reward

This question was developed to identify the respondents perception towards the appropriate reward to promote their job preference. To obtain the data, the questionnaire was developed with options like: "Profit sharing", "Bonus", "Stock option" and "Promotion". The response obtained from respondents has been shown in the following table:

**Table 12: Type of rewards**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Profit sharing	16	12.8
Bonus	29	23.2
stock option	24	19.2
Promotion	27	21.6
All of the above	29	23.2
Total	125	100.0

Source: Field Survey, 2022

The table 12 shows that 12.8 percent respondents received profit sharing, 23.2 percent respondents received bonus, 19.2 percent respondents received stock option and 21.6 percent respondents received promotion and rest of the respondents received all the rewards mentioned above in the table. Hence, majority of the respondents considered bonus as the type of reward.

## 4.4 Training and Development

This sub-section of the study deals with the presentation and analysis of data related to training and development. It has been analyzed and presented as follows:

### 4.4.1 Training and development motives the employee to perform the best

Respondents were provided with the statement " Training and development motives the employee to perform the best". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Neither agree or disagree",



"Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

**Table 13: *Training and development motives the employee to perform the best***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	21	16.8
Disagree	20	16.0
Neither agree nor disagree	22	17.6
Agree	35	28.0
strongly agree	27	21.6
Total	125	100.0

Source: Field Survey, 2022

Table 13 shows that 16.8 percent respondents were strongly disagree, 16.00 percent respondents were disagree, 17.6 percent respondents were neither agree nor disagree, 28 percent respondents were agree and 21.6 percent respondents were strongly disagree with the statement "training and development provided by the organization motives the employee to perform better".

Hence, majority of the respondents were agree with the statement "Training and development motives the employee to perform the best".

#### **4.4.2 Effect of training and development**

Respondents were asked whether there was any effect of training and development on their preference. For the purpose, the questionnaire was developed with two options: "Yes"/"No". The response obtained from respondents regarding to the effect of training and development has been shown in the following table:

**Table 14: *Effect of training and development***

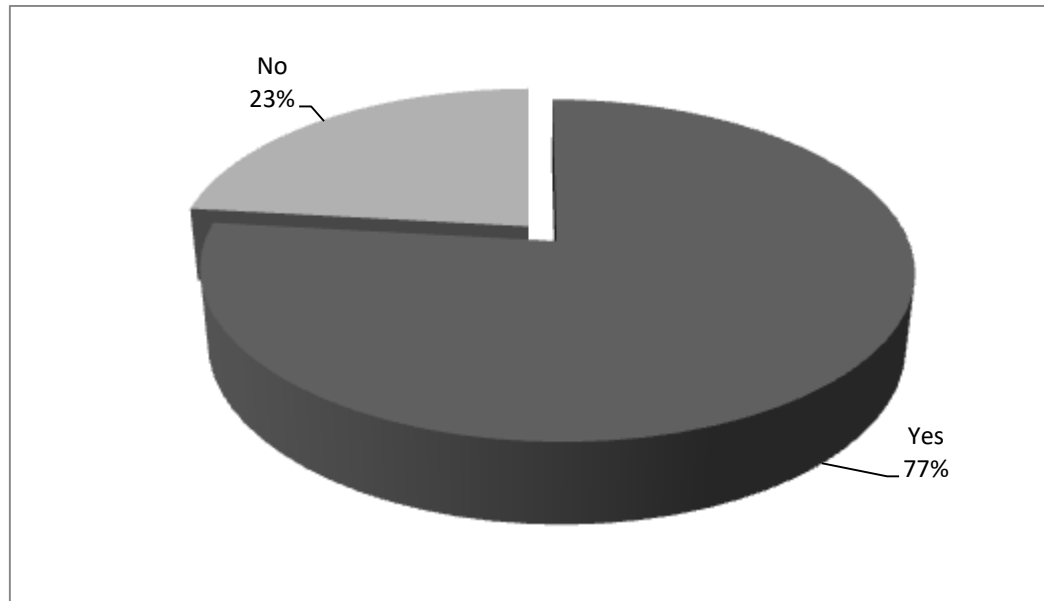
<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	96	76.8
No	29	23.2
Total	125	100.0

Source: Field Survey, 2022

Table 14 shows that 76.8 percent respondents found the effect of training and development on their productivity whereas 23.2 percent respondents replied that there is no effect of training and development on their preference.

Hence, majority of the respondents replied that there is effect of training and development on the employee productivity .

Data has been shown in the following figure:



*Figure 8: Effect of training and development*

#### **4.4.3 Providing the training and development**

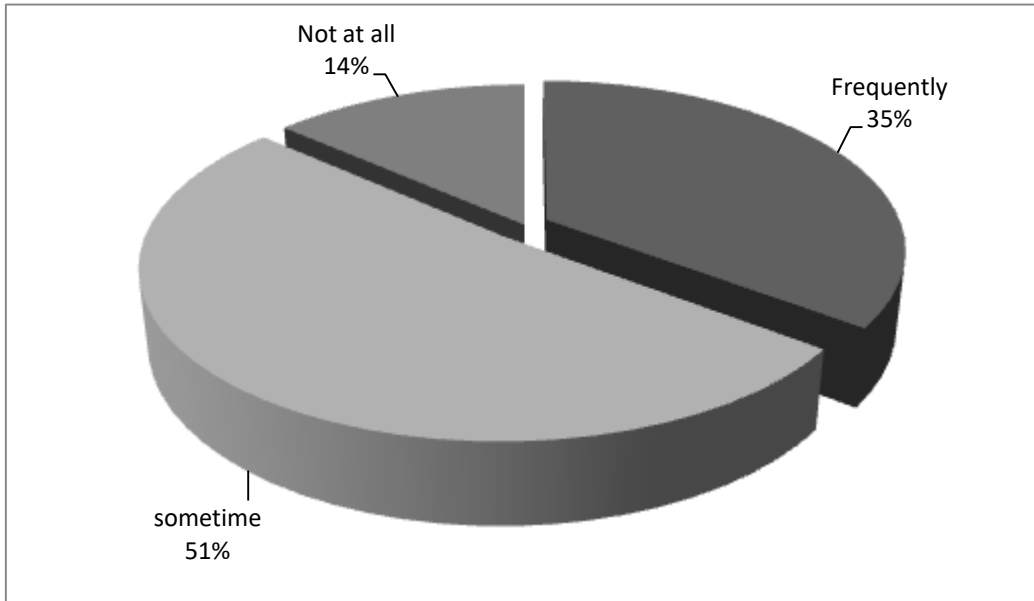
Respondents were asked whether they were provided with training and development opportunity to improve the productivity of employee in the organization. To obtain data they were provided with options like: "Frequency", "Some time" and "Not at all". The response obtained from respondents has been shown in the following table:

**Table 15: Providing the training and development**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Frequently	44	35.2
Sometime	64	51.2
Not at all	17	13.6
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 15 shows that 35.2 percent respondents received training and development frequently, 51.2 percent respondents received it sometime and 13.6 percent respondents did not received the training and development. Data has been shown in the following table:



**Figure 9: Providing the training and development**

#### **4.5 Good Working Environment**

In this sub-section, data related with good working environment in the organization has been presented and analyzed as below:

#### 4.5.1 Working environment is essential factor for job productivity

Respondents were provided with the statement "Working environment is essential factor for job productivity ". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Normal", "Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

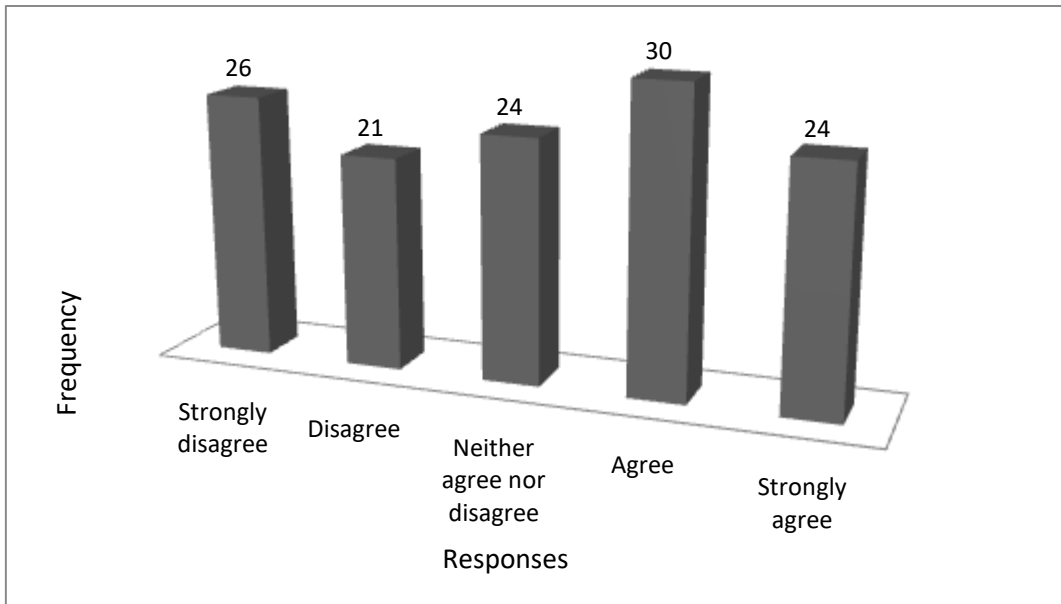
**Table 16: Working environment is essential factor for job productivity**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	26	20.8
Disagree	21	16.8
Neither agree nor disagree	24	19.2
Agree	30	24.0
Strongly agree	24	19.2
Total	125	100.0

Source: Field Survey, 2022

Table 16 shows that 20.8 percent respondents were strongly disagree, 16.8 percent respondents were disagree, 19.2 percent respondents were neither agree nor disagree, 24 percent respondents were agree and 19.2 percent respondents were strongly agree with the statement "Working environment is essential factor for job productivity ".

Hence, majority of the respondents were agree that working environment is essential factor for productivity. Data has been shown in the following figure:



**Figure 10: Working environment is essential factor for job productivity**

#### 4.5.2 Working environment

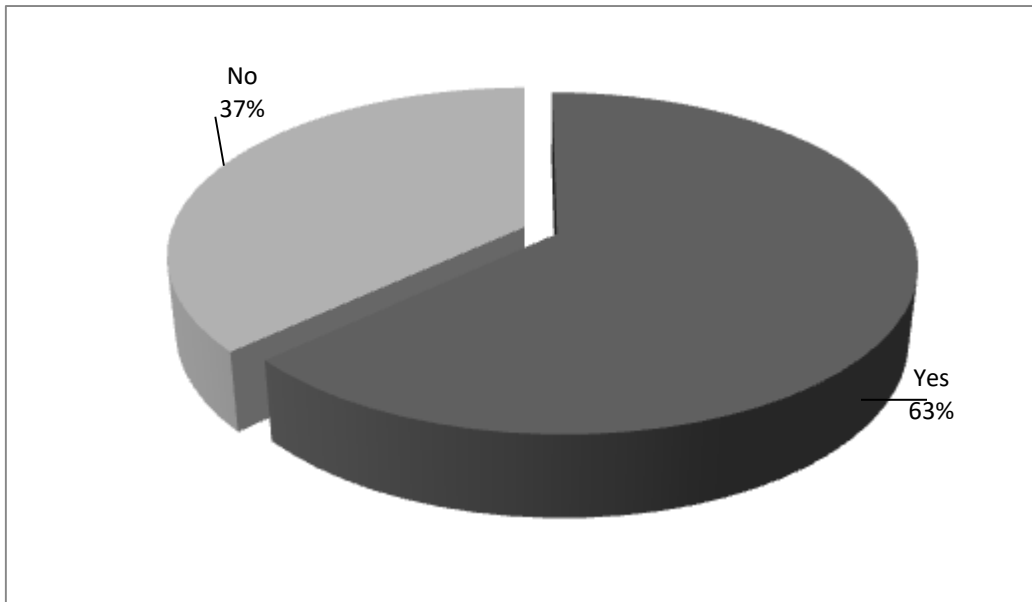
Respondents were asked whether there is the good environment in the organization for better productivity of employee. To obtain the data, the questionnaire was developed with options like: "Yes" and "No". The response obtained from respondents has been shown in the following table:

**Table 17: Working environment**

Responses	Frequency	Percent
Yes	79	63.2
No	46	36.8
Total	125	100.0

Source: Field Survey, 2022

Table 17 shows that 63.2 percent respondents found good working environment in their organization whereas 36.8 percent respondents did not found such working environment. Data has been shown in the following figure:



**Figure 11: Working environment**

#### **4.5.3 Type of working environment**

Respondents were asked as "What type of working environment is necessary for employee's motivation which helps to increase to their job productivity?". In the questionnaire, options were developed as: "Supportive from supervisor", "Support from collogues", "support from supervision and collogues". The response obtained from respondents has been shown in the following table:

**Table 18: Type of working environment**

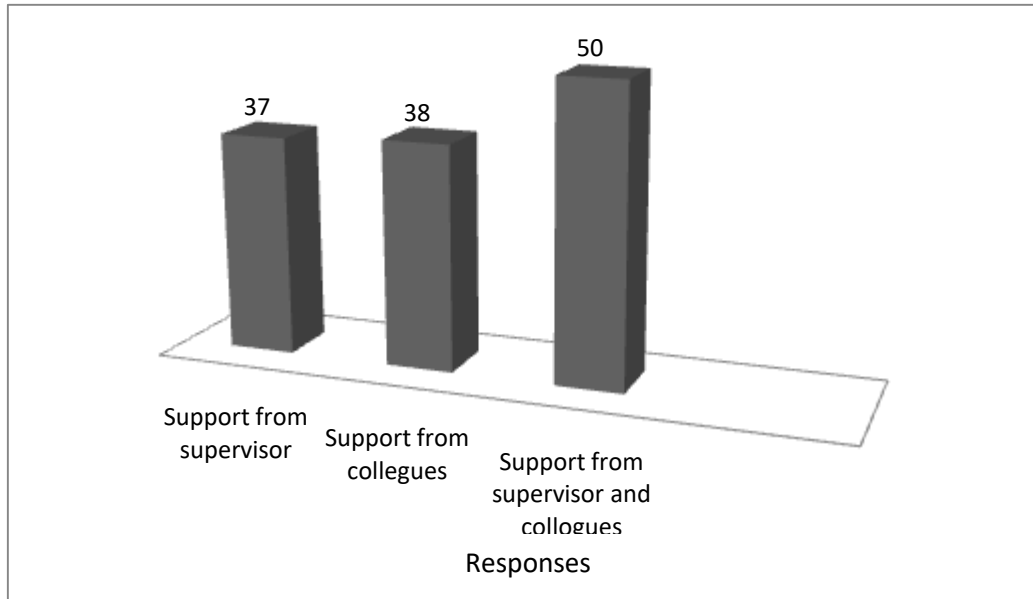
<b>Types</b>	<b>Frequency</b>	<b>Percent</b>
Support from supervisor	37	29.6
Support from collogues	38	30.4
Support from supervisor and collogues	50	40.0
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 18 shows that 29.6 percent of the respondents found the working environment as supportive from supervisor, 30.4 percent of the respondents found the working environment support from collogues us and 40.00 percent of the respondents found the

environment as support from supervision and colleagues. Hence, respondents found support from supervisor, support from colleagues and support from supervisor and colleagues during their work.

Data has been shown in the following figure:



*Figure 12: Type of working environment*

## **4.6 Job Security**

In this sub-section, data related with job security has been presented and analyzed. It contains perception about job security, feel of security in job and types of securities in job for better productivity . The presentation and analysis has been made as below:

### **4.6.1 Job security support to increase your job productivity**

Respondents were provided with the statement "Job security support to increase your job productivity ". To obtain data from them, questionnaire was developed containing options like: "Strongly Disagree", "Disagree", "Normal", "Agree" and "Strongly Agree". Respondent's responses regarding time have been shown in the following table:

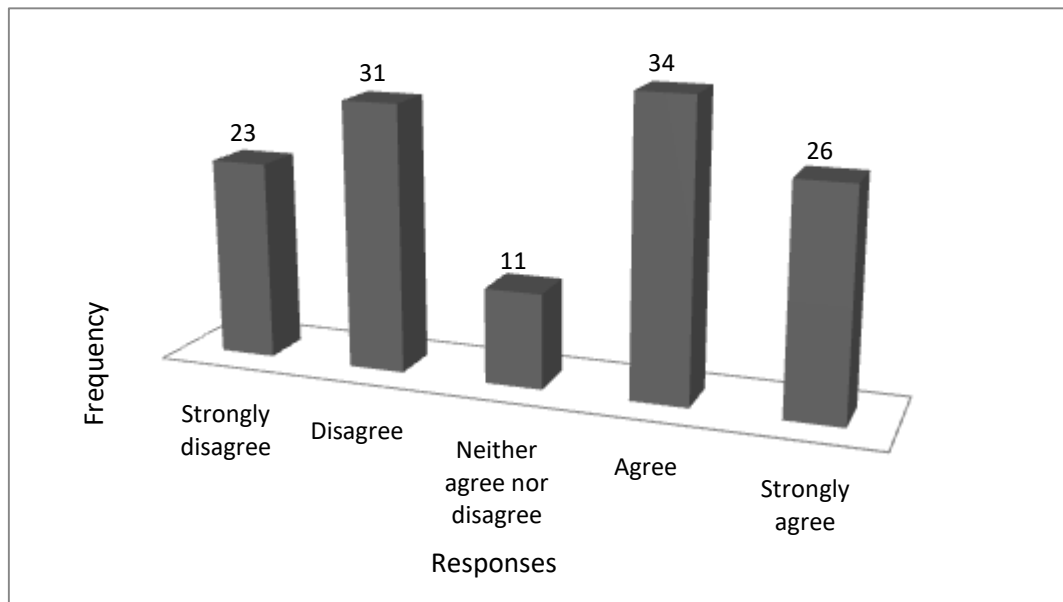
**Table 19: Job security support to increase your job productivity**

Responses	Frequency	Percent
Strongly disagree	23	18.4
Disagree	31	24.8
Neither agree nor disagree	11	8.8
Agree	34	27.2
Strongly agree	26	20.8
Total	125	100.0

Source: Field Survey, 2022

Table 19 shows that 18.4 percent respondents were strongly disagree, 24.8 percent respondents were disagree, 8.8 percent respondents were neither agree nor disagree, 27.2 percent respondents were agree and 20.8 percent respondents were strongly disagree with the job statement "Job security support to increase your job productivity". Hence, majority of the respondents were agree with the statement.

The data has been shown in following figure:



**Figure 13: Job security support to increase your job productivity**



#### 4.6.2 Satisfaction with the job security

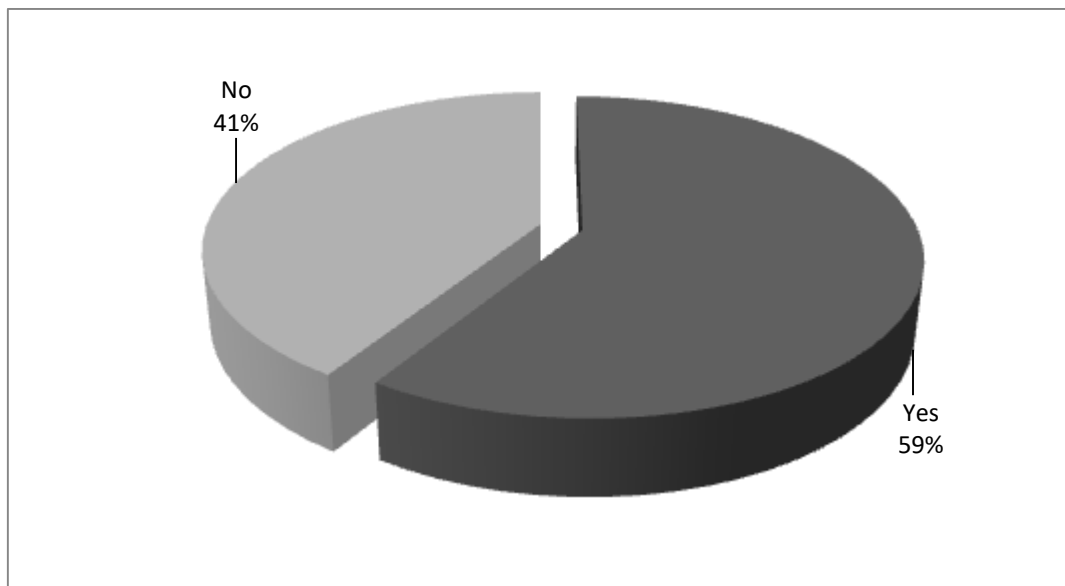
Respondents were asked whether they were satisfied with the security in the present job. To obtain the data, the questionnaire was developed with options like: "Yes" and "No". The response obtained from respondents has been shown in the following table:

**Table 20: Satisfaction with security in the job**

Responses	Frequency	Percent
Yes	74	59.2
No	51	40.8
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 20 shows that 59.2 percent respondents were satisfied with the job security whereas 40.8 percent respondents were not satisfied with the job security. The data has been shown in the following pie-chart:



**Figure 14: Satisfaction with security in the job**

#### 4.6.3 Increase in job security

Respondents were asked as "Which of the following points increase their job security?". To obtain the data, the questionnaire was developed with options like: "Permanent job

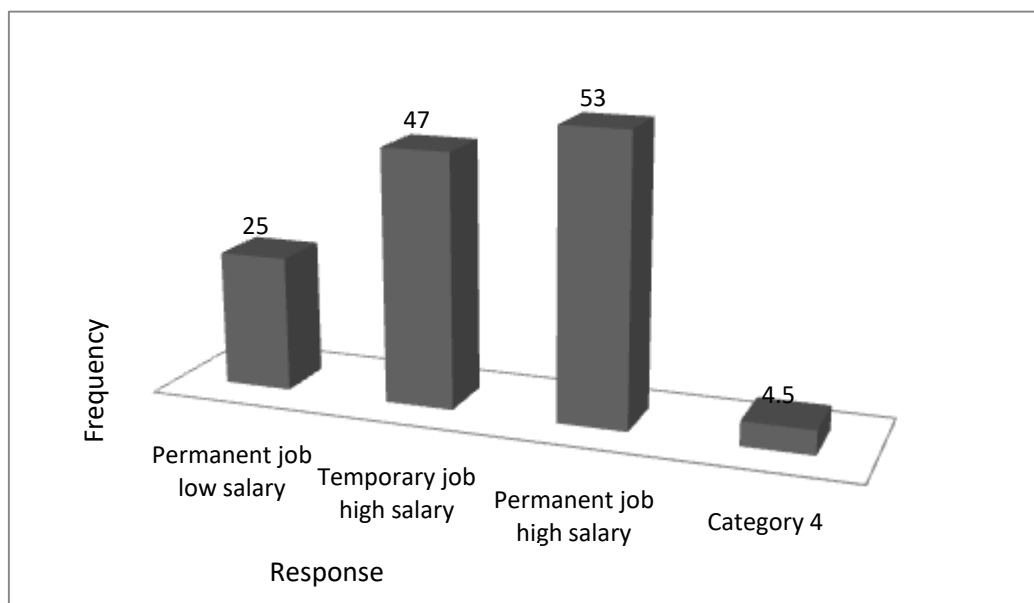
low salary", "Temporary job high salary", "Permanent job high salary" and "Other". The response obtained from respondents has been shown in the following table:

**Table 21: Increase in job security**

Responses	Frequency	Percent
Permanent job low salary	25	20.0
Temporary job high salary	47	37.6
Permanent job high salary	53	42.4
<b>Total</b>	<b>125</b>	<b>100.0</b>

Source: Field Survey, 2022

In the table, 20 percent of the total respondents replied that permanent job low salary increases the job security, 37.6 percent of the total respondents replied that temporary job high salary increases the job security and 42.4 percent of the total respondents replied that permanent job high salary increase it. The data has been shown in the following figure:



**Figure 15: Increase in job security**

#### 4.7 Respondent's perception towards the statements

Respondents were provided with the statements regarding the motivation. For the purpose they were provided with questionnaire having the options like: SD, D, N, A and SA. The response obtained from them has been shown in the following table:

**Table 22: Respondent's response towards motivations**

Statements	Mean	Standard Deviation
A good compensation motives the employee to perform the best	3.2400	1.28831
Monitory and non monitory reward motives the employee to perform the best	2.7440	1.38773
Training and development motives the employee to perform the best	3.2160	1.39460
Working environment is essential factor for job productivity	3.0400	1.42217
Job security support to increase your job productivity	3.0720	1.44900

In the table, the statement "A good compensation motives the employee to perform the best productivity " have highest men (3.2400) and least standard deviation (1.28831) as compared to rest of the statements.

It indicates that respondents had significantly better response towards the statement "A good compensation motives the employee to perform the best productivity ".

## **4.8 Major Finding of the Study**

After the analysis and interpretation of data collected from the study area, major finding has been summarized as below:

### **4.8.1 Personal Information**

- i. Among 125 respondents, 27.2 percent of the respondents are up to 25 years, 56.0 percent of the respondents were at the age 26-40 years of age, 13.6 percent respondents belonged to the age 41-55 years and 3.2 percent respondent was above 55 years.
- ii. Among 125 respondents, 58.4 percent respondents belonged to male whereas 41.6 percent of them were female in the study area.
- iii. 38.4 percent of the respondents were Brahmin, 29.6 percent of the respondents were Chhetri, 17.6 percent of the respondents were Janajati, 2.4 percent of the respondents were Dalit and 12.0 percent of the respondents belonged other different caste groups.
- iv. 73.6 percent of the total respondents belonged to Hindu, 18.4 percent respondents were Christian, 5.6 percent respondents were Buddhist and 2.4 percent respondents were Muslim as their religious belief.
- v. Out of the total respondents, 11.2 percent of the respondents had up to SLC level of education, 17.6 percent respondents had higher secondary level of education, 30.4 percent of them had bachelor level of education and 40.8 percent of the total respondents had above bachelor level of education.
- vi. 52.8 percent of the total respondents were married whereas 47.2 percent of the total respondents were not married. This data shows that majority of the respondents were married.

### **4.8.2 Compensation**

- i. 16.8 percent respondents were strongly disagree, 14.4 percent respondents were disagree, 18.4 percent respondents were neither agree nor disagree, 28.8 percent respondents were agree and 21.6 percent respondents were strongly disagree with

the job statement "A good compensation motives the employee to perform the best productivity".

- ii. 54.4 percent respondents were satisfied with the salary provided by the organization whereas 45.6 percent respondents were not satisfied with the salary.
- iii. 30.4 percent respondents received compensation at the ending of the month whereas 28.8 percent respondents received the compensation after two month and 40.8 percent respondents received in both times mentioned above.

#### **4.8.3 Reward System**

- i. 22.4 percent respondents were strongly disagree, 22.4 percent respondents were disagree, similar proportion of the respondents were neither agree nor disagree, 24.00 percent respondents were agree and 8.8 percent respondents were strongly disagree with the monitory and non monitory rewards.
- ii. 63.2 percent respondents replied that monitory and non monitory award was essential to promote the employee preference whereas 36.8 percent respondents did not feel the need of such reward.
- iii. 12.8 percent respondents received profit sharing, 23.2 percent respondents received bonus, 19.2 percent respondents received stock option and 21.6 percent respondents received promotion and rest of the respondents received all the rewards mentioned above in the table.

#### **4.8.4 Training and Development**

- i. 16.8 percent respondents were strongly disagree, 16.00 percent respondents were disagree, 17.6 percent respondents were neither agree nor disagree, 28 percent respondents were agree and 21.6 percent respondents were strongly disagree with the training and development provided by the organization to the employee.
- ii. 76.8 percent respondents found the effect of training and development on their productivity whereas 23.2 percent respondents replied that there is no effect of training and development on their preference.

- iii. 35.2 percent respondents received training and development frequently, 51.2 percent respondents received it sometime and 13.6 percent respondents did not received the training and development.

#### **4.8.5 Good Working Environment**

- i. 20.8 percent respondents were strongly disagree, 16.8 percent respondents were disagree, 19.2 percent respondents were neither agree nor disagree, 24 percent respondents were agree and 19.2 percent respondents were strongly disagree with the job statement "Working environment is essential factor for job productivity ".
- ii. 63.2 percent respondents found good working environment in their organization whereas 36.8 percent respondents did not found such working environment.
- iii. 29.6 percent of the respondents found the working environment as supportive from supervisor, 30.4 percent of the respondents found the working environment support from collageous and 40.00 percent of the respondents found the environment as support from supervision.

#### **4.8.6 Job Security**

- i. 18.4 percent respondents were strongly disagree, 24.8 percent respondents were disagree, 8.8 percent respondents were neither agree nor disagree, 27.2 percent respondents were agree and 20.8 percent respondents were strongly disagree with the job statement "Job security support to increase your job productivity ".
- ii. 59.2 percents respondents were satisfied with the job security whereas 40.8 percent respondents were not satisfied with the job security.
- iii. 20 percent of the total respondents replied that permanent job low salary increases the job security, 37.6 percent of the total respondents replied that temporary job high salary increases the job security and 42.4 percent of the total respondents replied that permanent job high salary increase it.

# **CHAPTER - V**

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter includes summary, conclusion and recommendations of the study as follows:

### **5.1 Summary**

Title of the study was 'Role of employee motivation on organizational productivity: A Study in Nepal Electricity Authority, Surkhet Office'. The study was conducted in Birendranagar of Surkhet district, Nepal. The study has based on the motivation power of administration and productivity of employees of Nepal Electricity Authority (NEA), Surkhet Office. The study has notified that showing a best track of motivation and how to improving respective productivity of different employees of NEA, Surkhet office. This has selected the all level employees of different facilities of Nepal Electricity Authority (NEA), Surkhet Office authority for the data collection. The research has carried out within limited time and financial resource. Data has been collected through two month of field work. The data has been regarding to the topic is mostly based of primary data collected by the researcher.

The entire study was carried out in five chapters. First chapter deals with the introduction of the study. It included background, statement of the problem, research question, objective of the study, significance of the study, hypothesis of the study, scope and limitation of the study and organization of the study. The second chapter reveals theoretical background, literature review and frame work of the study. Likewise, third chapter present the research design, nature and source of data, description of sample and operational definitions and assumption. Likewise, four chapters include data analysis, presentation and major finding of the study. Similarly, five chapters include summary, conclusion and recommendation. This study mainly followed descriptive type of research design and its was qualitative in Nature. Required data has been collected from field survey by using appropriate tools. Researchers mostly collected much information from different department by using different methods and techniques, like directly coordination, individual interaction, asking a many more questions directly and some questions are fill by respondent by the paper. Researcher designed appropriate methods

that help to catching or finding a smart data from a different department. Researcher made easy alternative question firm that fill by a respondent. Researcher has been applied more percent of primary data and use secondary data as per need of the study. The primary data has collected by applying tool (questionnaire and firm fill up) and secondary data has collected from thesis, specific research report and scholars and website.

The researcher has selected all respondent of Nepal Electricity Authority (NEA), Surkhet Office. After building a report with authority and respondent to collect the data, researcher has distributed the questionnaire among the respondent and give a appropriate time by complete it. The researcher's data collection process has direct interview method and also collecting information by filling a alternative questionnaire firm. Researcher has notice about his own research programmed to every chief of department. After receiving permission he has done his research activities.

Data analysis by using questionnaire survey has been expected to provide significant information to fulfill the research questions and objectives of the study. Data analysis according to research objectives has been presented in (chapter 4). Data analysis was done using frequency, percentage were used to describe the nature of data. Mean and standard deviation were used to analyze the data.

## **5.2 Conclusion**

The study concluded that majority of the respondents were at the age 26-40 years, majority of the respondents belonged to male in the study area. Higher number of the respondents was Brahmin whereas less of the respondents were Dalit as their caste groups. Majority of the respondents belonged to Hindu whereas less of them were Muslim as their religious belief. Out of the total respondents, higher number of the respondents had above bachelor level of education whereas some of them had up to SLC level of education. Majority of the respondents were married.

The study concluded that higher number of the respondents were strongly disagree with the job statement "A good compensation motives the employee to perform the best productivity ". Higher proportion of the respondents was satisfied with the salary



provided by the organization. Higher number of the respondents received compensation at the ending of the month and after two month.

The study concluded that higher number of the respondents agree with the monetary and non monetary rewards. Majority of the respondents replied that monetary and non monetary award was essential to promote the employee preference. Higher number of the respondents received bonus from the organization. Higher number of the respondents were agree with the training and development provided by the organization to the employee. Majority of the respondents found the effect of training and development on their productivity and higher number of respondents received training and development frequently organized by the organization.

The study concluded that higher number of the respondents were strongly disagree with the job statement "Working environment is essential factor for job productivity ". Majority of the respondents found good working environment in their organization. Higher number of the respondents found the environment as support from supervision and colleges. Higher number of the respondents were agree with the job statement "Job security support to increase your job productivity ". Majority of the respondents were satisfied with the job security. Higher number of the respondents replied that temporary job high salary increases the job security.

### **5.3 Recommendations**

On the basis of finding of the study following recommendation has been given by the researcher:

- a. It was found that 45.6 percent of the total respondents were not satisfied with their salary. So, the management of Nepal Electricity Authority, Surkhet office is recommended to think about the salary level of their employees.
- b. The study found that 63.2 percent respondents replied that monetary and non monetary award was essential to promote the employee preference. So, the management of Nepal Electricity Authority, Surkhet office is recommended to provide monetary and non monetary award to promote the employee preference.

- c. It was found that 76.8 percent respondents found the effect of training and development on their productivity. So, the management of Nepal Electricity Authority, Surkhet office is recommended to provide timely training to its employee.
- d. The study reviewed that 23.2 percent of the total respondents did not found improvement in their productivity after receiving training. So, the Nepal Electricity Authority, Surkhet office management should think about the effective training for their employees.
- e. The finding showed that 36.8 percent of the total respondents replied that there was not good working environment in the work place. So, the office management is recommended to improve the working environment of Nepal Electricity Authority, Surkhet office for better productivity.
- f. 59.2 percents respondents were satisfied with the job security whereas 40.8 percent respondents were not satisfied with the job security. So, the management of Nepal Electricity Authority, Surkhet office is recommended to think about employee job security.

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## **Variable Related**

### **Compensation**

**7. Are you satisfied with your salary according to your job and post?**

- a, Yes
- b. No

**8. When did you get your compensation?**

- a. Ending of the month
- b. After two month
- c. Both

**9. Do you agree that a good compensation motivates the employee productivity?**

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree
- d. Agree
- e. Strongly agree

### **Reward System**

**10. Is monitory and non monitory reward both are necessary for productivity?**

- a, Yes
- b. No

**11. Which type of reward is providing by the NEA office to increase your productivity?**

- a. Profit sharing
- b. Bonus
- c. Stock option
- d. Promotion
- e. All of the above

**12. Did you agree about monitory and non monitory reward that provide by the NEA, Surkhet?**

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree
- d. Agree
- e. Strongly disagree

### **Training and development**

**13. Is training and development increasing your productivity?**

- a, Yes
- b. No

**14. Have you ever provide training and development opportunities to develop your productivity?**

- a. Frequently                      b Sometime                      c. Not at all

**15. Are you convincing that training and development support to increase job productivity?**

- a. Strongly disagree                      b. Disagree  
c. Neither agree nor disagree                      d. Agree                      e. Strongly agree

**Good working environment**

**16. What do you feel about the environment of NEA office, is it good?**

- a, Yes                      b. No

**17. What type of working environment is necessary for employee's motivation which helps to increase to their productivity?**

- a. Support from supervisor    b. Support from collogues  
c. Support from supervisor and collogues

**18. Is it convincing point that good working environment is essential factor for productivity?**

- a. Strongly disagree                      b. Disagree  
c. Neither agree nor disagree                      d. Agree                      e. Strongly agree

**Job security**

**19. Are you satisfied from your job security that provide from NEA office?**

- a, Yes  
b. No

**20. Which of the following option is truly measures the productivity?**

- a. Permanent job low salary                      b. Temporary job high salary  
c. Permanent job high salary

**21. Is job security support to increase the productivity? Do you agree with the statement?**

- a. Strongly disagree                      b. Disagree  
c. Neither agree nor disagree                      d. Agree                      e. Strongly agree