

# **DETERMINANTS OF EMPLOYEE MOTIVATION**

**(A Study of private commercial banks in Surkhet valley)**

**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 **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** 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 thesis supervisor **Assistant Professor Harendra K.C.** and external supervisor **Associate Professor Dr. Purna Man Shrestha.**

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.

.....

Shristhi Acharya

## RECOMMENDATION

I am pleased to certify that Shristhi Acharya has completed her thesis entitled **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** 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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(Thesis Supervisor)

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Date: 2080/01/29

## APPROVAL SHEET

We approve the Thesis Research Report Entitled **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** undertaken by Shristhi Acharya has been found satisfactory for the award of Master of Business Studies (MBS) Degree.

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Date: 2080/01/29

## **CERTIFICATE OF ACCEPTANCE**

Following a successful presentation and evaluation by the research evaluation committee, this thesis **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** submitted by Shristhi Acharya has been accepted and forwarded to the University for awarding Master in Business Studies (MBS) degree.

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Date: 2080/01/29

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I feel glad to present the thesis entitled **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** which is especially for the partial fulfillment of the degree of Masters in Business Studies (MBS). Undertaking the Master degree is truly a difficult and challenging journey. Despite being a tough task, tremendous support and indescribable inspiration from various individuals leads to the successful completion of journey.

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Shristhi Acharya

## ABSTRACT

The thesis entitled **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley** was conducted to find out the determinants of employee motivation in private commercial banks in Surkhet valley. The population of this study was the entire employee working in private commercial banks. The location of the study is limited within Surkhet valley. Six months of time has been allocated to conduct the study. Primary data was collected from the study area for the data analysis purpose. The respondents was limited up to 112 employees only.

This study used descriptive type and the data was collected by survey method from the study area. The entire number of employee working in private commercial banks in Surkhet valley was taken as the population of the study. Among the total population, only 112 employees were selected by using simple random sampling 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 statistical tools (mean value), frequency, and percentage were used to analyze the data.

This study was divided into five chapters. The first chapter is the introductory chapter. The second 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 performance. For this purpose, various books, journals and periodicals as well as internet were used. The third chapter describes the research methodology like research designed, data collection and procedures, period covered, nature and sources of data, statistical tools used and research variable. The fourth chapter represents the presentation and analysis of data collected through primary sources. The fifth chapter comprises the summary of entire thesis.

The study concluded that the entire number of the respondents replied that they get leave from their office, majority of the respondents were agree with the statement 'There is a relationship between holidays and leave policies and employee motivation', majority of the respondents replied that they feel security in their job and majority of the respondents were agree with the statement 'There is a relationship between job security and employee motivation'.

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## **ABBREVIATIONS**

BS	Bikram Sambit
CBS	Central Beauro of Statistics
FOM	Faculty of Management
HoF	Head of the Family
LISREL	Linear Structural Relations
NGOs	Non-government organizations
SEE	Secondary Education Examination
SPSS	Statistical Package for the Social Sciences

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background**

There are numerous factors that determine the employee motivation, and it's essential for employers to understand and address them to maintain a highly motivated workforce. One of the most significant factors is recognition and appreciation for a job well done. Employees who feel valued and appreciated for their hard work are more likely to be motivated and engaged in their work. Another factor is career growth and development opportunities. Employees who see a clear path for their career progression within a company are more likely to be motivated to perform well and advance in their career. Additionally, having a positive work environment and a supportive team can contribute to employee motivation. When employees feel like they are part of a supportive team, they are more likely to feel motivated to contribute to the team's success. Employers must recognize these factors and take steps to create a work environment that fosters motivation, engagement, and job satisfaction (Daily, 2019).

Motivation is the reason for which humans and other animals initiate, continue, or terminate a behavior at a given time. Motivational states are commonly understood as forces acting within the agent that create a disposition to engage in goal-directed behavior. It is often held that different mental states compete with each other and that only the strongest state determines behavior. This means that we can be motivated to do something without actually doing it. The paradigmatic mental state providing motivation is desire. But various other states, such as beliefs about what one ought to do or intentions, may also provide motivation. Motivation is derived from the word 'motive', which denotes a person's needs, desires, wants, or urges. It is the process of motivating individuals to take action in order to achieve a goal. The psychological elements fueling people's behavior in the context of job goals might include a desire for money (Simon, 2017).

The connection between the organization and its members is controlled by what motivates them to function, the rewards there from, and the attendant satisfaction they derive from it. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. The manager needs to know how best to elicit the cooperation of staff and direct their performance to achieving the goals and objectives of the organization. As succinctly put by productivity and quality service is enhanced when positive motivation philosophy and practice is in place, because motivation helps people towards: achieving goals, gaining a positive perspective, creating the power to change, building self-esteem and capability, and managing their development and helping others (Schein, 2019).

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 performance which promotes their dedication, dutifulness, and creativity towards organization. It determines the status and job security of employees based on their performance. Motivation is the energetic force that occur 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 performance. Motivation performs to acquire both external and internal satisfaction and avoid contingency between organizations and employees. Well motivation



consequences effective policies for organization (Khan, Farooq & Khan, 2020).

Decision-making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several possible alternative options. It could be either rational or irrational. Decision-making can be regarded as a problem-solving activity yielding a solution deemed to be optimal, or at least satisfactory. It is therefore a process which can be more or less rational or irrational and can be based on explicit or tacit knowledge and beliefs. Tacit knowledge is often used to fill the gaps in complex decision-making processes. Usually, both of these types of knowledge, tacit and explicit, are used together in the decision-making process (Aarts, 2018).

Career Development or Career Development Planning refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities. Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization. Steady-state careers may also be referred to as holding the same occupational role in an organization for an extended period and becoming specialized in the area of expertise. A retail manager who has worked in the sales industry for an extended period of their life would have the knowledge, skills, and attributes regarding managing non-managerial staff and coordinating job tasks to be fulfilled by subordinates (Schein, 2016).

These banks offer a range of banking services to their customers, including savings and current accounts, loans, credit cards, and other financial products. The competition among these banks in Birendranagar Municipality may lead to improvements in the quality of services and products offered to customers. It is important to note that the current situation of private banks in the area may have changed since my knowledge cutoff, and any specific details regarding their current operations and performance should be obtained through further research or by contacting the respective banks directly. Bank transactions refer to any financial

activity conducted by individuals or businesses through their bank accounts. Banks offer a range of transaction services that allow their customers to manage their finances easily and securely.

## **1.2 Statement of the Problem**

Despite the critical role of employee motivation in the success of private commercial banks, there is a lack of research on the specific factors that determine employee motivation in this industry. Therefore, this study aims to identify the key determinants of employee motivation in private commercial banks and explore the relationship between these factors and employee performance and job satisfaction. Despite the existence of various theories of motivation, there is a lack of empirical evidence on how these theories apply to the banking industry, particularly in the context of private commercial banks. Private commercial banks face increasing competition for skilled and motivated employees, making it important to understand the factors that drive employee motivation and engagement in this sector.

Prior research has identified a range of factors that influence employee motivation, including pay and benefits, job security, organizational culture, and leadership. However, there is a need for more detailed and context-specific research to understand how these factors operate in the context of private commercial banks. Although many private commercial banks offer employee training and development programs as a way to improve employee motivation and engagement, there is little research on the effectiveness of these programs or the factors that influence their success.

Therefore, there is a need for research on how the pandemic has affected employee motivation in private commercial banks and how banks can adapt their practices to support their employees during these challenging times. The topic of determinants of employee motivation in private commercial banks raises a number of important research questions and areas of inquiry that can help improve our understanding of this critical issue in the banking industry in Surkhet valley. Hence, the problem has been stated as 'Determinants of employee motivation: A Study of private commercial

banks in Surkhet valley'.

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

The main objective of the study was to find out the determinants of employee motivation in private commercial banks in Surkhet valley.

The specific objectives related to the study are presented below:

1. To examine the impact of job rotation on employee motivation of private commercial banks.
2. To find out the impact of working environment on employee motivation of private commercial banks.
3. To identify the impact of carrier development on employee motivation of private commercial banks.
4. To access the impact of decision making on employee motivation of private commercial banks.
5. To examine the impact of holiday and leave policy on employee motivation of private commercial banks.
6. To explore the impact of job security on employee motivation of private commercial banks.

### **1.4 Research Questions**

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

1. What is the impact of job rotation on employee motivation of private commercial banks?
2. Does the working environment on employee motivation of private commercial banks?
3. Is carrier development on employee motivation of private commercial banks?
4. What is the impact of decision making on employee motivation of private commercial banks?
5. Do the holiday and leave policy have impact on employee motivation of private commercial banks?
6. What is the impact of job security on employee motivation of private commercial banks?

### **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 employees' performance. This research can contribute to the existing literature and provide the information for further research. The study has the potential to give idea about the motivating techniques to the school administration and help them to promote their banking staffs.

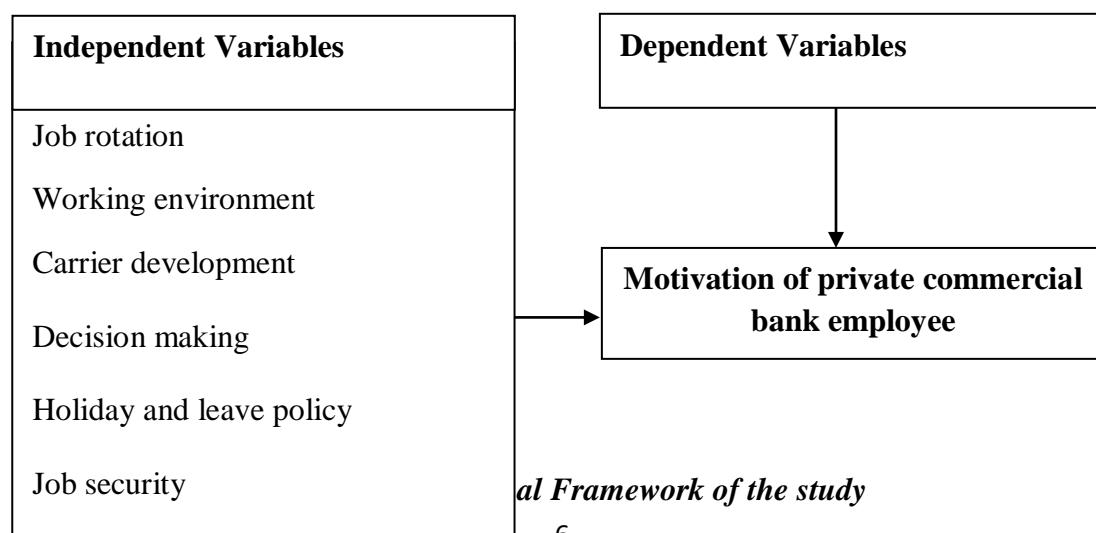
This research will also help future scholars who will endeavor to undertake a study on motivation and performance. The study will help to know what real problems to be more informed on what practices are most effective in motivating the banking employees.

The research can be helpful to the various employees "unions" movements, which intervene in the dispute resolutions between organizations and employees. It will enable them to make informed decisions when formulating policies, for example, in the issue of employee benefits.

The research findings can provide the information to the study area so that it can re-evaluate its educational policy and look at how best to motivate its employees with the overall aim of Office.

## 1.6 Conceptual Framework

The conceptual framework has been presented as follows:



## **Job rotation**

Job rotation is a technique used by some employers to rotate their employees' assigned jobs throughout their employment. Job rotation is a technique used by some employers to rotate their employees' assigned jobs throughout their employment. Employers practice this technique for a number of reasons. It was designed to promote flexibility of employees and to keep employees interested into staying with the company/organization which employs them. There is also research that shows how job rotations help relieve the stress of employees who work in a job that requires manual labor. Job rotation is a practice where employees are periodically assigned to different jobs or tasks within an organization. Research suggests that job rotation can have a positive impact on employee performance by enhancing employees' skills and knowledge, increasing job satisfaction, and reducing boredom and burnout (Ortega, 2019).

According to a study by Shin et al. (2018), job rotation was found to be positively related to job satisfaction and employee engagement, which in turn led to higher levels of job performance. Therefore, organizations that implement job rotation practices can potentially increase employee performance by providing opportunities for growth and development, enhancing job satisfaction, and reducing turnover.

## **Working environment**

Working practices in a collaborative working environment evolved from the traditional or geographical co-location paradigm. Professionals work together regardless of their geographical location. In this context, e-professionals use a collaborative working environment to provide and share information and exchange views in order to reach a common understanding. Such practices enable an effective and efficient collaboration among different proficiencies. The working environment is another factor that can impact employee performance. A working environment that is supportive, respectful, and inclusive can enhance employee motivation. Research suggests that a positive work environment can lead to improved performance and productivity (Jeannerat, 2009).

A study by Huang (2017) found that workplace support, including support from supervisors and colleagues, was positively associated with job performance. Therefore, organizations that create a positive work environment can potentially increase employee performance by enhancing employee motivation, job satisfaction, and engagement.

### **Career development**

Career Development or Career Development Planning refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities. Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization. Career development opportunities can also have a positive impact on employee performance. When employees have opportunities to develop their skills and knowledge and advance in their careers, they are likely to be more motivated and engaged in their work (Schein, 2016).

A study by Naqvi et al. (2018) found that career development opportunities, including training and development programs, were positively related to job satisfaction and employee performance. Therefore, organizations that provide career development opportunities can potentially increase employee performance by enhancing employee motivation, job satisfaction, and engagement.

### **Decision making**

Decision-making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several possible alternative options. It could be either rational or irrational. The decision-making process is a reasoning process based on assumptions of values, preferences and beliefs of the decision-maker. Every decision-making process produces a final choice, which may or may not prompt action. Decision making is another factor that can impact employee performance. When employees are involved in decision making and have a sense of ownership over

their work, they are likely to be more motivated and engaged in their work (Schwenk, 2014).

A study by Farh (2012) found that participative decision making was positively associated with job satisfaction and employee performance. Therefore, organizations that involve employees in decision making can potentially increase employee performance by enhancing employee motivation, job satisfaction, and engagement.

### **Holiday and leave policy**

Annual leave is a period of paid time off work granted by employers to employees to be used for whatever the employee wishes. Depending on the employer's policies, differing number of days may be offered, and the employee may be required to give a certain amount of advance notice, may have to coordinate with the employer to be sure that staffing is the employee's absence, and other requirements may have to be met. The vast majority of countries today mandate a minimum amount of paid annual leave by law. Holiday and leave policy is another factor that can impact employee performance. When employees have sufficient time off to rest and recharge, they are likely to be more productive and engaged in their work (Kalleberg, 2014).

A study by Park et al. (2018) found that flexible leave policies, including unlimited vacation days, were positively related to job satisfaction and employee performance. Therefore, organizations that provide flexible and generous holiday and leave policies can potentially increase employee performance by enhancing employee motivation, job satisfaction, and engagement.

### **Job security**

Job security is the probability that an individual will keep their job; a job with a high level of security is such that a person with the job would have a small chance of losing it. Globalization, outsourcing, downsizing, recession, and new technology, to name a few. Basic economic theory holds that during periods of economic expansion businesses experience increased demand, which in turn necessitates investment in more capital or labor. When businesses are experiencing growth, job confidence and security typically increase. The opposite often holds true during a recession:

businesses experience reduced demand and look to downsize their workforces in the short term. Job security is also a key factor that can impact employee performance. When employees have job security, they are likely to be more committed and engaged in their work, which can lead to higher levels of performance (Vuuren, 2010).

A study by Liu et al. (2019) found that job security was positively associated with job satisfaction and employee performance. Therefore, organizations that provide job security can potentially increase employee performance by enhancing employee commitment and engagement in their work.

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

The limitations of the study are given below:

- a. The study was conducted on the topic "Determinants of employee motivation: A study of private commercial banks" so the result of this study may not be generalized in other aspects.
- b. The population of this study was the entire employee working in private commercial banks.
- c. The location of the study is limited within Surkhet valley.
- d. Six months of time has been allocated to conduct the study.
- e. Primary data was collected from the study area for the data analysis purpose
- f. The respondents was limited up to 112 employees only.

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

This study was divided into five chapters:

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

This is the introductory chapter, which was 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 performance. 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 designed, 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**

The purpose of this chapter was to lay grounds for the study by reviewing concepts and theories on employee motivation and performance. It also examines intrinsic and extrinsic motivational factors as well as the relationship between motivation and work performance. The chapter also reviews some of studies conducted on employees' motivation and performance.

#### **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**

Maslow Hierarchy of Needs was developed by Ibrahim Maslow (1943). It investigated the human motivation through explaining the human instinct curiosity. He stated the human needs which summarized in five needs: physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. 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.

Herzberg Theory was initiated by Herzberg (1959). He 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 (Brommels, 2020).

McClelland's Theory of Needs theory 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 they 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 (Royle, 2012).

X and Y Theory theory is created by Douglas McGregor (1960). He 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 (Carson, 2005).

Ongori and Agolla (2008) mentioned that some of the key determinants of employee motivation include job security, opportunities for growth and development, job satisfaction, recognition, and rewards. Job security is an essential determinant of employee motivation, as it provides employees with a sense of stability and reduces the likelihood of turnover. Opportunities for growth and development, such as training and career advancement, enable employees to develop their skills and knowledge, which can enhance their performance and increase their motivation. Job satisfaction, which is influenced by factors such as workload, job autonomy, and supportive work relationships, is also a key determinant of employee motivation, as satisfied employees are more likely to be engaged and committed to their work. Additionally, recognition and rewards, such as bonuses and promotions, provide employees with a sense of achievement and can motivate them to perform better.

Khalid et al. (2020) stated that transformational leadership is positively associated with employee motivation, while autocratic leadership is negatively associated with motivation. Transformational leaders inspire and motivate their employees by setting a vision, providing support and guidance, and creating a positive work environment. In contrast, autocratic leaders tend to use their power and authority to control and direct their employees, which can lead to a lack of autonomy and decreased motivation. Therefore, organizations that want to enhance employee motivation should focus on developing transformational leaders who can inspire and empower their employees to achieve their full potential. By providing a supportive and motivating work environment and developing effective leaders, organizations can create a culture of engagement and commitment that can lead to higher levels of productivity and performance.

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, Fadeel (2014) defined it as 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.

Khan, Farooq and Khan (2020) analyzed the role reward plays in motivating employees of office of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). They note that commercial bank office play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of bank office " customers. The individual motivation of a commercial bank employee plays a major role in achieving high level satisfaction among its customers. Satisfaction, loyalty, commitment and motivation ensure the satisfaction of customers. The note that motivation is a process in which people are convinced to move forward for performing something special to fulfill their needs and get satisfaction. They found that employee work motivation in commercial bank office of Pakistan in the form of payment, promotion, recognition and benefits led to higher productivity and that among the four independent variables promotion has greater effect in productivity.

Aamri (2020) examined employee motivation in private organization, with the view to identify the factors that promote positives motivational behavior among employees. It was argued 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.

Rowden (2015) stated that having 135,000 respondents from different groupings and countries, organizations implementing various motivation programs involving three constructs as camaraderie, equity and achievement were considered to be more effective than organizations that had no or twice as many 'enthusiastic' employee (of total 45%). A study was done to find the effect of employee motivation on employee productivity in which it was concluded that if employees are more motivated then their productivity will increase.

Hameed and Amjad (2009) 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

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

Aacha (2016) conducted studies of motivation in Ultimate Companion Limited, Douala, Cameroon. Its purpose was to examine factors that motivate employees in order to have increased productivity within the company. It surveyed a sample of 74 employees in the company and data analyzed using descriptive statistics. The study found that employees at Ultimate companion limited had an overall fair job satisfaction. The majority of the employees showed a great intrinsic value for higher productivity. Finally, the study recommended that the management at Ultimate companion limited should use multiple motivational strategies (both intrinsic and extrinsic tools) in order to achieve greater productivity from the employees. In brief, most these studies discussed above showed there was a myriad of motivating factors which can be put into categories: (i) intrinsic factors such and these included good wages, good working conditions, job security, loyal to employees, appreciation for job well done, promotion, career development, involving employees into decision making, interpersonal relationship and friendly social gestures, leadership, workplace environment and interesting work (ii) extrinsic factors such as tangibles items such as awards, certificates and gifts, and financial incentives such as salary, bonuses.

Dewhurst, Gurhridge and Mohr (2020) carried out a study on the topic: competence development and career advancement in the professional service firms. He 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. 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. Their understanding of the work is contrast reveals more individual and idiosyncratic clusters of work activities and distinctive ways of acknowledging and developing technical and professional expertise. Therefore policy makers, practitioners and academic researchers all have roles to play in assisting people at an early stage in their career to reflect on their existing expertise, assess current work practices, and develop and pursue strategies for competency development and career advancement.

Damon (2018) researched on the topic "the promotion paradox: organizational mortality and employee promotion chances" he studied 512 law partnerships in USA firms for fifty (50) years, which comprised every firm listed with more than one active attorney. He identified two prominent positions in the law firms: associate and partners. He suggested that employees are mostly likely to obtain career advancement and long-term employment within firms that have favorable life chances (e.g. survival, productivity, profitability). He constructed a model to test the likelihood of law firm failure and its effect on an employee's likelihood of promotion. The model of firm served for understanding the model of associate promotion to partners. The study estimated the likelihood of firm failure, as influenced by population density, firm size, firm age, firm scope, firm status and a set of control variables such as individual characteristics, branch or single office and growth and partner turnover. Moreover, there is a clear relationship between a firm's likelihood of failure and the promotion chances of individuals that work within the firm. The findings indicate that firms with weak life chances have less bargaining power. This lack of bargaining power results in better promotion chances for employees.



Akhtar, Hussain, Ali and Salman, (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”, it was 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.

IJAME (2012) in the study, “Effect of Motivation on Employee productivity In Public Middle Level Technical Training Institution in Kenya” tried to establish the relationship between the effect of motivation and productivity of employees in the Public Middle-Level Technical Training Institutions in Kenya. They use descriptive design to conduct the research study and take a sample size of three hundred and fifteen administrators of the institutions including the head of the department, teaching and non-teaching staff. They use Likert scale questions to collect the data from the respondents, but they followed interview strategy to collect data from the administrators and the head of the department. To study what motivates employees they used two content theories and to study the concern regarding the psychological and behavioral process in motivating individuals they used process theories.

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. The following hypotheses were tested.

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 firm level 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.

Zafar (2019) conducted a study on 'Determinants of employee motivation and its impact on knowledge transfer and job satisfaction'. It was examined the impact of different variables like extrinsic reward (Pay), intrinsic reward (Appreciation), training and expectancy on employee motivation and impact of employee motivation on job satisfaction and knowledge transfer. The general purpose of this study is to motivate employees. If employees are motivated, they will be satisfied by their jobs and if they are satisfied by their job then they will work hard to attain organizational goals and if goals are achieved then organization will get profit. The current research

is descriptive in its nature. We select the sample from different sectors in Pakistan. We select the sample of 200 respondents from population for the collection of data and to check the response of different employees. For this purpose, we structured a self administrated questionnaire and filled it from the right respondent for true results. We use regression analysis in this study. This analysis is very important to check the confidence of the study from different respondents. Due to this analysis, we found that Pay and Appreciation are not directly effecting the employee motivation. Job satisfaction also has no direct link with employee motivation but training of employee, expectancy and knowledge transfer have direct relationship with employee motivation. These three variables help a lot to motivate an employee.

Memon (2019) conducted a study on 'Determinants of employee motivation-A case study of Afroze textile industries limited, Karachi, Pakistan'. The purpose of this case study is to explore the employees' motivational practices in the Afroze Textile Industries, Karachi, Pakistan. This case study consists of primary and secondary sources of data via structured interviews, questionnaires, research articles, books and reports. In this research, convenient sampling style has been adopted with sample size of 50 respondents from middle and top level of employees. The result shows that the employees of the Afroze Textile Industries are not satisfied with motivational practices adopted by the company. More than 70% employees think that only financial rewards are the main source of motivation. Just 10% employees are satisfied with the current performance appraisal system and they have fear of job security. Majority of employees are not involved in the decision making process. The finding also explores that more than 90% employees are happy with their co-workers' behavior and 80% are satisfied with health and safety measures adopted by the management which is a good sign. This case study will help the management of the Afroze Textile Industries to know the motivation level of their employees and best motivational practices thinking by the employees to get the maximum output. For future research, it is recommended to increase the sample size and include other textile companies for better findings.

Price (2020) conducted a study on 'Determinants of employee job satisfaction: An empirical test of a causal model'. The job satisfaction model embedded in the Price-Mueller turnover model was revised and estimated. The revised model examined the effects of a series of environmental, job characteristics, and personality variables that were excluded from the Price-Mueller model. Two-wave longitudinal data were collected from 405 employees of a 327-bed Veterans Administration Medical Center. Four different models representing refinements of the proposed model were estimated using LISREL maximum likelihood methods. The exclusion of important job characteristics (role conflict, supervisory support, and task significance) by the Price-Mueller model was not found to have a significant impact on the explanatory power of the revised model. However, the exclusion of an environmental factor (opportunity) and a personality variable (positive affectivity) was found to be a serious omission. Overall, it was found that the degree to which employees like their job is influenced by a combination of characteristics of the environment (opportunity), the job (routinization and distributive justice), and personality variables (positive affectivity and work motivation). Fifty-seven percent (57%) of the variance in job satisfaction was explained by the revised model, as compared with 49% for the Price-Mueller model.

## **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 was collected by survey method from the study area.

#### **3.2 Population of the Study**

The entire number of employee working in private commercial banks in Surkhet valley was taken as the population of the study.

#### **3.3 Sample and Sampling technique**

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. In this study, survey questionnaire designed and simple random method was used to collect the data from

the respondents. Among the total population, only 112 employees were selected by using simple random sampling method.

### **3.4 Research tool**

A questionnaire was the tool for data collection. The questionnaires were divided as per the need of objectives.

### **3.5 Sources of Data Collection**

Basically, researcher applied primary data in this study. The primary data was 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 (primary or secondary) was 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 was justified because it was affordable and effective way of collecting information from 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 administered to the employees working in private commercial banks of Surkhet valley.

### **3.6 Procedures**

First of all, a letter from the Research Committee of Management was obtained for data collection. Then the researcher visited the identified number of employees of private commercial banks, Surkhet valley. 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. Then, the researcher was taken the interview by the help of questionnaire. Finally, the researcher thanked the respondents for their help and co-operation.

### **3.7 Questionnaire Development**

The questionnaire was designed as per the need of objectives. Some questions were self-developed, and some was adopted from previous researchers. Most of the

questions was formulated in closed ended pattern using Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To collect the personal information of respondents, background related questions was included in the questionnaire. Questions related to the independent variables and remaining question related to dependent variables was 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 was given along with the questionnaires.

### **3.8 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 private commercial banks, Surkhet office. Data administration was conducted within the period of one month (2079/08/01 to 2079/08/30).

### **3.9 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 statistical tools (mean value), frequency, and percentage 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, marital status, education, etc. Similarly, it contains the analysis and interpretation of data regarding to the determinants of employee motivation. 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**

Variable	Frequency	Percent
Up to 25 years	29	25.89
26 - 40 years	80	71.43
41-55 years	3	2.68
above 55 years	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 1 shows the age status of the respondents. Among 112 respondents, 25.89 percent of the respondents are up to 25 years, 71.43 percent of the respondents were at the age 26-40 years of age, 2.68 percent respondents belonged to the age 41-55

years and none of the respondent was above 55 years. On the basis of above data, it can be concluded that majority of the respondents belonged to the age 26 to 40 years.

#### 4.1.2 Gender

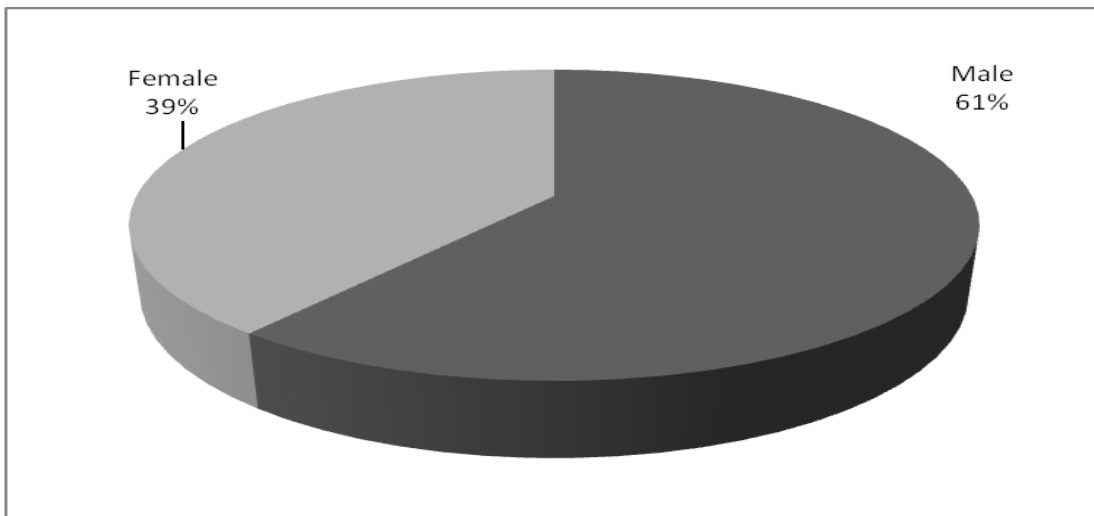
This question was prepared to identify their gender. The moderate variable gender is responsible to the determining factor for employee motivation. So, respondents were provided with the questionnaire having options like: "Male" and "Female". The response obtained from respondents has been shown in the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

**Table 2: Gender of the Respondents**

Variable	Frequency	Percent
Male	68	60.71
Female	44	39.29
Total	112	100.0

Source: Field Survey, 2022

Table 2 shows the age status of the respondents. Among 112 respondents, 60.71 percent respondents belonged to male whereas 39.29 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 Marital Status

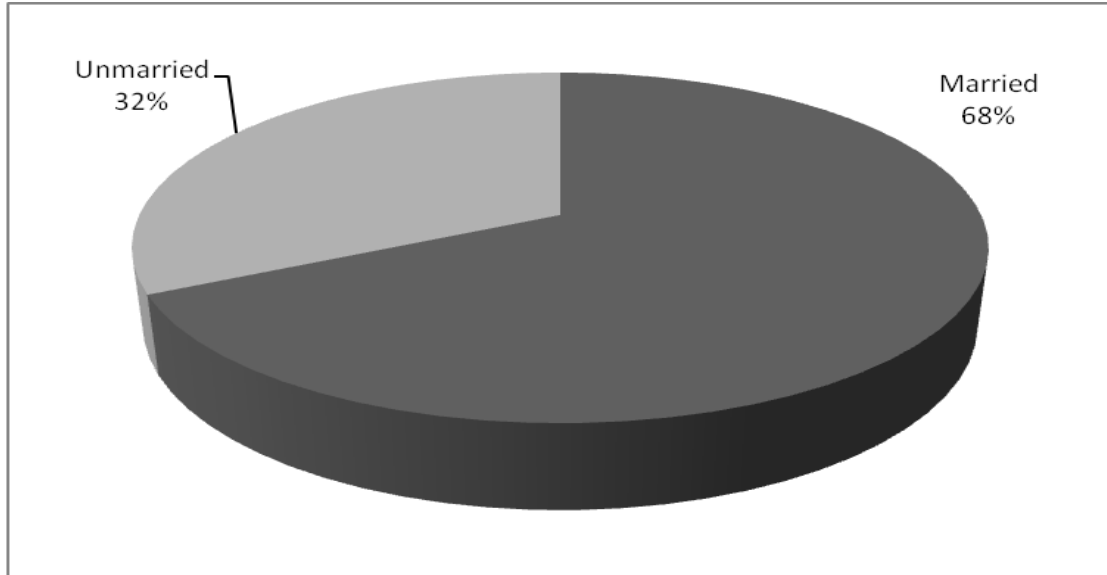
Respondents were asked another question regarding their marital status. To obtain data, options were developed like: "Married" and "Unmarried". On the basis of data collected from the study area, following data was found:

**Table 3: Marital Status of the Respondents**

Marital Status	Frequency	Percent
Married	76	67.86
Unmarried	36	32.14
<b>Total</b>	112	100.0

Source: Field Survey, 2022

In the above table, 67.86 percent of the total respondents were married whereas 32.14 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**

#### 4.1.4 Educational Status of the Respondents

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

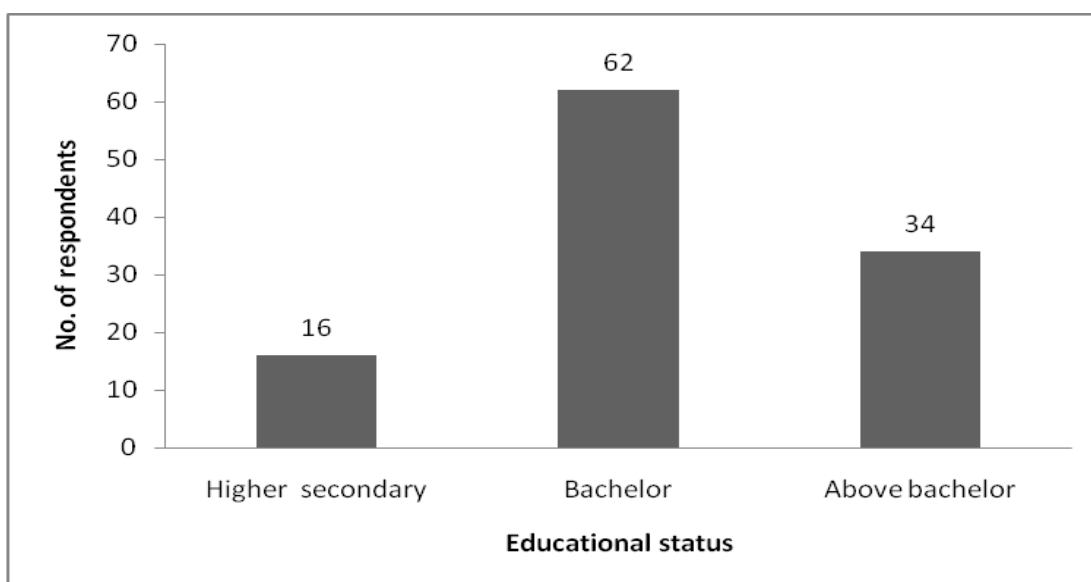
**Table 4: *Educational Status of the Respondents***

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Higher secondary	16	14.29
Bachelor	62	55.36
Above bachelor	34	30.36
Total	112	100.0

Source: Field Survey, 2022

Table 4 shows the educational status of the respondents. Out of the total respondents, 14.29 percent respondents had higher secondary level of education, 55.36 percent of them had bachelor level of education and 30.36 percent of the total respondents had above bachelor level of education. Hence, majority of the respondents had 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**

#### **4.1.5 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 5: Caste of the Respondents**

Caste	Frequency	Percent
Brahmin	39	34.82
Chhetri	55	49.11
Janajati	18	16.07
Dalit	0	0.00
Others	0	0.00
Total	112	100.0

Source: Field Survey, 2022

Table shows that 34.82 percent of the respondents were Brahmin, 49.11 percent of the respondents were Chhetri, 16.07 percent of the respondents were Janajati as their

caste groups. The data shows that majority of the respondents were Chhetries in the study area.

#### **4.1.6 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 6: Religious Status of the Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Hindu	101	90.18
Buddhish	5	4.46
Christaian	6	5.36
Muslim	0	0.00
Other	0	0.00
Total	112	100.0

Source: Field Survey, 2022

Table 6 shows that 90.18 percent of the total respondents belonged to Hindu, 4.46 percent respondents were Buddhists, 5.36 percent respondents were Christian and none of the respondents belong to Muslim and other religious group. Hence, majority of the respondents were Hindu as their religious status.

#### **4.2 Job rotation**

This sub-section of the study deals with the presentation and analysis of data regarding to job rotation. It includes, job rotation in office, frequency of job rotation, stress caused by work rotation and their response towards the statement 'There is a relationship between job rotation and employee motivation'. The data has been presented and analyzed in following tables:

#### 4.2.1 Job rotation in office

Respondents were asked whether their office have a work rotation system. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding time have been shown in the following table:

**Table 7: *Job rotation in office***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	92	82.14
No	20	17.86
Total	112	100.0

Source: Field Survey, 2022

Table 7 shows job rotation system in office. In the table, 82.14 percent of the total respondents replied that they found job rotation whereas 17.86 percent of the total respondents replied that they found job rotation.

#### 4.2.2 Frequency of job rotation

Respondents were asked as 'If so, how often is there a work rotation arrangement?'. To obtain data, respondents were provided with the question having multiple options like: Daily, In a week, At monthly intervals and Others. The response obtained from respondents regarding the frequency of job rotation in the office has been shown in the following table:

**Table 8: *Frequency of job rotation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Daily	0	0.00
In a week	36	32.14
At monthly intervals	39	34.82
Others	17	15.18
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows the frequency of job rotation. In the table, 32.14 percent of the total respondents replied that there is weekly job rotation, 34.82 percent of the total respondents replied that there is job rotation at monthly and 15.18 percent of the total respondents replied that there is other schedule of job rotations.

#### **4.2.3 Stress caused by work rotation**

Respondents were asked as how they feel about the stress caused by work rotation in the office. For the purpose of data collection, they were provided with the options like: normal stress and excessive stress. The response obtained from respondents has been shown in the following table:

**Table 9: *Stress caused by work rotation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Normal stress	19	16.96
Excessive stress	93	83.04
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 9 shows that 16.96 percent respondents replied that they faced normal stress whereas 83.04 percent respondents replied that they faced excessive stress.

#### **4.2.4 There is a relationship between job rotation and employee motivation**

Respondents were provided with the statement "There is a relationship between job rotation and employee motivation". To obtain data from them, questionnaire was developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:



**Table 10: *There is a relationship between job rotation and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	40	35.71
Agree	71	63.39
Neither agree nor disagree	1	0.89
Disagree	0	0.00
Strongly disagree	0	0.00
Total	112	100.0

Source: Field Survey, 2022

Table 10 shows that 35.71 percent respondents were strongly agree, 63.39 percent respondents were agree and only one of the respondents were neither agree nor disagree with the statement 'There is a relationship between job rotation and employee motivation'.

### **4.3 Working environment**

This sub-section of the study deals with the presentation and analysis of data regarding to working environment. It includes, comfortable working environment, reason for uncomfortable working environment, time spent for office work and their response towards the statement 'There is a relationship between work environment and employee motivation'. The data has been presented and analyzed in following tables:

#### **4.3.1 Comfortable working environment**

Respondents were asked as 'Are you comfortable with the working environment of the office you work in?'. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding time have been shown in the following table:

**Table 11: Comfortable working environment**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	86	76.79
No	26	23.21
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 11 shows the comfortable working environment. In the table, 76.79 percent of the total respondents replied that they found comfortable working environment whereas 23.21 percent of the total respondents replied that they found comfortable working environment in their offices.

#### **4.3.2 Reason for uncomfortable working environment**

Among the respondents feeling uncomfortable working environment, they were asked about the reason for uncomfortable environment. For the purpose of data collection, they were provided with the options like: drinking water, toilet, workplace, physical structure and other reasons. The response obtained from respondents has been shown in the following table:

**Table 12: Reason for uncomfortable working environment**

<b>Reasons</b>	<b>Frequency</b>	<b>Percent</b>
Drinking water	0	0.00
Toilet	0	0.00
Workplace	3	2.68
Physical structure	10	8.93
Other reasons	13	11.61
<b>Total</b>	<b>26</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows the frequency of job rotation. In the table, 2.68 percent of the total respondents replied that work place is the reason of un comfortable environment, 8.93 percent of the total respondents replied that physical structure is the reason of un

comfortable environment and 11.61 percent of the total respondents replied that there are other reasons of un comfortable environment.

#### **4.3.3 Time spent for office work**

Respondents were asked how much time they spent for their office work. To find out the data, they were provided with the option like: less than 6 hours, 6 to 8 hours and 9 hours or more. The response regarding the time spend on their office work obtained from respondents has been shown in the following table:

**Table 13: *Time spent for office work***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
less than 6 hours	1	0.89
6 to 8 hours	76	67.86
9 hours or more	35	31.25
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 13 shows that only one of the respondents replied that they spent less than 6 hours, 67.86 percent respondents replied that they spent 6 to 8 hours and 31.25 percent respondents replied that they spent more than 9 hours at their office.

#### **4.3.4 There is a relationship between work environment and employee motivation**

Respondents were provided with the statement "There is a relationship between work environment and employee motivation". To obtain data from them, questionnaire was developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:

**Table 14: *There is a relationship between work environment and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	52	46.43
Agree	60	53.57
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 14 shows that 46.43 percent respondents were strongly agree, 53.57 percent respondents were agree with the statement 'There is a relationship between work environment and employee motivation'.

#### **4.4 Carrier development**

This sub-section of the study deals with the presentation and analysis of data regarding to carrier development. It includes, possibility of growth in current job, basis of promotion, satisfaction with the opportunities and their response towards the statement 'There is a relationship between carrier development and employee motivation'. The data has been presented and analyzed in following tables:

##### **4.4.1 Possibility of growth in current job**

Respondents were asked whether they see possible growth in their current job. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding the possibility of growth in current job have been shown in the following table:

**Table 15: Possibility of growth in current job**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	101	90.18
No	11	9.82
Total	112	100.0

Source: Field Survey, 2022

Table 15 shows the possibility of growth in current job. In the table, 90.18 percent of the total respondents replied that they found possibility in growth whereas 9.82 Percent of the total respondents did not found in any possibility of growth in current job.

#### **4.4.2 Basis of promotion**

Respondents were asked as 'What is the basis of your promotion in your office?'. To obtain data from the respondents, they were provided with the options like: On the basis of age, on the basis of work ability, on the basis of educational qualification and work experience. The response obtained from respondents has been shown in the following table:

**Table 16: Reason for uncomfortable working environment**

<b>Reasons</b>	<b>Frequency</b>	<b>Percent</b>
On the basis of age	0	0.00
On the basis of work ability	56	50.00
On the basis of educational qualification	15	13.39
Work experience	41	36.61
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows the basis of employee promotion in the office. In the table, 50.00 percent of the total respondents replied that the employee are promoted on the basis of work ability, 13.39 percent of the total respondents replied that the employee are

promoted on the basis of educational qualification and 36.61 percent of the total respondents replied that the employee are promoted on the basis of work experience.

#### **4.4.3 Satisfaction with the opportunities**

Respondents were asked whether they are satisfied with the opportunities obtained by the office. To find out the data, they were provided with the yes no question and the response obtained from respondents has been shown in the following table:

***Table 17: Satisfaction with the opportunities***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	85	75.89
No	27	24.11
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 17 shows that 75.89 percent respondents were satisfied whereas 24.11 percent of them were not satisfied with the opportunities provided by the office.

#### **4.4.4 There is a relationship between carrier development and employee motivation**

Respondents were provided with the statement "There is a relationship between carrier development and employee motivation". To obtain data from them, questionnaire was developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:

**Table 18: *There is a relationship between carrier development and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	40	35.71
Agree	72	64.29
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 18 shows that 35.71 percent respondents were strongly agree, 64.29 percent respondents were agree with the statement 'There is a relationship between carrier development and employee motivation'.

#### **4.5 Participation in decision**

This sub-section of the study deals with the presentation and analysis of data regarding to the respondents participation in decision making. It includes, involvement in decision making, kinds of office decision making process, perception about the role of decision making and respondents response towards the statement 'There is a relationship between participation in decision making and employee motivation'. The data has been presented and analyzed in following tables:

##### **4.5.1 Involvement in decision making**

Respondents were asked whether they are involved in decision making of the office. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding the possibility of growth in current job have been shown in the following table:

***Table 19: Involvement in decision making***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	108	96.43
No	4	3.57
Total	112	100.0

Source: Field Survey, 2022

Table 19 shows the respondents involvement in decision making process. In the table, 96.43 percent of the total respondents replied that they were involved in decision making process of office whereas 3.57 percent of the total respondents replied that they were not involved in decision making process of office.

#### **4.5.2 Kinds of office decision making process**

Respondents were asked as 'What kind of office decision-making process have you been involved in?'. To obtain data, they were provided with the multiple choice options like: policy making, strategic decision making, managerial and others. The response obtained from respondents has been shown in the following table:

***Table 20: Kinds of office decision making process***

<b>Reasons</b>	<b>Frequency</b>	<b>Percent</b>
Policy making	34	30.36
Strategic decision making	12	10.71
Managerial	41	36.61
Others	21	18.75
<b>Total</b>	<b>108</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows the kinds of office decision making process to be involved by the respondents. In the table, 30.36 percent of the total respondents replied that they are involved in policy making process, 10.71 percent of the total respondents replied that they are involved in strategic decision making process, 36.61 percent of the total



respondents replied that they are involved in managerial and 18.75 percent of the total respondents replied that they are involved in other making process of the office.

#### **4.5.3 Perception about the role of decision making**

Respondents were asked as 'How do you rate your participation in the office's decision-making process?'. For the purpose of data collection, they were provided with the options like: useful, common and un useful. The response obtained from respondents has been shown in the following table:

***Table 21: Perception about the role of decision making***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Useful	82	73.21
Common	30	26.79
Un useful	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 21 shows that 73.21 percent respondents found useful of their involvement in decision making process, 26.79 percent respondents found common of their involvement in decision making process and none of the respondents found un useful of their involvement in decision making process.

#### **4.5.4 There is a relationship between participation in decision making and employee motivation**

Respondents were provided with the statement "There is a relationship between participation in decision making and employee motivation". To obtain data from them, questionnaire was developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:

**Table 22: *There is a relationship between participation in decision making and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	34	30.36
Agree	77	68.75
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 22 shows that 30.36 percent respondents were strongly agree and 68.75percent respondents were agree with the statement 'There is a relationship between participation in decision making and employee motivation'.

#### **4.6 Holiday and leave policies**

This sub-section of the study deals with the presentation and analysis of data regarding to the holiday and leave policies. It includes, getting leave from the office, types of holidays given by the office, receiving salary while on leave and their response with the statement 'There is a relationship between holidays and leave policies and employee motivation'. The data has been presented and analyzed in following tables:

##### **4.6.1 Getting leave from the office**

Respondents were asked as ' Do you get leave from your office?'. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding the office leave have been shown in the following table:

***Table 23: Getting leave from the office***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	112	100.00
No	0	0.00
Total	112	100.0

Source: Field Survey, 2022

Table 23 shows the respondents getting leave from the office. In the table, the entire number of the respondents replied that they get leave from their office.

#### **4.6.2 Types of holidays given by the office**

Respondents were asked about the types of holidays given by the office. To obtain data, they were provided with the question with multiple choice options. The response obtained from respondents has been shown in the following table:

***Table 24: Types of holidays given by the office***

<b>Reasons</b>	<b>Frequency</b>	<b>Percent</b>
Sick leave	2	1.79
Casual leave	69	61.61
Compulsory leave	39	34.82
Annual leave	2	1.79
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows the types of office holidays. In the table, 1.79 percent of the total respondents replied that they get sick leave, 61.61 percent of the total respondents replied that they get casual leave, 34.82 percent of the total respondents replied that they get compulsory leave and 1.79 percent of the total respondents replied that they get annual leave.

#### **4.6.3 Receiving salary while on leave**

Respondents were asked whether they receive salary while on leave from office. For the purpose of data collection, they were provided question having multiple choice

options. The response obtained from respondents has been shown in the following table:

**Table 25: *Receiving salary while on leave***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	62	55.36
No	1	0.89
Depends upon the nature of leave	49	43.75
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table 25 shows that 55.36 percent respondents receive leave, only one of the total respondents did not receive leave and 43.75 percent respondents replied that the leave depends upon the nature.

#### **4.6.4 There is a relationship between holidays and leave policies and employee motivation**

Respondents were provided with the statement "There is a relationship between holidays and leave policies and employee motivation". To obtain data from them, questionnaire was developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:

**Table 26: *There is a relationship between holidays and leave policies and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	45	40.18
Agree	67	59.82
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

Table 26 shows that 40.18 percent respondents were strongly agree, 59.82 percent respondents were agree with the statement 'There is a relationship between holidays and leave policies and employee motivation'.

## **4.7 Job securities**

This sub-section of the study deals with the presentation and analysis of data regarding to the job securities of the respondents. It includes, feeling of security, feeling of more safe, feeling about changing the job and their response with the statement 'There is a relationship between job security and employee motivation'. The data has been presented and analyzed in following tables and figures:

### **4.7.1 Feeling of security**

Respondents were asked whether they feel security in the present job. For the purpose of data collection, respondents were provided with yes/no question and the respondent's responses regarding the feeling of job security have been shown in the following table:

***Table 27: feeling of job security in the office***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	90	80.36
No	22	19.64
Total	112	100.0

Source: Field Survey, 2022

Table 27 shows the respondents job security in the office. In the table, 80.36 percent of the total respondents replied that they feel security whereas 19.64 percent of the total respondents replied that they do not feel security in their job.

### **4.7.2 Feeling of more safe**

Respondents were asked as 'If you feel safe, what makes you feel more safe?'. To obtain data, respondents were provided with the option like: health insurance, permanency and other facilities. The response obtained from respondents has been shown in the following table:

**Table 28: Feeling of more safe**

<b>Reasons</b>	<b>Frequency</b>	<b>Percent</b>
Health insurance	6	5.36
Permanency	55	49.11
Other facilities	27	24.11
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

The table shows that 5.36 percent of the total respondents receive health insurance, 49.11 percent of the total respondents receive permanency of job and 24.11 percent of the total respondents receive other facilities from the office and these facilities make them safer in their job.

#### **4.7.3 Feeling about changing the job**

Respondents were asked as 'Do you accept better opportunity?'. To obtain data from the the respondents they were provide question having yes/no options. The respondent's responses have been shown in the following table:

**Table 29: feeling about changing the job**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	105	93.75
No	7	6.25
<b>Total</b>	<b>112</b>	<b>100.0</b>

Source: Field Survey, 2022

Table 29 shows the respondents feeling about changing the job. In the table, 93.75 percent of the total respondents replied that they had feeling of changing job whereas 6.25 percent of the total respondents had no such feeling of changing the job for better opportunities.

#### **4.7.4 There is a relationship between job security and employee motivation**

Respondents were provided with the statement "There is a relationship between job security and employee motivation". To obtain data from them, questionnaire was

developed containing options like: "Strongly agree", "Agree", "Neither agree nor disagree", "Disagree" and "Strongly Disagree". Respondent's responses regarding time have been shown in the following table:

**Table 30: *There is a relationship between job security and employee motivation***

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	48	42.86
Agree	66	58.93
Neither agree nor disagree	0	0.00
Disagree	0	0.00
Strongly disagree	0	0.00
<b>Total</b>	<b>112</b>	<b>100.0</b>

1.60

Source: Field Survey, 2022

Table 30 shows that 42.86 percent respondents were strongly agree and 58.93 percent respondents were agree with the statement 'There is a relationship between job security and employee motivation'.

#### **4.8 Determinants of employee motivation**

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

**Table 31: *Respondent's response towards motivations***

Statements	Mean
There is a relationship between job rotation and employee motivation	1.65
There is a relationship between work environment and employee motivation	1.53
There is a relationship between carrier development and employee motivation	1.64
There is a relationship between participation in decision meking and employee motivation	1.67
There is a relationship between holidays and leave policies and employee motivation	1.59
There is a relationship between job security and employee motivation	1.60
In the table, the statement "There is a relationship between participation in decision making and employee motivation" have highest men (1.67) as compared to rest of the statements. It indicates that respondents had significantly better response towards the statement "There is a relationship between participation in decision making and employee motivation".	



## **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 112 respondents, 25.89 percent of the respondents are up to 25 years, 71.43 percent of the respondents were at the age 26-40 years of age, 2.68 percent respondents belonged to the age 41-55 years and none of the respondent was above 55 years.
- ii. Among 112 respondents, 60.71 percent respondents belonged to male whereas 39.29 percent of them were female in the study area. Data has been shown in the following figure:
- iii. In the study area, 67.86 percent of the total respondents were married whereas 32.14 percent of the total respondents were not married. This data shows that majority of the respondents were married.
- iv. Out of the total respondents, 14.29 percent respondents had higher secondary level of education, 55.36 percent of them had bachelor level of education and 30.36 percent of the total respondents had above bachelor level of education.
- v. The study found that 34.82 percent of the respondents were Brahmin, 49.11 percent of the respondents were Chhetri, 16.07 percent of the respondents were Janajati as their caste groups. The data shows that majority of the respondents were Chhetries in the study area.
- vi. 90.18 percent of the total respondents belonged to Hindu, 4.46 percent respondents were Buddhists, 5.36 percent respondents were Christian and none of the respondents belong to Muslim and other religious group.

#### **4.8.2 Job rotation**

- i. The study found that 82.14 percent of the total respondents replied that they found job rotation whereas 17.86 percent of the total respondents replied that they found job rotation.
- ii. The study found that 32.14 percent of the total respondents replied that there is weekly job rotation, 34.82 percent of the total respondents replied that there is job rotation at monthly and 15.18 percent of the total respondents replied that there is other schedule of job rotations.
- iii. The study found that 16.96 percent respondents replied that they faced normal stress whereas 83.04 percent respondents replied that they faced excessive stress.
- iv. The study found that 35.71 percent respondents were strongly agree, 63.39 percent respondents were agree and only one of the respondents were neither agree nor disagree with the statement 'There is a relationship between job rotation and employee motivation'.

#### **4.8.3 Working environment**

- i. The study found that 76.79 percent of the total respondents replied that they found comfortable working environment whereas 23.21 percent of the total respondents replied that they found comfortable working environment in their offices.
- ii. The study found that 2.68 percent of the total respondents replied that work place is the reason of un comfortable environment, 8.93 percent of the total respondents replied that physical structure is the reason of un comfortable environment and 11.61 percent of the total respondents replied that there are other reasons of un comfortable environment.
- iii. Only one of the respondents replied that they spent less than 6 hours, 67.86 percent respondents replied that they spent 6 to 8 hours and 31.25 percent respondents replied that they spent more than 9 hours at their office.

- iv. The study found that 46.43 percent respondents were strongly agree, 53.57 percent respondents were agree with the statement 'There is a relationship between work environment and employee motivation'.

#### **4.8.4 Carrier development**

- i. Most (90.18 percent) of the total respondents replied that they found possibility in growth whereas 9.82 Percent of the total respondents did not found in any possibility of growth in current job.
- ii. Half (50.00 percent) of the total respondents replied that the employee are promoted on the basis of work ability, 13.39 percent of the total respondents replied that the employee are promoted on the basis of educational qualification and 36.61 percent of the total respondents replied that the employee are promoted on the basis of work experience.
- iii. The study found that 75.89 percent respondents were satisfied whereas 24.11 percent of them were not satisfied with the opportunities provided by the office.
- iv. The study found that 35.71 percent respondents were strongly agree, 64.29 percent respondents were agree with the statement 'There is a relationship between carrier development and employee motivation'.

#### **4.8.5 Participation in decision**

- i. The study found that 96.43 percent of the total respondents replied that they were involved in decision making process of office whereas 3.57 percent of the total respondents replied that they were not involved in decision making process of office.
- ii. The study found that 30.36 percent of the total respondents replied that they are involved in policy making process, 10.71 percent of the total respondents replied that they are involved in strategic decision making process, 36.61 percent of the total respondents replied that they are involved in managerial

and 18.75 percent of the total respondents replied that they are involved in other making process of the office.

- iii. The study found that 73.21 percent respondents found useful of their involvement in decision making process, 26.79 percent respondents found common of their involvement in decision making process and none of the respondents found un useful of their involvement in decision making process.
- iv. The study found that 30.36 percent respondents were strongly agree and 68.75percent respondents were agree with the statement 'There is a relationship between participation in decision making and employee motivation'.

#### **4.8.6 Holiday and leave policies**

- i. The entire number of the respondents replied that they get leave from their office.
- ii. The study found that 1.79 percent of the total respondents replied that they get sick leave, 61.61 percent of the total respondents replied that they get casual leave, 34.82 percent of the total respondents replied that they get compulsory leave and 1.79 percent of the total respondents replied that they get annual leave.
- iii. The study found that 55.36 percent respondents receive leave, only one of the total respondents did not receive leave and 43.75 percent respondents replied that the leave depends upon the nature.
- iv. In the study area, 40.18 percent respondents were strongly agree, 59.82 percent respondents were agree with the statement 'There is a relationship between holidays and leave policies and employee motivation'.

#### **4.8.7 Job securities**

- i. It was found that 80.36 percent of the total respondents replied that they feel security whereas 19.64 percent of the total respondents replied that they do not feel security in their job.
- ii. The study found that 5.36 percent of the total respondents receive health insurance, 49.11 percent of the total respondents receive permanency of job and 24.11 percent of the total respondents receive other facilities from the office and these facilities make them more safe in their job.
- iii. Most (93.75 percent) of the total respondents replied that they had feeling of changing job whereas 6.25 percent of the total respondents had no such feeling of changing the job for better opportunities.
- iv. The study found that 42.86 percent respondents were strongly agree and 58.93 percent respondents were agree with the statement 'There is a relationship between job security and employee motivation'.

## 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 **Determinants of employee motivation: A Study of private commercial banks in Surkhet valley**. The objectives of the study were to examine the impact of job rotation, working environment, carrier development, decision making, holiday and leave policy and job security on employee motivation of private commercial banks. The study was conducted on the study of determinants of employee motivation in private banking sectors. The population of this study was the entire employee working in private commercial banks. The location of the study is limited within Surkhet valley. The respondents were limited up to 112 employees only.

This study used descriptive type and the data was collected by survey method from the study area. The entire number of employee working in private commercial banks in Surkhet valley was taken as the population of the study. Among the total population, only 112 employees was selected by using simple random sampling method. A questionnaire was the tool for data collection. The researcher obtained permission for data collection from the research committee of management. Then the researcher visited the identified number of employees of private commercial banks, Surkhet valley. 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 co-operation. 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 SPSS software version 20. The frequency, percentage was used to describe the nature of data. Mean and standard deviation was used to analyze the data.

## **5.2 Conclusion**

The study concluded that majority of the respondents found job rotation, majority of the respondents were agree with the statement 'There is a relationship between job rotation and employee motivation', majority of the respondents were found comfortable working environment, majority of the respondents were agree with the statement 'There is a relationship between work environment and employee motivation', majority of the respondents replied that they found possibility in growth in their current job.

Similarly, majority of the respondents were agree with the statement 'There is a relationship between carrier development and employee motivation', majority of the respondents replied that they were involved in decision making process of office, majority of the respondents were agree with the statement 'There is a relationship between participation in decision making and employee motivation'.

In the study area, the entire number of the respondents replied that they get leave from their office, majority of the respondents were agree with the statement 'There is a relationship between holidays and leave policies and employee motivation', majority of the respondents replied that they feel security in their job and majority of the respondents were agree with the statement 'There is a relationship between job security and employee motivation'.

## **5.3 Recommendations**

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

- a. The study found that 17.86 percent of the total respondents replied that they did not found job rotation. So, the concern authorities of the banks are recommended to provide job rotation steps on their job.

- b. The study revealed that 23.21 percent of the total respondents replied that they found comfortable working environment in their offices. So, the concern authority of the related banks is recommended to keep improving the working environment.
- c. The study found that 90.18 percent of the total respondents replied that they found possibility in growth in current job. So, the concern authority of the related banks is recommended to provide the possibility of growth to the entire employees.
- d. The study revealed that 96.43 percent of the total respondents replied that they were involved in decision making process of office. So, the concern authority of the related banks is recommended to involve the employees in decision making process in the office.
- e. The 100 percent of the respondents replied that they get leave from their office. So, the concern authority of the related banks is recommended to keep the leave of the employee in the same ways.
- f. The study found that 80.36 percent of the total respondents replied that they feel security in their job. So, the concern authority of the related banks is recommended to think about the job security of employee.



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## **APPENDIX - I**

### **QUESTIONNAIRE**

Dear respondent, I am Shristhi Acharya, one of the Master's students at Mid-West University, Graduate school of Management. Presently, I am conducting a survey entitled "**Determinants of employee motivation: A Study in private banks in Surkhet valley**" as part of my thesis work. My study requires collection of responses from respondents. Would you mind participating? The process will require about 15 to 20 minutes of your valuable time contribution in responding to the questions attached hereafter. The final decision to participate in this survey is purely yours: you can even quite anytime. I firmly confirm that your personal information shall be treated with high confidence, and the formation provided here shall be used only for the purpose of this research.

Thanking you.

#### **A. Background information of respondents:**

- a. Name: .....
- b. Address: .....
- c. Contact Number: .....

#### **1. Age:**

- a. Up to 25 years    b. 25 – 40 years    c. 40 – 55 years    d. Above 55 years

#### **2. Gender**

- a. Male                      b. Female

#### **3. Marital Status**

- a. Married                      b. Not married

#### **4. Education:**

- a. SLC                              b. Higher Secondary Level
- c. Bachelor Level              d. Above Bachelor Level

#### **5. Cast:**

- a. Brahmin                      b. Chhetri                      c. Janajati                      d. Dalit
- e. Other

#### **6. Religion:**

- a. Hindu                      b. Buddhist                      c. Christian                      d. Muslim
- e. Other

### **Job Rotation**

**7. Does your office have a work rotation system?**

Yes

No

**8. If so, how often is there a work rotation arrangement?**

a) Daily b) In a week c) At monthly intervals

d) Others

**9. How do you feel about the stress caused by work rotation in the office?**

Is there? a) Excessive stress b) Normal stress

**10. There is a relationship between job rotation and employee motivation' Do you agree with the statement?**

a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree

### **Working Environment**

**11. Are you comfortable with the working environment of the office you work in?**

a) Yes

b) No

**12. If you feel uncomfortable, why is it uncomfortable?**

a) Drinking water

b) Toilet

c) Workplace

d) Physical structure

e) Others

**13. How much time do you spend for office work?**

a) Less than 6 hours

b) 6 to 8 hours

c) 9 hours or more

**14. There is a relationship between working environment and employee motivation' Do you agree with the statement?**

a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree

### **Career Development**

**15. Do you see possible growth in your current job?**

a) Yes

b) No

**16. What is the basis of your promotion in your office?**

a) On the basis of age

b) On the basis of work ability

c) On the basis of educational qualification

d) Work experience

**17. Are you satisfied with the opportunities provided by the office?**

a) Yes

b) No

**18. There is a relationship between carrier development and employee motivation' Do you agree with the statement?**

a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree

### **Participation in decision**

**19. Are you involved in decision making process of office?**

- a) Yes                      b) No

**20. What kind of office decision-making process have you been involved in?**

- a) Policy making                      b) Strategic decision making                      c) Managerial  
d) Others

**21. How do you rate your participation in the office's decision-making process?**

- a) Useful    b) Common                      c) Unuseful

**22. There is a relationship between the participation in decision making and employee motivation' Do you agree with the statement?**

- a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree

### **Holiday and leave policies**

**23. Do you get leave form your office?**

- a) Yes                      b) No

**24. If so, what kind of holidays is given?**

- a) Sick leave    b) Casual leave                      c) Compulsory leave    d) Annual leave

**25. Do you receive salary while on leave from office?**

- a) Yes                      b) No                      c) Depends on the nature of leave

**26. There is a relationship between holidays and leave policies and employee motivation' Do you agree with the statement?**

- a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree

### **Job security**

**27. Do you feel security in your job?**

- a) Yes                      b) No

**28. If you feel safe, what makes you feel more safe?**

- a) Health insurance                      b) Permanency                      c) Other facilities

**29. Are you ready to accept another job if you get a better opportunity?**

- a) Yes                      b) No

**30. There is a relationship between job security and employee motivation' Do you agree with the statement?**

- a) Strongly agree    b) Agree    c) Neutral    d) Disagree    e) Strongly disagree