

**DEDICATED TO
MY FAMILY MEMBERS FOR THEIR
EVERLASTING LOVE & SUPPORT**



**Impact of Work Environment on Employees'
Motivation of the Banking Industry of Bangladesh-A
Study on Some Selected Private and Public Banks**

A Thesis Submitted to
The University of Dhaka
Bangladesh

For the Degree of
Doctor of Philosophy (Ph.D.)
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January, 2020

Declaration

I, Md. Zia Uddin, do hereby endorse that this thesis titled 'Impact of Work Environment on Employees' Motivation of the Banking Industry of Bangladesh-A Study on Some Selected Private and Public Banks' has not been published anywhere earlier either partly or wholly to any other University or Institution for any degree, diploma, studentship or prize. This is the outcome of my own independent research.

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Certification

This is to certify that the thesis entitled 'Impact of Work Environment on Employees' Motivation of the Banking Industry of Bangladesh-A Study on Some Selected Private and Public Banks' by Mr. Md. Zia Uddin, submitted to the University of Dhaka, Bangladesh for the award of the Degree of Doctor of Philosophy (**Ph.D.**) in Management is an original research work under my direct supervision. The manuscript of the thesis has been scrutinized by me. The composed copy of this thesis, which is being submitted, has been carefully read by me. The results embodied in the thesis have not been submitted to any other university or institute for the award of any other degree or diploma. It represents an independent work of the researcher.

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Acknowledgement

In the name of Allah (the Almighty) who shapes my life with enormous beauty and then Prophet Mohammed (sm) whose autobiography inspires me. The completion of this thesis would have been impossible without the collaborative assistance from some individuals. I wish to remember them with respect and gratitude.

I completed this thesis under direct supervision of Professor Dr. Md. Serajul Islam, Department of Management, University of Dhaka, Bangladesh and Supervisor of this study who has put massive effort in completing the thesis. His priceless support, leadership and motivation along with beneficial criticism materialized my dream. His all out cooperation led me complete this study. Never can I forget the helpful inspiration from former professor Dr. Syed Mohammad Ather (FCMA), Department of Management Studies, University of Chittagong, Bangladesh who has been there in every moment of this voyage of completing the thesis. I am thankful to Professor Ali Ahsan, Chairman, Department of Management, University of Dhaka, Professor Ali Akkas, Professor Dr. Faruq Ahmed and other scholarly teachers of the Department of Management, University of Dhaka for their outstanding advice in completing this research work.

I am grateful to Mr. Md. Shalah Uddin, a Ph.D. research scholar, Department of Management, University of Dhaka for his continuous engagement. He is the friend who was never detached and who truly motivated me to take the degree from University of Dhaka-the Oxford of the East.

My family, in fact, materialized my dream. They always keep me in their heart inspiring me in every step of my life. How can I forget my mother who cries for me, my two sisters-Ruzy Apa and Rumees Apa who often pray for me, my younger brother Sohel and my elder brother Mohiuddin who created dream in me and motivated me to make the dream come true. I must mention the name of my another two brothers Mr Harun (Khulu) and Mr Mahabub Alam (Gunny) whom I got in all my sorrows, happiness, ups and downs. Really they have been so caring and without their profound assistance this would not have been possible.

I like to take the opportunity to thank my beloved wife Afnan Fahmida Sweety for her enormous support during the long journey of the thesis. She sacrificed many pleasant moments for smooth making of the thesis. She accepted my dream as her own dream. Without her encouragement, patience and love this long study would not be possible. The support I got from my father-in-law Mr. Abul Fazal & mother-in-law Mrs. Syeda Shirin Akter will be remembered all the time. They never said 'no' in my necessity and always inspired me throughout the passage.

Completing a Ph.D. thesis definitely requires a gigantic effort. This thesis is an outcome of a combined assistance of every people around me. I am thankful to Jannatul Adan Lipi, Dr. Babar Azad, Afsan, Mazed, Sahar, Abdullah for their invaluable supports. I must remember younger sweet sisters Marwa and Farim(Sohel's wife) for their silent service.

I am equally thankful to my lovely friends Showkat, Pronob, Sohrab, Iqbal, , Sujon, Elius, Javed, Azam, Ismail, Student Sohel, Mabud, Javed, Rupon, Tiblu, Pearo, Rasip, Nazim, Sifat, Shahin, Sumon, Sujon, Jewel, Rony, Nabila, Nafisa, Rupaiya and many other friends for their immense collaboration with this study.

I remember my dearest nephews and nieces e.g. Naimur Rashid Himel , Moumita, Arpita, Mehek and specially Raihan Rashid Rana & Mostafa Shahriar Sourav who have never left me alone & supported me spontaneously for smooth completion of the study.

I will never forget Rashid uncle, Sattar uncle, Kashem uncle, Nasir uncle, Shafiul Azam uncle, Nasim uncle, Liton uncle, Nezam uncle, Mamun uncle, Nezam uncle(O.C), Mohiuddin uncle, Akter bhai, Saiful Bhai, Shoukat bhai, Rafiq bhai, Tania Madam, Dr. Alam Bhai, Jashim sir, Naser sir, Shafiul Azam sir, Ali Arshad Chy sir, Hossain Nanu, Shelo Nanu, Saiful Nanu, Mahabu Nanu(C.M) who lovingly supported me for completing this long journey with a success.

Last but not least, I convey my gratitude to the departed soul of my father who left the world but has remained afresh in my heart with an inspiration.

Once again I am indebted to the Almighty, my family members, my friends and my supervisor for their entertaining cooperation.

Impact of Work Environment on Employees' Motivation of the Banking Industry of Bangladesh- A Study on Some Selected Private and Public Banks

Abstract

The researcher undertakes this study in the context of limited research on the captioned topic. The relationship between the work environment and motivational issues in the banking industry of Bangladesh is splendidly significant. But it is awfully overlooked so far. The main aim of the study is to assess the influence of working environment in motivating the employees & how it affects productivity. The researcher formulated five hypotheses based on the objectives of the study.

Some employees try hard, come earlier, go away later, pick up deposits, disburse & recover loan assertively, endure pressure, stay optimistic and aid colleagues. Conversely, there are others who come late, go away early, callous to target, hostile with co-workers, miss deadlines, perform poorly and try the smallest. The reason behind the difference between the two class is **motivation**. This study aims at revealing the effect of the working environment of the banking sector.

In the very beginning, the researcher reviewed the existing literature thoroughly. The review has helped them develop an analytical framework.

The researcher followed a structured procedure for the collection of data for this study. They gathered secondary data from different textbooks, articles, reports, journals, periodicals, newspapers & trusted websites. On the other hand, they pick up primary by conducting a survey with a formal questionnaire and interviews. After, they converted the qualitative data into quantitative value with the help of statistical tools. Finally, the researcher interpreted and analyzed the data with the help of the Statistical Packages for Social Sciences (SPSS) software.

Out of the five hypotheses of the study, four null hypotheses (H_01 , H_02 , H_03 and H_05) were rejected while only one null hypothesis (H_04) was accepted. The rejection

of the 1st null hypothesis reveals that different elements of the working environment have an impact on motivating the employees. The rejection of the 2nd null hypothesis proves that the existing work environment of the banking industry of Bangladesh is well under satisfaction. Moreover, the rejection of the 3rd null hypothesis depicts that adverse work environment can reduce the performance of the employees substantially. While the acceptance of the 4th null hypothesis has attested that the working environment of private & public banks is not the same. In some cases, private banks offer a more motivating environment. Lastly, the rejection of the 5th null hypothesis confirms that the motivated employees can contribute to the development of the banking industry to a great extent.

The basic findings of the study depict that there is a good correlation between a favorable work environment and motivation. On the contrary, an unfavorable work environment does the opposite. A constructive working environment having adequate interior design, sanitation, sensible working hours, participative decisions, equity, team work, lucrative salaries, bonuses etc. can vibrate emotions. It can rejuvenate the employees. The availability of the aforesaid stimulus motivates employees and brings about revolutionary achievement for the banking sector.

In contrast, an unfavorable work environment having messy set up, excessive risk, stress, indiscriminate transfer & posting, monotony in job, excessive work load and unattainable target do definitely de-motivate the employees. This type of environment can bring forth catastrophic results.

Further, this study reveals that around fifty percent of the respondents are satisfied with the existing physical environment of the banking industry in Bangladesh. On the other hand, almost an equal number of respondents are not satisfied with the existing psychological environment. Again, half of the total respondents are dissatisfied with the existing professional environment. Remarkably, a majority percent (65%) of them have shown immense satisfaction towards the existing financial environment. But it is true that the employees do not judge the work environment as '**excellent**' (41%). From the above discussions and the results we can conclude that the existing working environment is '**reasonable**'.

The researcher has undertaken comparative study between public & private banks. The study discloses that the physical environment is much better in private banks compared to public banks. In contrast, the psychological environment is better in public banks than private ones. The professional environment is obviously better in private banks. Additionally, we see a better financial environment in private banks compared to public ones. In view of these results, we can assume the work environment in public and private banks is different.

Finally, the researcher measures the outcomes of the motivating environment. The fascinating work environment helps to build sustainable growth by reducing employee turnover and absenteeism. It convinces the employees to render better service, achieve target and generate higher profits.

To wrap up this research, the researcher admits some limitations of the study and seeks some recommendations mentioning some research avenues for future candidates.

Impact of Work Environment on Employees' motivation of the Banking Industry of Bangladesh-A Study on Some Selected Private and Public Banks

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Chapter - 1

An

Overview

of

the Study

1.1 Background

The focus of this study is motivation and how it is affected by the elements of the working environment. This research also highlights the most motivating and demotivating factors. Moreover, identifying the contribution of the motivated employees is an emphasis of this dissertation. In addition, ascertaining the environmental differences between public and private banks is an aspire of this study.

Banks need many elements for smooth functioning. Among those "workforce" is the most influential and "work environment" is the most critical one. Again, the work environment guides the workforce extremely. Working environment affects the sense, senses affect the interactions, interaction affects motivation and finally motivation affects performance & productivity. So, there is an inevitable relationship between the work environment and motivational issues. The purpose of the study is to go through the impact of work environment, to detect the motivating and de-motivating factors. It also aims at identifying the outcomes of motivation.

Apparently, the external environment of the banking industry is comfortable. But the employees tend to show aversion. There is frustration all around. One of the most important reasons behind their dissatisfaction is the "working environment". Now is the time to find out which environmental factors actually motivate them and which do not. Thus, the researcher feels a dire necessity to study on the work environment and motivational issues of the banking industry of Bangladesh.

Working environment involves all the elements which act and react with the body and the mind of an employee. We can categorize the working environment into four types-Physical, Psychological, Professional and Financial. A congenial work environment minimizes fatigue, monotony & boredom and maximizes motivation which brings forth greater performance. But there are some factors that make up the congenial working environment. These are-marvelous interior design, acoustic environment, comfortable temperate, separate sitting space, acceptable workload,

creative task, simple rules, amity, equality, financial support, etc. These factors can influence the employees' health, attitude, mentality, perception and overall motivation.

1.2 Statement of the Problem

Some previous researches revealed that many of the banks in Bangladesh do have an effective work environment. But in reality, it is not. The scenario depicts that employees are de-motivated which bears the testimony of sub-standard status of work environment. Moreover, the traditional belief of motivating employee through positive reinforce such as increase of salary, bonus, promotion etc. cannot provide expected result. Again attempting motivation through negative reinforce such as firing, salary reduction, withholding promotion, etc. proved to be wrong as well. So, it is the effective work environment that motivates the employees, which in return contributes to the growth of both organizations & economy.

The concept of work environment is a comprehensive one. The physical work environment can affect the health (noise, equipment, heat) of employees, psychological environment creates relaxation or pressure condition for employees and professional environment can affect the professional life, confidence level, behavior, attitudes while financial environment affects the purchasing power of the employees. However, all the aspects of the work environment are significant for job satisfaction and also affect the motivation of employees (Jain & Kaur, 2014)¹

Moreover, today's workplace is different, diverse and constantly changing (Ajala, 2012)². Motivated employees are needed in our rapidly changing workplaces. They help organizations survive. But creating motivation among employees is arguably the most complex task. This is because motivating factors are being changed constantly

¹ Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 1-8.

² Ajala, E. M. (2012). The influence of workplace environment on workers' welfare, performance and productivity. *The African Symposium*.

(Bowen & Radhakrishna, 1991).³ For example, with the increase of employees' income, money becomes less motivating (Kovach, 1987).⁴ Also, as employees get older, interesting work becomes more motivating. So, there are several reasons for employees to do the work, to do it in particular ways, to particular standards and with particular levels of enthusiasm. This complex interaction is often summed up in one word called 'motivation'.

1.3 Scope of the Study

The study will be highly beneficial to both the management of the banks and the employees of the banks. Management will have a thorough idea regarding the environmental factors that are highly motivating or de-motivating. They will find the ways of increasing productivity. At the same time, the employees will get average ideas of the multi dimensional work elements and their satisfaction level. They will also get a clear overview of their expected behavior and course of action. Moreover, this study will open the windows for other financial institutions.

It will cover the environmental and motivational issues in the context of Bangladesh. That does indicate that the foreign banks and other local and foreign organizations will be apart from this study.

Moreover, this study will open the windows for other financial institutions having huge manpower and many branches.

³ Bowen, B. E., & Radhakrishna, R. B. (1991). Job satisfaction of agricultural education faculty: A constant phenomenon. *Journal of Agricultural Education*, 32(2), 16-22.

⁴ Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.

1.4 Rationale of the Study

Efficient employees are the key to the grant success of the organizations. Motivated employees accelerate their inner spirit to increase productivity. But motivating the employees is the trickiest task of the management. It has been revealed from the study that employees of the banking industry in Bangladesh are de-motivated. This de-motivation arises from the mechanisms and motivational factors associated with their working environment. Lacks of security, irrational working hour, excessive load, unhygienic working environment, inconsistent salary structure, etc. are making the employees de-motivated. However, the effort of increasing motivation may fail if one cannot link the work environment and employees' effort. So, the work environment, employees' effort, and motivation are inseparable from each other. As a result, the study of the impact of the working environment on employees' motivation is a dire necessity.

Although there are lots of studies on the topic of the work environment, none of these depict a complete scenario. Moreover, the exact impact of the work environment on motivation was not clarified through existing literature. A comparative study between public and private banks was not yet made either. Under the situation, the researcher has taken the endeavor to make a comprehensive study of the work environment and motivational issues of the banking industry of Bangladesh.

This research will scrutinize the work environment and motivational factors of the banking industry in Bangladesh. It will also depict the friendly work environment and pleasing motivational factors that influence the productivity of the banking industry in Bangladesh.

1.5 Objectives of the Study

Knowing the status of working environment & its impact on motivation among the employees is the main objective of this study. The top management of the industry has been working for years to provide an affable environment for motivating the employees. So, examining the existing favorable and unfavorable work environment

of the banking industry is another important objective of the study. It is obvious that not all the elements of the work environment are equally acceptable to all the employees. One single element of the environment can be highly motivating to one employee while the same element can be less motivating or even maybe de-motivating to the others. So, finding out the reason for such attitudes of the employees toward the element of the work environment is another notable objective of the study. It is to be mentioned that the influence of work environment and the degree of motivation significantly differ between public & private banks. Revealing the reasons such such difference is also included as another remarkable objective of the thesis. Moreover, identifying the problems involved in motivating the employees and providing some pragmatic strategies for improving the environment is the most dominant objectives of the dissertation. On top of all, the study aims at identifying the contributions of motivated employees. So, this research will inspect how work environment & motivational factors affect the productivity of the banking industry. However, the researcher summarizes the objectives of the study in the following ways.

The objectives of the study can be subdivided into two parts, i.e., Primary objective and secondary objectives.

The **primary objective** of the study is to examine the impact of work environment on motivation of employees' of the banking industry in Bangladesh.

Other Secondary objectives of the study are;

- a) To exercise the existing condition of the work environment in the banking industry of Bangladesh.
- b) To investigate the gap for ensuring better work environment.
- c) To explore the de-motivating environmental elements that hinder productivity.
- d) To identify a comparative study between private and public banks in dealing with the work environment
- e) To evaluate the contributions of the motivated employees in the banking industry.

1.6 Hypotheses of the Study

The researcher formulated five basic hypotheses for the study based on the research objectives. The hypotheses are as follows;

H_{a1}	There is an absolute impact of the working environment on the motivation of the employees.
H_{a2}	The existing working environment (in respect to physical, Psychological, Professional, Financial) in the banking industry of Bangladesh is quite satisfactory.
H_{a3}	The adverse work environment can reduce productivity substantially.
H_{a4}	The work environment in public and private banks is similar.
H_{a5}	Motivated employees can contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit.

1.7 Methodology of the Study

In order to achieve the intended objectives, the researcher mainly relied on primary data. A self-administered questionnaire has been used for collecting the primary data. With the intention of preparing a rational questionnaire, a pilot survey was initiated on selected employees of private and public banks. Finally, the questionnaire was developed in accordance with Likert's 5-point scale. However, secondary data are also significantly used to reach a better end.

For gathering secondary data, a number of sources and shreds of evidence have been used. The literature focusing on the work environment, research studies, empirical reports, periodicals, and articles were used. Lastly, personal judgment definitely contributed profusely to the arrangement of the secondary data.

The population of the study was 59 banks. The total sample was fixed at 30 banks. Finally, 300 respondents were targeted for the survey.

The sample was collected through the **stratified sampling method**. This is a comparative study between two sub-groups of the banking sector, i.e. public and private banks. The stratified sampling method was used to highlight the differences between public and private banks. This method helped the researcher to divide the entire population into two homogenous groups which saved both time and money. Besides, this is the most suitable method as it assisted the researcher to draw the conclusions from two different sectors within the entire population.

Different statistical tools were used for analyzing the data. The most common statistical tools were Mean, Standard Deviation, Regression analysis, etc. For analyzing the result, one of the most authentic tools named SPSS was used extensively.

1.8 Framework of the Study

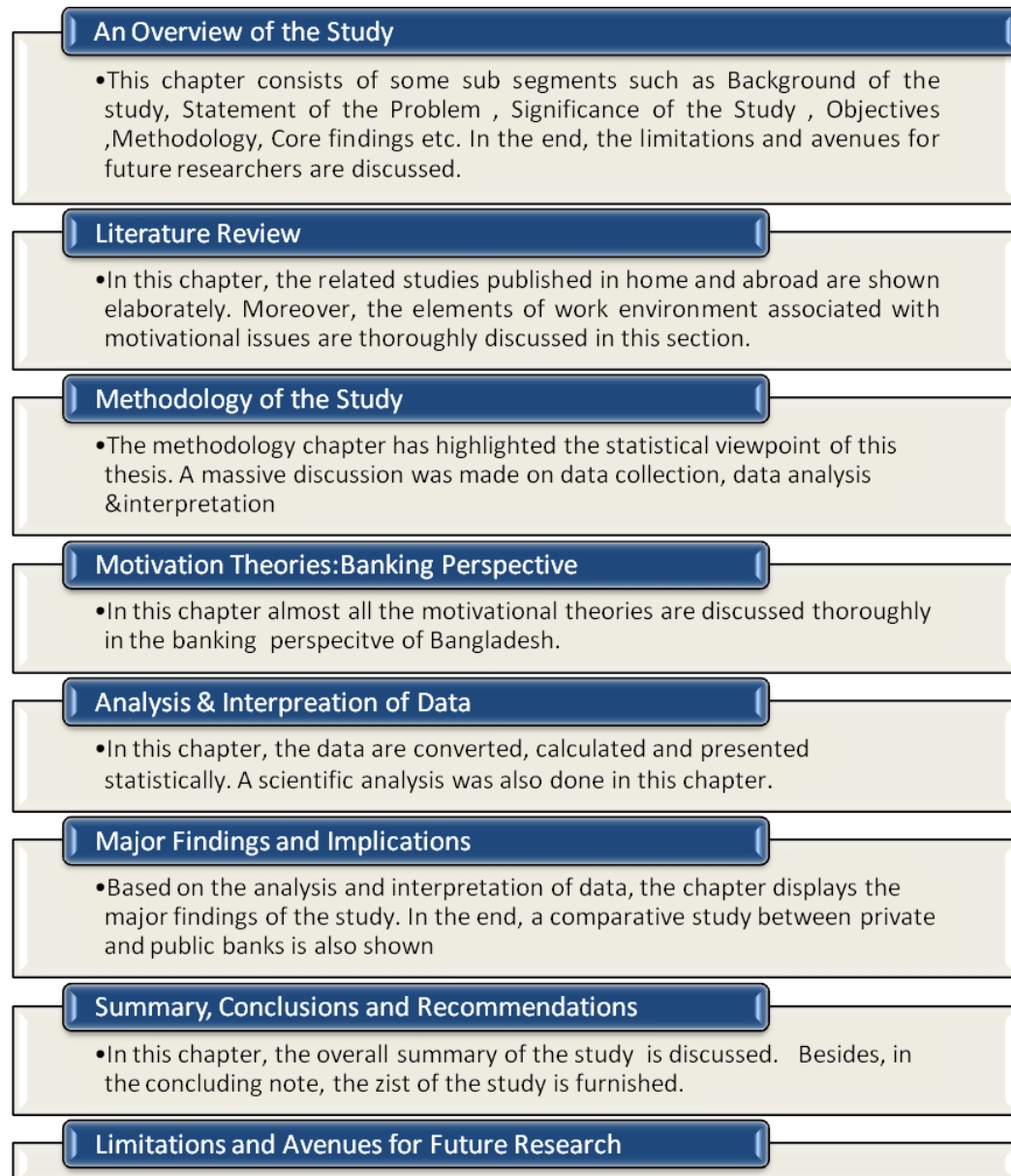


Figure 1.1 : Framework of the Study

1.9 Findings of the Study

The study has brought lots of issues of work environment and motivation into the light. Firstly, it reveals the important elements of working environment that motivate the employees most. These are- adequate ventilation, tidy office space, marvelous decoration, well sanitation system, sensible working hours, manager's participatory decision, equality, team harmony, adjusted salary, etc. It has mentioned the demotivating elements too which may jeopardize the performance. These are- risks involved with the job, stressful environment, political pressure & partisan influence, illogical target, absence of creativity, stiff & longer duty hour, haphazard transfer and posting, irregular promotion, lack of personal development

Secondly, a comparative study between public and private banks was conducted. It expresses that the physical environment is better in private banks, which ensures tidy office, sanitation system and flexible working hours while the psychological environment is better in public banks which ensures minimum stress and attainable target in the environment. Similarly, the professional environment is better in private banks as employees find superior team harmony and equality here. Not only that, the private banks clutch the top position in ensuring a better financial environment while the public banks are still lagging behind.

Thirdly, motivated employees produce sustainable growth for organizations. The study has sealed the deal by proving that a favorable working environment can motivate the employees and motivated employees eventually can boom the profitability of the banks to a large extent.

Fourthly, it also formulates some strategies for the management of the industry for improving the work environment so that they motivate the employees well. In the beginning, the management has to undertake an internal survey to measure the satisfaction level by identifying satisfactory and dissatisfactory elements of the work environment. The survey must include the demand of the employees, i.e. what sort of environment they desire. Then management has to decide which elements to be added

and which elements to be deducted from the environment. The cost factor in changing the environment setup is to be analyzed carefully. In the next stage, the management has to arrange training for preparing the employees with the change. Eventually, management must measure the success and keep the success up by taking regular feedback.

Finally, the study also discovers some fabulous policies which can create an outstanding work environment and hence motivate the employees. These are- provide strong leadership, emphasize the individual work environment, create a friendly corporate culture, invest in improving the work environment, cast an eye on necessity and comfort, focus on health and focus on freeing stress.

1.10 Limitations of the Study

Studying on a challenging topic like motivation is really a daunting task. The topic itself suggests a thorough analysis of the work environment and motivational issues. Still, the endeavor was undertaken with a lot of hope and ambition. Although the researcher tried his level best to prepare a credible dissertation, he could not overcome some limitations.

The first and foremost limitation of the study is that it is a comparative study between private and public banks. Hence, it needs to deal with greater respondents, massive communication and extended questionnaire covering the important aspects of both work environment and motivation. But these were not maintained considerably.

Further, the sample for the huge study should well represent the total population. In this regard, the sample should have been collected from all around the country other than Chittagong and Dhaka. But, due to the time boundary, it could not be done.

Again, the number of responded was not substantial at all. Only 300 respondents took part in the survey. So, it cannot be claimed as a generalized model.

Motivation is a relative matter. Many expressed and hidden issues are related to it. Only the elements of the work environment cannot give a precise decision on motivation. So, these findings cannot claim to be authentic.

Another limitation of the study was that the researcher did not use the broader term of the environment. Had he included some more issues of environment, the research would have been more useful and fruitful.

The study could not include all the elements of the work environment that affect the motivation which has worked as an obstacle to get the error-free opinion. Besides, the insufficient hypothesis can be treated as a caveat of the study. Some more hypotheses should have been established so that a pragmatic and concrete decision could be achieved. This would make the dissertation more fantabulous.

Not only that, the researcher tried to draw the conclusion of the research mostly with the help of quantitative data. But mere quantitative data is not sufficient for such gigantic research. So, both qualitative and quantitative data could add outstanding value to the study.

Chapter - 2

Literature Review

2.1 Introduction

The literature review is a fundamental part of a thesis. It will be exactly impossible for a researcher to compare and contrast the existing literature unless he goes through the relevant literature. This chapter delineates the nucleus of different research showing the impacts of the work environment on motivational issues. Apart from it, this chapter discusses the different terms connected with the work environment and motivation with their impacts on each other. Besides, the findings of the research of different scholars of both home and abroad are narrated here in short.

2.2 Definitions of Work Environment

The work environment may be defined as 'the settings, situations, conditions, and circumstances under which people work' (Oludeyi, 2015).¹

Mehboob & Bhutto, (2012)² defined work environment as 'an inclusive term that combines the major elements of workplace namely physical, psychological and social elements'.

Jain & Kaur, (2014)³ explained that 'what causes the movement of the body and motion of the mind of an employee is called a working environment'.

2.3 Elements of Working Environment

Chandrasekar, (2011)⁴ classified the working environment factors into six. These are as follows;

¹ Oludeyi, O. S. (2015). A review of literature on work environment and work commitment: implication for future research in citadels of learning. *Journal of Human Resource Management*, 18(2), 32-46.

² Mehboob, F., & Bhutto, N. A. (2012). Job satisfaction as a predictor of organizational citizenship behavior: A study of faculty members at business institutes. *Interdisciplinary journal of contemporary research in business*, 3(9), 1447-1455.

³ Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 1-8.

⁴ Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.

- 1) Size of the workplace and its amenities
- 2) Affiliation with boss
- 3) Level of fair treatment toward employees
- 4) Interaction system
- 5) Surrounding forces
- 6) Peril handling system

While Wallgren, (2011)⁵ segregated the working environment into five. These are as follows;

- 1) Diversity
- 2) Independence
- 3) Admiration
- 4) An opportunity to gather knowledge and
- 5) Achievement.

On the other hand, Kyko, (2005)⁶ opined that there are six factors which determine whether the work environment is favorable or unfavorable. These are-

1. Opaque Management
2. Boss
3. Company Policy
4. Working condition
5. Interpersonal relationship and
6. Pay.

An opaque management is the combination of many bad things. These are unrealistic vision, mission, goals, objectives, badly defined systems, policies, regulations or rules, ambiguous roles, violated managerial principles, inefficient utilization of resources, disruption of the unity of command. A work environment with an opaque management

⁵ Wallgren, L. G. (2011). *Motivation requested-Work motivation and the work environment of IT consultants*. Department of Psychology; Psykologiska institutionen.

⁶ Kyko O.C. (2005). *Instrumentation: Know Yourself and Others*. New York: Longman

may be detrimental to the employee motivation. **Boss** is also a mega factor in the working environment. Motivation of the employees collapses drastically by a boss who is inequitable; who does not give recognition for performance; who claims credit for subordinate's achievement; who censors the good performance of the employee; who breaks employee's self-esteem; who fails to give clear instructions; who blames employees if things go wrong; who says one thing and does another; who is confused and who delegates responsibility without authority. Similarly, a faulty **company policy** characterized by centralization of power, closed-door policy, poor fringe benefits, chained red tape depicts the hasty work environment that negatively affects the employees' motivation. **Working conditions** cursed with heat, noise, insecurity, dirt, insufficient resources, old technology, old machinery expresses the poor environmental condition. These types of working conditions hamper the motivation of the employees. **Interpersonal relationships** with non-cooperative mentality among workers, backbiting, rumor spreading, hostility, mistrust, sabotage, etc. will never motivate the employees. Eventually, a work environment cursed with low **pay** structure and the inconsistent pay system tends to generate low motivating employees.

However, the researcher categorized the elements of the work environment into four broad types which are shown below;

Elements of Work Environment			
Physical	Psychological	Professional	Financial
Interior Design	Manager's Decision	Equity	Lucrative Salary
Sanitation System e	Independence	Team Harmony	Bonus & Reward
Sensible Working Hour	Social Dignity	Tactful Discipline	Pension Plan, Insurance, PF etc.
Chaos & Shouting free Set-up	Acknowledgement & Admiration	Formal Dress	
Safety Aids in the Premises	Interpersonal Relationship	Effective Training	
Separate Seating Arrangement	Job Security	Charismatic Leadership	
Handy Material	Work Stress	Political Influence	
Modern Technology	Creativity in Job	Target	
Recreational Facilities		Transfer & Posting	
		Promotion	
		Opportunity for Personal Development	

After reviewing the literature on the working environment, the researcher has established a working definition of the working environment. **The researcher defines the work environment as the combination of all elements that affect physical comfort, psychological serenity, professionalism and financial solvency.**

2.4 Definitions of Motivation

Motivation depends on lots of functions, situations, persons, time, etc. Nevertheless, for the smooth continuation of the discussion, some definitions from remarkable studies are highlighted below;

Motivation is a psychological process that energizes and leads human behavior (Luthans & Sommers, 2005).⁷

Gredler, Broussard and Garrison, (2004)⁸ broadly defined motivation as the attributes that moves us to do or not to do something (p. 106).

In human resources management, motivation refers to an individual desire to perform his/her job in the best way of putting his maximum effort to accomplish required duties (Ayub, 2010).⁹

It refers to a set of forces that move employees behave in certain directions (Ballout, 2002).¹⁰

Broadwell (1979)¹¹ defines motivation as a drive that causes an employee to do a job.

⁷ Luthans, K. W. & Sommers, S. (2005). The impacts of high performance work on industry level outcomes. *Journal of Managerial Issues*, 17(3), 327-345

⁸ Broussard, S. C., & Garrison, M. B. (2004). The relationship between classroom motivation and academic achievement in elementary-school-aged children. *Family and Consumer Sciences Research Journal*, 33(2), 106-120.

⁹ Ayub, N. (2010). Effect of intrinsic and extrinsic motivation on academic performance. *Pakistan business review*, 8, 363-372.

¹⁰ Ballout, H. (2002). Human Resources Management from A Strategic Perspective. Beirut, Lebanon: *Arab Renaissance Publishing House*

¹¹ Broadwell, Martin M (1979), " Moving Up to Supervision." *Training and Development Journal*, v33 n2 p12-18 Feb 1979

Robbins, (2001)¹² stated that motivation is a need-satisfying process. When the needs of an individual are satisfied, the individual will exert superior effort towards attaining the organizational goals.

So, the concept of motivation is theoretical. There is no concrete definition of motivation. The result of motivation might be astonishing if we apply the same strategy of motivation in different industries, different situations, different people and different times.

There is no agreed-upon definition of motivation. Motivation refers to influencing the behavior of an individual to achieve more than he/she usually achieves. Employee motivation can be defined as psychological forces that determine the direction of the behavior of the employees in an organization. Motivation is what causes one to act and what causes him to react. Motivational factors are the perceived needs of the employees. The fulfillment of the needs contributes to the employees' performance. The motivation process starts with a physiological or psychological deficiency that activates one's behavior.

However, the researcher ends the debate by defining motivation. Motivation is what activates people, directs their behavior and keeps continuing the behavior to meet the desired goal.

2.5 Elements of Motivation

Management scholars segregated the elements of motivation into many types. Some of these are illustrated below;

Tracy (2013)¹³ mentioned four elements of motivation. These are as follows;

¹² Robbins, S. (2001). *Organizational Behavior*. (9th ed.). New Jersey: *Prentice Hall Inc.*

¹³ Tracy, B. (2013). *Motivation (The Brian Tracy Success Library)*. AMACOM, 2013.

- (1) Leadership Style
- (2) Reward System
- (3) Organizational Climate and
- (4) The Structure of the Work

1. Leadership Style: This is a key factor in determining the feeling of employees towards the company and measuring their motivation level. Very often, mere changing the leader eventually changes the performance. However, choosing the appropriate leadership style depends on the objectives, the people and the external environment of the organization.

The traditional *top-down* leadership style is no longer appropriate for motivating the employees. Modern employees expect to speak out, listen and complete the work in the most creative way. A second leadership style is *collegian* where an employee is selected as a leader who performs the same task within the same group, with the same knowledge and same skill. Other leadership styles are *telling, selling, persuading* and *participating* style. Each of these styles is appropriate depending on whether the employee is new or experienced and whether there is ample time or urgency in completing the task. Sometimes, the manager needs to use different leadership styles for different people under different circumstances.

2. The Reward Systems: Every organization has a particular type of reward-system. It often differs from person to person and from department to department. If a manager wants more of something, he simply increases rewards for that behavior. If he wants less of an activity, simply he reduces the rewards or increases the punishment for that behavior. Often, people respond to incentives.

3. Organizational Climate: The management of an organization deliberately creates and maintains the organizational climate. It largely consists of the way that people treat each other in their ups and down the line.

4. The structure of the Work: Some tasks are inherently motivational, creative and energizing. A task that involves communication, negotiation and interaction with others brings out the best result. A task can be motivating if it is exciting and challenging. Good organizations are always trying to structure the work to match the ability of the employees.

On the other hand, Blasingame (2015, August 5)¹⁴ opined that there are six key elements of motivation. These are as follows;

1. Communication: An effective communication system can create loyal, productive and engaged employees. A manager wanting to solve critical problems starts communicating with his employees and gets the problems solved.

2. Professionalism: Professionalism denotes the prescribed manner, activities and approach of employees in a working environment. Professionalism fosters pride and loyalty. Managers must first demonstrate his professionalism and then help employees achieve and value their professionalism. He must not forget to recognize their progress.

3. Management Style: Managers must not be drivers because drivers disregard others. They must be leaders because leaders evaluate others and encourage them to be successful.

4. Training: Training works as an operational and motivational dividend. It promotes knowledge which promotes self-confidence. Self-confidence promotes leadership. Leaders make the employees loyal. Loyal employees eventually enhances bank balance for them and market share for the organization.

5. Recognition: Recognizing the achievement is the most powerful element of motivation. It is the least costly weapon that generates the most valuable asset.

¹⁴ Blasingame, J.(2015, August 5), Motivating employees is good business.
<https://www.smallbusinessadvocate.com/small-business>

6. Fun: Fun is incredibly motivating. Managers must make sure that employees find ways to have fun. The most successful and the happiest people are those who take their work seriously, but do not take themselves very seriously.

2.6 Tools of Motivation

The motivational tools can be divided into two broad area i.e.

1. Monetary (financial and non-financial) tools and
2. Non- monetary tools

The monetary tools include:

- a. Base remuneration
- b. Bonuses (statutory, discretionary)
- c. Commissions
- d. Rewards
- e. Retirement Plan (Cotter, 2019)¹⁵
- f. Sick Days Pay

Non-financial tools include:

- a. Equipment,
- b. Medical care/ Additional insurance,
- c. Guaranteed child care
- d. Extra holidays
- e. Trips/ Social events
- f. Education subsidies
- g. Childcare
- h. Game Room & beer fridges
- i. Appreciation(Cotter, 2019b)

The other non-monetary tools are as follows;

- a. Providing employees with frequent feedback concerning their performance
- b. Providing opportunities for employee development
- c. Providing employees with the possibility of creating their work programs,
- d. Introduction of employee liability,
- e. Flexibility of managerial hierarchy (open communication),
- f. Assessment of performance.

¹⁵ Cotter, T. (2019, October 20). *7 employee motivation techniques and tools*. Retrieved October 22, 2019, from Workable: <https://resources.workable.com/tutorial/employee-motivation-techniques>

2.7 Dimensions of Motivation

Motivation deals with behavior. For influencing the behavior of a person, motivation must have four dimensions (Bandura, 1996),¹⁶ (Dweck, 2010),¹⁷ (Murray, 2011),¹⁸ (Pintrich, 2003),¹⁹ (Ryan & Deci, 2000),²⁰ (Seifert, 2004).²¹ These are as follows;

- 1. Competence:** Motivation exists if a person believes to possess the required competence to complete the task.
- 2. Control/Autonomy:** When a person can link his action to the outcome, he can be motivated. In addition, the person must have some autonomy to choose the way of completing the task. Thus, the autonomy can motivate the employees too.
- 3. Interest/value:** Outcomes must be something that is desired by the employees. Outcomes must have some real values.
- 4. Relatedness:** Employees repeatedly get motivated and behave in a particular way when the behavior brings some social rewards such as membership of a club or recognition from recognized entity of the society.

Tuning (2019)²², on the other hand, suggested that there are nine dimensions of motivation. The major six are quoted below;

- 5. Work Content:** Work content is the employees' attitude toward their duties and tasks within the organization. Dissatisfaction occurs when tasks are not proportionate

¹⁶ Bandura, A. (1996). Social cognitive theory of human development. In T. Husen & T. N. Postlethwaite (Eds.), *International Encyclopaedia of Education, 2nd ed.* (pp. 5513-5518). Oxford: Pergamon Press.

¹⁷ Dweck, C. S. (2010). Mind-sets. *Principal leadership, 10*(5), 26-29.

¹⁸ Murray, A. (2011). Montessori elementary philosophy. *Montessori Life, 23*(1), 22-33.

¹⁹ Pintrich, P. R. (2003). A motivational science perspective on the role of student motivation in learning and teaching contexts. *Journal of educational Psychology, 95*(4), 667.

²⁰ Ryan, R. M., & Deci, E. L. (2009). Promoting self-determined school engagement. *Handbook of motivation at school, 171-195.*

²¹ Seifert, T. (2004). Understanding student motivation. *Educational research, 46*(2), 137-149.

²² Tuning, S. (2019). The Nine Dimensions of Employee Motivation & Satisfaction. In *Empowering Employees for Executives*. <https://study.com/academy/lesson/the-nine-dimensions-of-employee-motivation-satisfaction.html>.

to their experience or talent. For instance, an expert credit officer who is assigned for loan recovery only will be extremely dissatisfied because the role he is making requires only minimal use of his extensive qualifications.

6. Payment: It is important to differentiate **compensation** from **wages & benefits**. **Compensation** is essentially the total of all the remuneration an employee receives in consideration of his work. **Wages** are the money paid to the employee for his services, while **benefits** are the things provided to him through a third-party, such as health insurance, retirement plans and other non-cash perks.

7. Promotion: In contrast to employees' attitudes toward compensation, the third dimension i.e., promotion is very influential. A challenging task for an organization is to motivate people when no promotional path is obvious. To illustrate this, let's compare two occupations. In the case of a banker or teacher, a promotional path is quite obvious. Employees, in these professions, generally join as juniors, but gradually get promoted to senior campaigners.

In contrast, for a messenger or peon, there is no opportunity to be promoted into a different role. This de-motivates him. For this reason, many organizations use a career ladder that allows employees to move up in their current roles without requiring them to move into management positions.

8. Recognition: Like promotion, recognition is often rated as a significant motivator. Many employees find satisfaction in recognition even the recognition does not contain a monetary reward. Simply, the management can motivate the employees by recognizing their good works unanimously.

9. Working Conditions: Working conditions are the internal relationships between colleagues in the workplace. Positive working conditions rarely serve as a primary motivator while an adverse interpersonal relationship is a powerful de-motivating factor.

10. Benefits: Benefits are briefly mentioned in the second dimension of payment. Some organizations have a low pay-structure for their employees. These organizations must supplement benefits to them to make them satisfied. To illustrate this, government employees of Bangladesh do not typically have the highest pay rather they have higher benefits and eventually they are better motivated.

2.8 Different Motivational Issues

Motivation is not an isolated term. It encompasses innumerable factors. In the following paragraphs, the researcher delineate the issues that are closely associated with motivation.

2.8.1 Influence

The term '**influencing**' is concerned with behavioral response and interpersonal relations. An effective influence ensures maximum motivation. Therefore, supervisors must understand basic motivational processes (Ibezim, 1994).²³

2.8.2 Policies and Administration

The factors which employees find most horrible are **organization policies** and **administration** (Herzberg, 1966).²⁴ The sub elements of **administrative policies** are *promotional strategies* and *posting policies*. The sub-elements of **organization policies** are *pay structure, fringe benefits, etc.*

2.8.3 Training

Supervisors find it difficult to motivate the unorganized employees. Mere formal education cannot make them organized. Training can make the employees logical and organized. So, the employees must be trained up. At the same time, the supervisor, himself too, should receive sufficient training to be equipped with contemporary issues of motivation.

²³ Ibezim, C. F. C. (1994). A Descriptive Study of the Perceptions of Supervisors On How Three Types of Supervisory Management Training Influence Employees' Job Satisfaction and Motivation in the Texas Department of Health.

²⁴ Herzberg, F.I. (1966). Work and the nature of man. Oxford, England: World.

2.8.4 Satisfaction

The motivation is very close to the **satisfaction**. Although there is a great link between job satisfaction and motivation, they do not hold the same meaning. Job satisfaction is an attitude, an internal state (Bloisi, Cook & Hunsaker, 2003)²⁵ while motivation is the reason of that attitude.

Job satisfaction is a complex human phenomenon. It is an overall state of the human mind towards a job. Job satisfaction means an optimistic and favorable manner towards a job. On the other hand, job dissatisfaction denotes pessimistic and unsympathetic attitudes towards the job (Armstrong, 2006).²⁶

Job satisfaction is a combination of positive or negative stance that employees preserve towards their job. Every employee has some needs, wishes, desires and experiences. These variables create some expectations among the employees. The degree to which expectations are met and match is called job satisfaction. It is strongly linked to performance (Davis et al., 1985).²⁷

2.8.5 Needs

Motivation originates from needs. Needs are psychological or physiological deficiencies that energize human behavior (Ramlall, 2003)²⁸. Needs can be strong or weak and can be influenced by environmental factors. Therefore, human needs change over time and in-between places.

Need for food, shelter, rest, clothing is connected to a person's body and these are called physiological needs. They are also called primary needs as they are very basic

²⁵ Bloisi, W., Cook, C. W., & Hunsaker, P. L. (2003). Organizational change, development and innovation. *Management and Organizational Behaviour*. Maidenhead, UK: McGraw-Hill Education, 703-52.

²⁶ Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.

²⁷ Davis, K. and Nestrom, J.W. (1985). *Human Behavior at Work: Organizational Behavior*, 7 edition, McGraw Hill, New York, p.109

²⁸ Ramlall, S. (2003) A review of employee motivation theories and their implications for employee retention within organizations September 2004 Journal of American Academy of Business..

(Hosain et al., 2013).²⁹ Once the basic needs are satisfied, people seek safety and security need. Then they seek social needs. Friendship and supportive relationship with others are social need. Esteem needs are concerned with self-confidence, achievement and independence. Fulfillment of these needs tends to enhance a person's ego or personality (Beach, 1980).³⁰ Lastly, people want continuous self-development.

The content theories of motivation attempted to establish the human needs. Maslow's hierarchy of needs theory proposed that individuals are motivated to satisfy certain needs and once a certain need is satisfied, the individual will be motivated by other needs. Alderfer modified Maslow's theory stating that an individual could satisfy more than one need at a time. Finally, Herzberg claimed that there are differences in performances between satisfied and dissatisfied individuals (O'Connor, 2010).³¹

So, management can boost up the morale of the employees by meeting up the needs of them. Besides, satisfaction makes them psychologically and emotionally stable to perform effectively and efficiently in the workplace, thereby increase the productivity of the organization. However, the management first needs to satisfy the lower-order needs of the employees in Bangladesh (Hosain et al., 2013)³² before other higher-order needs.

2.9 Impact of Working Environment on Motivation

The study of Jain & Kaur, (2014)³³ suggests that efficient human resource management and a good working environment affect not only the performance of the employees but also the growth of the entire economy. The study also shows that

²⁹ Hosain, M. D., Alauddin, M., Islam Tanvir, S., & Sawda, U. (2013). Employee Motivation in the non-government financing companies of Bangladesh. *European Journal of Business and Management*, 5(12), 121-130.

³⁰ Beach, D.S. (1980). *Personnel: The management of people at work*, 4th edition. *Macmillan Publishing Company, New York*

³¹ O'Connor, M. (2010). *An Examination of the Factors that Influence Motivation in the Workplace during a Recession* (Doctoral dissertation, Dublin, National College of Ireland).

³² Hosain, M. D., Alauddin, M., Islam Tanvir, S., & Sawda, U. (2013). Employee Motivation in the non-government financing companies of Bangladesh. *European Journal of Business and Management*, 5(12), 121-130.

³³ Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 1-8.

employees of Bangladesh are basically well satisfied with the factors like work environment, duties & responsibilities, refreshment & recreation facilities, grievance handling procedure, fun at workplace above all health & safety facilities. However, every plus has minus. Therefore, employees are not satisfied with factors such as workload, overtime, wrong attitude of supervisor etc.

The study of Khaleque and Rahman (1987)³⁴ revealed the importance of work environment in enhancing motivation. The study mentioned some factors which increase the motivation of the employees. The factors are-good relations with colleagues (team harmony), sensible working hours, positive working environment, recognition and job security.

However, the researcher identified some close and distance elements of the work environment. These are infrastructural facilities, team harmony, flexible working hour, workload, opportunity of career development, task measurement, communication, participation, productivity, job satisfaction, hygiene factors, performance, competitive environment, leadership, work factors, rewards, money, merit pay system, Job Enrichment, Enlargement, Job Rotation etc. The impact of these elements on motivation of the employees of the banking industry is narrated in the following paragraphs.

2.9.1 Impact of 'Infrastructural Facilities' on Motivation

Chandrasekar (2011)³⁵ stated that the infrastructural facilities influence the morale and productivity of the employees. The unfavorable infrastructural facilities denote poorly designed workstations, unsuitable furniture, improper ventilation, inappropriate lighting, excessive noise, insufficient safety measures. People working in such an environment are prone to occupational disease. It affects on employees' performance. Thus, an adverse working environment decreases the productivity.

³⁴ Khaleque, A., & Rahman, M. A. (1987). Perceived importance of job facets and overall job satisfaction of industrial workers. *Human Relations*, 40(7), 401-415.

³⁵ Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.

It is the quality of infrastructural facilities that influence on their level of motivation and subsequent performance. How well they engage with their immediate work environment influences their error rate, level of innovation and collaboration with other employees, absenteeism and turnover. Creating a work environment facilitated with proper infrastructure is essential to enhance profits for organizations (Chandrasekar, 2011).³⁶

2.9.2 Impact of 'Harmony in Workplace' on Motivation

Team harmony is an important factor for motivating employees. It can bring profits for the organization. Employees will adapt more easily to changes when they get cooperative environment (Ganta, 2014).³⁷ Management frequently asks the workers to work together in teams. A strong team spirit can speed up the motivation. But, team-conflicts and ignorance of team-efforts can bring peril to the organization.

2.9.3 Impact of 'Sensible Working Hours' on Motivation

The concept of flexible working hours has motivational appeal to many. Flexible working hour is intended to ensure the effective and efficient completion of works and maintain family life as well. Research indicates that flexible scheduling of working hour can be motivational. It reduces absenteeism too (Pierce et al., 1989)³⁸.

2.9.4 Impact of 'Workload' on Motivation

The workload is a challenge both for the employees and employers. The management is downsizing the workforces. Technology has pushed the management to accelerate the pace. The employees must learn a variety of tasks. They need to use their minds and bodies at a faster rate than ever. These changes bring many benefits. At the same time, these changes create stress on employees that can affect the employees'

³⁶ Chandrasekar, K. (2011). Workplace Environment and its Impact on Organizational Performance in Public Sector Organization. *International Journal of Enterprise Computing and Business Systems*, 1 (1), 1-19

³⁷ Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221-230.

³⁸ Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *Academy of Management journal*, 32(3), 622-648.

motivation (Banks, 1997).³⁹ Due to the workload, the bankers are unable to manage work-life with family-life. Therefore, the overstress decreases performance and brings about dissatisfaction (Shahid, Latif & Ashraf, 2011).⁴⁰

2.9.5 Impact of 'Career Development' on Motivation

The opportunity for career development will definitely motivate the employees. Organizations develop their programs to meet objectives. Both the organizations and employees are benefited when objectives are met (Kulkarni, 2013).⁴¹ Organizations now concentrating on career of the employees. Because employees also value their career most. Training is the major tool for developing the employees. Training has an important role in the achievement of organizational goal. It integrates the interest of the organization and the workforce (Athar & Shah, 2015).⁴² Effective training enhances performance. Consequently, accuracy, effectiveness, good work, safety practices and good customer service can be expected from the trained employees (Kum, Cowden & Karodia, 2014).⁴³

2.9.6 Impact of 'Effective Communication' on Motivation

Ajala (2012)⁴⁴ revealed that communication plays a key role in the success of any workplace. The study further showed that effective communication helps organizations select & change programs and policies according to changing circumstances. Furthermore, good communication helps develop better rapport among employees.

³⁹ Banks, L. (1997). *Motivation in the workplace: inspiring your employees*. Amer Media Incorporated.

⁴⁰ Shahid, M. N., Latif, K., Sohail, N., & Ashraf, M. A. (2011). Work stress and employee performance in banking sector evidence from district Faisalabad, Pakistan. *Asian Journal of Business and Management Sciences*, 1(7), 38-47.

⁴¹ Kulkarni, P. P. (2013). A literature review on training & development and quality of work life. *Researchers World*, 4(2), 136.

⁴² Athar, R., & Shah, F. M. (2015). Impact of training on employee performance (banking sector Karachi). *IOSR Journal of Business and Management*, 17(11), 58-67.

⁴³ Kum, F. D., Cowden, R., & Karodia, A. M. (2014). The impact of training and development on employee performance: A case study of ESCON Consulting. *Singaporean Journal of Business, Economics and Management Studies*, 51(1810), 1-68

⁴⁴ Ajala, E. M. (2012). The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity. *The African Symposium: An online journal of the African Educational Research Network*.

An effective communication system gives an opportunity to finish tasks on time and in an intended way. Effective communication with each other enhances productivity because effective communication means less complains and better service (Quinlan, 2000)⁴⁵. It removes confusion and frees up wasted time that would have been otherwise spent on explanation or argument (Fleming & Larder, 1999)⁴⁶. It makes the workplace more enjoyable which in turn creates a positive attitude and better productivity (Makin, 2006)⁴⁷.

2.9.7 Impact of 'Respect for Private Life' on Motivation

It is not possible to motivate the employees without respecting their personal life. The working environment must have a respect for the life outside the workplace. It refers to the employer's respect and understanding towards the employees' personal life, personal sorrows and emotions (Rashid & Rashid, 2012).⁴⁸

2.9.8 Impact of 'Equity' on Motivation

Partiality is the inevitable truth of the universe. None is impartial on this earth and nor is the manager. But partiality can bring ruinous result and equality brings just the opposite. Employees get splendidly motivated when they they get equal treatment from the leaders. People expect equal access to opportunities. Different people recognize equity in different ways. What is fair to one might be unfair to the other. So, managing the equity is a great challenge for the management.

⁴⁵ Quinlan, M., & Mayhew, C. (2000). Precarious employment, work re-organisation and the fracturing of OHS management. *Systematic occupational health and safety management: perspectives on an international development*, 175, 198.

⁴⁶ Fleming, M., & Larder, R. (1999). When is a risk not a risk. *Professional Safety*, 69(3), 30- 38

⁴⁷ Makin, A. M., & Winder, C. (2008). A new conceptual framework to improve the application of occupational health and safety management systems. *Safety Science*, 46(6), 935-948.

⁴⁸Rashid, S., & Rashid, U. (2012). Work motivation differences between public and private sector. *American International Journal of Social Science*, 1(2), 24-33.

2.9.9 Impact of 'Participatory Management' on Motivation

Employee participation is a process in which influence is shared among individuals who are otherwise hierarchically unequal (Locke & Schweiger, 1979),⁴⁹ (Wagner, 1994a),⁵⁰ cited in Bhatti & Qureshi, (2007).⁵¹ Participatory management refers to the involvement of managers and their subordinates in information processing, decision making and problem solving (Wagner, 1994). Participation in decision-making can satisfy the self-actualization needs and increase performance (Likert, 1961).⁵² The best way to improve productivity is the sharing the goals among each other. By allowing the employees in developing the mission, policies and procedures, one can improve communication and increase satisfaction (Bhatti & Qureshi, 2007).⁵³

2.9.10 Impact of 'Satisfying Elements in Workplace' on Motivation

Job satisfaction and motivation are sometimes used synonymously for each other. The more an employee is satisfied with his work, the more he is motivated and vice versa.

The study of (Ibezim, 1994)⁵⁴ addressed only fourteen of the many factors related to job satisfaction and motivation. Some of these factors are policy and administration, supervision, salary, interpersonal relation, working conditions, status, job security, personal life, achievement, recognition, the work itself, responsibility, advancement and growth.

⁴⁹ Locke, E. A., & Schweiger, D. M. (1979). Participation in decision-making: One more look. In BM Staw (Ed.), *Research in Organizational Behavior* (Vol. 1).

⁵⁰ Wagner III, J. A. (1994). Participation's effects on performance and satisfaction: A reconsideration of research evidence. *Academy of management Review*, 19(2), 312-330.

⁵¹ Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International review of business research papers*, 3(2), 54-68.

⁵² Likert, R. (1961). *New patterns of management*. New York, NY, US: *McGraw-Hill*.

⁵³ Bhatti, K. K., & Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity. *International Review of Business Research Papers* 3(2), 54-68.

⁵⁴ Ibezim, C. F. C. (1994). A Descriptive Study of the Perceptions of Supervisors On How Three Types of Supervisory Management Training Influence Employees' Job Satisfaction and Motivation in Texas Department of Health.

Riley, (2005)⁵⁵ conducted a study attempting to find the applicability of Herzberg's two factor theory in financial institutions. The study showed that the most direct approach of job satisfaction is to work on the job content factors. Encouraging and recognizing the employees help them feel more valuable.

2.9.11 Impact of 'Hygiene' Factors on Motivation

Marnewick (2011)⁵⁶ showed that Herzberg's motivating factors inspire the employees and hygiene factors do not play any role in employees' motivation. Moreover, the study revealed that the absence of hygiene factors causes dissatisfaction. The most important causes of dissatisfaction are poor wages, improper promotion, poor management, job insecurity (Debnath et al., 2011),⁵⁷ poor working conditions, unfair personnel policies, excess or absence of supervision, absence of fair-play, indiscipline, lack of transparency, lack of opportunity for self-expression (Administrative Reforms Commission of India, Government of India 2010), and unproductive meetings (Gay, 2000a).⁵⁸

Apart from adjusting hygiene factors, they must concentrate on motivating factors. According to Marnewick (2006), there are six motivational factors. These are *achievement, recognition, the work itself, responsibility, advancement, possibility of growth*. Herzberg's motivating factors play a gigantic role in employees' motivation. He further added that, if the employer can ensure the six motivating factors for the employees, the relative importance of hygiene factors will be reduced.

However, some motivating factors declared by Herzberg were proved to be hygiene factors. For example, 'pay' scale which is termed as a hygiene factor by Herzberg, can

⁵⁵ Riley, S. (2005). Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions.

⁵⁶ Marnewick, C. (2011). Herzberg! Can we trust you in Africa? African Journal of Business Management Vol. 5(4), pp. 1293-1303, 18 February, 2011 (accessed 10 October 2018)

⁵⁷ Debnath, Barmon & Biswas (2011). Motivation of Civil Servants in Bangladesh: A Comparative Study of Technical Cadres and Administrative Cadres, *World Review of Business Research*, Vol. 1(4), September, p. 1-17.

⁵⁸ Gay, K. (2000). Work Motivation Factors of the Public Sector and Private Sector Convention Center Employees. Unpublished master's thesis, University of Wisconsin- Stout, Menomonie, Wisconsin, United States.

be highly motivating factor for the employee who takes the job temporarily. At the same time, '**Achievement**' which is declared as a motivating factor by Herzberg, can only remove dissatisfaction for the employee who is working temporarily. Hence, it has been turned into the hygiene factor for the time being.

As such, the debate has been continuing on how to differentiate the job context /hygiene factors and job content/motivating factors. Some factors have been proven either motivating or hygiene. But salary has been proven to be an ambiguous one as to whether it is motivator or a hygiene factor (Rahman, 2013)⁵⁹.

2.9.12 Impact of '**Competitiveness**' on Motivation

Competitive environment has a terrific influence on motivation. The hard working people love to take challenges and win it through effort. Again the research suggests that men favor a competitive environment compared to women. Some previous researches have also supported that women prefer less competitive environments than men. They tend to be more collaborative and are more concerned with relationship building, inclusiveness, participation, and caring (Parisi, Carew & Guthrie, 2009).⁶⁰

2.9.13 Impact of '**Charismatic Leadership**' on Motivation

Employees get superb motivation in the workplace where leaders (not the managers) play the vital role (Parisi et al., 2009). The study further mentioned that a good leader can play a tremendous role in guiding and motivating the employees. He mentioned as many as 10 key strategies for the leaders that motivate the employees. The strategies are as follows;

Create trust: The leaders can create trust by encouraging open communication for sharing knowledge and information. The researcher further advised the leader to be honest and admit his mistakes. Leaders should encourage others to share their thoughts and feelings.

⁵⁹ Rahman, R. (2013). *A study on the factors influencing motivation of selected district level public officials in Bangladesh* (Doctoral dissertation, BRAC University).

⁶⁰ Parisi-Carew, E., Guthrie, L., Akers, B., Nash, C., & Lozano, C. (2009). *Creating a motivating work environment. Ken Blanchard Companies.*

Communicate and listen: The researcher asks the leaders to listen more than to speak out. A good leader enters deep into the heart of the employees. He often asks suggestions and opinions.

Give feedback. Leaders should establish specific standards, set goals, deadlines and communicate regularly. Effective leaders take time to give honest feedback.

Give recognition and praise. Leaders are extravagant in providing recognition people for good performance. They show appreciation by giving additional responsibility.

Be a situational leader. Situational leaders detect and respond to the needs of individuals, groups and teams by providing direction, information, resources and training as needed.

Introduce new learning opportunities. Provide ongoing training. Give people tough jobs and tasks that expand their skills that demand creativity. Encourage and challenge them to take risks.

Conduct regular one-on-one meetings: Do not underestimate an employee. Find out what is really important to him to make him feel special. It allows the leader to learn what is important to employees and ultimately to the leader himself.

Bind the team or department: Bind the group or team in one stitch defining the purpose, objectives and norms. Without this solid foundation, team spirit may be splashed.

Process all meetings: At the end of every meeting, spend a few minutes to process what went well and what didn't. It must end with some recommendations. This is a simple tool that helps people work together more effectively. A process observer can be appointed to follow up the process.

Share information and knowledge: Support knowledge and information sharing. Conduct monthly chats, establish websites, form communities to keep people informed. Reward and recognize behaviors that support knowledge and information sharing.

2.9.14 Impact of 'Work Factors' on Motivation

Some factors are related to work and can influence employees towards greater motivation. These are called '**work motivation factors**'. Work motivation factors make the employees productive and yield to positive contribution. (Gay, 2000)⁶¹.

Kovach (1987)⁶² identified **10 work factors** for which the employees work. These are as follows;

1. Feeling of being a part of the work
2. Appreciation of work done
3. Job security
4. Sympathetic help in personal problems
5. Good wages
6. Interesting work
7. Personal loyalty to employees
8. Promotion and growth in the organization
9. Good working conditions
10. Tactful discipline

But Chandrasekar (2011)⁶³ identified **12 factors** of the work environment. He further said that these factors may either lead to engagement or disengagement of workers.

1. Goal-setting
2. Performance feedback
3. Role congruity
4. Defined processes
5. Workplace
6. Support from supervisor
7. Mentoring/Coaching
8. The opportunity to apply new skills

⁶¹ Gay, K. (2000). Work Motivation Factors of the Public Sector and Private Sector Convention Center Employees. Unpublished master's thesis, University of Wisconsin- Stout, Menomonie, Wisconsin, United States.

⁶² Kovach, K. (1987). What motivates employees? Workers and Supervisors give different answers. Business Horizons. September/October, 58-65

⁶³ Chandrasekar, K. (2011). Workplace Environment and its Impact on Organizational Performance in Public Sector Organization. International Journal of Enterprise Computing and Business Systems, 1 (1), 1-19

9. Job aids
10. Environmental factors
11. Physical factors and
12. Incentives

2.9.15 Impact of 'Stressful Environment' on Motivation

Shahid et al., (2011)⁶⁴ found that the majority of the bankers are over stressed. This decreases their performance. There are lots of sources from where job stress can be generated. Maximum stress is generated from workload, the riskiness of jobs, poor co-workers relations & time boundary for completing assignment. Not only that, physical exertion and job insecurity can also cause stress (Park, 2007).⁶⁵ Stress affects physiological state which, in turn, causes headache & backache and other physical problems. At the same time, stress affects psychological state which, in turn, causes depression. Dilemma arising from stress accelerates the absenteeism and affects the motivation to a large extent. Stress can lead to poor health and even injury and hence brings forth poor motivation (David, 1998).⁶⁶

However, stress is not always necessarily bad. Stress sometimes creates opportunity by offering a potential gain (Robbins and Sanghi, 2006).⁶⁷ Stress is not always negative or harmful rather the absence of stress is death (Kazmi, Amjad & Khan, 2008).⁶⁸ Failure to handle the stress will certainly lower the employee performance. Consequently, stress of employees will be shifted to the management of the organizations. Stress will stake the organizational reputation and loose skilled employees (Imtiaz & Ahmad, 2009).⁶⁹

⁶⁴ Shahid, M. N., K. Latif, N. Sohail and M. A. Ashraf (2011). "Work stress and employee performance in banking sector evidence from district Faisalabad, Pakistan." *Asian Journal of Business and Management Sciences* 1(7): 38-47.

⁶⁵ Park, J. (2007). *Work stress and job performance*. Ottawa, Canada: Statistics Canada..

⁶⁶ David, M. (1998). *Motivational and stress management*. Harvard Business School Publishing, Boston, Massachusetts, USA.

⁶⁷ Robbins and sanghi (2006). *Organizational Behavior*. (11ed.), India: *dorling Kindersley*

⁶⁸ Kazmi, R., Amjad, S., & Khan, D. (2008). Occupational stress and its effect on job performance. A case study of medical house officers of district Abbottabad. *J Ayub Med Coll Abbottabad*, 20(3), 135-139.

⁶⁹ Imtiaz, S., & Ahmad, S. (2009). Impact of stress on employee productivity, performance and turnover; an important managerial issue. *International Review of Business Research Papers*, 5(4), 468-477..

2.9.16 Impact of 'Rewards' on Motivation

The rewards can be profusely motivating. But the manager must match the right rewards to the right people. A poorly planned reward may not motivate the employees or, at worst, may actually de-motivate them. (Banks, 1997).⁷⁰ Moreover, a reward would not motivate an employee if he does not know how to earn it. So, '**do better & get a reward**' is not good enough. The manager must also prescribe how to do and achieve reward. Besides, the reward must be attainable if it means to be motivating. In addition, the reward should possess the equity principal, i.e., there should be no partiality in the reward system and everyone should have a chance to win it.

Reaction of employees towards reward may vary in accordance with their lifestyle and preferences. When employees do not value a reward, they will not put effort to earn it. At the time of designing reward, the manager may take the needs, desires, and preferences of the employees through formal or informal discussions.

The use of rewards may either encourage or diminish motivation, depending on the type of rewards and the context in which they are given (Lai, 2011).⁷¹ The reward can be either tangible (e.g. Money) or intangible (praise). Innovative employees long for sudden unconventional and imaginative reward.

Rewards used to control the behavior tend to reduce self-determination (Deci, Koestner & Ryan, 1999).⁷² On the other hand, rewards used to encourage competence can serve as a valuable motivator. Deci et al., (1999)⁷³ mentioned that rewards should minimize authoritarian and controlling tones, acknowledge good performance, provide choice and emphasize the interesting or challenging aspects of the task. Stipek

⁷⁰ Banks, L. (1997). Motivation in the workplace: Inspiring your Employees. Virginia: Coastal Training Technologies Corp.

⁷¹ Lai, E.R. (2011) Motivation: A Literature Review. Pearson Research Report.

⁷² Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627–668

⁷³ Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627–668

(1996)⁷⁴ noted that task-contingent rewards are provided based on task completion while performance-contingent rewards are provided based on qualitative completion of the task (Deci & Ryan, 1985).⁷⁵

2.9.17 Impact on 'Safety Measures' on Motivation

Safety need is the second need of the need hierarchy theory of Maslow. It is to be satisfied just after the physiological needs are met. According to Gellennan (1963),⁷⁶ adequate security makes the people more compliant and predictable, but does not necessarily make them more productive. He added that too much stress on security can actually reduce overall efficiency.

Employees take natural disasters into account that threaten their safety. They want bodily protection and enjoy the feelings of safety (Bergman & Scarpello, 2001)⁷⁷; (Muchinsky, 1993).⁷⁸ Further, Maslow (2000)⁷⁹ stated that safety can decide the behavior of an employee.

2.9.18 Impact of 'Money' on Motivation

There is a traditional belief that employees perform primarily for money. Moreover, financial reward and fear can motivate them extensively. Within this perspective, employees get financial reward as incentive for their performance or they might get warning as punishment for their poor-performance (Banks, 1997).⁸⁰

⁷⁴ Stipek, D. J. (1996). Motivation and instruction. In D. C. Berliner & R. C. Calfee (Eds.), *Handbook of educational psychology* (pp. 85–113). New York: Macmillan.

⁷⁵ Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York, NY: Plenum.

⁷⁶ Gellennan, Saul W. (1963). *Motivation and Productivity*. American Management Association, New York

⁷⁷ Bergmann, T.J., & Scarpello, V.G. (2001) *Compensation Decision Making* (4th ed.). Fort Worth: Harcourt, Inc

⁷⁸ Muchinsky, P.M. (1993). *Psychology Applied to work* (4th ed.). Belmont: Wadsworth, Inc.

⁷⁹ Maslow, A.H. (2000). In Stephens, D.C, (Eds.). *The Maslow business reader*. New York: John Wiley & Sons, Inc.

⁸⁰ Banks, L. (1997). *Motivation in the workplace: Inspiring your Employees*. Virginia: Coastal Training Technologies Corp.

The biggest delusion was that employers considered good wages as the primary motivating factor for employees (Siu, Tsang & Wong, 1997).⁸¹ But the equation of better performance is far more complex. Herzberg in his study found that increased money did not necessarily lead to increased motivation. It could, however, reduce the level of employee complaints (Banks, 1997).⁸²

2.9.19 Impact of 'Power' on Motivation

Power is the ability of one party to control the behavior, attitudes, opinions, objectives, needs and values of another party (Rahim & Buntzman, 1989).⁸³ French & Raven (1959)⁸⁴ classified power into five types. These are-**Coercive power, Reward Power, Legitimate Power, Expert Power and Referent Power**. *Coercive* power is the power of superior to punish the subordinates in case of poor-performance. *Reward* power is the ability of superiors to reward the subordinates for performing the desired behavior. *Legitimate* power is the right to prescribe and control the subordinates' behavior. *Expert* power is generated from the job experience and special knowledge of superiors in which subordinates are bound to follow him. Lastly, *referent* power is created based on subordinates' perceptions about the superior. They love the supervision because they believe that their superiors possess the superior qualities.

There are lots of studies done so far on the use of managerial power. The use of **Expert, Referent** (Slocum, 1970)⁸⁵ & **Legitimate and Reward** (Martin & Hunt, 1980) power are positively related to employee motivation. But only **Coercive power** is negatively related to motivation. However, managers lack education, training & ethics

⁸¹ Siu, V., Tsang, N., & Wong, S. (1997). What motivates Hong Kong's hotel employees?. *Cornell Hotel and Restaurant Administration Quarterly*, 38(5), 44-49.

⁸² Banks, L. (1997). *Motivation in the workplace: Inspiring your Employees*. Virginia: Coastal Training Technologies Corp.

⁸³ Rahim, M. A., & Buntzman, G. F. (1989). Supervisory power bases, styles of handling conflict with subordinates, and subordinate compliance and satisfaction. *The Journal of Psychology*, 123(2), 195-210.

⁸⁴ French, J. R. P., Jr., & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150-167). Oxford, England: Univer. Michigan..

⁸⁵ Slocum, J. W. (1970). SUPERVISORY INFLUENCE AND PROFESSIONAL EMPLOYEE. *Personnel Journal*, 49(6), 484-488.

in handling power. Moreover, managers' personal preferences in reward distribution cause serious de-motivation among employees in nationalized commercial banks (Agrani, Janata & Sonali) in Bangladesh (Jahangir, 2003).⁸⁶

2.9.20 Impact of 'Motivation' on Performance

Alam (2006)⁸⁷ discovered a remarkable relation between performance and motivation. High motivation does not produce better performance overnight. Again, low motivation does not bring the worst performance radically. People can be highly motivated, but still perform badly for many impediments, e.g. poor management, inadequate training and obsolete equipment. Equally, people can be poorly motivated, but perform well because of effective management. Motivation is something that can lead to better performance provided other conditions are met.

Junta (2014)⁸⁸ revealed another wonderful equation relating the performance to motivation. The equation is '**Job performance = f (ability) (motivation)**'. The term 'ability' in this equation depends on education, experience and training. Motivation, on the other hand, depends on the physical and psychological contentment that arise from working environment.

2.9.21 Impact of 'Motivation' on Productivity

The study of Sehgal (1995)⁸⁹ illustrated that there are two types of factors that affect the productivity and performance of the employees. First, the factors that are driven by procedures, protocols, and working environment. Second, the factors that arise from premises, office or factory design (office design). Again, an effective office design recognizes five indicators, e.g. furniture, noise, lighting, temperature and

⁸⁶ Jahangir, N. (2003). The relationship between manager's use of power and employees' work variables in nationalised commercial banks in Bangladesh.

⁸⁷ Alam, M. (2006). Role and Effectiveness of Bangladesh Civil Service in Achieving Millennium Development Goals.

⁸⁸ Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221-230.

⁸⁹ Sehgal, S. (2012). Relationship between work environment and productivity. *International journal of engineering research and applications*, 2(4), 1992-1995.

spacious arrangement. The study proposes that arranging ergonomic (engineering tested) furniture, quiet workplace, proper light, moderate temperature, etc., have a very positive impact on employees' motivation and in turn increase greater productivity.

However, the study of Sehgal (1995)⁹⁰ revealed that investment in improving the working environment is the most cost effective way of improving productivity. The more the employees are motivated, the more they are productive.

2.10 Other Motivational Issues

2.10.1 Public vs. Private Sector and Motivation

The motivating and de-motivating factors are substantially different in public and private sector. The employees of the public banks are motivated by **the work itself** than **salary, prestige, status and power** in comparison to private sector employees (Houston, 2000).⁹¹ Moreover, public sector employees give value to the **non-monetary** incentives than the monetary incentives (Yavuz, 2004).⁹²

Rahman (2013)⁹³ showed that **prestige, security and social status** of the job attract the employees of public concern more rather than monetary benefits. According to (Nel et al., 2001),⁹⁴ public sector employees are motivated more by **recognition, opportunity of growth and higher responsibility** than simply drawing a handsome salary.

⁹⁰ Sehgal, S. (2012). Relationship between work environment and productivity. *International journal of engineering research and applications*, 2(4), 1992-1995

⁹¹ Houston, D. J. (2000). Public Service Motivation: Multivariate Test, *Journal of Public Administration Research and Theory*, vol. 10, issue 4, pp. 713-725.

⁹² Yavuz, N. (2004). The use of non-monetary incentives as a motivational tool: A survey study in a public organization in Turkey. *Magister Thesis. Middle East Technical University*.

⁹³ Rahman, R. (2013). *A study on the factors influencing motivation of selected district level public officials in Bangladesh* (Doctoral dissertation, BRAC University).

⁹⁴ Nel, P.S., Gerber, P.D., Van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., Sono, T., & Werner, A. (2001). *Human Resources Management*. (5th ed.). Oxford University Press, Cape Town.

Posner & Schmidt, (1996)⁹⁵ revealed that public employees are more strongly motivated by **work-family** balance. However, when conflict between home and work occurs, the public sector employees will choose work-life. Another study reported that there is less work-family conflicts in public sector organizations than the private sector counterparts (Buelens & Broeck, 2007).⁹⁶

In opposition, the study of Crewson (1997)⁹⁷ showed that private sector employees are more motivated by **promotion, career development, job importance, fame, prestige and advancement opportunities** (Houston, 2000)⁹⁸ while public sector employees put less importance on the mentioned factors (Jurkiewicz, Massey & Brown, 1998)⁹⁹. Lyons, Duxbury & Higgins (2006)¹⁰⁰ stated that public servants give value to **challenging work** more than private sector employees. But Graham & Hays (1993)¹⁰¹ pointed out that public-sector jobs lack independence, involvement and participation in decision-making, variety of work, task significance and social relations. However, Norris (2004)¹⁰² showed that public-sector attracts the employees who are more interested in secured jobs and less interested in innovation and challenging work i.e. risk-averse employees.

Rahman (2013)¹⁰³ argued that the public-sector employees are now moderately demotivated. The most important factors responsible for de-motivation are- inadequate

⁹⁵ Posner, B. Z., & Schmidt, W. H. (1996). The values of business and federal government executives: More different than alike. *Personnel Administration*, 25(3), 277-289.

⁹⁶ Buelens, M., & Van den Broeck, H. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public administration review*, 67(1), 65-74.

⁹⁷ Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of public administration research and theory*, 7(4), 499-518.

⁹⁸ Houston, D. J. (2000). Public-service motivation: A multivariate test. *Journal of public administration research and theory*, 10(4), 713-728.

⁹⁹ Jurkiewicz, C. L., Massey Jr, T. K., & Brown, R. G. (1998). Motivation in public and private organizations: A comparative study. *Public productivity & Management review*, 230-250..

¹⁰⁰ Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public administration review*, 66(4), 605-618.

¹⁰¹ Graham, C. B. Jr., & Hays, S. W. (1993). *Managing the Public Organization*. (2nd ed.). CQ Press: Washington D.C.

¹⁰² Norris, M. E. (2004). *Turnover in the military, Impact of workplace stressors*. Unpublished master's thesis. Saint Mary's University, Halifax, NS, Canada.

¹⁰³ Rahman, R. (2013). A Study on the Factors Influencing Motivation of Selected District Level Public Officials in Bangladesh. Location: BRAC University.

salary, irregular promotion, improper posting system, inadequate emphasis on innovation, lack of political commitment and absence long-term vision. The study also showed that political pressure and nepotism have a strong impact on de-motivation of public-sector employees in Bangladesh. One fascinating point is that they are still motivated because they believe that they are doing a humanitarian task as there is a scope to serve the people.

Kovach (1987)¹⁰⁴ showed that motivation differs from industry to industry. The hotel workers consider good wages, job security and opportunity for advancement as their top three motivational factors. But when the same employees are employed in a hospitality industry, they consider interesting work, appreciation and feeling of being part of success as their top three motivational factors.

There are many points of similarities among the employees of private and public sectors regarding motivational issues. Wright (2001)¹⁰⁵ noted that both private and public workers want good working conditions, friendly co-workers and job rotation. Similarly, friendly supervision and amicable co-worker relationships are the most motivating factors of work environment for both sectors of employees (Peterson, Puia & Suess, 2003).¹⁰⁶ Moreover, the study of Khojasteh (1993)¹⁰⁷ suggested that the employees from both sectors put greater emphasis on the strong interpersonal relationship. But it is apparent that the public-sector is still cursed with poor interpersonal relationship and bureaucratic superiors (Smith & Nock, 1980).¹⁰⁸

¹⁰⁴ Kovach, K. (1987). What motivates employees? Workers and Supervisors give different answers. *Business Horizons*. September/October, 58-65

¹⁰⁵ Wright, B. E. (2001). Public-sector work motivation: A review of the current literature and a revised conceptual model. *Public Administration Review*, 11(4), 559-586

¹⁰⁶ Peterson, D. K., Puia, G. M., & Suess, F. R. (2003). "Yo Tengo La Camiseta (I Have the Shirt On)": an exploration of job satisfaction and commitment among workers in Mexico. *Journal of Leadership & Organizational Studies*, 10(2), 73-88.

¹⁰⁷ Khojasteh, M. (1993). Motivating the private vs. public sector managers. *Personnel Administration*, 22(3), 391-401.

¹⁰⁸ Smith, M. P., & Nock, S. L. (1980). Social class and the quality of work life in public and private organizations. *Journal of Social Issues*, 36(4), 59-75.

2.10.2 Intrinsic vs. Extrinsic Motivation

Intrinsic motivation is motivation that comes from within. It comes from the personal delight and achievement that we derive from doing a particular task. Intrinsic needs are related to mental satisfaction. These are abstract in nature. Increased status, challenge, scope for growth, creativity, recognition, sense of achievement, etc., are the examples of such needs. Intrinsic motivation is crucial in the work environment.. It keeps ones stress down. (Ganta, 2014)¹⁰⁹

Extrinsic motivation comes from factors which are associated with the outer side of the individual. Extrinsic needs are related to tangible gains. Increased pay, incentives, bonus, better medical facilities, better retirement benefits and better canteen facilities, etc. are the few examples of extrinsic needs. Further, Working hard for getting a promotion is a type of extrinsic motivation. Money, fame, competition or material achievements are all examples of extrinsic motivation. When strong extrinsic motivators are put to work, intrinsic motivation will tend to decline. (Ganta, 2014a)¹¹⁰.

However, though intrinsic motivators have taken control over extrinsic motivators, the managers should keep their employees motivated by a proportionate combination of both two.

2.10.3 Motivated vs. De-motivated Employees

De-motivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization frequently and produce low quality work. On the other hand, motivated employees are hard working, persistent, creative and productive(Ganta, 2014).

¹⁰⁹ Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221-230.

¹¹⁰ Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221-230.

2.11 Research Gap

Researchers have made many studies on motivational issues. Many researchers studied the impact of training on employee motivation, many researchers studied the impact of managerial tools on motivation while some others separately studied the impact of different elements of the working environment on motivation.

On the other hand, we got many studies in the context of different organizational aspect. Some of these studies were in service-oriented organizations, some were on trading organizations while some were on manufacturing organizations.

Motivational aspects were also extensively studied in the context of Bangladesh. In these studies, the researchers covered many dimensions of motivations. In addition, some fabulous studies were undertaken on the outcomes of the motivation. Some comparative studies were also done on public and private sector organization in limited aspects.

Despite the abundance of studies in related fields, no comprehensive study has been done so far on work environment & motivational issues in the banking industry of Bangladesh. Moreover, there was no comparative study between public and private banks in this context.

As such, we need a thorough evaluation. This research will cover the total work environmental elements and their impacts on employees' motivation. Besides, a comparative study between public and private banks will add a challenging dimension to the study. This research will be an ample research and will fill the gap of existing literature.

Chapter - 3

Methodology of the Study

3.1 Introduction

This chapter describes the methodology to carry out this study. The research is conducted assuming that the elements of the work environment have a definite and inevitable influence on the motivation. The research aims at achieving some definite objectives. In order to make the thesis viable and comply with the objectives, a pragmatic and acceptable methodology of the research is needed. This chapter will give an overview of the data, sources of data, the process of collecting the data, styles of testing the data, the process of analyzing the data, etc. In the end, the limitations of the data will be demonstrated in order to guide future researchers.

3.2 Research Consideration

Work environment and motivation are the two inseparable terms. A favorable work environment enhances the productivity of employees by motivating them and an unfavorable work environment does just the opposite. But the working environment is changing constantly and so is the motivational aspect. In order to attract, retain and direct the employees, there is no alternative to ensure a conducive work environment. It is the work environment that makes the employees either proactive & engaged in work or passive & alienated from work (Ryan & Deci, 2000)¹.

The existing studies on motivation reveal that employees of the banking industry of Bangladesh are ill-motivated. The mechanisms & forces associated with the working environment are not up to the mark. Moreover, the motivating factors for the employees are at a substandard level. Lack of security, insanitary work environment, inconsistent salary structure, excessive workload, unattainable target and absence of end service

¹ Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68. Vol55, Nol, 68-78

benefit, etc. are making the employees de-motivated. So, the working environment clearly affects the motivational issues of the employees. Again the elements of the work environment have different values to different employees. An element may be highly motivating to one employee while it can be extremely frustrating to another within the same organization.

Undoubtedly, lots of modifications are needed in respect of work environment to motivate the employees of the banking industry in Bangladesh. So, working on this topic is really a challenging and interesting task. It will clarify many undiscovered factors of the working environment and their ultimate relationship with employee motivation. Moreover, no comprehensive study on the banking industry has been undertaken so far in relation to the work environment. Under the circumstances, the researcher feels the dire necessity to work on this challenging topic.

Although there are lots of studies on motivation, none of those studies do depict the direct impact of the work environment on motivational issues. Moreover, the previous studies did not portray a complete scenario of the banking industry of Bangladesh. In this situation, the researcher has taken the endeavor to make a comprehensive study. It will be an all-inclusive study and fill in the gap.

3.3 Research Objectives & Questions

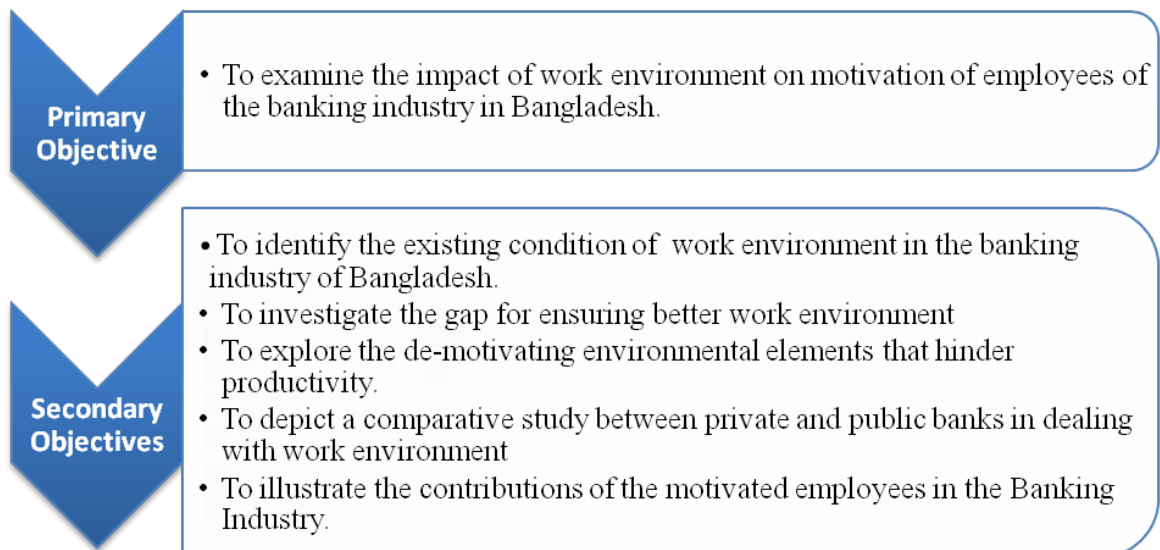


Figure 3.1: Research Objectives

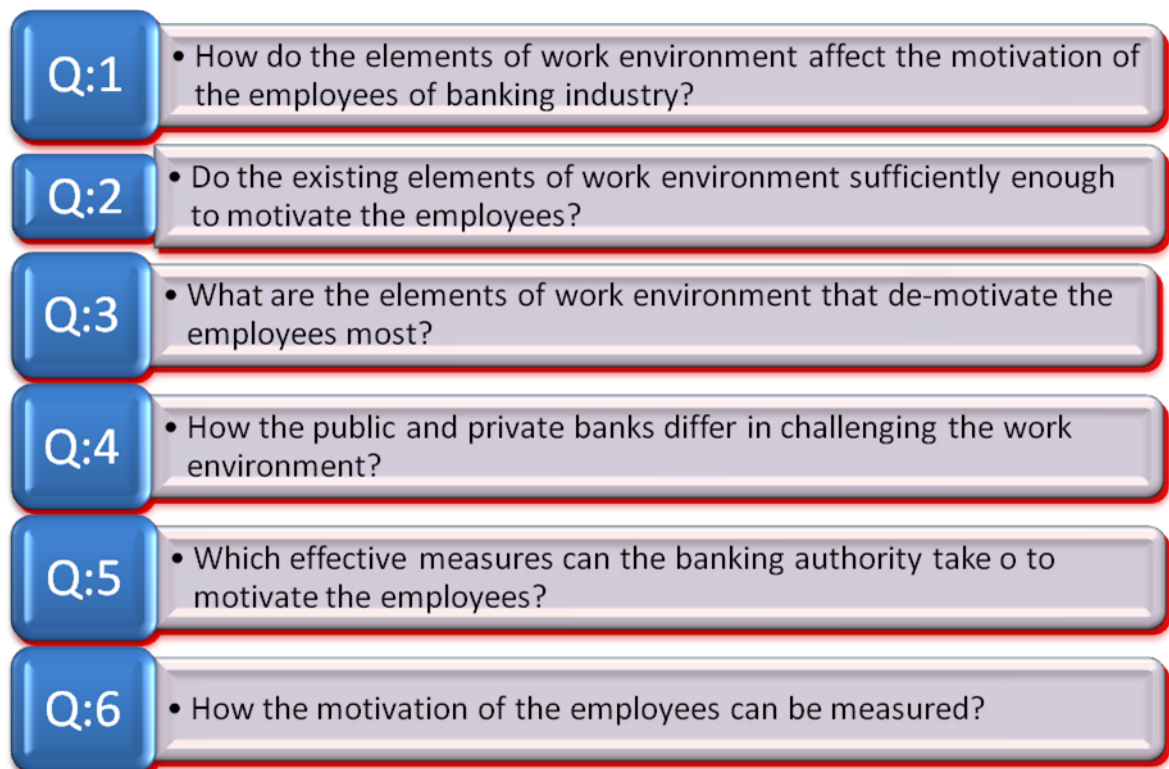


Figure 3.2: Research Questions

3.4 Background and Formulation of Hypotheses

The researcher reviewed the literature with rapt attention for formulating the hypotheses. A meticulous review of the literature has led him to establish the primary objective. The primary objective led the researcher to develop some related objectives. These objectives were transformed into the Research Questions. Finally, the researcher formulated hypotheses for the study.

Finding out the impact of the work environment on the motivation of the employees is the main motto of the research. Revealing the motivational differences between private and public banks is also an important issue of the thesis. Keeping all these things in mind, the researcher reviewed the related literature first, set objectives, established questions and formulated hypotheses. For a smooth discussion, the researcher formulated five hypotheses for this thesis.

H_{a1}	There is an absolute impact of the work environment on the motivation of the employees.
H_{a2}	The existing working environment (in respect to physical, Psychological, Professional, Financial) in the banking industry of Bangladesh is quite satisfactory.
H_{a3}	The adverse work environment can reduce productivity substantially.
H_{a4}	The work environment in public and private banks is similar.
H_{a5}	Motivated employees can contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit.

3.5 Research Model

The researcher developed a model to answer to the questions of the research, to attain the objectives and to test the hypotheses in an effective way. In this model, the researcher categorized the total working environments into four broad types. These are- physical

environment, psychological environment, professional environment and financial environment. These four broad environmental types have many sub-elements. The model describes how all these elements affect the motivational levels of the employees. Again, the model discusses how these motivated employees contribute to the overall development of the bank and how the de-motivated ones adversely affect the growth of the industry.

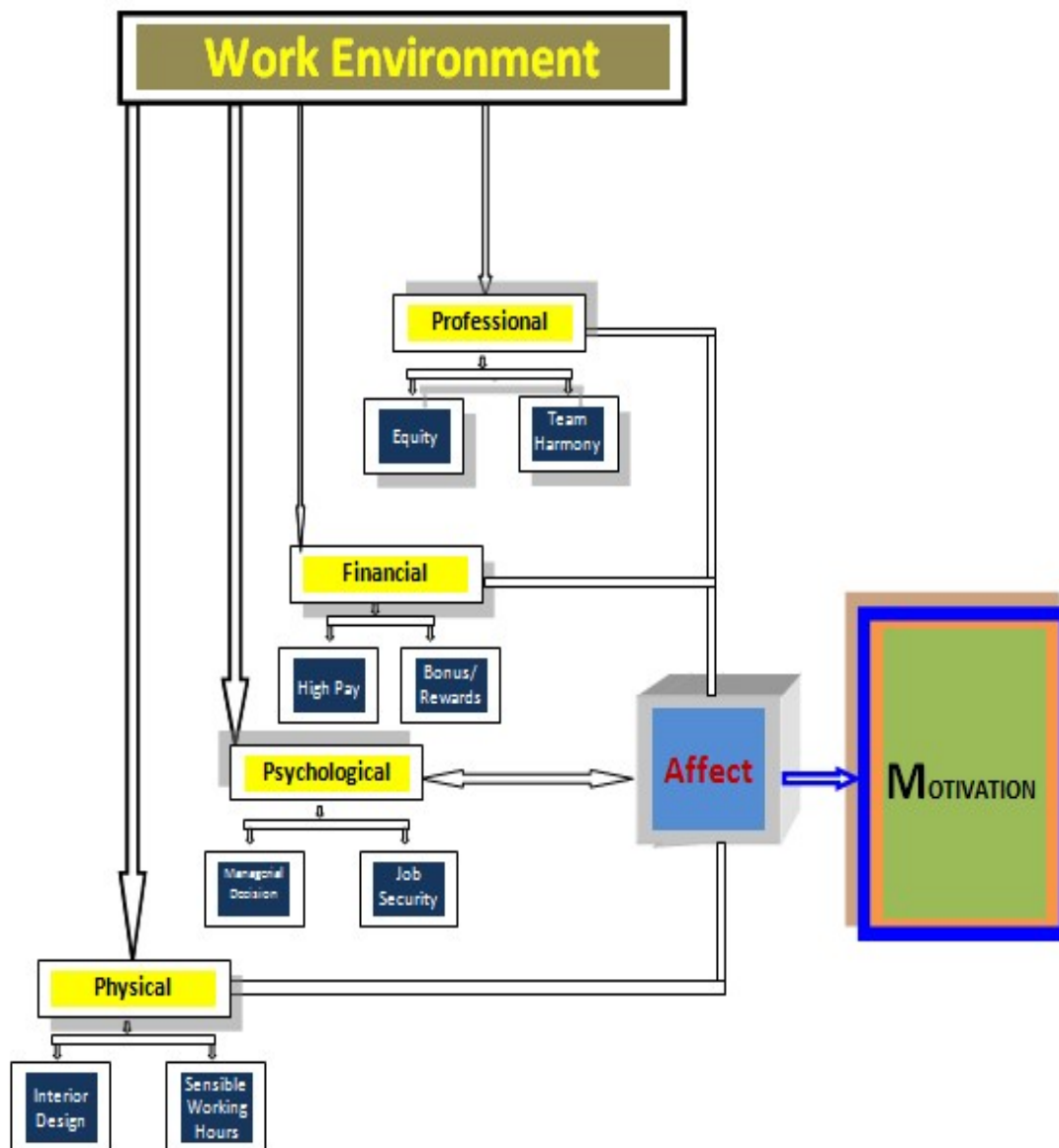


Figure 3.3: Research Model

3.6 Research Methods & Methodology

Selecting a suitable research method is an exigent task. Because different research requires different methods depending on the topic, scale and societal context of the research. A research method must support the objectives of the research. There is a clear distinction between research methods and research methodology. Bryman and Bell (2007)² define the research method as a technique for collecting data. It deals with a specific questionnaire, a structured interview schedule or observation whereby the author listens to and watches the others. There are three research methods, namely; a search of the literature, interviewing 'experts', conducting interviews (Saunders, Lewis & Thornhill 2007).³ So, **research methods** are techniques that are used for conducting research or performing research operations. Research methods can be put into three stages. The first stage is concerned with the collection of data where data are available but not sufficient. The second stage is the techniques that are used in establishing the relationship between known data and unknown. The stage is the techniques that are used in evaluating the accuracy of the results obtained (Kothari, 2004)⁴

On the other hand, **research methodology** refers to solving the research problem by following a preset format. The methodology covers several steps for studying the research problems along with the logic behind them. A researcher must know research methods as well as the research methodology. A researcher needs to know the process of developing tests, calculating descriptive analysis, applying particular research techniques. He also needs to know the degree of relevance of the analysis as well. Thus, research methodology covers the reason for the research, the way of defining the research problem, the way of formulating the hypotheses, the type of data and methods of data collection, the techniques of data analysis & reasons for using the techniques, etc.

² Bryman, A., & Bell, E. (2007). Business research strategies. *Business research methods*, 226-238.

³ Saunders, M., Lewis, P., & Thornhill, A. (2007). Research Methods. *Business Students*.

⁴ Kothari, C. R. (2004). *Research Methodology: Methods and techniques*. New Age International.

3.7 Research Type

Research can be either quantitative or qualitative. Even, it can be combined with both two. The researcher discusses the quantitative and qualitative research to choose the best type of research.

Quantitative research is conducted by collecting numerical data and opinions using the main method of the questionnaire, followed by the analysis of data being mostly statistical (Horn, 2012).⁵ Kraemer, (1991)⁶ denoted that quantitative research involves gathering information for scientific purposes from a sample of a population using standardized instruments. The quantitative data may be collected from the samples of the large population. The samples must represent the whole population. It is a method that is based on well-structured questions. Thornhill, Saunders & Lewis (2003)⁷ explained that quantitative research as a deductive approach that develops a theory and then designs a strategy to test the hypotheses (cited in Amalokwu Obiajulum John, 2008).⁸

Qualitative research, on the other hand, is a research where the goal is to widen the knowledge through field observations or in laboratories. It requires investigation to uncover information or explore a particular process. There is an assumption that the area being researched is context-based (Horn, 2012).⁹ The interview is a common method of investigation. With the help of an interview, the researcher and respondents exchange

⁵ Horn, R. (2012). *Researching and writing dissertations: A complete guide for business and management students*. Kogan Page Publishers.

⁶ Kraemer, K. L. (1991). *The information systems research challenge (vol. III): survey research methods*. Harvard University Graduate School of Business Administration.

⁷ Thornhill, A., Saunders, M., & Lewis, P. (2009). *Research methods for business students*. Prentice Hall: London.

⁸ Amalokwu, O. J., & Lawrence, N. N. (2008). Budgetary and management control process in a manufacturing: Case of Guinness Nigerian Plc. Mälardalen University School of Sustainable Development of Society and Technology. *Unpublished Master thesis*.

⁹ Horn, R. (2012). *Researching and writing dissertations: A complete guide for business and management students*. Kogan Page Publishers.

their thoughts. Bryman (2004)¹⁰ opined that qualitative research focuses on the use of the inductive approach. The inductive approach compares the relationship between theory and research. Qualitative research is often appropriate when providing a new or a broader perspective on an already explored research topic (Yin, 1994)¹¹; (Eisenhardt, 1989)¹².

From the above discussion, it is clear that both quantitative and qualitative research has got its advantages and disadvantages. They have distinguished features. They are appropriate in distinguishing researches. The quantitative research approach has been criticized because the structured survey sometimes tends to control a situation. The respondents may lack the required knowledge to answer the question (Bryman & Bell, 2007).¹³ On the other hand, there has been a tremendous doubt in evaluating qualitative research as compared to quantitative research. Researchers have argued that qualitative research is the appropriate way to identify, describe, and understand the problem of investigation, and that quantitative research is advantageous in generalizing the findings (Pock, 2007).¹⁴

Therefore, this research is a mixed approach. It is a combination of quantitative and qualitative research. Although the mixed approach provided superior quality, it could be beneficial to adhere to one approach only.

The objectives of the research and research questions demand this thesis to be a quantitative one. With the help of the quantitative approach, the researcher can test the impact of the elements of the work environment in motivating the employees. Moreover, the researcher will test the motivation theories from the perspective of the working

¹⁰ Bryman, A (2004), *Social Research Method*. ,2nd Ed, *Oxford University Press*, New York

¹¹ Yin, R. K. (1994). *Case Study Research: Design and Methods*. SL: Thousand Oaks.

¹² Eisenhardt, K. M. (1989). Making fast strategic decisions in high-velocity environments. *Academy of Management journal*, 32(3), 543-576.

¹³ Bryman, A., & Bell, E. (2007). Business research strategies. *Business research methods*, 226-238.

¹⁴ Pock, T. (2007). *The Contingency-based Design of Management Control Systems* (Doctoral dissertation, Verlag nicht ermittelbar).

environment. As such many respondents will be required to represent the population. Also, the quantitative approach represents the results in figures which help the researcher to compare the results between different subgroups. However, the researcher also analyzed the qualitative data collected from the experts.

3.8 Research Process

A universally accepted research should involve a systematic process that aims at achieving objectives and collecting information for analysis so that the researcher can conclude. The Research process is several steps which are interlinked. These are discussed below along with a tabular format.

Step 1: Identify the Problem & Developing Questions

The first step in the process is to identify a problem or develop a research question. The cause and effects favorable work environment on the profitability and growth of the organization are the main research problem identified by the researcher for this study. The main research question of this study is 'How do the elements of the working environment affect the motivation of the employees of the banking industry'?

Step 2: Review the Literature

After the identification of the problems, the researcher starts reviewing the literature. This step creates an avenue of gathering knowledge about the problem area. The review of literature equipped the researcher with the studies conducted in the past. In this study, the review of literature brought some tremendous impact of adverse work environments into the light. Also, the literature revealed that the employees get extraordinarily motivated when they get a positive and desired work environment. The information gathered during this step facilitates the researcher to develop a strategy for combating the adverse work environment.

Step 3: Specify a Research Purpose

In the third stage, the researcher specifies the purpose. Often, the problems identified in the first step are too large to solve. All the areas cannot be investigated in a single study. Therefore, the problem and purpose of the study must be defined more clearly. That is why the problems are narrowed down & so is the scope of the study. As a result, a specific research purpose is developed. The researcher in this stage has determined the specified purpose. The specific purpose is to find out the motivating & de-motivating elements of work environment prevailed in the banking industry of Bangladesh. Eventually, this specific purpose is more closely focused than the problems identified initially.

Step 4: Collect the Data

Research, in this stage, gets the real taste. This stage is, in fact, one of the most challenging ones. Often, it is not possible to test the whole population. From the population, he determines an ideal sample size so that they can represent the total population. After the sample size has been selected, the researcher concentrates on collecting data. Then the researcher determines participants, timing and process of collecting data. Here in this study, the total population was 59 banks. The sample is determined as 30 banks so that it can cover the 50% of the total population. The data will be collected from 300 respondents from 60 branches of 30 banks so that they can be truly representative.

Step 5: Analyze and Interpret the Data

This is the most crucial part of the research. The research questions are processed through proper analysis and interpretation of the data. The researcher determined how the data will be analyzed. The results of this analysis are then reviewed and summarized. The researcher used different measures such as Means, Percentages, Standard Deviation, Regression analysis, etc. for the analysis of the data.

Step 6: Report Preparation and Evaluation of Research

After completing the vital task of analysis and interpretation, the final task of the research begins e.g. to prepare the report systematically with consistent process. The success of the research mostly depends on the presentation of the results. So, report preparation is another challenge for the researcher. The researcher has to bring all the nook and corners of the research in the report. Not only that, he has to evaluate the report whether it is congruent with the objectives, whether it could answer the research questions. The researcher in this stage prepared this report with **eight** different chapters containing all the features of ideal research.

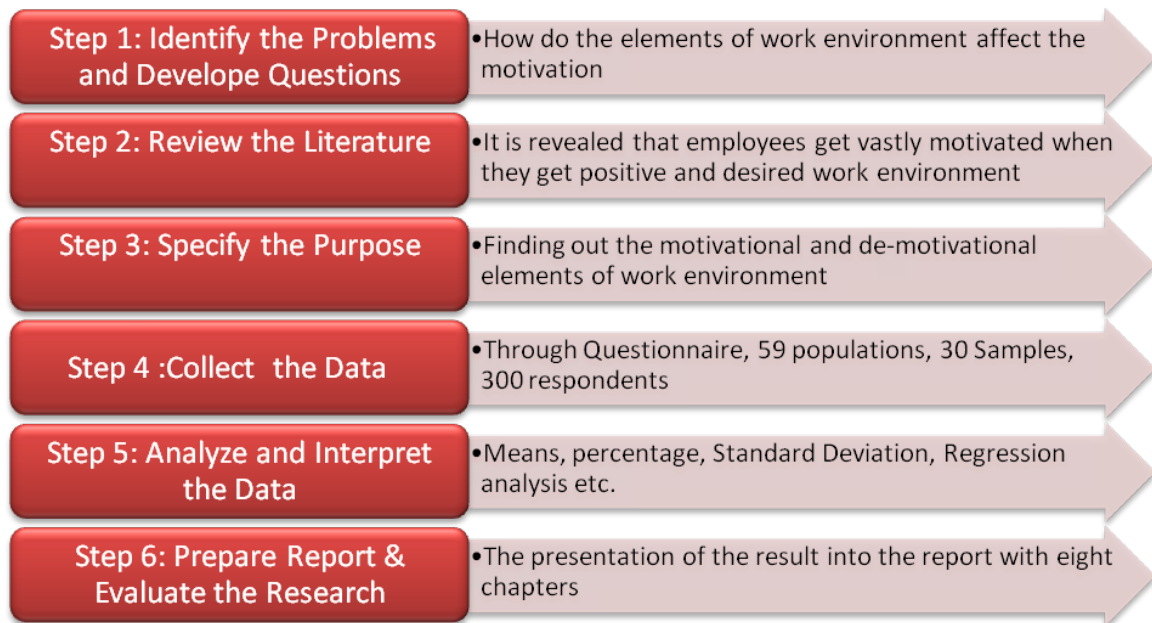


Figure 3.4: Research Process

3.9 Research Design

Research design is an important part of the research process. The action of research starts just after the formulation of the hypotheses. A research design is a complete process of collection and analysis of data (Bryman and Bell, 2007)¹⁵ in a manner that aims at serving the research purpose economically. It is a blueprint of gathering, evaluation and investigation of data. The scope of research design starts from writing the hypothesis to the analysis of data (Kothari, 2004)¹⁶. Research design has got some parts such as **sampling design, observational design, statistical design, operational design.**

Sampling design is a process of selecting items for a particular study. **Observational** design means setting the conditions under which the study will be carried out. **Statistical** design deals with determining the study items and the process of analyzing the data. Lastly, **operational** design means applying the procedures mentioned in the sampling, statistical and observational designs (Kothari, 2004). In short, the research design is a map of adopting the data as well as a strategy of analyzing the data.

In dealing with **sampling** design, the researcher used a **stratified random sampling method** out of probability sampling (random, systematic, stratified, cluster, multi-stage sampling). As this is a comparative study between the two groups, i.e. public and private banks, the stratified sampling method is the best method for this study. Besides, the researcher avoided non-probability sampling (deliberate/purposive, convenience, judgment, snowball, quota) to make it impartial.

In dealing with **observational** design, the researcher chose the normal conditions of the working environment where the employees are asked how they feel with the existing environment and which additional factors will increase their motivation.

¹⁵ Bryman, A., & Bell, E. (2007). Business research strategies. *Business research methods*, 226-238.

¹⁶ Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

In dealing with **statistical** design, the researcher selected 30 banks, 60 branches and 300 respondents and to analyze the data. He used percentage, mean, median, standard deviation. Moreover, to test the hypothesis, the researcher selected a regression analysis that is appropriate for this study.

Lastly, in dealing with **operational** design, the researcher clearly states the research problem, chooses specific techniques of data collection(questionnaire, interviews), determines population of the study(59) with the help of stratified sampling method and lastly applies the justified methods for processing and analyzing data(Mean, Standard Deviation, Regression, Correlation Analysis etc.)

3.10 Population and Sample

When the population is extensively large, the researcher may select a team (sample) from the population. Because testing the whole population costs too many resources and time (Holme & Solvang, 1991).¹⁷ According to the report of Bangladesh Bank, At present, there are 59 banks in Bangladesh: 50 local private banks, 9 public banks and 9 foreign banks. We exclude foreign banks from our research subjects. So, the total population of the research is 59.

This is nearly impossible to test all the populations. Besides, this research comprises two groups, i.e. public and private banks. As such, the **Stratified Random Sampling** method is suitable for determining sample size. Having known the population size, i.e. 59 banks, the researcher will take 50% sample from the total population. So, the total sample size would be 30. Again, as there are two distinct groups in the population, the ideal manner is to divide each group into two strata.

¹⁷ Holme, I. M., & Solvang, B. (1991). Research Methods. 327pg. *Student Literature of the University of Lund.*

Sampling Design within Sampling Frame (Stratified Random Sampling) for Selecting Bank

Types	Number of Banks(Population)	Population%	Sample of Each Group
Public	9	15%	$(30/59)*09= 05$
Private	50	85%	$(30/59)*50= 25$
	Total Population=59	100%	Total Sample=30

14

Figure 3.5: Stratified Sample within Sampling Frame (For the Selection of Bank).

The sample size covers 50% of the total population and it can represent the whole population & can provide a very accurate result for the whole population (Oakshott, 1998).¹⁸ In fact, for increasing the accuracy, the researcher selected 30 banks as a sample of which 25 are private and 5 are public banks. Then, 02 (Two) branches from 30 banks are selected by a **stratified random sampling method**. Eventually, the total branches for this research are 60. For making the study more reliable & representative, 05 (Five) employees from each branch are selected as respondents based on seniority through **stratified random sampling method**. So the total respondents will be 300 in number.

¹⁸ Oakshott, L. (1998). Business Modelling and Simulation. *Journal of the Operational Research Society*, 49(2), 180-180.

Sampling Design (Stratified Random Sampling) for Selecting Branch & Respondents

Type (A)	Bank (B)	Branch (C)	Selected Branch (D)	Total. Surveyed Branch(E=B*D)	Total Employees(F)	Respondents(5 from each branch) (G)
Public	5	3706	2	10	90	$(5*10)=50$
Private	25	3606		50	575	$(5*50)=250$
Total	30	7312	2	60	665	300

15

Figure 3.6: Stratified sample within Sampling Frame (For selecting Branch & Respondents).

The researcher is judicious at the time of selecting samples. Since, the research is carried out in the banking industry, both the public banks and private banks have been taken into consideration. The banks showing the immense prospect of advancement in recent years and having a glorious history of achievement with mass manpower have been selected for the survey. The branches of the banks were selected from the whole country so that the research could be practical, effective and could represent an acceptable result.

3.11 Survey Instruments

Researchers around the world use dissimilar instruments for gathering data. The main instruments for gathering primary data are questionnaires, interviews, observations (Dahmström, 2000)¹⁹ while the secondary data are collected from articles, magazines, books. The researcher basically used questionnaires for collecting primary data.

¹⁹ Dahmström, K. (2000). Från datainsamling till rapport–att göra en statistisk undersökning (Tredje upplagan). Lund, Sverige: Studentlitteratur.

The researcher, however, has collected primary data through the use of **closed questionnaire and interviews from different personnel** because the questionnaire is a bias-free tool. Moreover, this research requires large respondents. Interviewing 300 respondents would require too much time. So, in the end, extensive questionnaire & selective interviews have been used.

3.12 Means of Communication

There are some effective means of communicating the questionnaire and conducting interviews such as email, telephone, fax, mail correspondence, etc. The mail questionnaire tends to get a very low response rate (Ejlertsson, 1996)²⁰ while handing out the questionnaire to the intended respondents tends to get a very high response rate. The researcher mainly used the mail for sending out the questionnaire. Furthermore, to increase the response rate some questionnaires were handed out to respondents by the researcher specially in the Chittagong region. Additionally, a number of interviews were taken from some employees of all the three departments of the bank i.e. cash, general banking and investment. Besides, there was a collaborative effort of frequent phone calls, constant mailing and direct contact during the data collection process. Sometimes, interviews were taken twice or thrice where confusion took place.

3.13 Construction of Questionnaire

Constructing an ideal questionnaire for conducting a Ph.D. research is a tricky task. There are some ideal features of questionnaires. These are- unambiguous background questions, easy questions in middle part, more complicated questions in final part, pass up double-barrelled questions i.e. two questions in one (Ejlertsson, 1996); (Babbie, 1979a)²¹, preciseness and avoid speculation (Babbie, 1979b), avoid negative words, avoid biasing (influencing the respondents how they will answer to a particular statement) questions.

²⁰ Ejlertsson, G. (2005). *Enkäten i praktiken: en handbok i enkätmetodik*. Studentlitteratur.

²¹ Babbie, E.R. (1979). *The practice of social research* (2nd ed.). Belmont: Wadsworth Publishing Company, Inc.

The researcher used the Likert's 5-Point scale for constructing the questionnaire. Because five-point scale has adequate options for the respondents and provides analytical benefits as well. The Likert's scale is used to measure the respondents' attitude towards a certain statement where the respondents are asked to agree or disagree with (Claire, Marie, Morton & Stuart, 1959)²².

For motivating the respondents towards the questionnaire, the researcher introduces himself, explains the aim of the questionnaire, the reason of study, the importance of the study and above all the confidentiality of the questionnaire. The questionnaire contains 51 questions. The questions have been constructed on the basis of hypotheses and objectives of the study.

3.14 Data Collection Procedures

Data are the most vital elements of a research. A research, in fact, advances with interpretation of data. The researcher, for this research, collected data from both primary sources and secondary sources. Secondary data was available in the published books, articles, journals, periodicals and thesis of other researchers on the relevant field. On the other hand, the researcher had to work hard for primary data which he collected by using a Stratified Random Sampling technique and with the help of a number of instruments. Besides, the informal exchanges of views & opinions with colleagues and observations of occurrences in banks provided the researcher with remarkable information. Moreover, prior assumptions and belief of the researcher also have affected the research (Sharma & Suva, 2000)²³

²² Claire, S., Marie, J., Morton, D., & Stuart, W.C. (1959). *Research Methods in Social Relations*, (Revised one Vol.ed.). New York: HoltRinehart and Winston, pp.184.

²³ Sharma, U., & Suva, F. (2000). *Management accounting and control system changes in a public sector context: A case study*. Working Papers.

Data collection is undoubtedly one of the most important phases of research. Again, the researcher completed a series of sub-phases in the data collection process. For collecting secondary data, a number of sources were used. For collecting secondary data, the researcher has gone through books, articles, newspapers and journals published on relevant fields. Moreover, the reference books in the management are used in making the effort a fruitful one. Besides, the strong network of internet and superb availability of the relevant data in the website, contributed a lot to develop the thesis.

After acquiring a substantial knowledge from the secondary data, the researcher concentrated on collecting primary data. The stratified random sampling technique was used for data collection. For gathering primary data a self-administered questionnaire was prepared. Then 300 respondents (employees) from public and private banks of Bangladesh were selected. Permission was taken from the respondents and a scheduled was fixed. The researcher used post office and mail to send the questionnaire. Some questionnaires are handed out in persons by the researcher to increase the response rate. Then a pilot survey [choosing randomly 20 employees from 4 banks(1 public and 3 private banks)]. Five respondents from each bank were chosen. 15 employees responded well under this pilot survey which helped the researcher to initiate some changes and improvements in the questionnaire. Finally, the comprehensive questionnaire was prepared and finally ultimate data were collected.

3.15 Response Rates

The researcher sent the questionnaires to 300 employees of private and public banks across the county. This has been done in between 1st July 2018 to 30th September 2018. The researcher made frequent contact with the respondents. A total 255 responses were received, out of which 250 were retained in the study. 5(Five) responses were excluded from analysis because two were filled up partially, one was completely blank and remaining two were not filled up by the intended respondents. Later on, the researcher resent the 50 questionnaire randomly to other 50 respondents. The questionnaire was collected for ensuring the response rate of valid questionnaire 100%. This is shown in the following table:

Questionnaires sent	300
Questionnaires received	255
Unusable	05
Useable	250
Resent & collected	50
Final response rate in percentage	100%

3.16 Degree of Generalization

Degree of generalization means the extent, scope and boundary of research results. It means, whether the results obtained from the sample represent the total population or not. It depends on how precisely the sample was taken from the total population and how the sample was analyzed. The total population of this study is 59. The sample collected from this population is 30 which covers the 50% of the total population. We know that the overall environment of private banks is almost similar in nature. Similarly the environment of public banks is also essentially parallel. As a result, the banks, branches and employees chosen for this study are likely to represent the whole banking industry. Hence, this research would add value to the existing literature, provide guidelines to the policy makers and lead the employees to the satisfaction.

3.17 Reliability of the Data

The reliability test measures the degree to which the research is error free. A research is said to be reliable if the subsequent researches approve the same result using the same tools and same process. For ensuring the reliability, it is important to minimize the measure fault, to stabilize measure and to guarantee accuracy (Befring, 1994)²⁴.

²⁴ Befring, E. (1994). *Forskningsmetodik och statistik* (S. Andersson övers.). Lund: Studentlitteratur (Originalarbetet publicerat 1992).

Reliability has two dimensions; internal reliability and external reliability. The external reliability means the degree of probability of achieving the same result if the research is executed over and over again. It can be tested by conducting the research twice with a time period in between (Hardy & Bryman, 2004)²⁵. Internal reliability, on the other hand, refers to internal conformity of the thesis.

The researcher avoided external reliability for this research because this is both time & a resource consuming process. Moreover, testing external reliability is a troublesome process since the respondents feel bothered answering the same answer twice. Hence, the researcher has opted for the internal reliability i.e. testing the questionnaire itself.

The researcher calculated Cronbach's Alpha. Cronbach, (1951)²⁶ invented a calculation which is treated to be the most useful measure of calculating internal uniformity. If the correlation between the questions is above 0.70, the reliability is treated to be secured. A measured level under 0.70 mainly outlines that the questionnaire is not filled in properly by the respondents (Dewberry, 2004)²⁷. The cutoff value for the Cronbach's Alpha should be 0.60 if the questionnaire is used for the first time in a new environment (Nunnally, 1988)²⁸; (Churchill & Peter, 1984)²⁹.

The researcher conducted the reliability test between all the questions and also between each segment of the questionnaire. The result is **0.77** which shows that the internal reliability for this thesis has crossed the bar of a satisfactory level of Cronbach's Alpha value.

²⁵ Hardy, M. A., & Bryman, A. (2004). *Introduction: Common threads among techniques of data analysis*. na.

²⁶ Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.

²⁷ Dewberry, C. (2004). *Statistical methods for organizational research: Theory and practice*. Routledge.

²⁸ Nunnally, J., C., (1988), *Psychometric theory*, New Jersey, McGraw-Hill.

²⁹ Churchill, G., A., & Peter, P., j., (1984), "Research Design Effects on the Reliability of Rating Scales: A Meta analysis", *Journal of Marketing Research*, 21(4), PP. 360-375.

After evaluating the above factors, it can be said that this study is highly reliable. At the same time, we should acknowledge that a full-pledged reliability of a thesis is not possible because the surveyed people differ significantly in their perceptions towards anything. As such, this research must be said a reliable one even if future research does not produce exactly the same result as reported in this thesis.

3.18 Validity of the Data

The test of validity is another important test. Validity can be discussed in different perspectives. In order to ensure validity, the researcher constructed the questionnaire covering the total frame of literature. He also sets the hypotheses considering the theoretical knowledge. Also, the researcher includes prior findings, which are relevant for this research. Moreover, the statements in the questionnaire are pretty much related to the working environment and motivation.

However, **first perspective** of validity is the ability of an instrument to measure the expected result. The research must generate a lawful result, i.e. the result cannot be affected by other factors (Befring 1994³⁰; Holme & Solvang, 1997³¹; (Rosengren & Arvidson, 1992)³². In order to ensure that validity, the researcher collected data from the persons who are truly representatives. Since all of the respondents for this study are bankers, it represents the intended group (Bergström & Ternehäll, 2005a)³³. This choosy selection has reduced the sample error and increased the validity.

³⁰ Befring, E. (1994). *Forskningsmetodik och statistik* (S. Andersson övers.). Lund: *Studentlitteratur (Originalarbetet publicerat 1992)*.

³¹ Holme, I. M., & Solvang, B. (1991). *Research Methods*. 327pg. *Student Literature of the University of Lund*.

³² Rosengren, K. E., & Arvidson, P. (1992). *Sociologisk metodik*, 4e uppl. *Solnat Almqvist & Wiksell*.

³³ Bergström, A. & Ternehäll, M. (2005). *Work Motivation in Banks - Are There Differences Between Sexes* (Unpublished master's thesis). Internationella Handelshögskolan, Högskolan i Jönköping.

The second perspective of validity is measuring the degree of measure faults. This refers to measuring the right result with the right tools (Hardy & Bryman 2004)³⁴. In order to ensure that validity, adequate statistical techniques are used. Further, the well known and frequently used Likert's scale has been used to ensure error free data.

Validity too, has got two dimensions; internal validity and external validity. The internal validity means, whether the findings were cohesive according to the questions or not. It usually concerns the soundness of the research. The external validity means, whether the results could be applied to other contexts or situations and to what extent this may be possible (Quinton & Smallbone, 2006³⁵ cited in Mukonje, (2009)³⁶. In the experimental research, the researcher controls whole setting and may influence the variable(s). The controlling ability over the settings may have a profound effect on the outcomes of the research. So, the external validity of the experimental research is relatively low. In a field research, the researcher controls the independent variable(s), but conducts the research without controlling the environmental influences. So, external validity in a field research is relatively high. In an observational research, the researcher can neither control the variable nor the research setting (Ajang, 2007)³⁷. So, external validity of the observational research is exclusive.

This is a field research. The primary data were mostly collected from the employees randomly. The researcher could hardly influence the research in any manner. Moreover, this research passed the test of both internal and external validity because the collected data were the most accurate, contemporary and relevant. Besides, the procedures for collecting data were the most realistic. Furthermore, analytical tools of the research are the most scientific which provide accurate and valid results. So, it can said that the overall validity of this thesis is outstanding.

³⁴ Hardy, M. A., & Bryman, A. (2004). *Introduction: Common threads among techniques of data analysis*. na.

³⁵ Quinton, S., & Smallbone, T. (2006). *Postgraduate research in business: A critical guide*. Sage.

³⁶ Mukonje, G. T. (2009). *Performance Measurement in A Manufacturing Company (The Case of Alfa Laval Lund AB)*.

³⁷ Ajang, P. E. (2007). *Assessing the role of work Motivation on Employee Performance*.

3.19 Data Analysis

Data Analysis is the process of systematic application of statistical and/or logical techniques to illustrate, condense, recap and evaluate the data. It is a process of inspecting, cleansing, transforming and modelling the data with the goal of discovering useful information and supporting decision-making (Selene & Gong, 2014)³⁸.

The statistical program used for this research is Statistical Packages for Social Sciences (SPSS). The software consists of many statistical measures. It was extensively used for conducting statistical analysis. For ensuring the cohesiveness of the study, the researcher used important statistical measures of central tendency, dispersion, skewness and relationship. The following paragraphs provide an overview of the different measures used in this research.

The **percentage analysis** is used to create a table of the frequency distribution for better understanding of data.

The **mean** was used to analyze each item in the questionnaire so as to establish the opinion and analyze their feelings viz-a-viz the independent variables and motivation. Besides, the mean is used to measure the relative significance of the elements of the working environment on the motivation. Mean also helps the researcher to summarize the essential features of the data.

The researchers estimated the average impact of elements of working environment through the central tendency. This average is subject to suspicion of the study. To mitigate the doubt, the researcher used the measures of the standard deviation. **Standard deviation** is used to tell how measurements are spread out from the average (mean). A low standard deviation denotes that most of the numbers are very close to the average. A high standard deviation means that the numbers are spread out.

³⁸ Selene Xia, B., & Gong, P. (2014). Review of business intelligence through data analysis. *Benchmarking: An International Journal*, 21(2), 300-311.

A **correlation** study examines the extent to which the differences in one variable are related to the differences in other variables (Leedy & Ormrod, 2001)³⁹. Correlation, in this research, is used to measure how (positively or negatively) work environment is related to the motivation.

Since the objective of this study is to check the impact of work environment on employees' motivation in the banking sector, the researcher used regression analysis to estimate the strength and direction of the relationship between environmental elements and motivation. Multiple regression analysis (MRA) helped the researcher to test the hypotheses. Using multiple regressions, the proportion of variance in a dependent variable explained by the independent variables can be assessed and the relative importance of the independent variables can be calculated.

This analysis was executed on the basis of research questions and hypotheses. In all cases alpha (significance value) is set at 0.05, to test at the 5% level of significance. The independent variables consist of the average ranking of elements of the working environment (Physical, Psychological, Professional and Financial). The dependent variable of this study is the motivation of the employees.

3.20 Presentation of Data

The *tables* and diagrams are often used for presenting descriptive statistics. Tables help the researcher to show many precise numerical values and other specific data in a small space. It is also helpful to compare and contrast the data values or characteristics among related items. Moreover, the use of the table helps the researcher to identify the presence or absence of specific characteristics.

³⁹ Leedy, D., & Ormrod, E. (2001). *Practical Research*. New Jersey, Prentice Hall.

The *scatter-plot matrix* is also used to view the relationships among the variables used in this study. This matrix provides the values and signs of the coefficients of correlations. This table also provides the values of the test of the null hypothesis which states that the said variables are not correlated to each other. This table is also helpful to check the problem of multi-collinearity.

Graph or charts are also used in this research for the visual presentation of data. Charts help the researcher to convey information and to make the sense of the data. Out of the wide variety of graphs and charts, the researcher mostly chooses the *pie charts*.

3.21 Limitation of Data Collection & Analysis

The researcher had to face multilateral problems at the time of collecting data and making analysis. Preparing a more viable questionnaire is definitely one of the most important limitations of this thesis. Moreover, understanding the broader culture of the respondents & accessing to the sites are the limitations of the data collection (Yin, 2003)⁴⁰; (Hagg & Hedlund, 1979)⁴¹. Besides, the reluctance of the respondents bothered the researcher a lot. However, the main limitations of the data can be summarized as follows;

- 1) Imperfect questionnaire.
- 2) The reluctance of the respondents.
- 3) Lack of authentic information.
- 4) No agreed upon tools to test the purity of the data.
- 5) Influence of personal judgment.

⁴⁰ Yin, R. K. (2003). Case study research design and methods third edition. *Applied social research methods series*, 5.

⁴¹ Hagg, I., & Hedlund, G. (1979). Case studies in accounting research. *Accounting, Organizations and Society*, 4(1-2), 135-143. Hagg, I., & Hedlund, G. (1979). Case studies in accounting research. *Accounting, Organizations and Society*, 4(1-2), 135-143..

Chapter - 4

Motivation Theories: Banking Perspective

4.1 Introduction

Why do the employees work? The answers to the question would be many. The scholars from different schools would respond it from different perspective. Some would say people work for the salary, some would say they work for the benefits while some scholars say people work because they love to take challenges, they love to achieve something big and they wish to attain a position. Interestingly, all the answers would explicitly or implicitly reveal the fact '**motivation**'. That people only work for the money and other watchable benefits is an outworn idea. They work for numerous reasons. So, keeping them satisfied in the workplace is a gigantic challenge. But, providing the employees with satisfactory materials does not necessarily mean keeping them out of dissatisfaction. What satisfied people at work are much different from what dissatisfied them. As such, figuring out a single effective theory or technique for an organization is really difficult. What is effective for one organization may be ineffective or may be hazardous for other organization. So motivating the people is the trickier task of the managers and leaders.

4.2 Definitions of Motivation

Motivation is a set of factors that encourage aspiration and power in people to be repeatedly involved and dedicated to a job, subject and goal.

Ryan and Deci, (2000)¹ and the Business Dictionary defined motivation as the combination of internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role an effort.

Guay et al., (2010)² stated that motivation refers to the reasons that underlie behavior that is characterized by willingness and volition. Further, *intrinsic motivation* is animated by

¹ Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68

personal enjoyment, interest, pleasure, whereas *extrinsic motivation* is governed by reinforcement contingencies (Deci et al., 1999)³.

Motivation has been defined as the psychological process that gives behavior purpose and direction (Kreitner, 1995)⁴; a predisposition to behave in a purposive manner to achieve specific & unmet needs (Buford, Bedeian & Lindner, 1995)⁵ ; an internal drive to satisfy an unsatisfied need (Higgins, 1994)⁶; and an will to achieve (Bedeian, 1993)⁷.

4.3 Theories of Motivation

The scholars of social science have been trying to develop the theories and studies of motivation throughout the decades. The sole aim of all the motivation theories is to create models for understanding the factors influencing the effort of the people. Theories of motivation can help us realize why people behave as they do (Ugah & Okpara, 2008)⁸. The theories developed so far have been experimented by many researchers so far. The application of same theory to different organizations & industries have shown different results. Effective leaders, thus, rely on a range of motivational theories and apply a mix of different approaches depending on the situations & the types of employees they deal with.

² Guay, F., Chanal, J., Ratelle, C. F., Marsh, H. W., Larose, S., & Boivin, M. (2010). Intrinsic, identified, and controlled types of motivation for school subjects in young elementary school children. *British Journal of Educational Psychology*, 80(4), 711-735.

³ Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological bulletin*, 125(6), 627.

⁴ Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company.

⁵ Buford Jr, J. A., Bedeian, A. G., & Lindner, J. R. (1995). *Management in Extension* Ohio State University Extension, Columbus, Ohio.

⁶ Higgins, J. M. (1994). *The management challenge* (2nd ed.). New York: Macmillan.

⁷ Bedeian, A. G. (1993). *Management*. 3rd ed. New York: Dryden Press.

⁸ Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6.

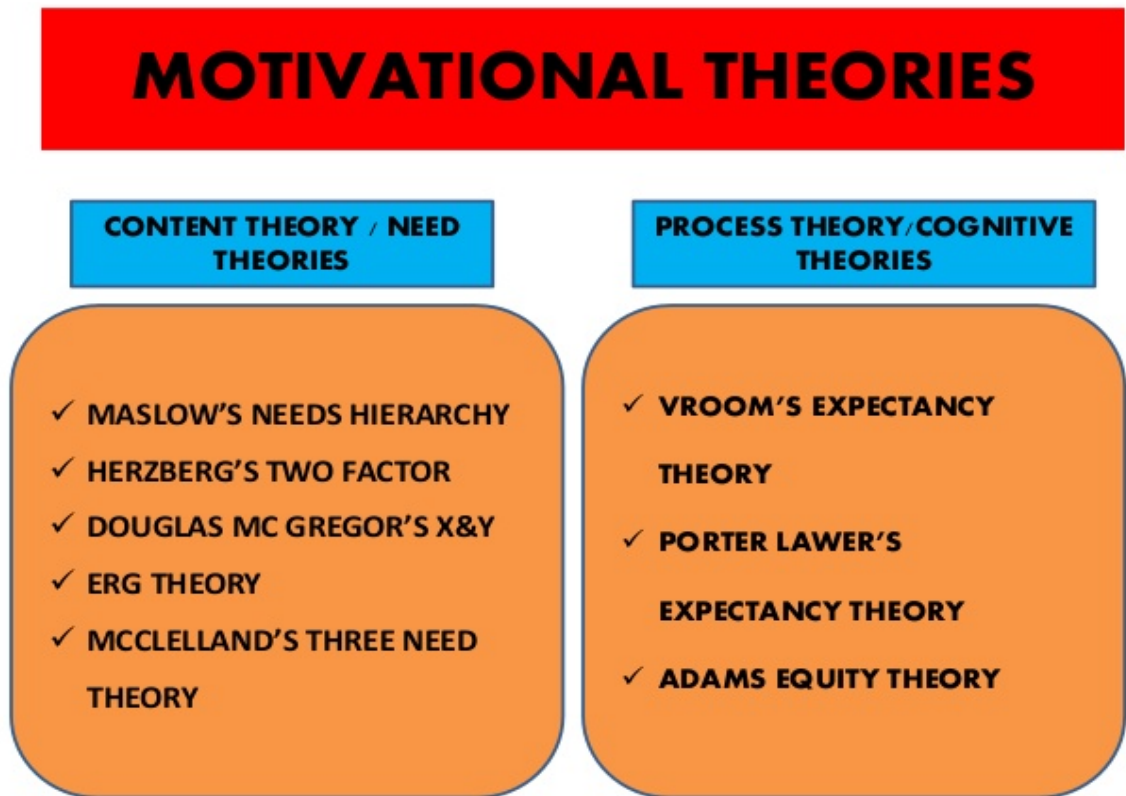


Figure 4.1 : Motivational Theories

However, motivational theories can be categorized into two main groups named **Content** theories and **Process** theories (Riley, 2005)⁹. The **content theories** or 'need-based theories' focus on the needs of the individual, i.e. the factors which encourage or slow down their activities. These theories are concerned with identifying the factors that energize and sustain behaviour (Ugah, 2008)¹⁰. The most important **content** theories are- Maslows' Hierarchy of needs theory(1954), McClelland's Needs Theory(1961), and Herzberg's Two-Factor Theory(1959).

⁹ Riley, S. (2005). Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions.. Eastern Michigan University.

¹⁰ Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6

On the other hand, the **process theories** deal with the thinking process of the individuals. They find out the answers to the questions why the people behave in a particular way(s) and how they ascertain their success (Hunsaker, 2005)¹¹. Process theories describe how behavior is energized, directed and sustained. The most important process theories are- Vroom's expectancy theory(1964), Adam's Equity Theory(1965) (Ruthhankoon & Ogunlana, 2003)¹².

4.3.1 Armsrong's Instrumentality Theory

Armstrong, (2010)¹³ is the initiator of Instrumental theory. The core principle of the theory is that one action will lead to another action. According to this theory, it is money and money only for which people work. The theory also suggests that people are motivated towards a work if there is either a reward for their performance or penalty for their failure.

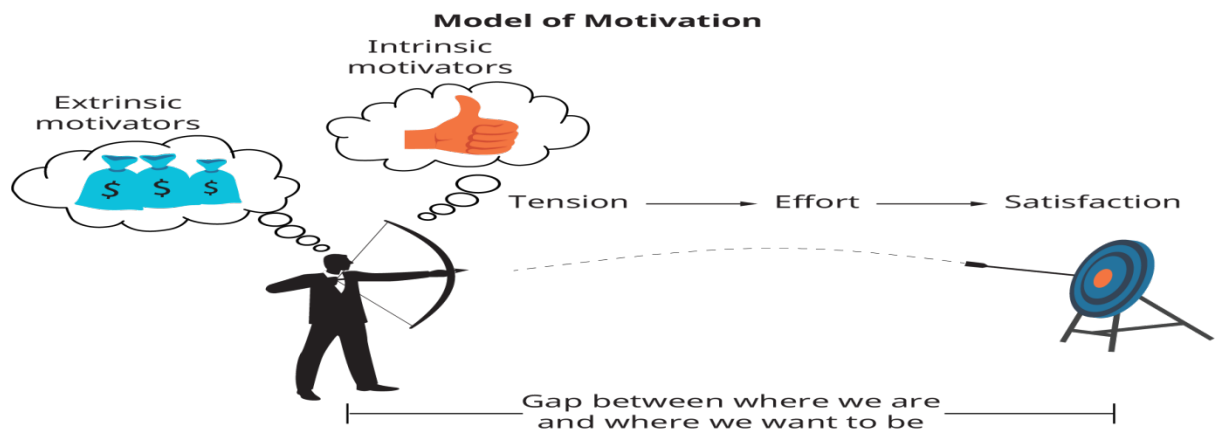


Figure 4.2 : Model of Motivation

¹¹ Hunsaker, P. L. (2004). *Management: A skills approach*. Prentice Hall.

¹² Ruthhankoon, R., Ogunlana, S.O.(2003), Testing Herzberg's Two Factor Theory in the Thai construction industry. *Engineering, construction and Architectural Management*. Vol.10, Iss.5, Page:333-342.

¹³ Armstrong, M. (2010). *Armstrong's handbook of reward management practice: Improving performance through reward*. Kogan Page Publishers.

4.3.2 Application of Instrumentality Theory

Although Instrumentality theory is one of the ancient theories of Motivation, the applicability of the theory is still present in the third world country like Bangladesh. The top management of banking industry purchase the employee with exchange of seemingly worldly benefit such as money, bonus, etc. At the same time, the employees have to bear punishment (withhold promotion, remote transfer, fire) if they cannot perform well. The apparent favorable & unfavorable instruments are used to motivate the employees.

4.3.3 Drive Theory of Motivation

The Drive theory is one of the oldest theories of motivation. Allport (1954)¹⁴ called the theory as 'hedonism of the past'. According to the theory, the present performance of the employees depends on the rewards of the past. According to Steers and Porter (1974)¹⁵, individuals are motivated by internal forces to reduce a sense of disequilibrium and these forces move to and fro depending on the disequilibrium (O'Connor 2010)¹⁶. In a word, people are motivated to take certain actions for reducing the internal tension that is caused by unmet needs. For example, one might be motivated to drink a glass of water for reducing thirst.

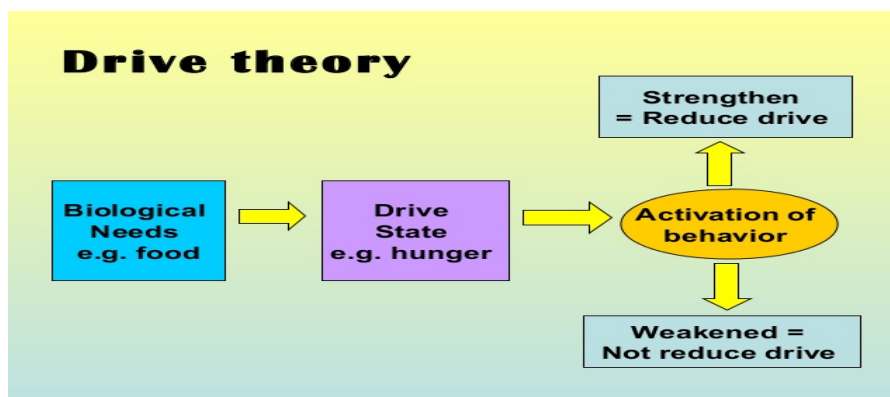


Figure 4.3 : Drive Theory

¹⁴ Allport, G. (1954). The nature of prejudice. Reading, MA: Addison-Wesley

¹⁵ Steers, R. M., & Porter, L. W. (1974). The role of task-goal attributes in employee performance. *Psychological bulletin*, 81(7), 434.

¹⁶ O'Connor, M. (2010). *An Examination of the Factors that Influence Motivation in the Workplace during a Recession* (Doctoral dissertation, Dublin, National College of Ireland).

4.3.4 Application of Drive Theory

This theory is useful in explaining behaviors that have a strong biological component. For example, the needs of foods make people hungry, which motivates them to work for food. But behaviors are not always driven by physiological needs. For example, people sometimes eat even if they are not really hungry. The leaders' tasks are to awaken the dormant dreams of employees. A leader, for example, can motivate an employee by offering him a car who never thought of having a car. The leader just imposes some conditions for achieving the car. This definitely will accelerate the spirit of the employees.

4.3.5 Taylor's Scientific Management (Productivity) Theory

This model of motivation was developed by F.W Taylor in 1911. In the book 'The Principle of Scientific Management' he explains that productivity could be enhanced by applying the scientific method. He was the first consultant to consider work and productivity scientifically. He is the father of Scientific Management.

Taylor was the first to reveal that employees want higher-wages and employers want low labor-costs. He noted that workers naturally do not enjoy their works. Hence, employers should control and supervise them, they should break down the production process into small tasks, should train the employees and equip them with the tools necessary for completing the tasks. In the next stage, they can determine the wages based on the piece-rate-pay method. Eventually, workers get motivated and increase their efforts for maximizing the productivity. Also, the employers get maximum return with tolerable pay.

He further discovered that employees were motivated to earn as much as they could possibly earn. Productivity theory too suggests that money is the key motivating factor for the employees. Taylor commented that the workers will not work harder unless and until they are assured about better pay (Taylor, 1911)¹⁷

¹⁷ Taylor, F. (1998). W.(1911). The principles of scientific management. *New York & London*.

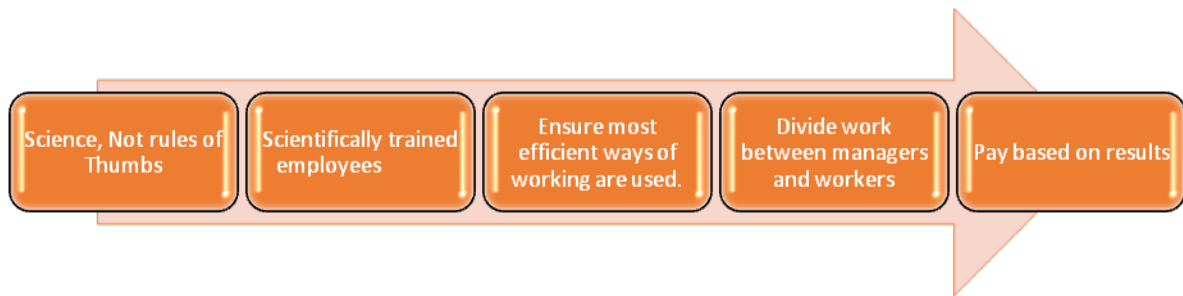


Figure 4.4 : Taylor's Scientific Management Theory

4.3.6 Application of Scientific Mgt. Theory

As workers usually do not enjoy work, they need to be monitored and controlled closely. Managers should **break down** each employee's job into more manageable, bite-sized tasks. They should **accelerate training** so that the employees can perform their assigned tasks in a standard way. Workers should be **paid** based on piece-rate. Besides, the employees should be paid comprehensively. Performance **measurement** is the key challenge here for the policy makers of the banking industry. Putting the **right people** in the right place is the best strategy.

These will create a win-win situation. With maximized incentives, workers get maximum satisfaction, work hard and earn more and they eventually increase production which, in turn, generates maximum profits for the organizations.

4.3.7 Maslow's Hierarchy of Needs Theory

Maslow, (1943)¹⁸ is considered to be the leader of content theory. In fact, the researchers throughout the world still prioritize the hierarchy theory for motivating employees. Since the inception of the theory, it has achieved extensive reception. An individual throughout his lifetime may experience five needs. These are -physiological needs, safety needs, social needs, esteem needs and self actualization needs.

¹⁸ Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370.



Figure 4.5 : Hierarchy of Needs Theory

Maslow showed that needs are prioritized according to their importance (Smith & Cronje, 1992)¹⁹. People are first concerned about the need of food, thirst, accommodation, sex (**physiological needs**). After that he moves upward through the security need i.e. he wants to lead a life where nobody will harm him in leading his day to day life. More specifically, he will not be disturbed physically and economically (**Safety need**). After that he wants to be a notable member of the society. He wants belongingness from the surroundings he lives, wants to love and wants love, affection & friendship (**social needs**). After the fulfilment of that social need, he again moves upward through the **esteem needs** i.e. he longs for self esteem, self-confidence, achievement and independence. Again, he seeks status, recognition and respect. The last stage of the pyramid shaped hierarchy is the **self-actualization** need. At that stage, he wants to realize his full potential, wants continuous self-development and wants to be whatever he is capable of being (Gray, 2000)²⁰.

Maslow showed that the importance of the needs varies from person to person, i.e. some needs are more important to some persons while same needs are less important to others.

¹⁹ Smith, P. J., & Cronje, G. J. (1992). *Measurement Principles: A Contemporary South African Edition*. Kenwyn: Juta and Company Ltd.

²⁰ Gray, R. (2000). *Workplace motivation: A review of the literature*. Retrieved from Kumpania Consulting <http://www.rodericgray.com/workplacemotivation.pdf>

The important needs are to be met first (Schermerhorn, Hunt & Osborn, 2003)²¹. Maslow showed that a satisfied need is not a motivator. For instance, a man with filled stomach no longer feels hungry, but he may be motivated for some other needs. Maslow also pointed that if all needs are unsatisfied at a particular time, the satisfaction of the major need is the most important. Basic need must be satisfied first before a higher need comes into play (Ugah & Okpara, 2008)²².

Although, all the five levels of needs are distinct and clearly separable from each other, the organizations find it difficult to relate the theory within their organizations. The main impediment of implementing the Maslow's Hierarchy theory is the significant variance in the needs of the employees working at the same levels and in the same organizations. The main challenge for the organizations is to satisfy the needs of every employee separately which is literally impossible. An organization cannot set motivational policy for every individual working in the same class or same level. Another important hindrance of implementing the theory is the different size of the organizations. The intensity of need of employees of big organizations is not the same as the intensity of needs of smaller organizations. The main challenge for the managers here is to categorize the organizations depending on the size and number of employees. Moreover, the motivating factors of underdeveloped regions must be different from the more developed regions. Without understanding of the situation properly, the managers can never satisfy the employees.

4.3.8. Application of Hierarchy Theory

In Bangladesh, the organizations put emphasis on the three lower-level needs, whereas the developed countries put emphasis on the two higher needs. For example, the employees of developing countries are struggling for foods whereas purchase of champagne or caviar in

²¹ Schermerhorn, J. R., Hunt, J., & Osborn, R. (2003). *Organizational Behaviour*. John Wiley & Sons. Inc.: Hoboken, NJ, USA, 299-307.

²² Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6.

the developed countries are esteem needs. Again, a motor car which is a necessity in the developed countries is considered to be a luxury in Bangladesh. The management must be judicious in executing need hierarchy theory in the banking industry of Bangladesh. Apparently, the bankers of Bangladesh are drawing handsome salary and bonus packages. Their physiological needs are satisfied. They are getting adequate security and respect from the society too. As such, the security and social needs are also satisfied. The managers here can work with esteem or self-actualization needs of employees giving them responsibility, participation in decisions, valuable roles and autonomy. The management should offer sensible working hours, support them outside the office, endow with family tour etc.

However, the management of Banking industry may follow the following techniques for motivating the employees in respect of Maslow's Hierarchy.

- ❖ Satisfy *physiological needs* by providing adequate salaries & bonuses.
- ❖ Satisfy *Safety needs* by ensuring the correct tools of jobs and comfortable challenges.
- ❖ Satisfy *social needs* by scheduling weekly meetings and getting the teams together to celebrate project milestones.
- ❖ Satisfy *esteem needs* by recognizing team members for excellent contributions to the project.
- ❖ Satisfy *self-actualization* needs by considering workers as capable of doing anything and everything.

Moreover, the management of the banking industry might create a sense of safety and security amongst the employees by appreciating their efforts and by encouraging them to correct errors. By doing this, management removes insecure feelings. It will increase their motivation and productivity.

4.3.9 McClelland's Need Theory

McClelland (1961)²³ describes the human needs from a different angle. Need achievement theory assumes that some people are driven to success through seeking personal achievement (Saif, Nawaz, Jan & Khan, 2012)²⁴. The theory suggests three basic needs that an individual confront during his lifetime. An individual perceives the needs as a result of experience in their personal lives (Schermerhorn et al., 2003)²⁵. The theory suggests that a manager must first understand the needs and inclinations of the employees if he wants to motivate them.

The first need is “**the need for achievement**”. The main theme of the need is that an employee always tries to upgrade himself, clings to solve the problems and undertakes the challenging tasks. The challenges for the manager are to identify the capability of the employees, Provide a problem-mitigating mechanism and lastly to categorize the challenging tasks for the target employees. The next is the '**The need for affiliation**'. The main theme of the need is that the employees love to have lovely environment. They expect belongingness and warm reception. They never go for confrontation. The big challenge here for the manager is to ensure a clash free, tidy congenial environment for the employees. The last need is '**the need for power**'. The need encompasses the desire to control and influence the others with dominating power. This third need again can create some de-motivation for the others. The big deal for the policy maker is to adjust the need for power with the need for affiliation.

²³ McClelland, D. C. (1961). *Achieving society* (No. 15). Simon and Schuster.

²⁴ Saif, S. K., Nawaz, A., Jan, F. A., & Khan, M. I. (2012). Synthesizing the theories of job satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary journal of contemporary research in business*, 3(9), 1382-1396.

²⁵ Schermerhorn, J. R., Hunt, J., & Osborn, R. (2003). *Organizational Behaviour*. John Willey & Sons. Inc.: Hoboken, NJ, USA, 299-307.



Figure 4.6 : McClelland's Human Motivation Theory

4.3.10 Application of McClelland's Need Theory

The application of McClelland's Need theory in the work place is another great challenge for the banking industry. The main strategy is to assist people connect with their work. The work environment should create a parallel line where work and personal life stand together in the same row. Managers must ensure security, respect and power.

David McClelland's achievement theory debunks the myth that monetary incentive is the key method to motivate employees. The theory further illustrates that monetary incentives reduce achievement and cause employees to be inefficient over time. On the contrary, McClelland's theory shows that autonomy, new skills and consistent feedback ensure lasting motivation (Patrick, 2017)²⁶. So, management of the banking industry should reward their staffs with non-monetary incentives. They should concentrate on job satisfaction using the core values i.e. recognition, autonomy etc.

²⁶ D.L. Patrick. (2017), Making the most of the Management Theory of David McClelland. Retrieved from <https://www.business.com/articles/making-the-most-of-the-management-theory-of-david-mcclelland/>

4.3.11 Alderfer's ERG Theory

Alderfer formulated a great content theory in 1972. ERG stands for Existence, Relatedness and Growth. Alderfer (1989)²⁷ examined that human needs can be divided into three parts. The first need is **Existence** need which covers the nutritional and material requirements, working conditions and pay. The second need is **Relatedness** need i.e. the need to build up relationship with family, friends, colleagues & supervisors at work and society as a whole. The last need is **Growth** need i.e. the needs for differentiating a person & developing him and taking him to the position where he can actually reach.

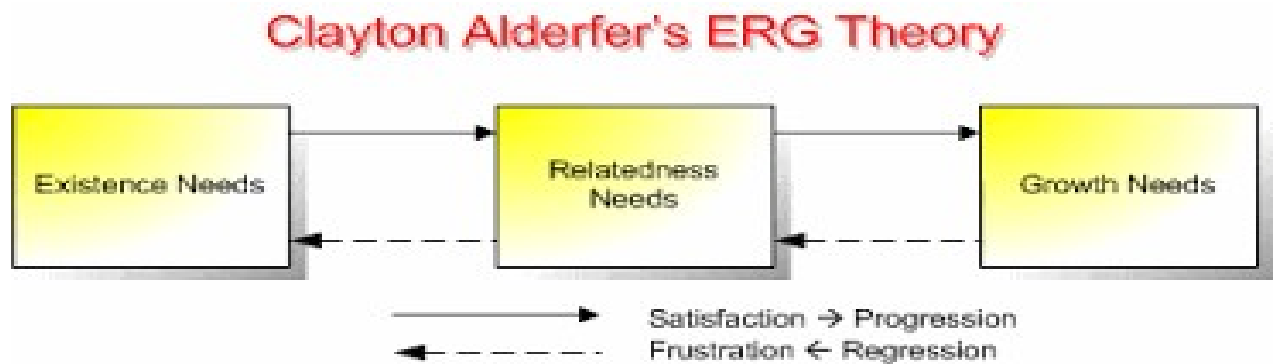


Figure 4.7 : Clayton Alderfer's ERG Theory

There is a difference between **Maslow's need theory** and **Alderfer's theory**. Maslow argued that a need becomes less important to an individual if it is satisfied while Alderfer showed that not all needs become less important after being satisfied rather some needs such as relatedness need and growth needs become more important when satisfied (Wanous & Zwany, 1977)²⁸.

²⁷ Alderfer, C. P. (1989). Theories reflecting my personal experience and life development. *The Journal of Applied Behavioral Science*, 25(4), 351-365.

²⁸ Wanous, J. P., & Zwany, A. (1977). A cross-sectional test of need hierarchy theory. *Organizational Behavior and Human Performance*, 18(1), 78-97.

However, Maslow and Alderfer were similar in many cases of their theories (Hosain *et al.*, 2013)²⁹ For example, the need of **existence** of Alderfer approach is the same as physiological and security/safety needs of Maslow. Again, the need of **relatedness** of Alderfer approach is congruent with the social needs of Maslow's hierarchy need. Hence, Alderfer's theory was not a contraction of Maslow's theory rather a more summarized pattern of Maslow's model.

4.3.12 Application of ERG Theory

Undoubtedly, the bankers have satisfied their existence need. The monetary benefits they are availing are enough to meet their needs of existence. The employees, either belong to the **relatedness** need or **growth** need. The employees seek a high level of relatedness. The challenge for the policy maker is to create an environment having a strong interpersonal relationship and flexibility of duty. These will create opportunity for them to be more attached with the family and society at length. This will obviously have a favorable effect on employees' motivation.

Moreover, the bankers like to be directed and not to be forced. The employers, in that situation, must ensure a relaxed life and must keep them in praise, recognition, autonomy, and responsibility. They should provide the employees the message that employees are the most valuable part of the organization.

However, there are some people who work for money (existence needs) only and have no desire to get on with others (relatedness needs) and achieve promotion (growth needs). Likewise, there are people who work to meet people, to combat challenge and to achieve extra (relatedness needs). Similarly, there are people who work to get promoted (growth needs). Some people work to satisfy the combined needs of each type.

²⁹ Hosain, M. D., Alauddin, M., Islam Tanvir, S., & Sawda, U. (2013). Employee Motivation in the non-government financing companies of Bangladesh. *European Journal of Business and Management*, 5(12), 121-130.

The strategies for motivating the people with *existence* needs are-*high pay, safe environment, incentives (for instance-award for employee of the month for achieving the monthly target) and attainable goals.*

The strategies for motivating the people with *Relatedness* need are-show respect, give responsibility, give recognition, involve people in decision making, encourage ideas, praise people, offer office away days, celebrate success.

The strategies for motivating the people with *Growth needs* are-give challenge, make the work interesting, encourage employees to think for themselves, keep them informed, stretch them with new ideas, offer training.

4.3.13 Geogopalaus 's Path Goal Theory

Geogopalaus's path Goal theory of motivation states that, if a worker finds high return by attaining his goals, he will turn to be a high performer. But if he gets a low return against his performance, he will turn to be a low-performer. Hence, employers must motivate the employees (Ajang, 2007)³⁰. Path-goal theory is the process of setting a specific behavioral set which is suitable for the employees. It guides the leaders to ensure accountability of the employees. The primary concern of goal theory is the direction of behavior i.e. the specification of what it is that people want (Deci, 1992)³¹.

Goals encourage the employees by regulating the intensity of effort. They further affect the choice by leading the people to goal-relevant activities and abstaining themselves from non goal-relevant activities (Locke and Latham, 1990)³².

³⁰ Ajang, P.E., (2005). Assessing the role of work Motivation on Employee Performance. Umeå School of Business and Economics. Course: C-Level Thesis.

³¹ Deci, E. L. (1992). The history of motivation in psychology and its relevance for management Vroom VH, Deci EL Management and motivation 2nd ed.

³² Locke, E A and Latham, G P (1990) A Theory of Goal Setting and Monetary Incentives Englewood Cliffs, New Jersey, Prentice Hall

The Path-Goal Theory

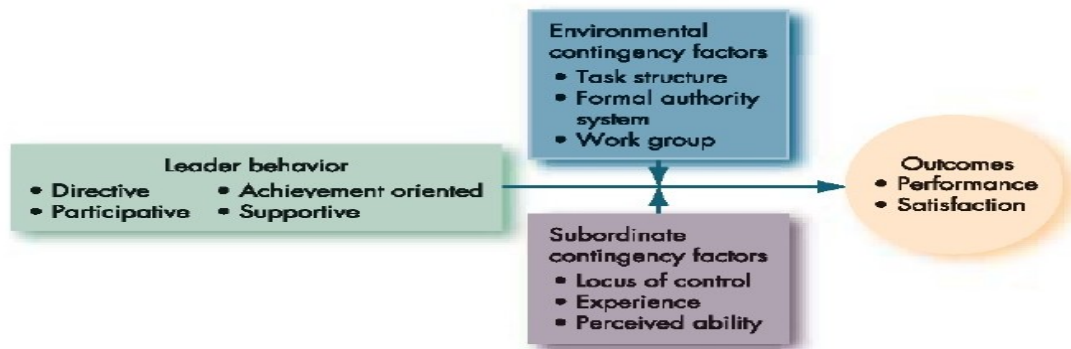


Figure 4.8 : The Path-Goal Theory

4.3.14 Application of Goal Theory

Employees want a definite and attainable goal. An attainable goal that yields to high productivity can bring high motivation and vice versa. What the employees want from the employers and what the employers want from the employees must be congruent to one another. The bank management should set a truly attainable goal. At the same time, the goal will be better attained where there is a provision of rewarding the effort, even in case of non-attainment of the goal.

4.3.15 Skinner's Reward Theory

Skinner propounded that any behavior that is rewarded tends to be repeated. The Skinner's theory simply states that behaviors leading to positive outcomes will be repeated and opposite is the case for the behaviors with negative outcomes (Skinner, 1965)³³. The theory recognizes three basic rules of consequences. The rules are as under;

- Reward for positive behavior reinforces positive behavior
- Punishment for negative behavior weakens negative behavior
- If there is no reward or punishment, behavior is fading

³³ Skinner, B. F. (1965). *Science and human behavior* (No. 92904). Simon and Schuster.

Therefore, managers should positively reinforce employees' behavior that lead to positive outcomes. They should negatively reinforce employees' behavior that lead to negative outcomes.

	Reinforcement (Increase / maintain behavior)	Punishment (Decrease behavior)
Positive (add stimulus)	Add pleasant stimulus <i>to</i> Increase / maintain behavior	Add aversive stimulus <i>to</i> Decrease behavior
Negative (remove stimulus)	Remove aversive stimulus <i>to</i> Increase / maintain behavior	Remove pleasant stimulus <i>to</i> Decrease behavior

Figure 4.9 : Skinner's Reward Theory

4.3.16 Application of Reward Theory

Leaders wanting to reinforce the behavior should provide a **reward** for it and vice versa. Likewise, leaders wanting to weaken any behavior, can use a **punishment**.

Human being wants to be rewarded rather than to be punished; wants to be directed rather than to be controlled. Rewards have an ultimate effect on motivation. Rewards may not be monetary or tangible objects. Even an acknowledgement certifying the achievement may be treated as a great reward. The management should concentrate on evaluating every success of the employees. Providing timely promotion and disbursing regular increments are the good examples of the reward of the banking industry of Bangladesh. It is recommended never to stop the increment of salary increase and promotion even if they show downward performance. Blocking the reward will never increase the productivity rather it will deteriorate the motivation.

4.3.17 Porter and Lawler Model of Motivation

Porter & Lawler (1968)³⁴ showed that the urge of completing a task is affected by the reward and remuneration they expect. Individuals are rational and make own choices about their behavior. They have different goals, desires and needs. Finally, individuals decide between alternative behaviors (Wagner & Hollenburg, 2007)³⁵.

The Porter and Lawler theory of motivation is based on the assumption that rewards cause satisfaction and performance produces a reward. The relationship between satisfaction and performance is linked by another variable called rewards. The study found that good-performance leads to reward which leads to satisfaction. It is a multi-variable model and explains the complex relationship between motivation, performance and satisfaction.

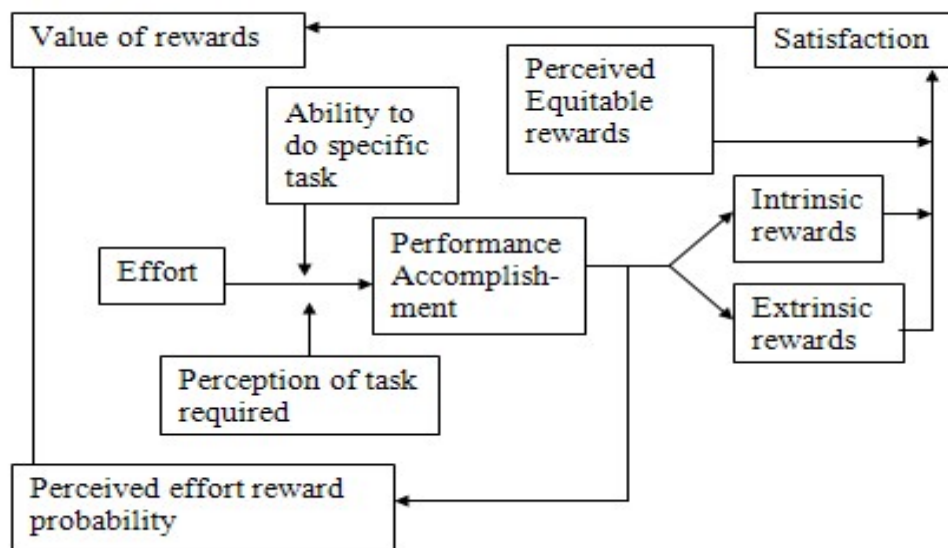


Figure 4.10 : Porter and Lawler Model

³⁴ Porter, L. W., & Lawler, E. E. (1968). Managerial attitudes and performance.

³⁵ Wagner, J.A. & Hollenburg, J.R. 2007. Organisational Behaviour. 3rd ed. Upper Saddle: Prentice Hall.

Assumptions about human behavior:

1. Individual behavior is determined by a mixture of factors
2. Individuals are assumed to be rational human beings who make conscious decisions.
3. Individuals have different needs, desires and goals.
4. On the basis of their expectations, individuals decide between alternate behaviors and such behavior will lead to a desired outcome.

4.3.18 Application of Porter and Lawler Model

Porter and Lawler Model of Motivation has a great applicability in the banking industry. Management can follow the following strategies for applying the model;

- ❖ Match the abilities and traits of the employees with the job.
- ❖ Inform the employees about their roles and confirm them what they must do in order to be rewarded.
- ❖ Determine the concrete terms of the attainable performance levels.
- ❖ Choose the right rewards that satisfy the employees.
- ❖ Make sure that the employees are being rewarded rightly.

Finally, management should carefully review their reward system. The *effort-performance-reward-satisfaction* cycle should be implemented for motivating the employees of the banking industry.

4.3.19 Herzberg's Two-Factor Theory

Frederick Herzberg established a milestone by building another content theory named **Two-Factor Theory**. Herzberg first identified that motivation depends on two types of factors. He categorized the factors as 'the *motivation factors* and *hygiene factors*'

maintenance factors'. Herzberg viewed that the '**motivating**' factors consist of six job content factors. These are achievement, recognition, work itself, responsibility, advancement and possibility of growth. On the other hand, the '**hygiene**' factors are job context factors. The main ten 'job context' factors are company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status and job security (Ruthankoon, 2003)³⁶ cited in Riley, (2005)³⁷. The '**job content**' factors and '**job context**' are also known as the **intrinsic** motivators and **extrinsic** motivators respectively.

The availability of the 'job content' factors/motivating factors/ intrinsic factors contribute a lot to the large scale satisfaction of the employees. The hygiene factors are more or less related to the environment and not with the job itself (Schermerhorn, 2003)³⁸. The absence of hygiene factors would necessarily cause the dissatisfaction amongst the employees, but the presence of the hygiene factors will not increase the satisfaction. The factors causing satisfaction are different from those causing dissatisfaction. So, the two feelings cannot be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is not satisfaction, but rather, no dissatisfaction (Herzberg, 1968)³⁹.

³⁶ Ruthankoon, R., & Olu Ogunlana, S. (2003). Testing Herzberg's two-factor theory in the Thai construction industry. *Engineering, Construction and Architectural Management*, 10(5), 333-341..

³⁷ Riley, S. (2005). Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions.

³⁸ Schermerhorn, J. R., Hunt, J., & Osborn, R. (2005). *Organizational Behaviour*. John Wiley & Sons. Inc.: Hoboken, NJ, USA, 299-307.

³⁹ Herzberg, F. (1968). One more time: How do you motivate employees. *Harvard Business Review*

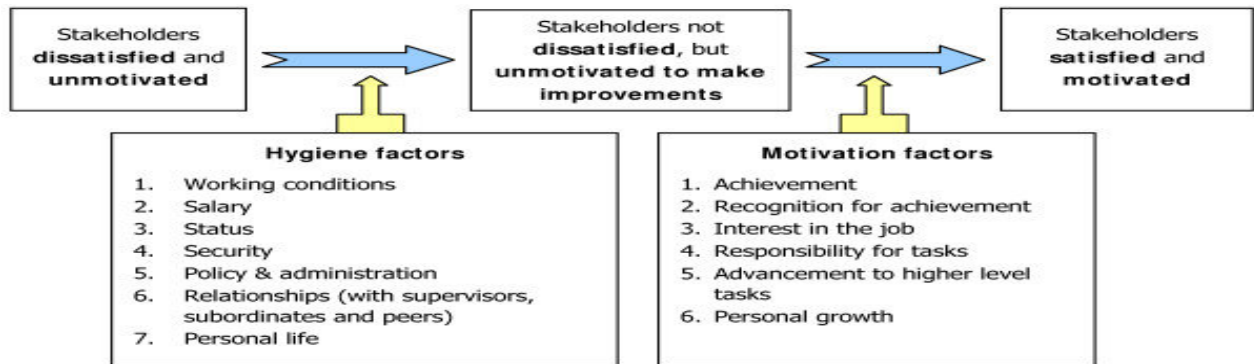


Figure 4.11 : Two-Factor Theory

The big challenge here for the management is to address the motivating factors for increasing the employee satisfaction. According to Herzberg, the employees seek encouragement, they want recognition, they want to achieve and they love to take the responsibility. If an employee feels that he is not encouraged nor is he recognized for the job he is assigned, he will never be satisfied. So, it is important to include employees in the decision making and at times the job assignment or delegation. This will help the employees to feel more responsible and will produce a higher level of motivation (Riley, 2005)⁴⁰

On the other hand, the effective management cannot overlook the hygiene factors either. The presence of job-context factors may not motivate or influence the workers, but the absence of these factors will adversely affect the employee satisfaction. For example, the arrangement of bright lighting, proper ventilation, fabulous interior design will not add value to the satisfaction. But the absence of those mentioned factors will definitely reduce the working stamina of the employees and subsequently bring overall dissatisfaction within the organization.

⁴⁰ Riley, S. (2005). Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions.

In the following discussion, the applicability of the motivating and hygiene factors is shown.

Achievement: Completing a task before the deadline and receiving high reviews on the result give rise to the satisfaction level. In contrast, failure to finish the project within stipulated time and inability to do the job effectively decline the satisfaction level.

Recognition: Acknowledging the performance of the employees will accelerate satisfaction. On the contrary, If the achievement is overlooked or criticized, there will be an opposite effect.

The work itself: This involves the employees' perception towards the work itself. The work can be difficult, challenging, easy, boring or interesting. Challenging and interesting work increases satisfaction while easy and boring work decreases the satisfaction.

Responsibility: This involves the degree of freedom an employee can exercise for making decisions and implementing their own ideas. More liberty creates more enthusiasm to work harder and generates more satisfactions with the result.

Advancement: This refers to the possibility of promotion. If an employee does not receive an expected promotion, he would be dissatisfied terribly.

Possibility of Growth: This motivation factor includes the possibility to progress within the company. This could also include the opportunity to learn a new skill. When the opportunity for growth is vague, employees start showing dissatisfaction.

The following are the hygiene factors which have an effect on the dissatisfaction only. Herzberg identified ten factors and named these as 'maintenance factors' (Ugah, et al., 2008)⁴¹.

Ten 'Maintenance Factors'	
Company policy and administration	Technical supervision
Interpersonal relations with supervisor	Interpersonal relations with peers
Interpersonal relations with subordinates	Salary
Job security	Personal life
Working conditions	Status

Company Policy or Administration: An employee's perception of whether the policies of the company are good or bad and fair or not, determine the level of dissatisfaction.

Personal or Working Relationships: This is the relationship between the employees and supervisors, peers and subordinates. How someone feels about the interaction with peers within the work environment can also affect satisfaction and dissatisfaction.

Working conditions: This includes the physical surroundings that one works. An unfavorable surroundings can have a terrific influence on dissatisfaction.

Salary: The increase or decrease of wage or salary affects the dissatisfaction of the employees within a company.

⁴¹ Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6.

Personal Life: The segregation of work and personal life is impossible. It is inevitable that one will affect the other in respect of satisfaction.

Job Security: This is also a significant factor that affects dissatisfaction. Secured job enhances satisfaction and the insecure job does the opposite (**Ruthankoon et al., 2003**)⁴².

Status: Status is also a remarkable hygiene factor. The attitude towards a job, i.e. whether the job is prestigious or not may affect dissatisfaction terribly.

However, the two-factor theory was tested & criticized by many other researchers. Extensive commentary has emerged about how to distinguish between hygiene factors and motivators. Some factors can clearly be segregated in one of the two categories. Some factors, particularly salary, are ambiguous as to whether they are motivators or a hygiene factors (Gunasekara & Kulathunga, 2011)⁴³

To sum up, Herzberg says that both motivating and hygiene factors work independently. The presence of motivating factors increase employee motivation and satisfaction, but the absence of those does not cause dissatisfaction. Similarly, the presence of hygiene factors does not increase motivation, but the absence of those surely causes dissatisfaction.

4.3.20 Application of Two-Factor Theory

The most remarkable point of two factor theory is that in order to motivate the employees, the managers have to improve both the hygiene and motivating factors. As a successful manager, one must first start with improving hygiene factors. Regarding motivating factor, he must take employees' needs into consideration individually remembering the fact that one nice shirt does not fit all.

⁴² Ruthankoon, R., Ogunlana, S.O.(2003), Testing Herzberg's Two Factor Theory in the Thai construction industry. *Engineering, construction and Architectural Management*. Vol.10, Iss.5, Page:333-342.

⁴³ Gunasekara, U. L. T. P., & Kulathunga, K. M. K. N. S. (2011). An Empirical Study of Herzberg's two Factor Theory with Operational Level Employees of Private Banks in Sri Lanka. In *International Conference on Modern Trend in Innovation Management* (pp. 116-124).

For improving hygiene factors, the banks, especially public banks, may renovate the office premises. Besides, sitting arrangement should be comfortable, salary packages should be revised time to time and job security should be established. In a word, the managers should convey the messages that the employees are getting a fair environment with handsome pay.

On the other hand, for improving motivating factors, the first task of management is to provide opportunities for achievement and recognize the achievement. Management should also create the working environment which is rewarding (Dartey-Baah & Amoako, 2011)⁴⁴. They must give them proper responsibility and possibility. They should praise them informally and allow them to participate in decision making. Moreover, employees should be given opportunities through internal promotion and training & development.

4.3.21 Equity Theory of Motivation

Another great scholar of motivation was Adam. After a thorough analysis, Adam discovered a theory called Equity theory in 1965. With the exchange of **input** they expect **output** from the employers. They evaluate equity using a ratio of inputs to outputs. **Inputs** include qualification, experience, effort, number of hours worked, the commitment, personal sacrifices, the depth of duties and ability. **Outcomes** include benefits such as salary, bonus, transport facilities, recognition, promotion (intangible), etc. Inequities occur when workers feel that outcomes are not equal to inputs (Ugah, 2008)⁴⁵. The gap between 'input' by workers and 'output provided by employers is the '**motivational force**'.

⁴⁴ Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.

⁴⁵ Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6.

Equity theory is based on the idea that individuals are motivated by justice. In an environment where some employees are paid higher with the same performance, it will psychologically demoralize others to reduce performance. The demoralized employees create self-equity by lowering performance so that they can be equal to the high-paid employees. Likewise, an individual increase his inputs(efforts) if his outputs are greater than the employees putting the same exactly the same input (efforts). Essentially, an individual within an organization will always try to keep the equity in the balance (Equity Theory-Keeping Employee Motivated, 2017)⁴⁶.

According to Adam, the presence of inequity creates stress among the employees. The stress is proportional to the magnitude of inequity present. Again, the tension will drive them to reduce it. The effort of the drive is proportional to the stress created earlier; it is

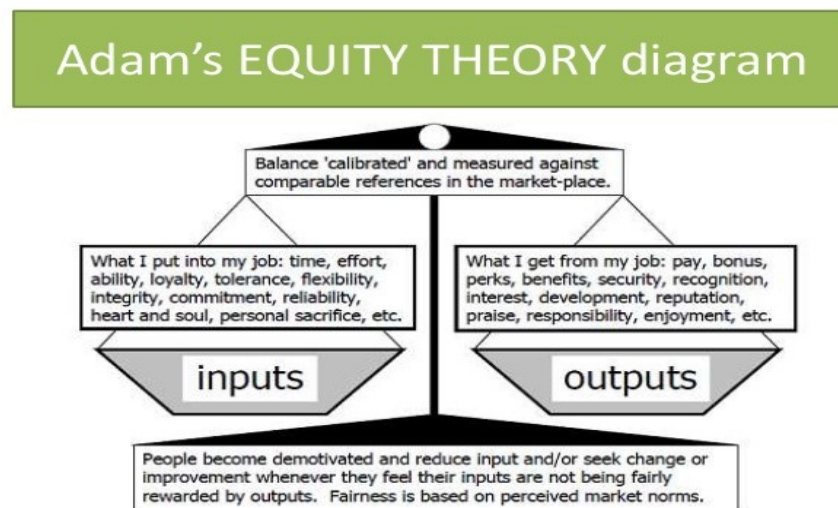


Figure 4.12 : Equity Theory

proportional to the magnitude of inequity present. In short, the presence of inequity will motivate an employee to achieve equity or reduce inequity” (Gray, 2000)⁴⁷.

⁴⁶ Equity Theory-Keeping Employee Motivated. (2017, June 10). Retrieved September 10, 2018, From Expert Program Management: <https://expertprogrammanagement.com/2017/06/equity-theory/>

⁴⁷ Gray, R. (2000). Workplace motivation: A review of the literature. Retrieved from <http://www.rodericgray.com/workplacemotivation.pdf>

4.3.22 Application of Equity Theory

Managers must critically analyze the qualifications of each employee. Then, they should delegate the responsibility based on their qualifications. The management needs to set up the quota based output to input. It must ascertain how much benefit would be appropriate for a certain qualifications of the employees. The gap between their qualifications and benefits should be mitigated through proper recognition. However, there are some managerial strategies for reducing the inequality. These are shown below;

1. Change an individual's inputs or outputs.
2. Change the inputs or outputs of others.
3. Change the perceptions of inputs and outputs.

4.3.23 Vroom's Expectancy Theory

The expectancy theory was presented by Victor Vroom in 1966. He was a psychologist. Employees will be motivated if they can make choices among the behaviors and if their efforts are rewarded (Vroom, 1966)⁴⁸. The variables in the expectancy theory are- **Choice, Expectancy, and Preference**. Choice is the freedom to select a behavior from a number of behaviors. Expectancy is the belief that certain behaviors will succeed or fail. Preferences are the values a person attaches to different outcomes (Ugah, 2008)⁴⁹. It can be shown through the following figure.

⁴⁸ Vroom, V. (1966). H.(1964): Work and motivation. *New York*.

⁴⁹ Ugah, A. D., & Okpara, M. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice*, 10(2), 1-6.



Figure 4.13 : Expectancy Theory

Expectancy: Expectancy is the belief that one's effort is relevant to his goal. This is based on his past experience, self confidence and degree of difficulty to achieve the goal.

Instrumentality: Instrumentality is the expectation of a reward after completing the desired effort & achieving the goal.

Valence: Valence is the worth of the reward. Some employees value money while some employees value recognition, additional days off.

4.3.24 Application of Expectancy Theory

The main subject matter of expectancy theory is that the motivation depends on the outcomes/results an employee expects from his action. The higher the expectations, the larger the effort. The employees are least motivated if they don't want the reward or they lack the confidence that their efforts are relevant to the goal and competent for reward.

The expectations of bankers would be different from the other organizations. This is influenced by their depth of knowledge and social class. They seek solvency as well as power. Being highly educated, they never want to work in a messy environment. They dream to enjoy a working environment having all modern amenities. Management must make sure that employees are better paid and getting continuous promotions. On the other hand, possibility of slow growth and inadequate compensation slow them down.

4.3.25 Self-Determination Theory

Following the Vroom's theory, a second process theory was developed by Porter and Lawler. They proposed a model of intrinsic and extrinsic work motivation. According to Ryan & Deci (2000)⁵⁰, intrinsic motivation involves that employees perform well if they find their jobs interesting. On the other hand, extrinsic motivation denotes that employees accelerate performance if they get tangible rewards.

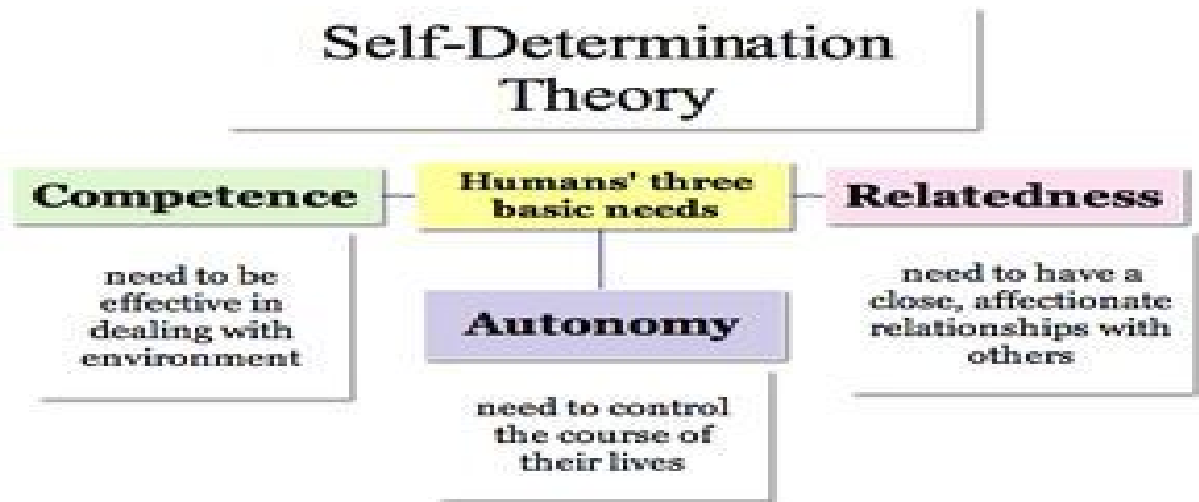


Figure 4.14 : Self Determination Theory

Porter and Lawler (1968)⁵¹ proposed for the structuring of the working environment so that performance would lead to intrinsic and extrinsic rewards, and therefore, produce job satisfaction. This could be achieved by making jobs interesting (increasing intrinsic motivation) or ensuring promotion (increasing extrinsic motivation) (**O' Connor, 2010**)⁵².

⁵⁰ Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68.

⁵¹ Porter, L. W., & Lawler, E. E. (1968). Managerial attitudes and performance.

⁵² O'Connor, M. (2010). *An Examination of the Factors that Influence Motivation in the Workplace during a Recession* (Doctoral dissertation, Dublin, National College of Ireland).

4.3.26 Application of Self-Determination Theory

People having a positive effect at work tend to feel more engaged and motivated. Managers and leaders can foster this sense of self-determination by allowing team members to take an active role. They can offer better responsibilities, provide feedback, support and encouragement (Cherry, 2019)⁵³.

4.3.27 Volition Theory

Volition is the cognitive process which helps an employee decide and forces him to act accordingly. Volition is strength of will, precision, discipline, self-direction, resourcefulness (Corno, 1993)⁵⁴. He argued that the effect of motivation on behavior is mediated by volition. In other words, motivation may lead to a decision to act, but volition is what determines whether those decisions are implemented. Motivation helps to determine the goals, whereas volition supports management to execute goals. Motivation is an external inspiration, whereas volition is self-motivation (Aggarwal, 2013)⁵⁵

4.3.28 Application of Volition Theory

The management must be judicious in applying volition theory. Firstly, they must know the ambition of each employee and ensure whether he is moving in that direction. Managers must go for self-introspection. Management must ensure the balanced between persona-life and work-life. Successful managers evaluate the life of the employees with a cool, calm, serene and still mind.

⁵³ Cherry, K. (2019, October 7). *Self-Determination Theory and Motivation*. Retrieved 2019 20, 2019, from verywellmind: <https://www.verywellmind.com/what-is-self-determination-theory-2795387>

⁵⁴ Corno, L. (1993). The best-laid plans: Modern conceptions of volition and educational research. *Educational researcher*, 22(2), 14-22.

⁵⁵ Aggarwal, A. (2013, October 24). *MOTIVATION AND POWERS OF THE THEORY OF VOLITION*. Retrieved October 20, 2019, from <https://www.speakingtree.in>: <https://www.speakingtree.in/blog/motivation-and-powers-of-the-theory-of-volition>

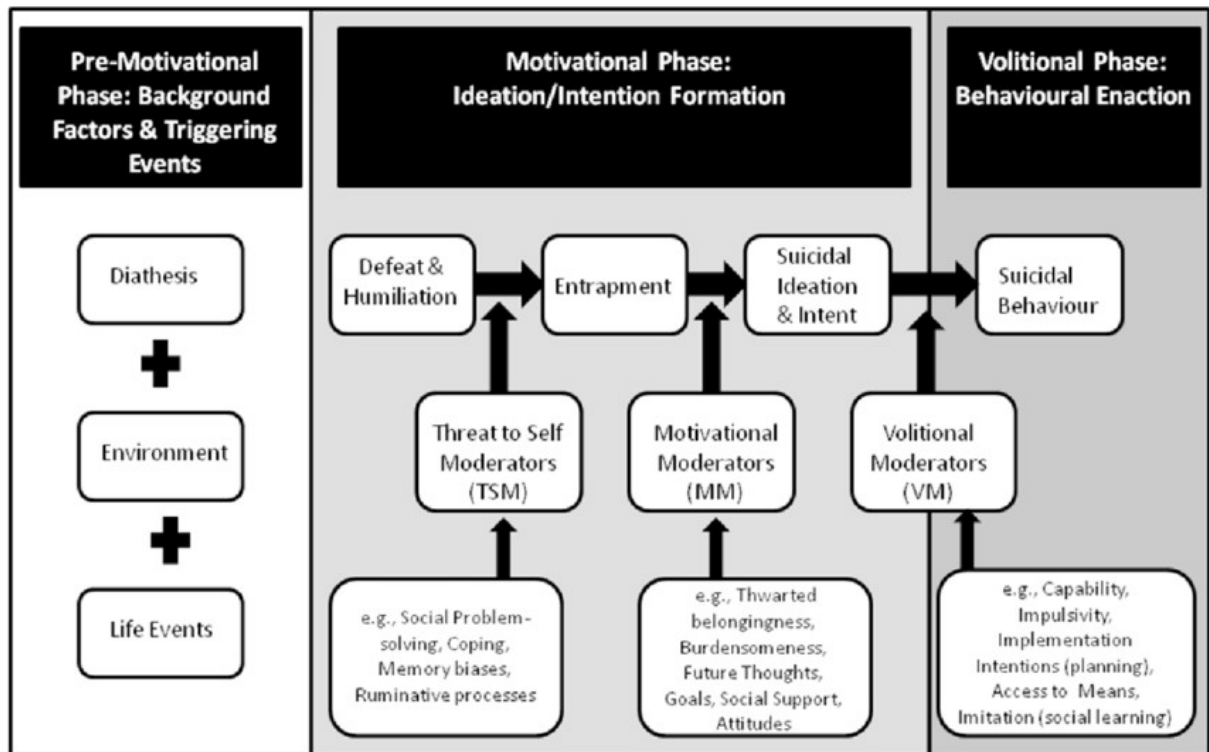


Figure 4.15 : Volition Theory

4.3.29 Theory X and Theory Y

McGregor, (1989)⁵⁶ explained an outstanding theory of motivation named Theory X and Theory Y. Theory X and Theory Y are the opposition to one another. Theory X supports the propositions that the employees by nature are **hesitant to work, lethargic and fear** of responsibility. So they will have to be motivated either by positive or negative reinforcement and this has to be done continuously. Theory Y, on the other hand, is based on the belief that employees **enjoy the work, set goals and attain the goals** by using their natural and learned **skill and experience**. It denotes that the exciting people are motivated from internal **spirit**.

⁵⁶ McGregor, D. (1989). The human side of enterprise. *Readings in managerial psychology*, 314-324.

Theory X

Theory X assumes that the typical worker has no ambition, no goals, avoids responsibility and he only wants to achieve his individual goal. In general, theory-X style managers believe their employees to be **less intelligent, lazy, anti-social, poor-listener, pessimist, aloof, arrogant and evasive**. Theory-X assumes that people have an inherent dislike for work and avoid it when possible. So, they must be coerced, controlled, directed and threatened with punishment (Saif et al. 2012)⁵⁷. The main motivating factors of these types of people are **physiological and safety needs**.

According to McGregor, there are two approaches for theory X; the hard and the soft approach. The hard approach is close supervision, intimidation and immediate punishment. This is a "**we versus they**" approach, meaning it is the management versus the employees. The managers adopt a more dictatorial style.

The soft approach is characterized by mercy and flexible rules for creating highly cooperative employees. Implementing a system that is too soft could result low-output workforce. McGregor believes both the approaches are too extreme to apply. Instead, a middle approach would be the most effective. Thus, management use **rewards or punishments** for the employees belonging to the X-theory.

Theory Y

Theory Y assumes the employees to be internally motivated and enjoy their jobs. They exercise their physical and mental efforts in their jobs. They do not require threat, external control and coercion to work rather they use self-direction, dedication and sincerity to achieve the organizational objectives.

⁵⁷ Saif, S. K., Nawaz, A., Jan, F. A., & Khan, M. I. (2012). Synthesizing the theories of job satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary journal of contemporary research in business*, 3(9), 1382-1396.

The leaders dealing with the Y- type employees consider their employees emotionally as opposed to a more conductive and teaching-based relationship. As a result, the employees have a better relationship with their boss, creating a healthier atmosphere in the workplace.

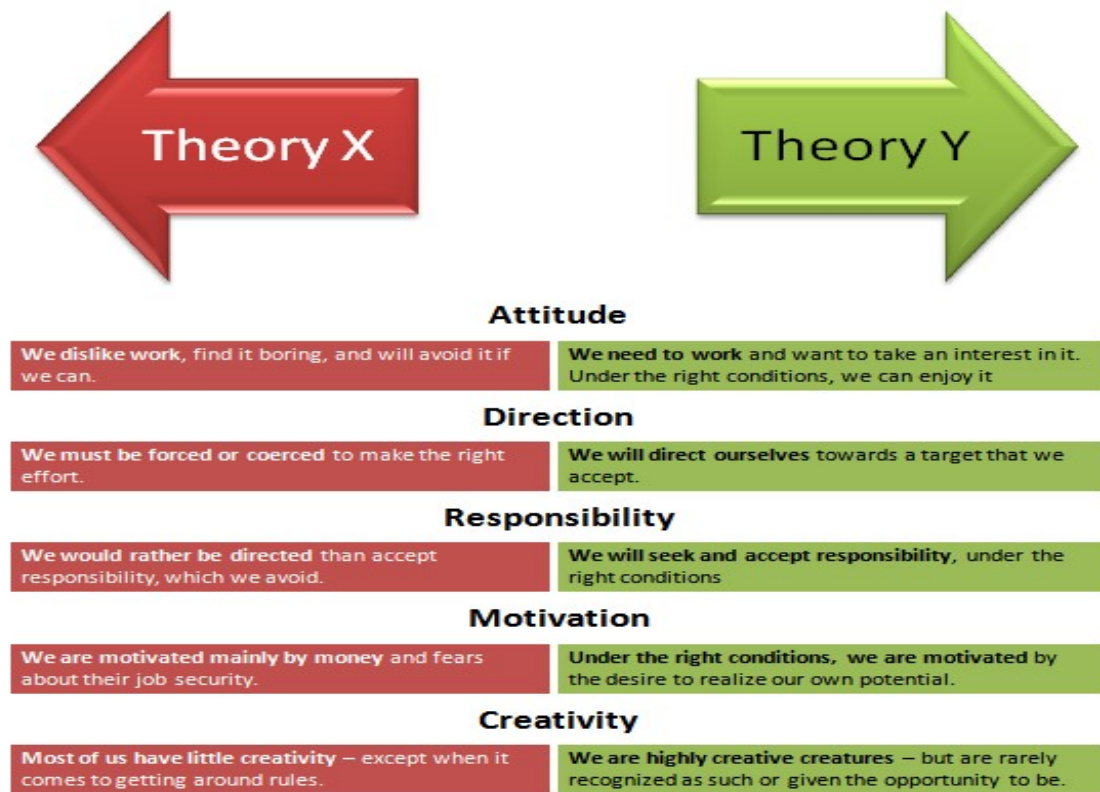


Figure 4.16 : McGregor's Theory X and Y

4.3.30 Application of Theory X and Y

There are many debates in favor of and in against for theory X and Y. The management cannot apply any approach without knowing the employees individually. An employee may belong to theory X or Y depending on his personal trait and working environment. So, applying the wrong theory on employees can jeopardize the organization.

A combination of both approaches may speed up the productivity. This approach is derived from Fred Fiedler's approach known as the contingency theory. This theory states that leaders choose their leadership style based on both internal and external conditions. Managers adopting the theory X approach have an authoritarian style of management. On the contrary, managers who choose the theory Y approach have a hands-off style of management. An organization with this style of management encourages participation and values individuals' thoughts and goal.

4.3.31 Landsberger's Hawthorne Effect Theory

Landsberger (1955)⁵⁸ provided a fabulous theory of motivation **named** Hawthorne effect. The theory was named after Western electric factory at Hawthorne, Chicago, where a social experiment was done on the influence of physical conditions on productivity. This research unveiled some interesting facts.

The study reveals that close observation increases the motivation. People have a tendency to work harder and perform better when their performance is observed.



Figure 4.17 : Hawthorne Effect

⁵⁸ Landsberger, H. A. (1955). Interaction process analysis of the mediation of labor-management disputes. *The Journal of Abnormal and Social Psychology*, 51(3), 552.

During the period of his research, the researcher (Landsberger, 1976)⁵⁹ changed some elements in the working environment such as light, working hour, etc. He found that with every change in the set up, the productivity of the employees increased to a substantial level. The interesting contribution of this research is that employees become motivated and work harder if they can be made to understand that attention is given to them.

4.3.32 Application of Hawthorne Effect

Observing the employees intensively is key to motivate the employees and keep them in incessant productive. This observation should not turn into suspension to employees. Observation does not necessarily mean keeping the employer's eye to eye all day long. Practically, it means giving them feedback, taking feedback from them, letting them know what employers want and also knowing what employees want, how they want & why.

A great way to motivate the employees is to convey the message to the employees that the management is careful about them and concern about their working environment. So, motivation is not always physical change in the environment rather sometimes a psychological message.

4.3.33 Three-Dimensional Theory of Attribution

Bernard Weiner proposed *three-dimensional theory of attribution*. The theory assumes that people determine why they perform a task. Weiner explained that the reasons we attribute to our behavior can influence how we behave in the future. For example, a loan officer missing the targets of loan recovery could attribute his failure to a number of factors. This attribution which will affect his motivation in future. There are three main characteristics of attributions that can affect future motivation (Weiner, 1985)⁶⁰.

⁵⁹ Landsberger, H. (1976). Management and the Worker.

⁶⁰ Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological review*, 92(4),548.

Stability: Stability is the strength of attribution. For example, an employee finds two reasons for his failure of loan recovery. The first reason is the inability to communicate (more stable factor) with the clients and the second reason is remaining busy with other activities (less stable). Weiner said that relatively more stable attributions for successful achievements can lead to higher motivation.

Locus of control: Locus of control is measuring the reasons of an event. For example, if the employee believes that loan recovery failed because he lacked the ability (internal factor) to recover it, it gives him less motivation in future. But if he believes that the recession in business (external factor) is the reason for that failure of loan recovery, it will give him the motivation in future.

Controllability: Controllability is the degree of having power over the situation. If an individual believes that he could have performed better, he may be less motivated to try again in the future. But if he believes that he tried his best but failed due to the uncontrollable factors, he will give double effort to gain it.

4.3.34 Application of Three-Dimensional Theory

Applying three dimensional theory in the working environment is a complex task. Managers must be watchful in applying those. They have to make their employees understand that management has faith in the ability of employees and ready to assist them in achieving the target.

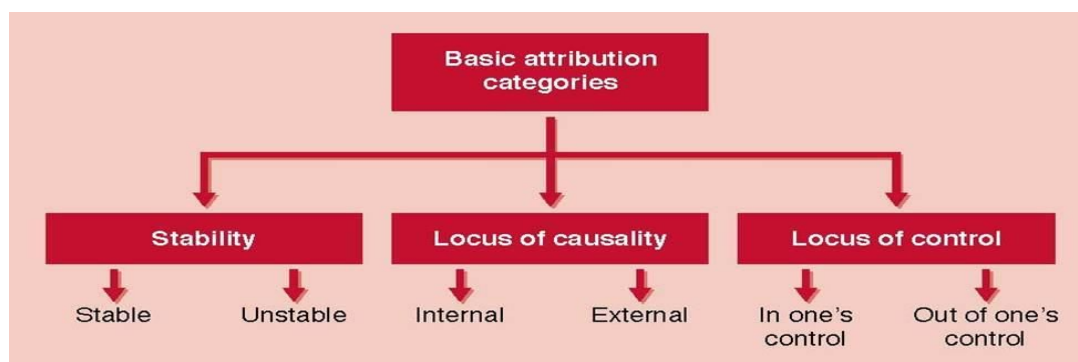


Figure 4.18 : Three Dimensional Theory

Managers should continue praising the employees even if they continue failing. Moreover, they should recognize their microscopic success. It is not the inability of the employees that cause failure. There are other uncontrollable reasons.

The managers must take the role of leader. Productivity decreases with the employees who feel guilty for their failure. The role of the leader is to relieve them from the feelings of self-blame. Leaders create confidence with them. They stand by their employees in their success and failure. Moreover, the leaders today should lead them to face the continuous change and uncertainty.

4.4 Summary of Motivation Theories

The theories of motivation were broadly segregated into two parts, i.e. Content/Need Theory and Process/Cognitive/Context theory. The content-theories focus on the factors that exist internally within a person. The process-theories, on the contrary, focus on how the behavior within a person is influenced.

Motivation Theories: A Summary Overview 5-9

Content Motivation Theories	Process Motivation Theories
<ul style="list-style-type: none">• Theories that focus on factors within a person that:<ul style="list-style-type: none">• Energize behavior• Direct behavior• Sustain behavior• Stop behavior• These factors can only be inferred	<ul style="list-style-type: none">• Theories that describe and analyze how behavior is:<ul style="list-style-type: none">• Energized• Directed• Sustained• Stopped

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Figure 4.19 : Summary of Motivation Theories

There are different theories of motivation . These theories represent what constitute and create motivation. The most influential theories are discussed here with their implications. Need theories deal with the fulfillment of an internal state that make certain outcomes. Need theories build up the basic foundations of motivation theories and are the most straightforward. There are **three** main needs-theories. **Maslow's hierarchy of needs theory** states that people have a pyramided hierarchy of needs. These needs are to be satisfied from the bottom to the top. **Herzberg's two-factor theory** states that there are certain factors in the workplace that cause satisfaction while a separate set of factors cause dissatisfaction. It splits hygiene factors from motivation factors. Hygiene factors are related to pain-avoidance. These factors lead to dissatisfaction when they are not satisfied. Motivation factors are related to the ability to achieve and psychological development. **Alderfer's ERG Model** condenses Maslow's five human needs into three e.g. Existence (material and physiological), Relatedness (social) and Growth (esteem and self actualization). **McClelland's achievement theory** states that the specific needs of an employee are determined on his experiences. The three motivational needs are-achievement motivation, authority/power motivation and affiliation motivation. **Adam's Equity theory** states that people like to maintain a balance between their inputs and the outcomes they receive, also to the outputs of others. Fair treatment creates motivation.

Undoubtedly, behavior is a function of pretty complex variables. As such, no single theory can adequately explain all human motivation. Hence, looking at the factors affecting the individual separately can offer a better understanding of the forces.

Chapter - 5

Analysis

&

Interpretation

5.1 Introduction

Data analysis is one of the most important processes, but the least developed and the most difficult (Yin, 1994)¹;(Eisenhardt,1989)². The prior chapters delineated the background of the study, concepts of the related terms, theories of motivation, platform of the work environment. Upon this, the researcher once again repeats the main objective of the study. It is-to go through the impact of work environment on the motivation of employees of the banking industry in Bangladesh. The related objectives are set to find the existing condition of work environment and look into the gap for ensuring congenial a work environment. The study also aims at finding out the outcomes of the motivated employees. Finally, this study made a comparative study between the Public and Private banks of Bangladesh.

This research has mentioned some elements of the work environment. These elements motivate the employees in an effective way. This chapter presents an analysis of how the elements of work environment affect the motivation of employees of the banking industry statistically. This chapter also compares the impacts of elements of work environment between private and banks with their differences. At the same time, it is going to give a detailed analysis of the major quantitative and qualitative findings.

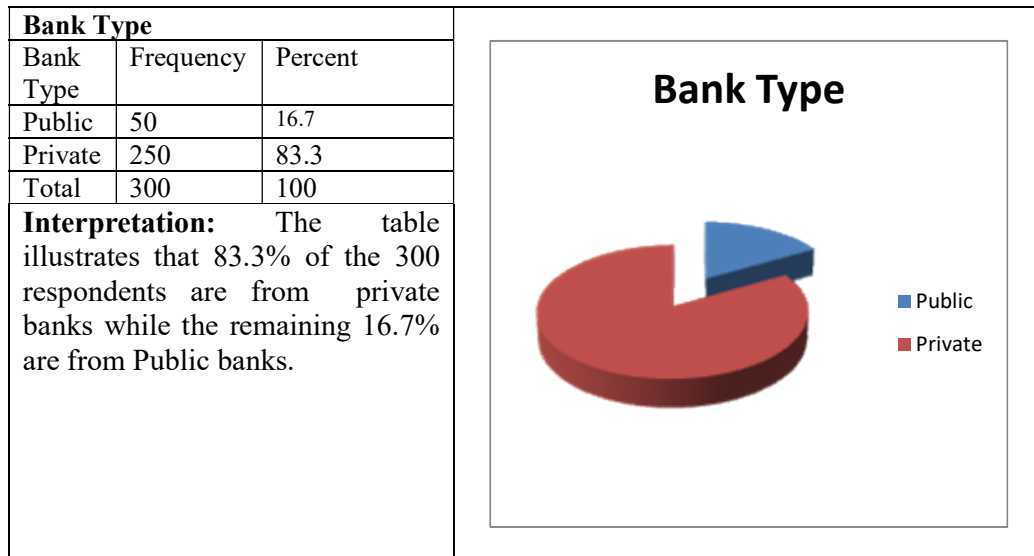
5.2 Demographic Analysis

In the demographic analysis, the researcher will show the particulars of the samples and respondents. As we talked about, a total of 300 respondents were chosen from 60 branches of 30 banks in Bangladesh. The following discussion will present an elaborative picture of the samples and respondents.

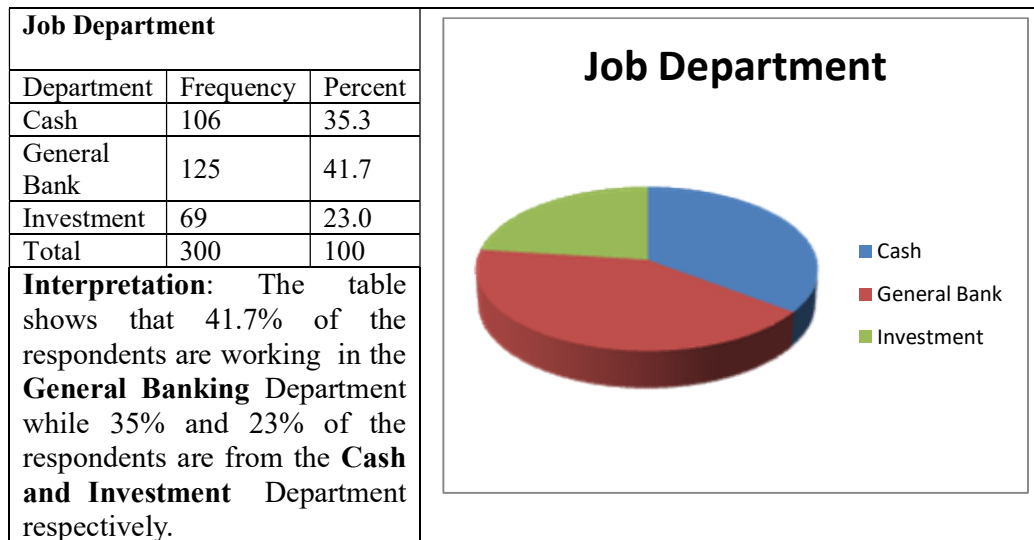
¹ Yin, R. K. (1994). Case study research: Design and methods. sl: Thousand Oaks

² Eisenhardt, K. M. (1989). Making fast strategic decisions in high-velocity environments. *Academy of Management journal*, 32(3), 543-576.

5.2.1 Bank Type



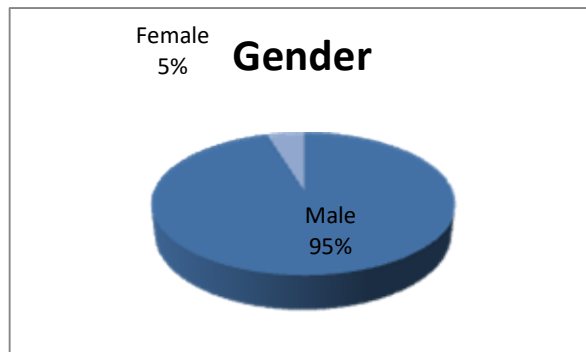
5.2.2 Department



5.2.3 Gender

Gender		
Gender	Frequency	Percent
Male	286	95.3
Female	14	4.7
Total	300	100

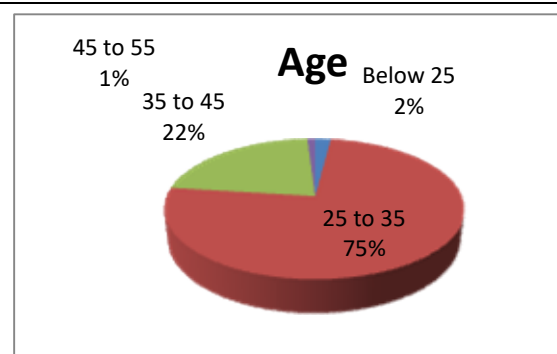
Interpretation: Out of 300 respondents, there were 286 men (95.3%) and 14 women (4.7%) who took part in the survey study



5.2.4 Age

Age		
Age	Frequency	Percent
Below 25	6	2.0
25 to 35	225	75.0
35 to 45	66	22.0
45 to 55	3	1.0
Total	300	100

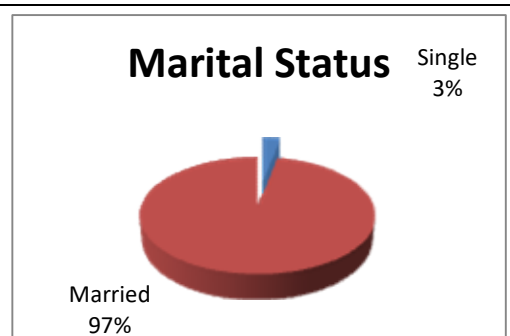
Interpretation: The respondents belong to different age groups. 225 (75%) respondents belong to age group 25-35 years and 66 (22%) are between 35 to 46 years.



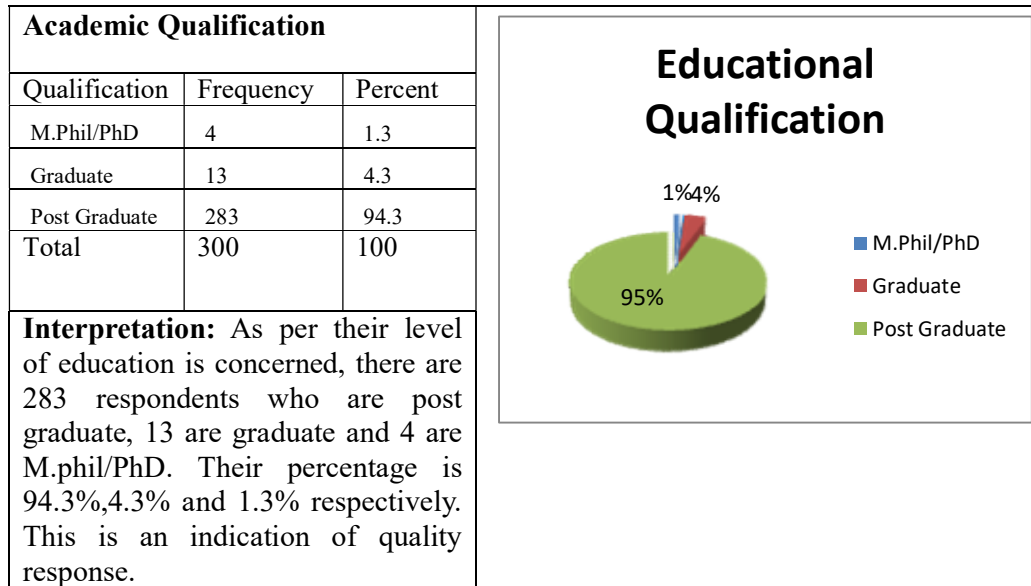
5.2.5 Marital Status

Marital Status		
Department	Frequency	Percent
Single	9	3.0
Married	291	97.0
Total	300	100

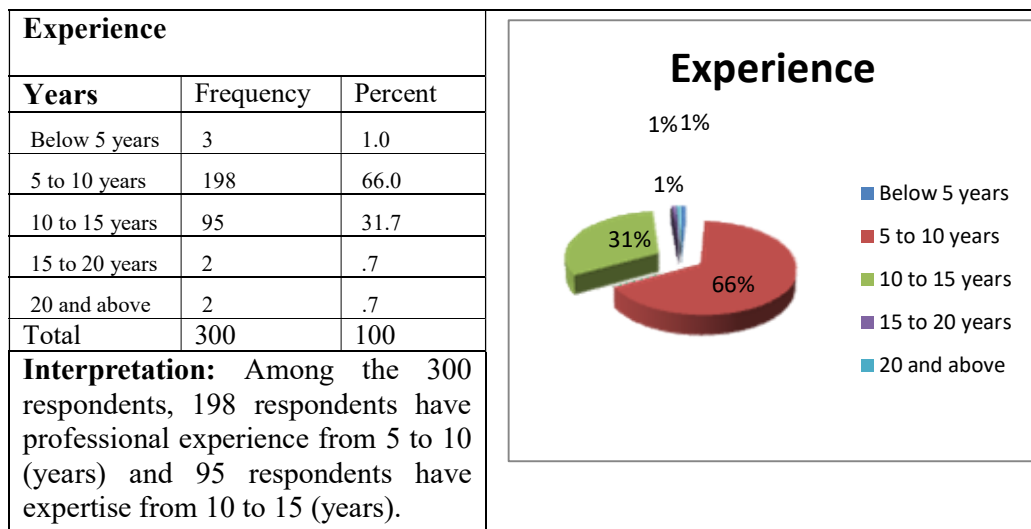
Interpretation: In this survey study of 300 respondents, 291 are married while only 9 respondents are unmarried. Their percentage is 97% and 3% respectively.



5.2.6 Academic Degree



5.2.7 Experience

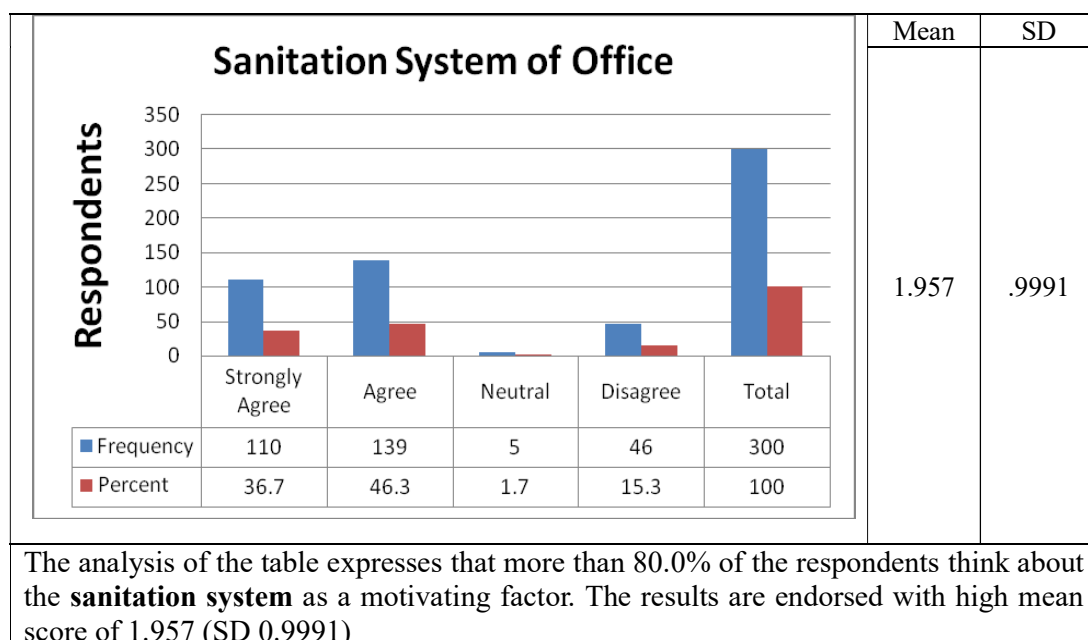
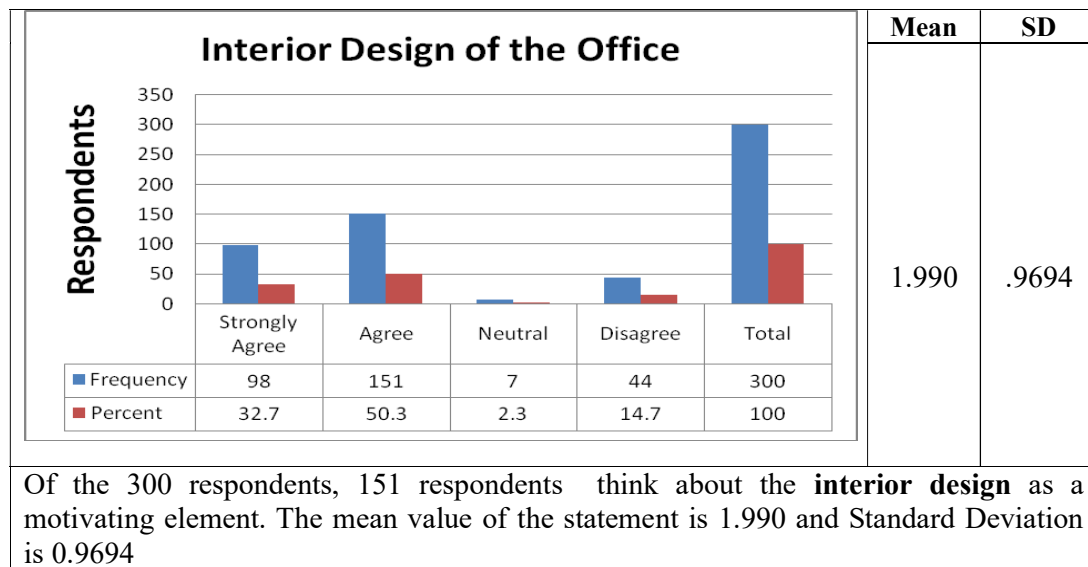


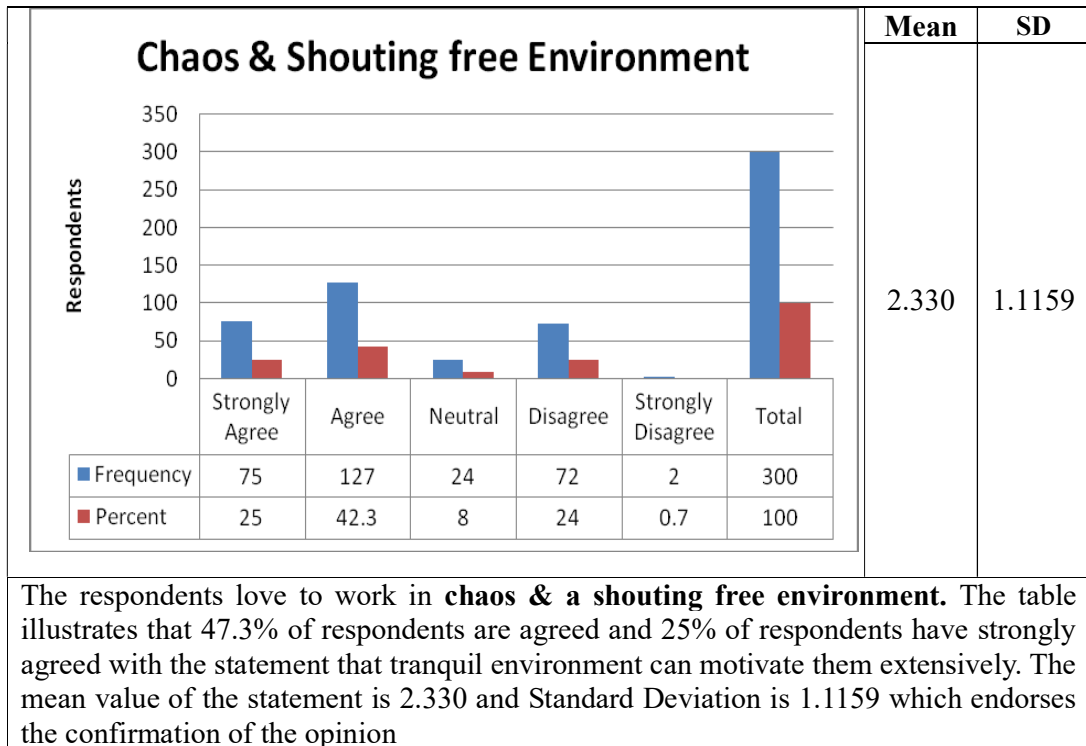
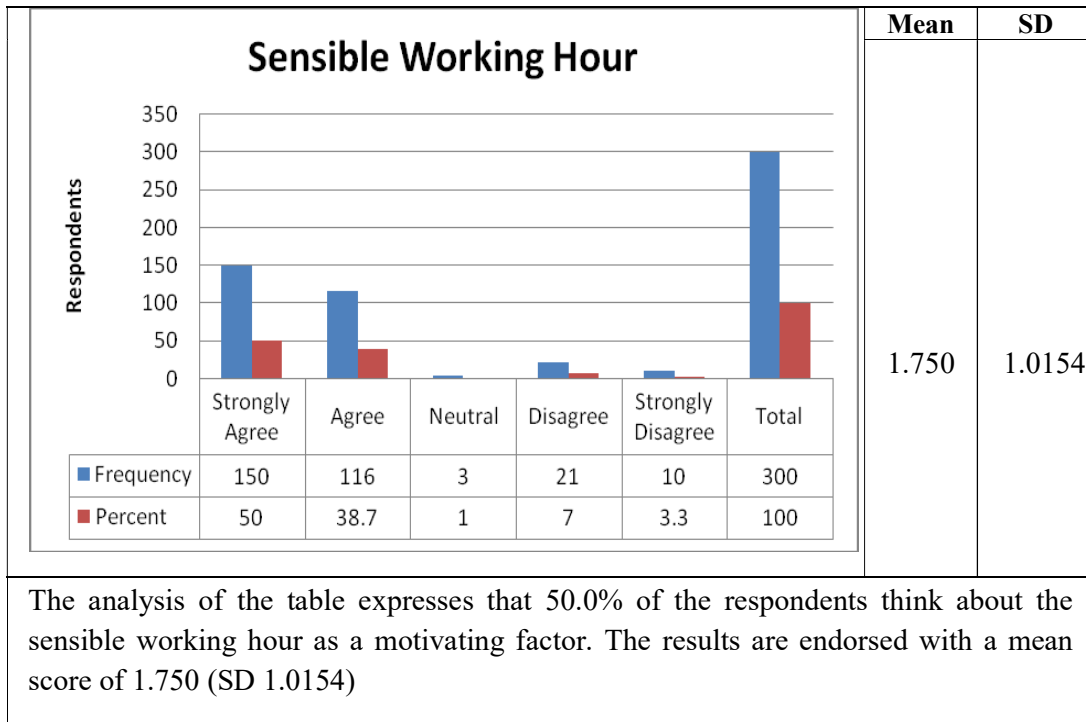
5.3. Descriptive Statistics

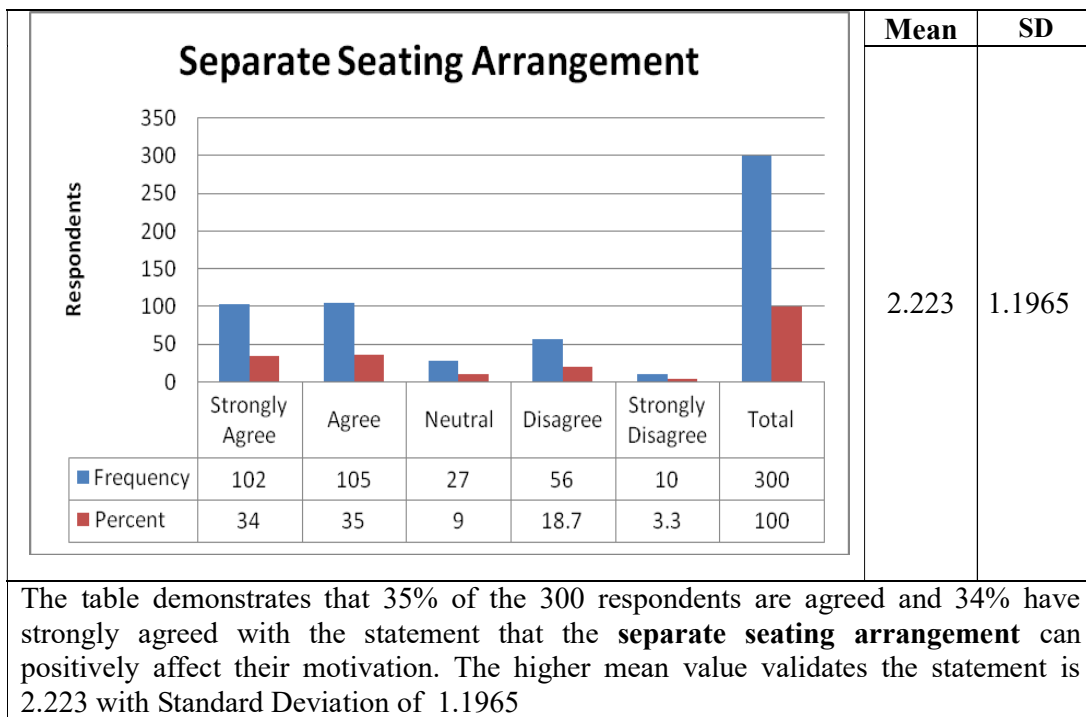
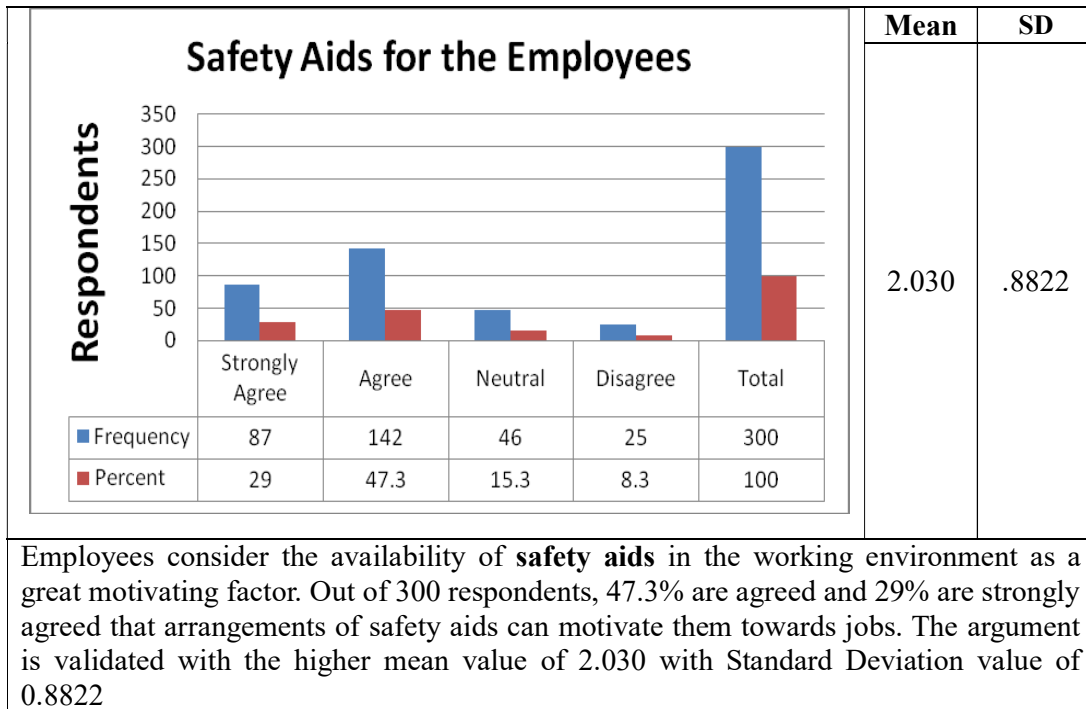
The following paragraphs, charts, tables & diagrams illustrate the descriptive statistics of the study. The level of agreement of the respondents regarding the questionnaire, the mean and standard deviation have been presented with interpretation through tables and diagrams.

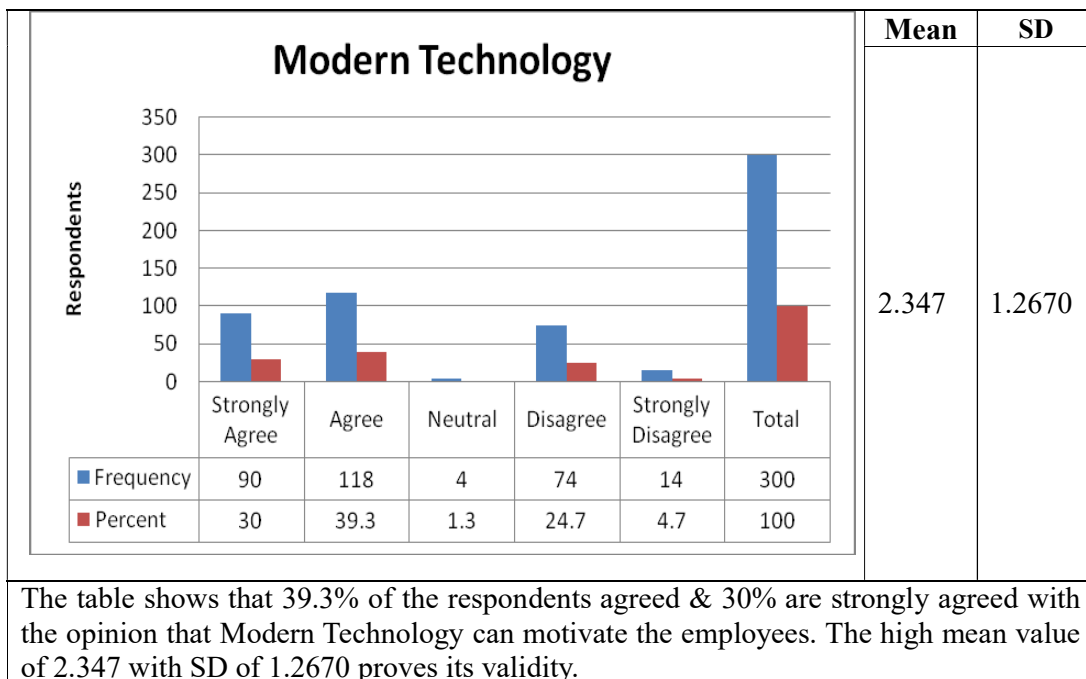
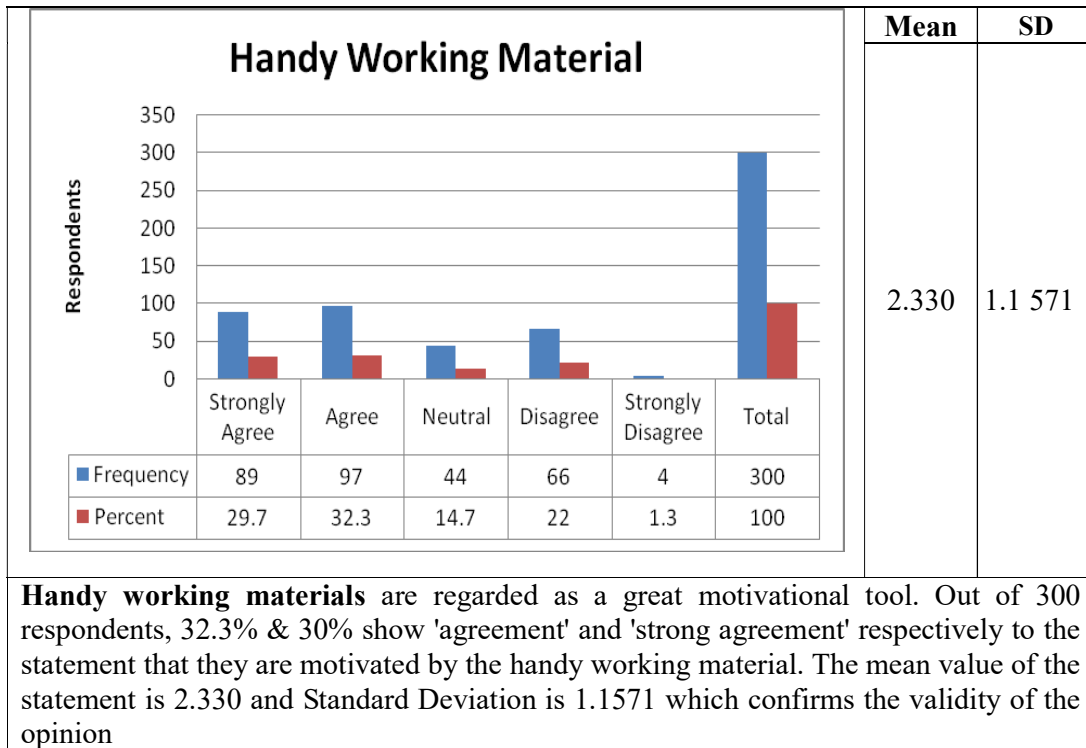
5.3.1 Elements Motivating Employees

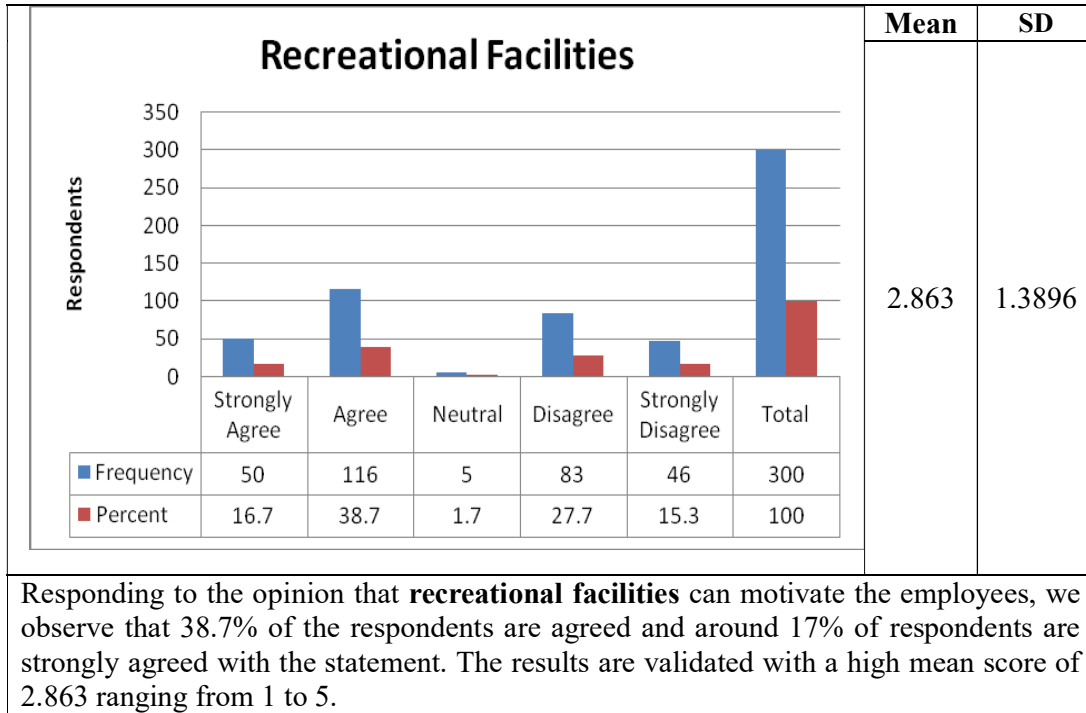
[Physical Environment]





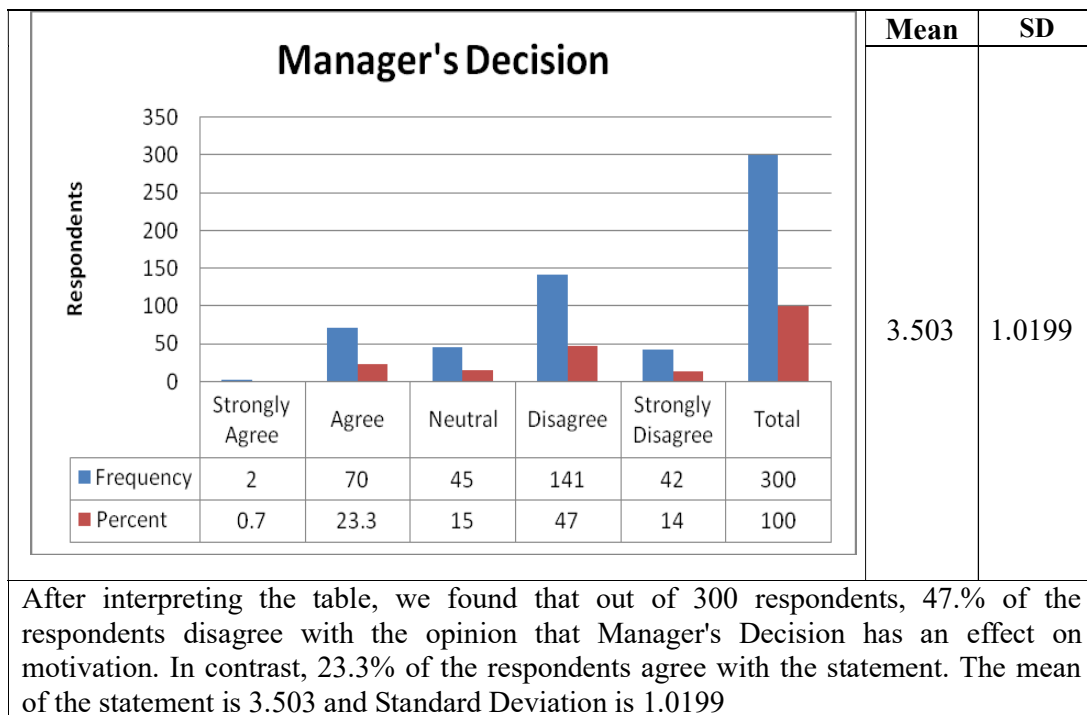


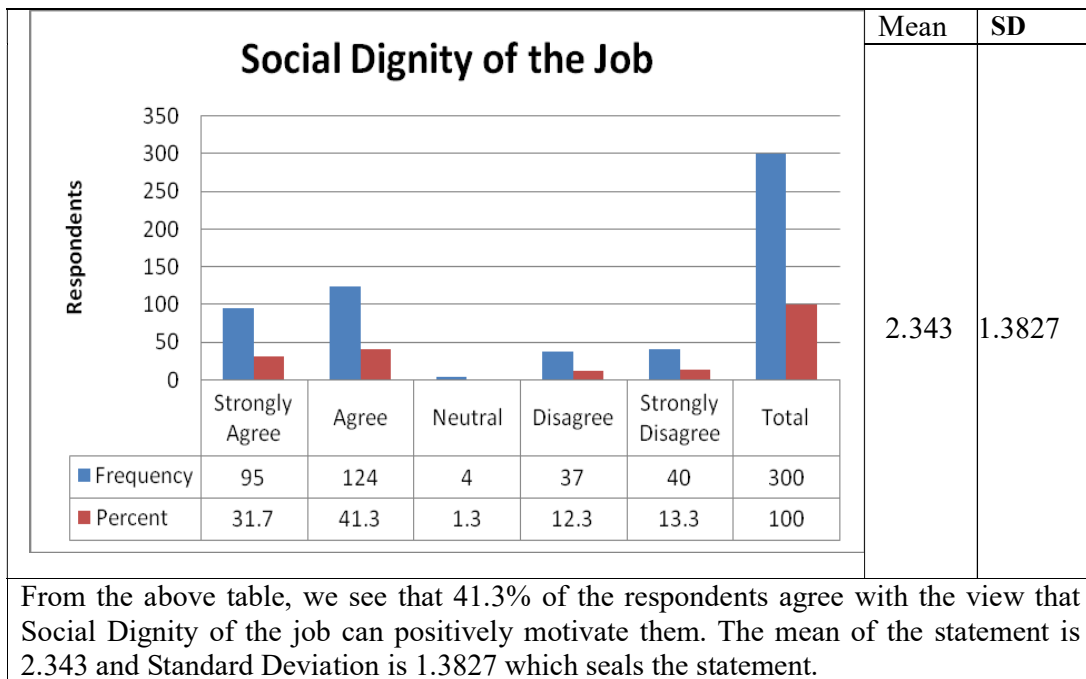
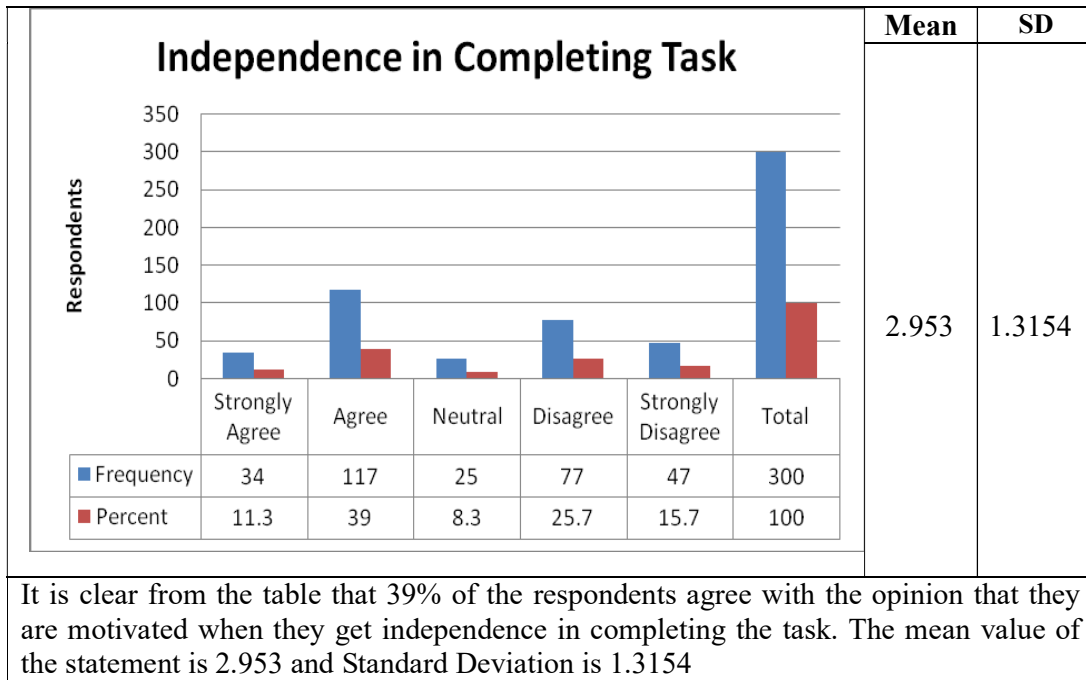


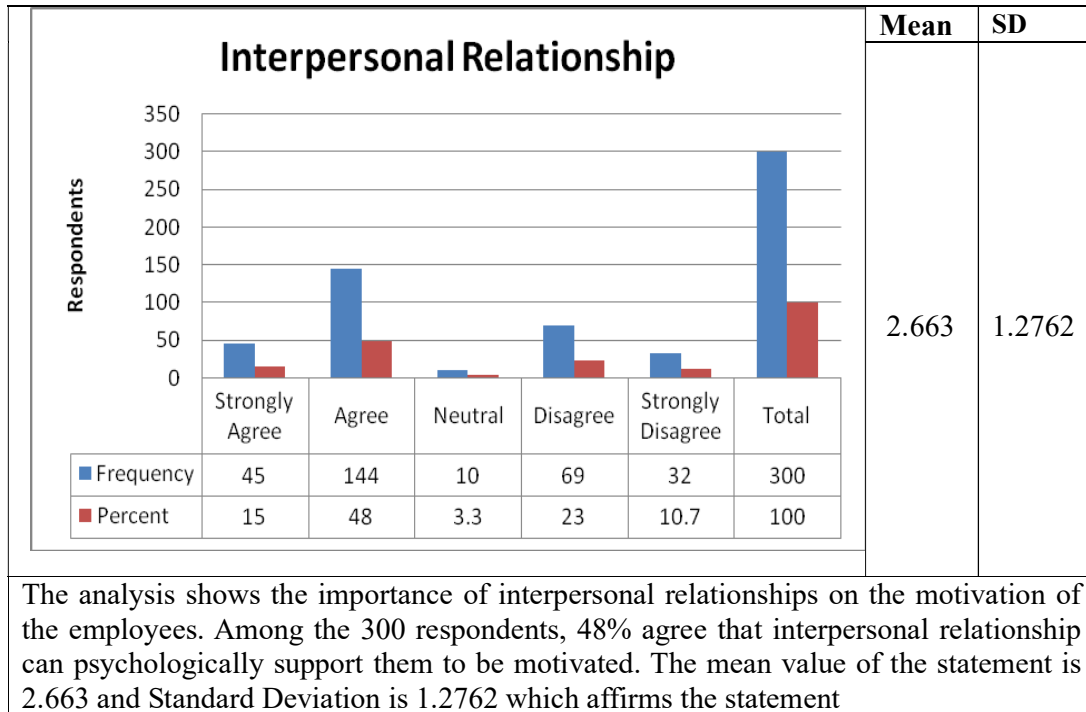
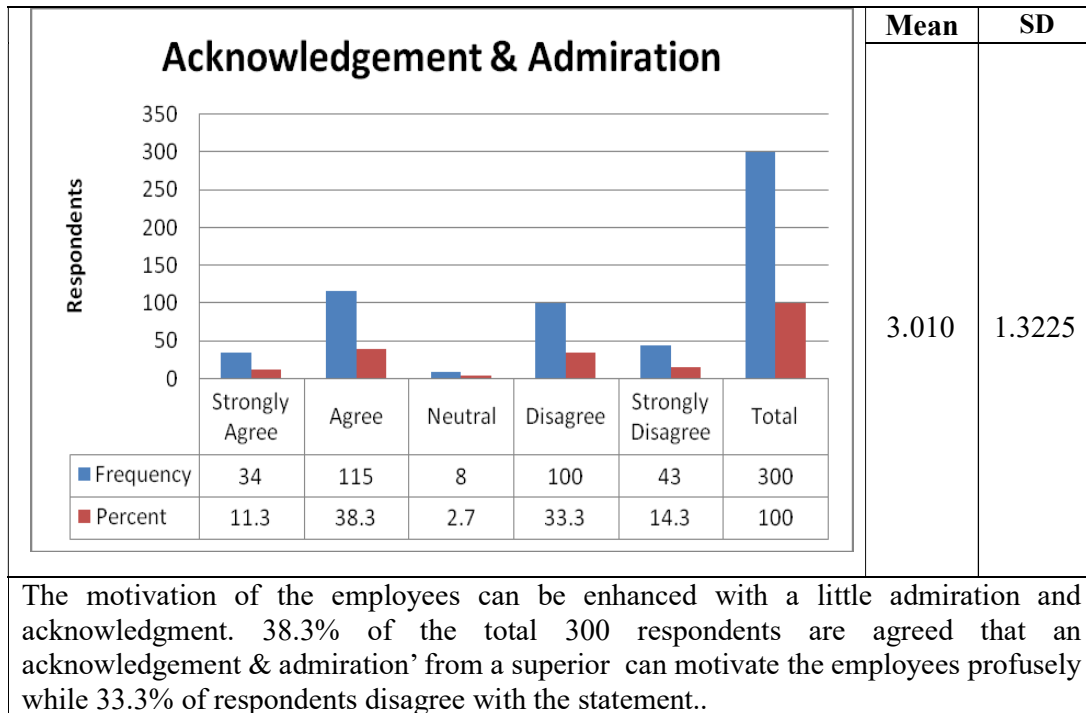


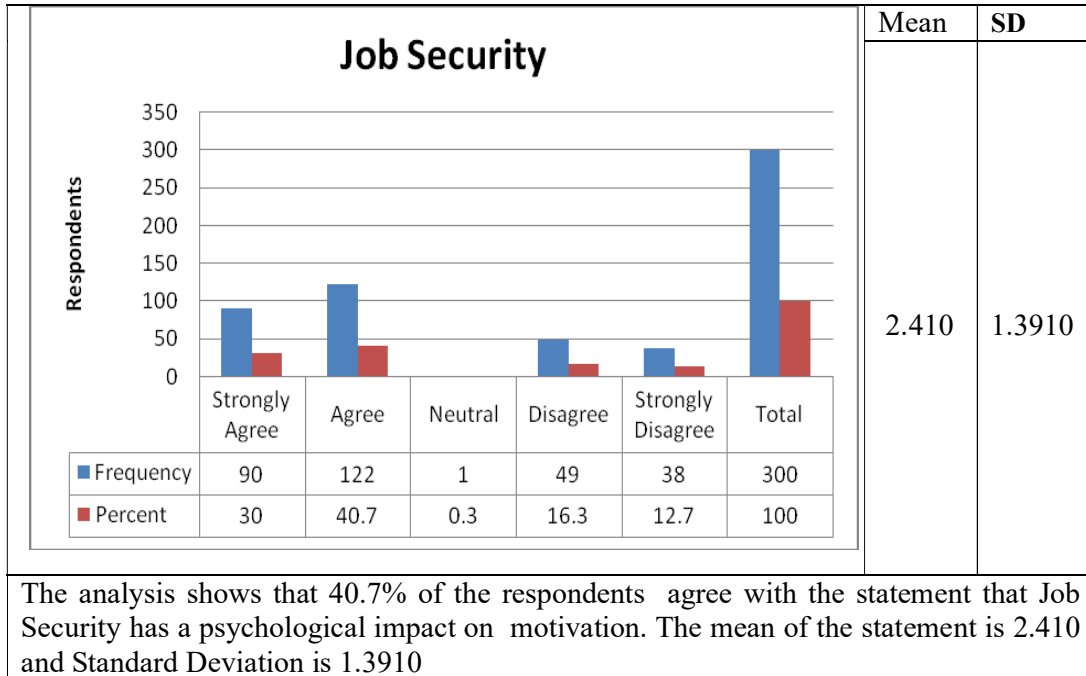
5.3.2 Elements Motivating Employees

[Psychological Environment]



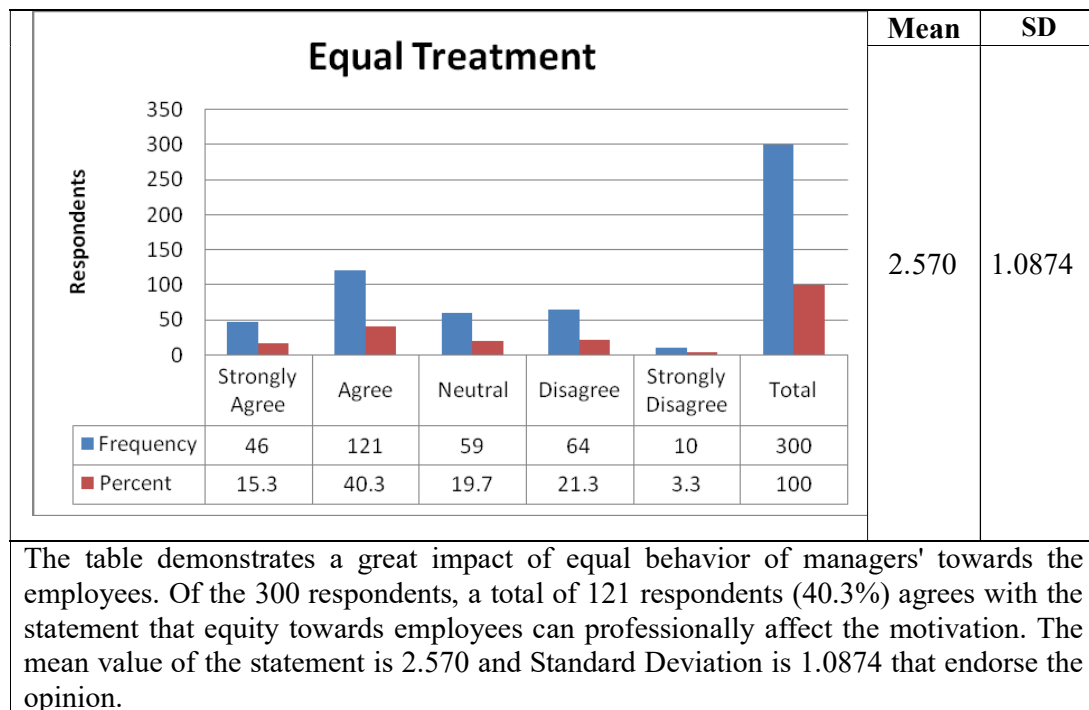


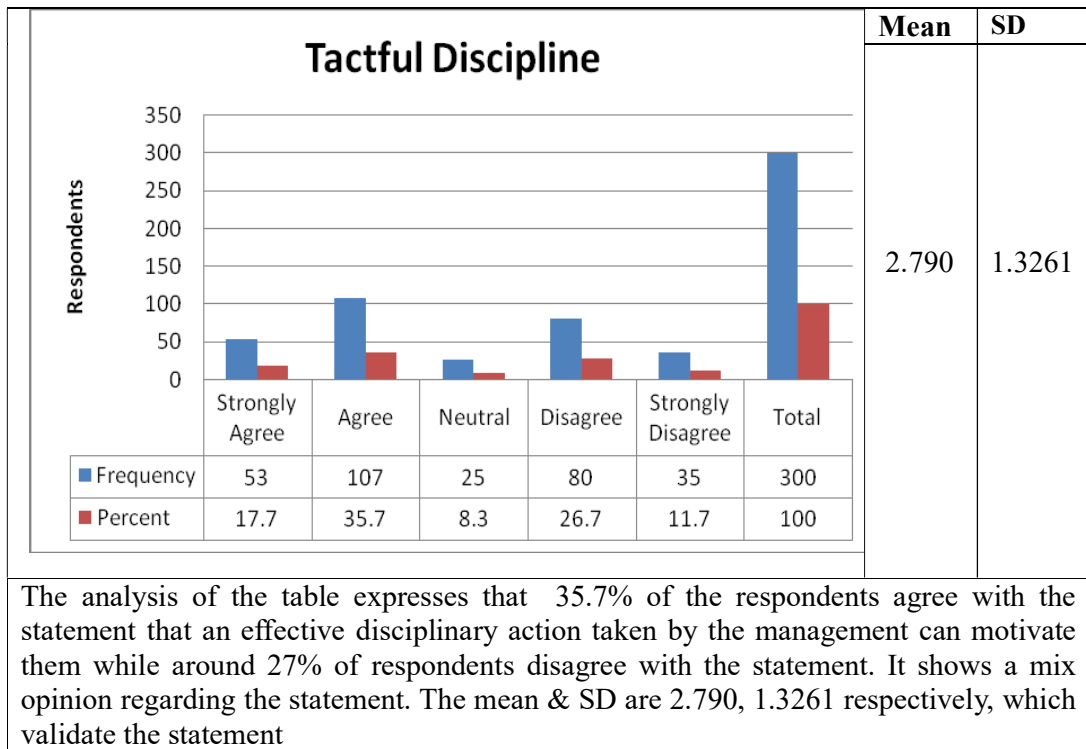
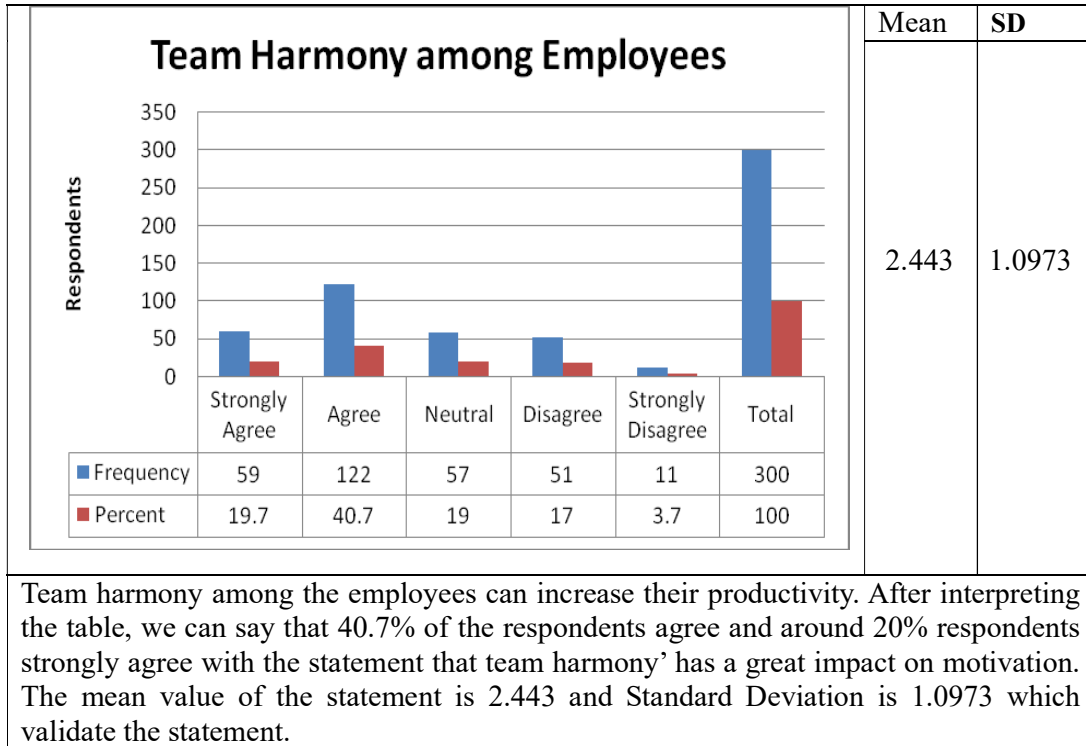


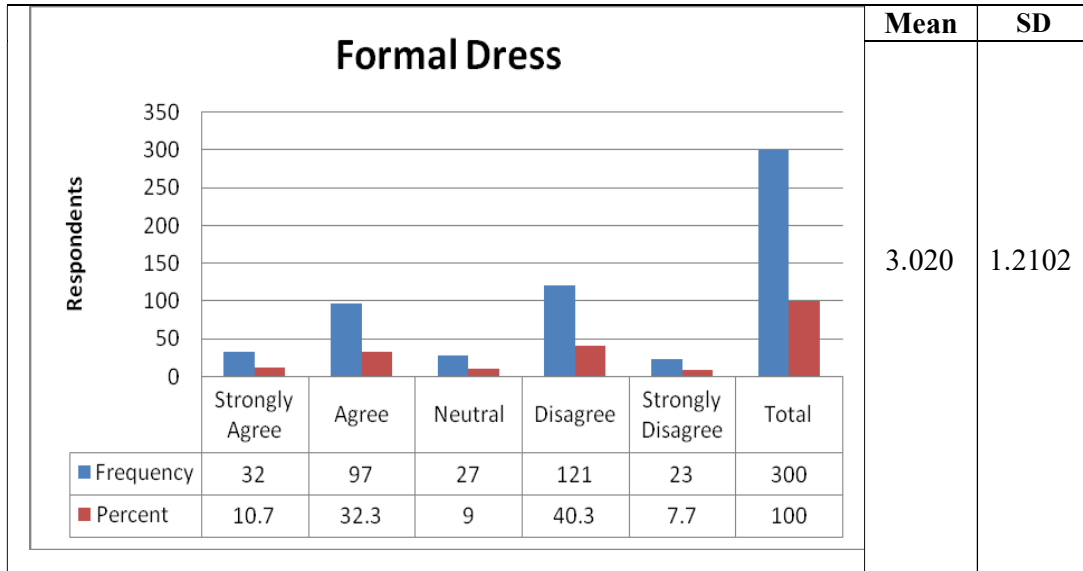


5.3.3 Elements Motivating Employees

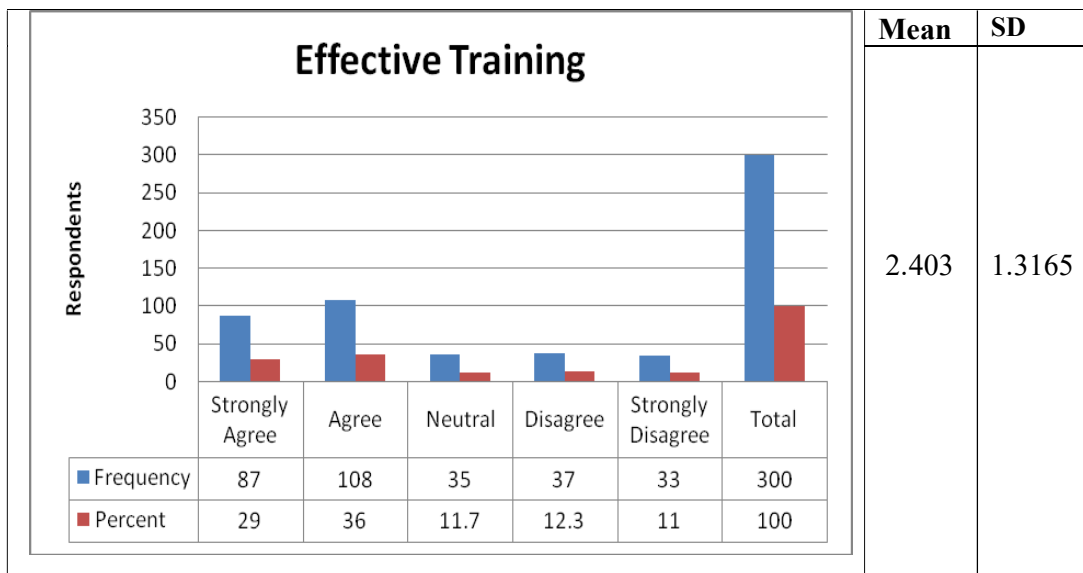
[Professional Environment]



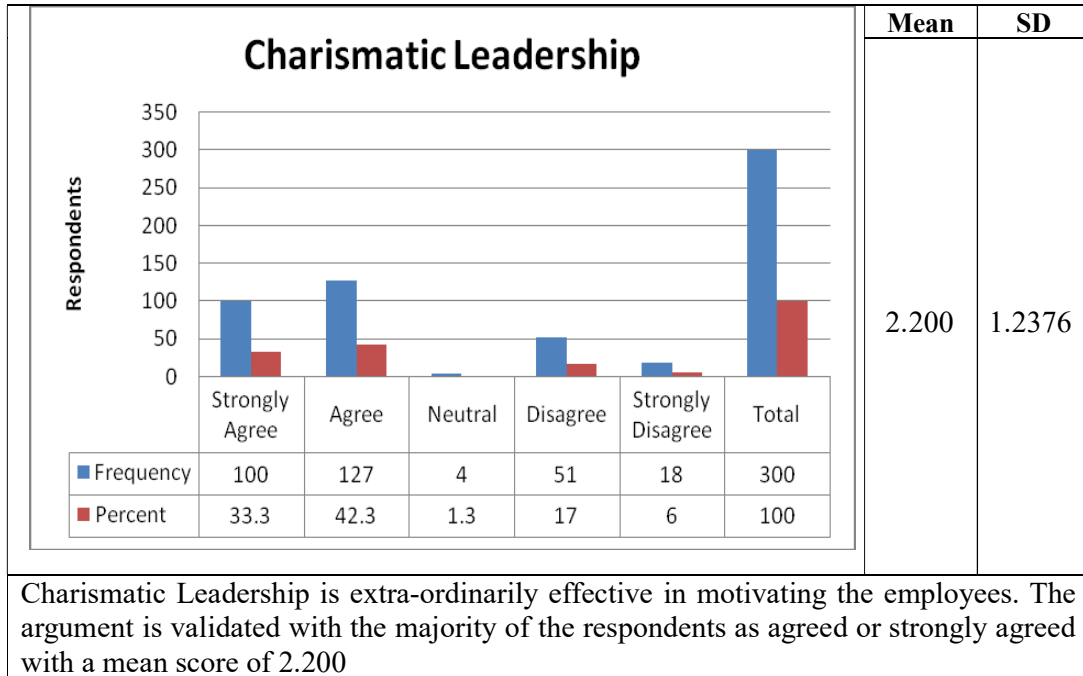




The above table indicates the impact of formal get up in the office. Around 40% of respondents are in the opinion that they do not take formal dress as a motivating element while only 32% of respondents are agreed that they love to wear formal dress in the office. The mean value of the statement is 3.020 and Standard Deviation is 1.2102 which approve the statement.

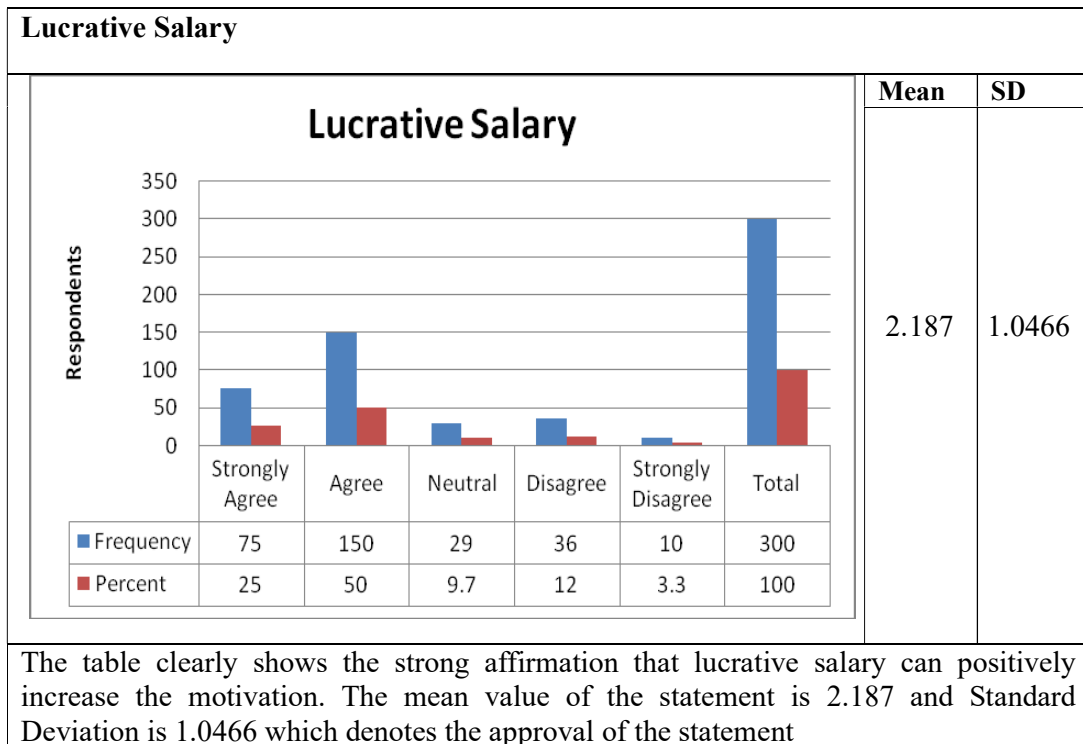


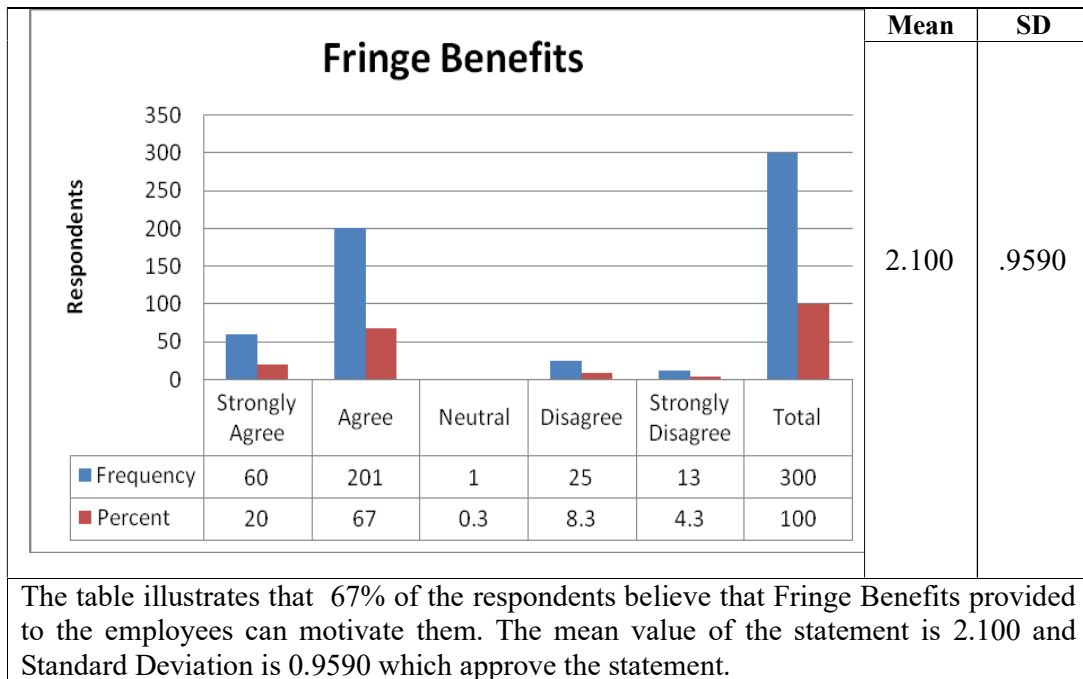
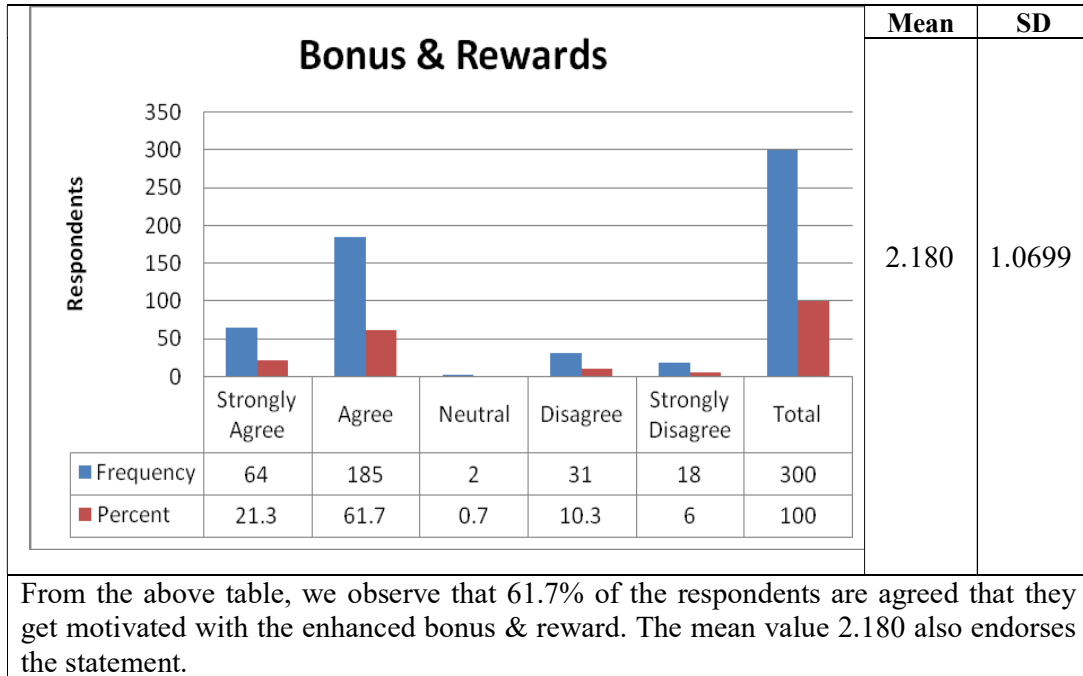
Like many other previous studies, this study shows that 108 respondents are agreed that effective training can motivate them. It is strongly supported by 87 respondents. On the other hand, to the 37 respondents, training is not a motivating element. The mean value of the statement is 2.403 and Standard Deviation is 1.3165 which approve the statement.

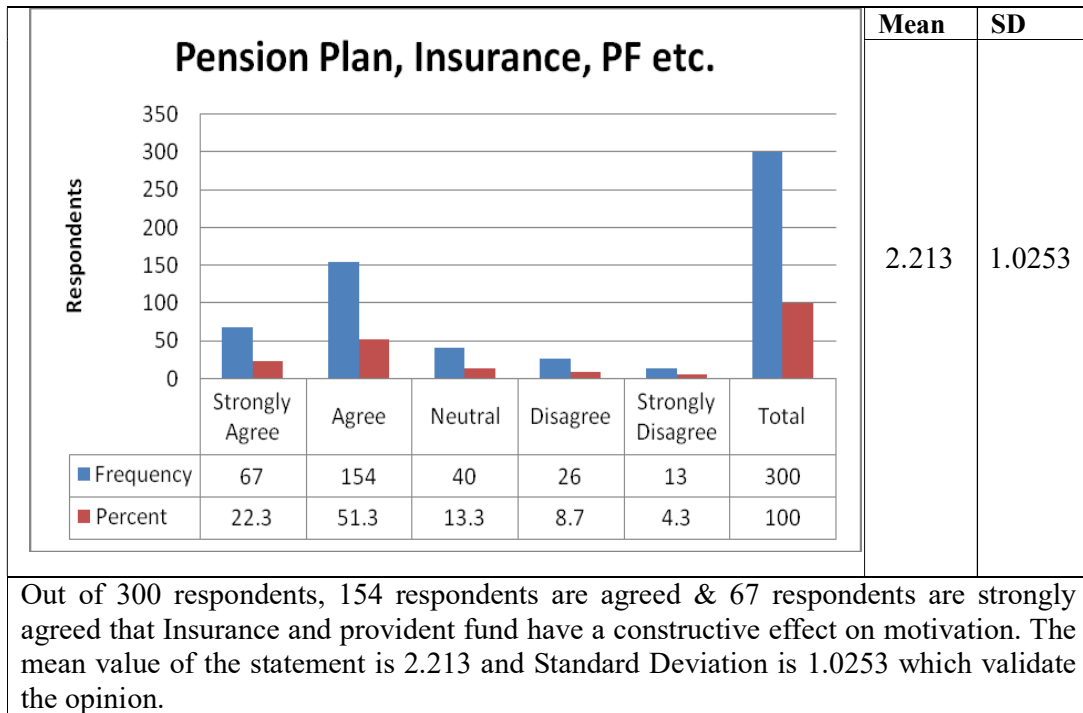


5.3.4 Elements Motivating Employees

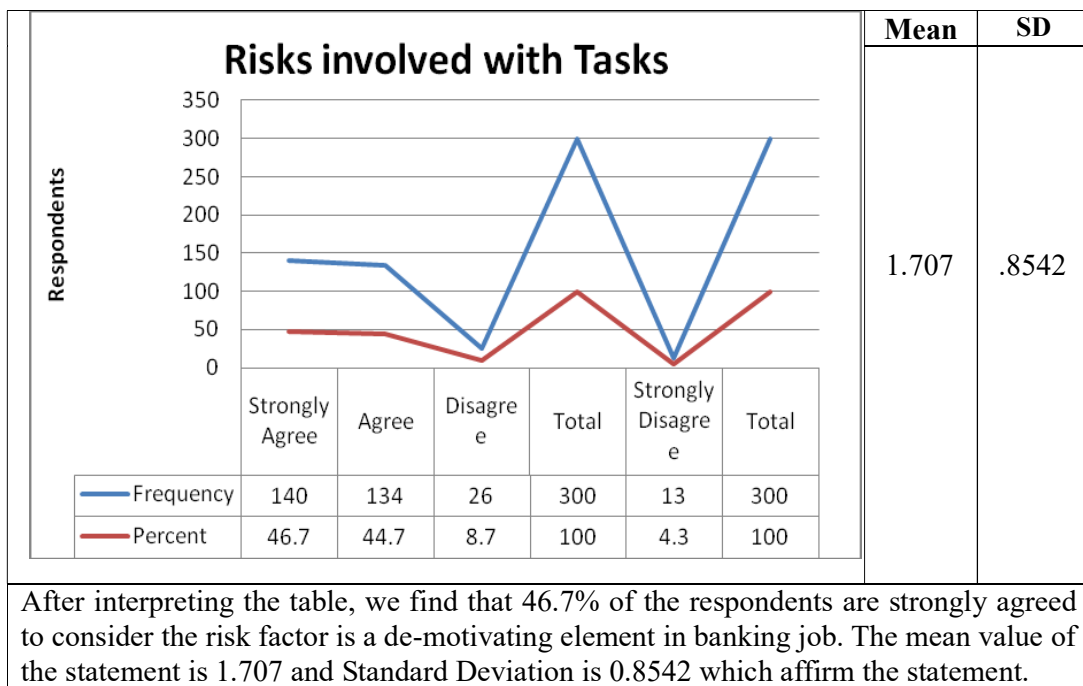
[Financial Environment]

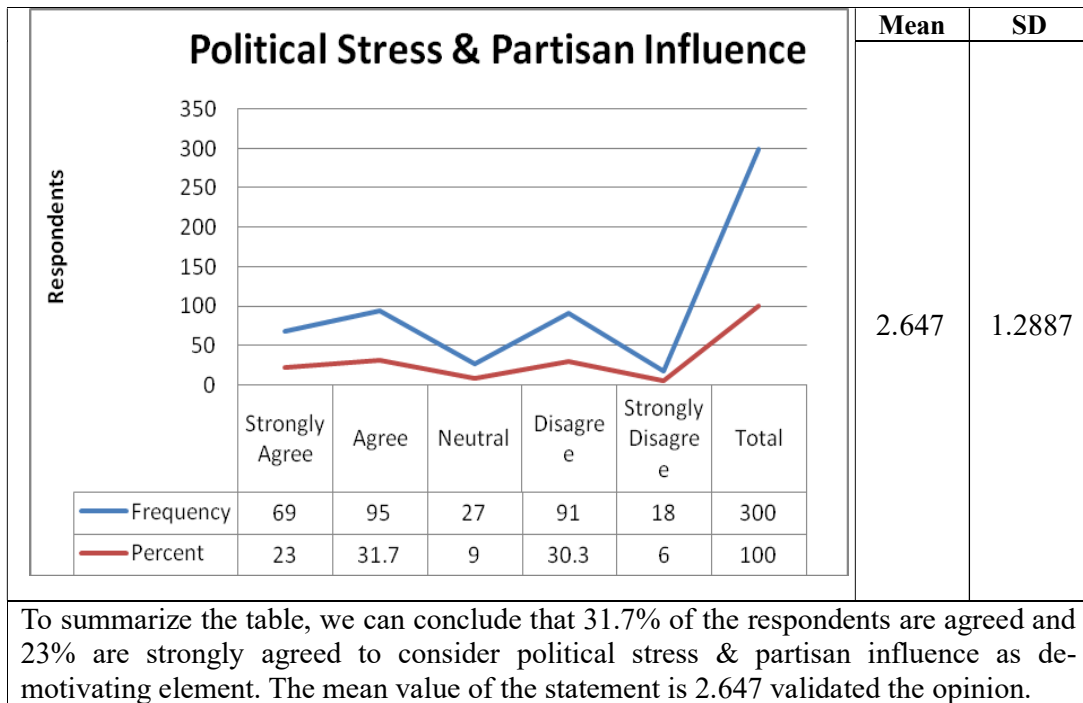
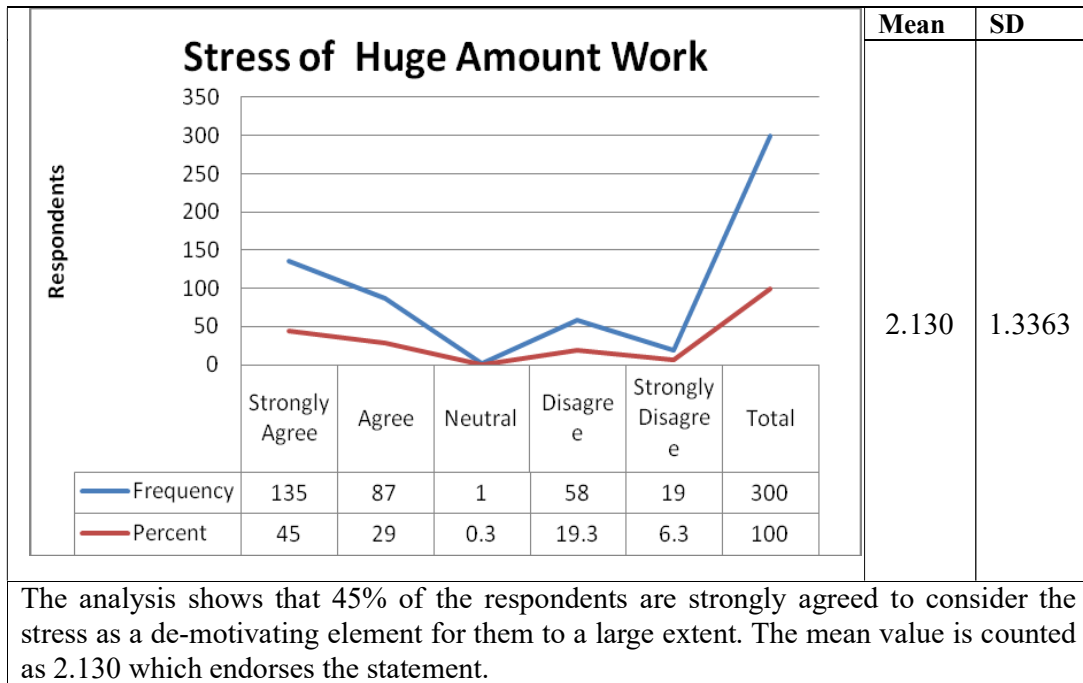


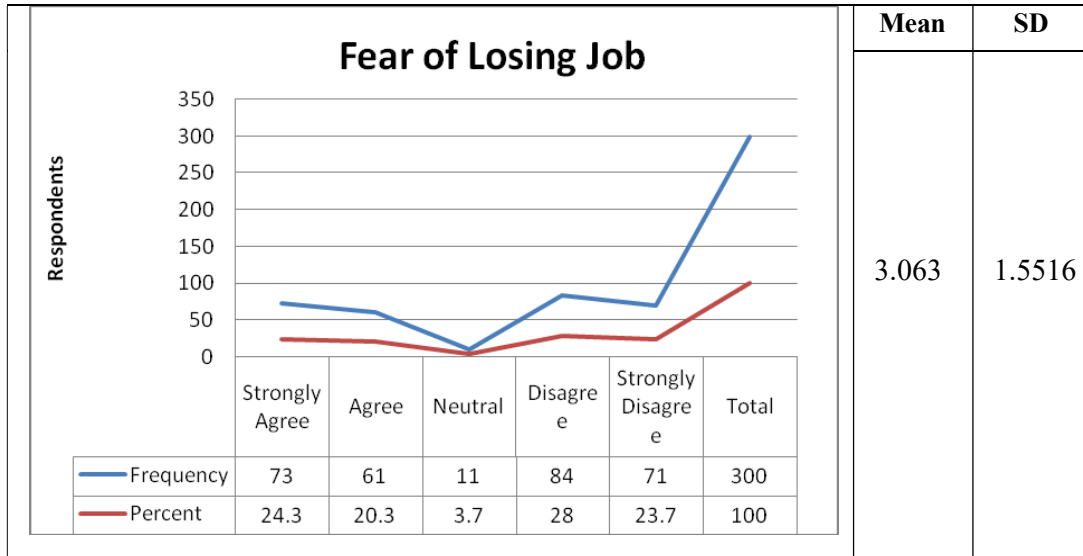




5.4 Elements Frustrating Employees

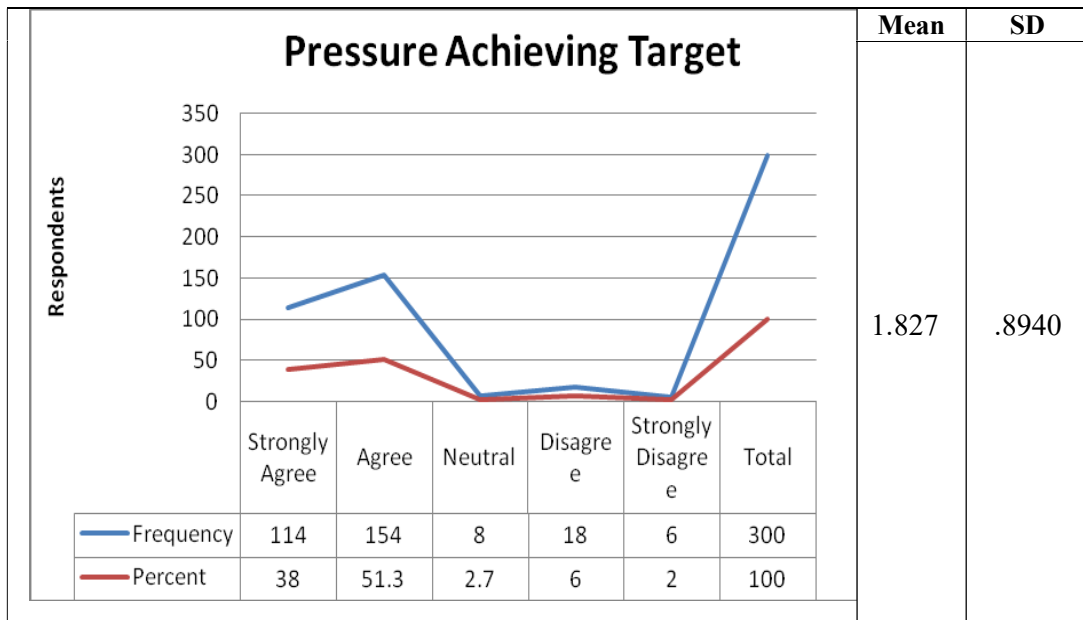






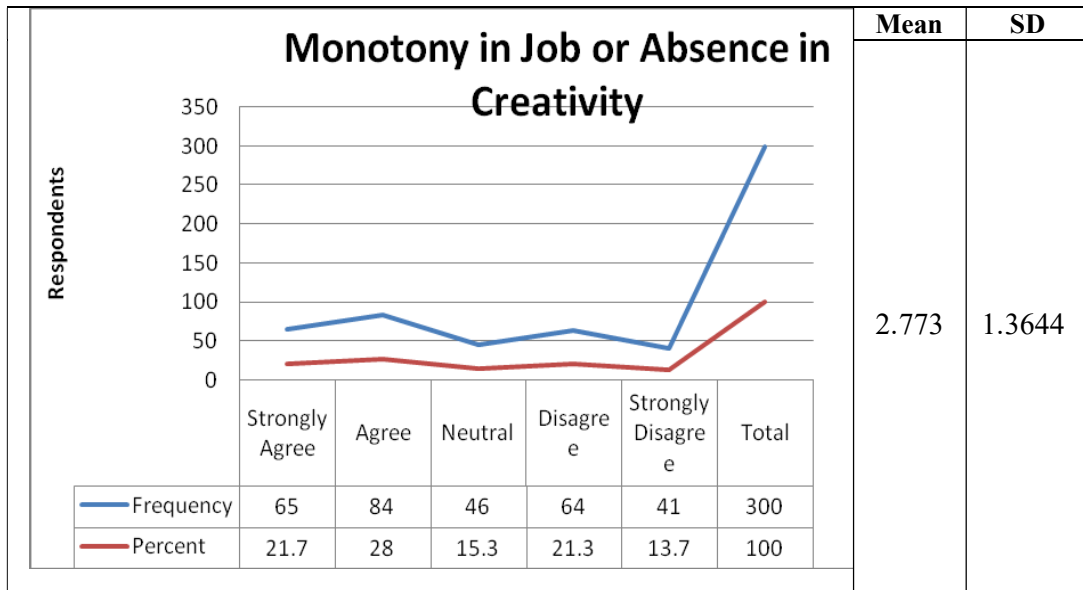
Mean	SD
3.063	1.5516

Respondents were asked to opine they whether they are de-motivated with the risk of losing their jobs. They responded in an interesting way. Out of 300 respondents, 73 are strongly agreed while 71 are strongly disagreed with the statement. The mean of the statement is 3.063 and Standard Deviation is 1.5516 which support the statement.

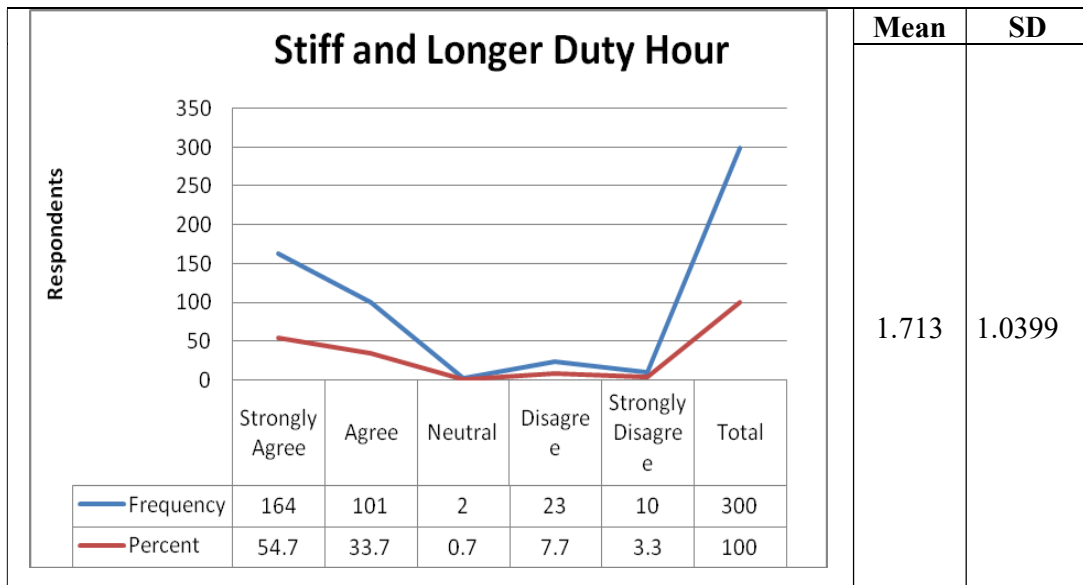


Mean	SD
1.827	.8940

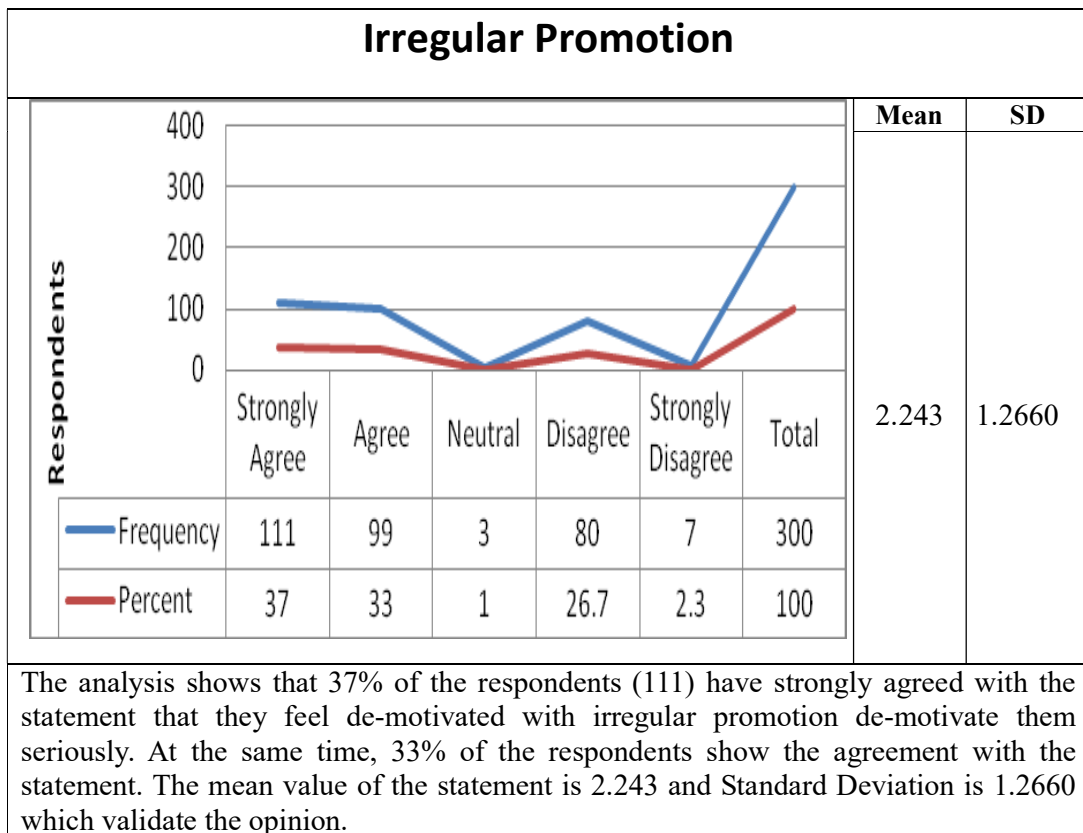
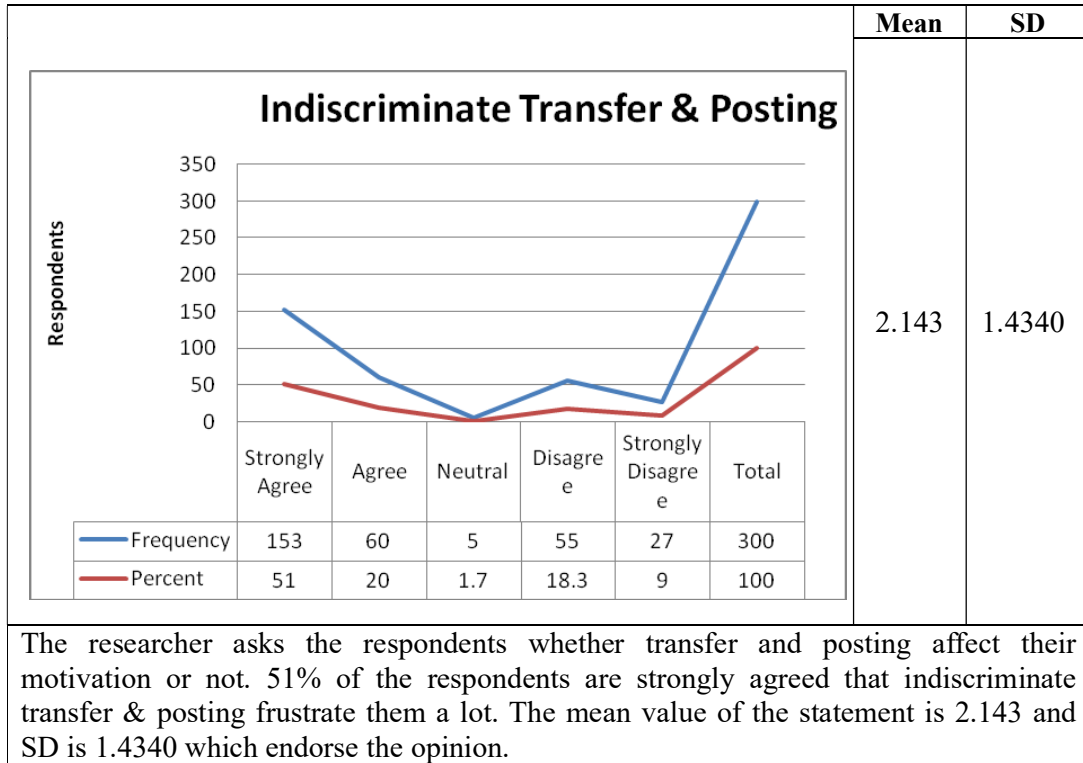
Excessive and illogical pressure de-motivate the employees which are illustrated in the above table. We see that 51.3% of the respondents are agreed and 114 respondents are agreed strongly with the statement that excessive pressure of achieving target' frustrates them. The mean value of the statement is 1.827 and Standard Deviation is .8940 which confirm the statement

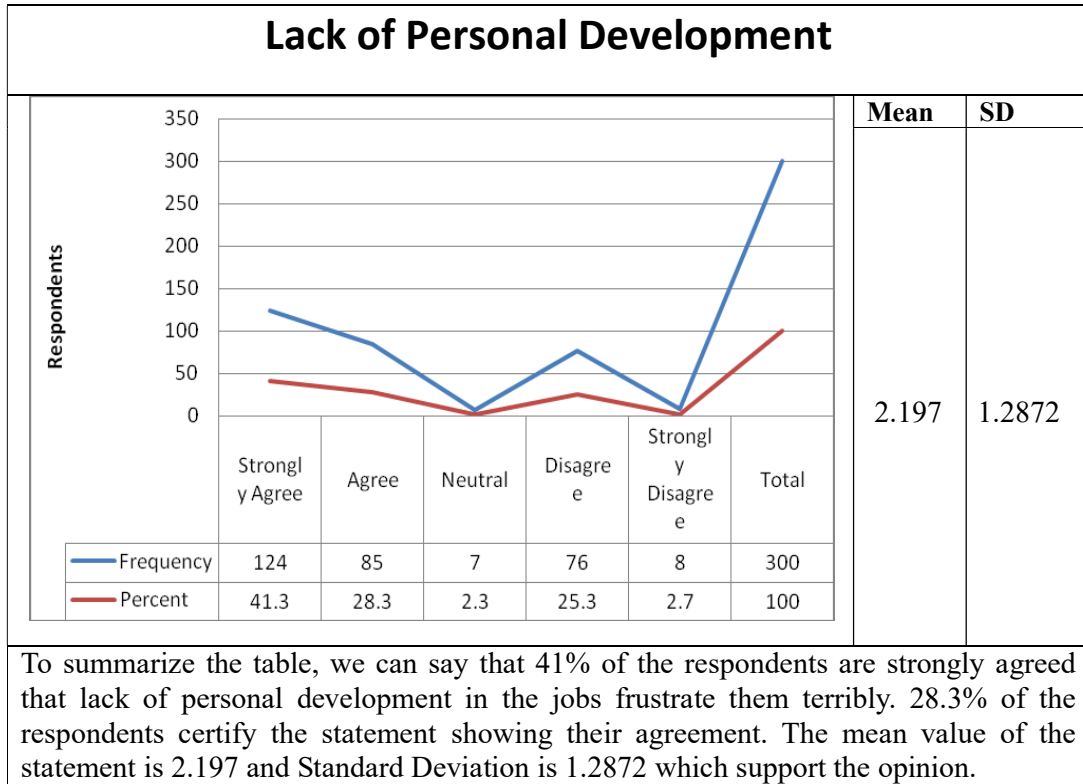


It was often believed that bankers are de-motivated because there is not much scope of showing their creativity. This study endorses the belief. The above table represents that 28% of the respondents are agreed and around 22% are strongly agreed with the statement that absence of creativity in job frustrate them profusely. The mean value of the statement is 2.773 and Standard Deviation is 1.3644 which support the statement.

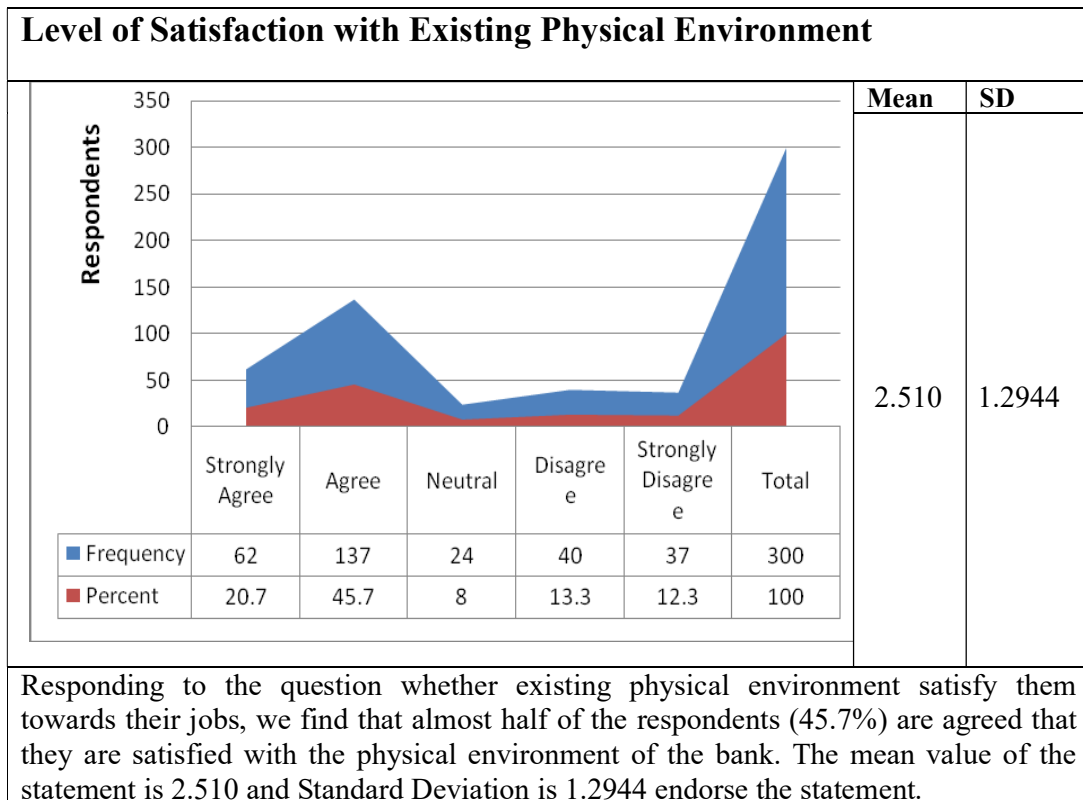


One of the most de-motivating factors in the banking sector is lengthy working hour. After interpreting the table, we find that 54% of the respondents are strongly agreed that their jobs are stiff and they have to stay a longer period in the office. The mean value of the statement is 1.713 and Standard Deviation is 1.0399 which validate the statement.

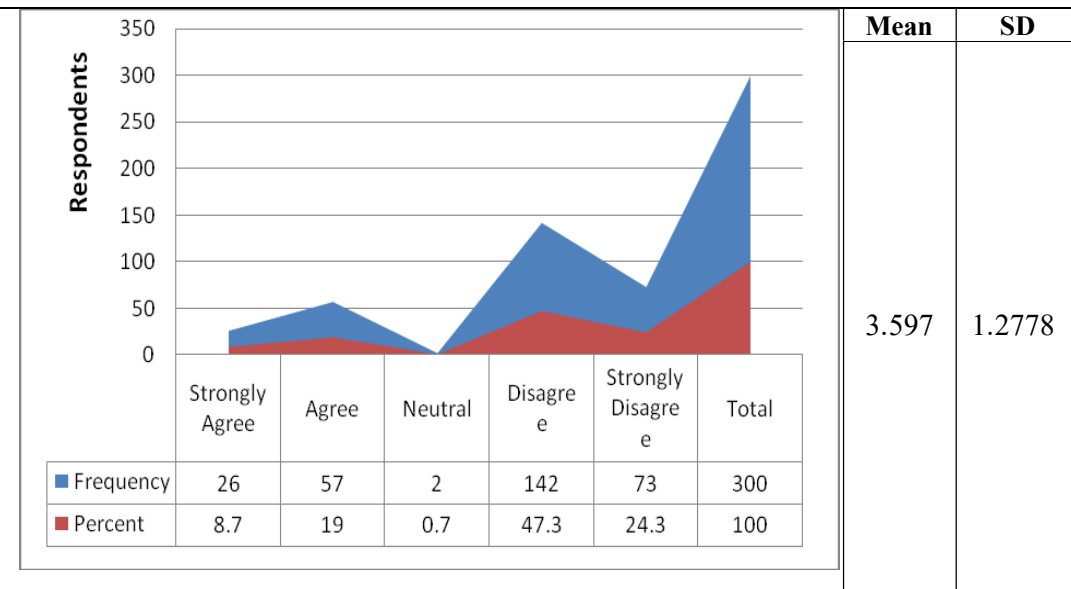




5.5 Satisfaction Level with Existing Environment

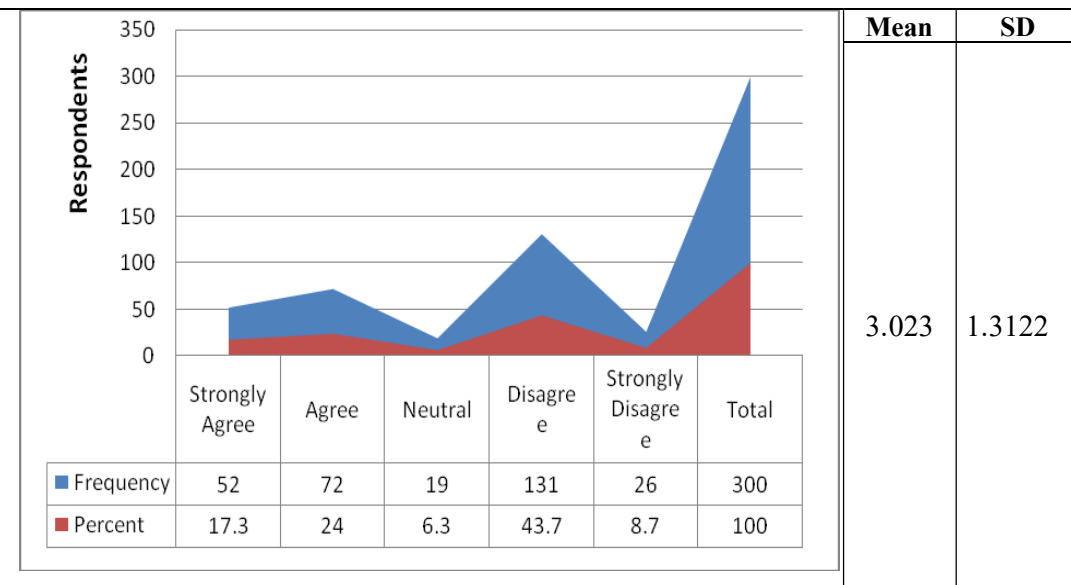


Level of Satisfaction with Existing Psychological Environment



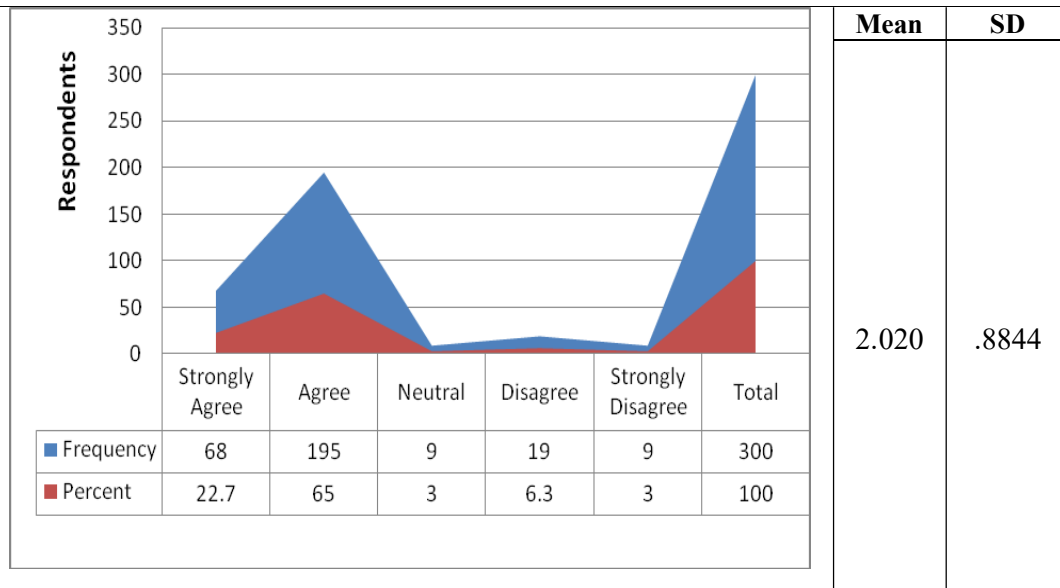
The table shows that 47.3% of the respondents are in the opinion that **Existing Psychological Environment** is still dissatisfactory and needs adjustment in the elements. The high mean value is 3.597 and SD is 1.2778 which approve the statement.

Level of Satisfaction with Existing Professional Environment



The researcher intends to know the satisfaction level of **Existing Professional Environment** among the employees. The analysis expresses that 43.7% of the respondents disagree with the statement that existing professional environment in the banking sector is still satisfactory. The mean value of the statement is 3.023 and SD is 1.3122 which endorse the opinion.

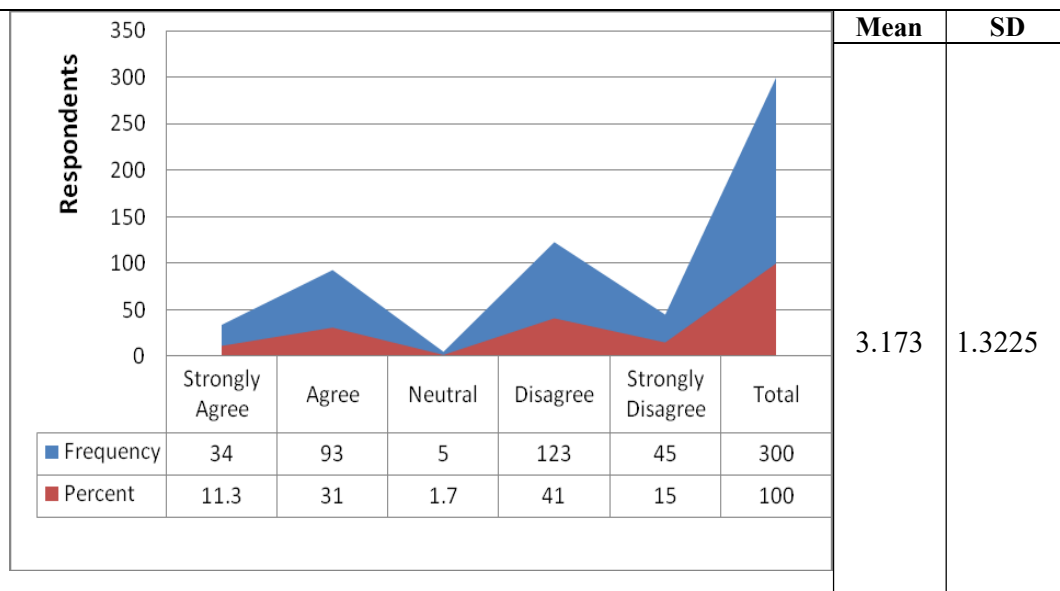
Level of Satisfaction with Existing Financial Environment



Mean	SD
2.020	.8844

Financial environment is always believed to be satisfactory in the banking sector. From the above table, we observe that 65% of the respondents satisfied with the Existing Financial Environment. The mean value of the statement is 2.020 and Standard Deviation is .8844 which confirm the opinion.

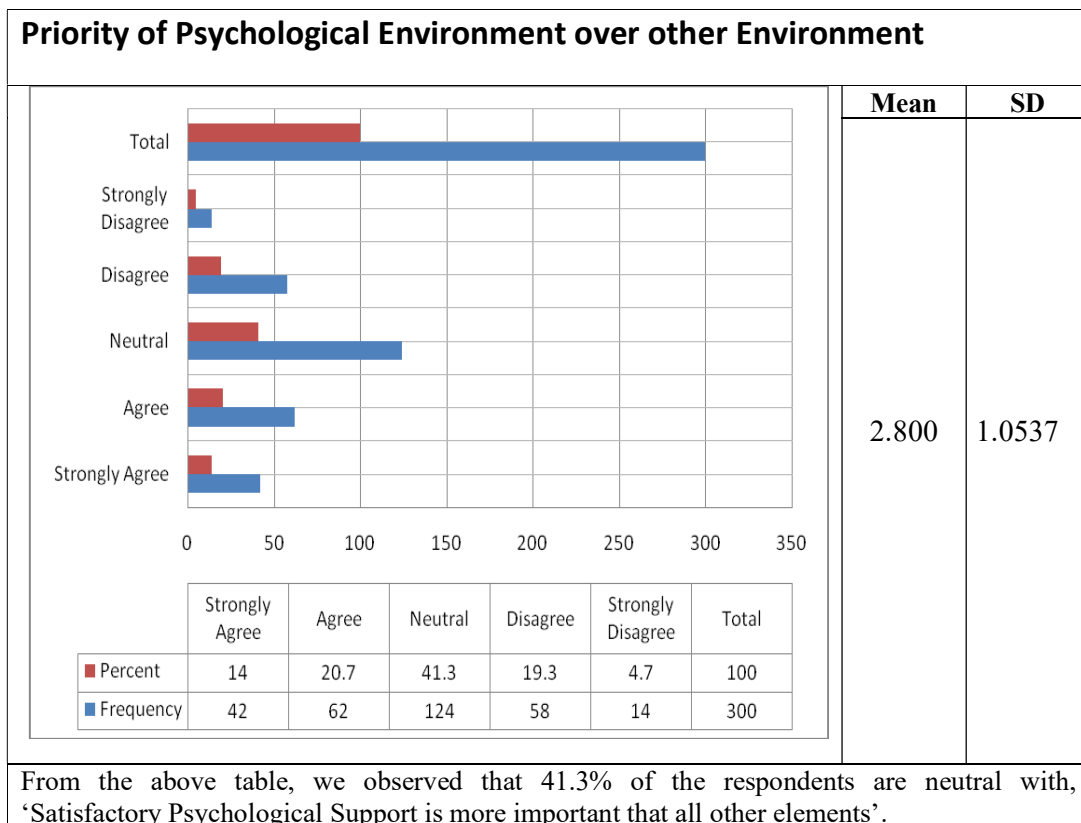
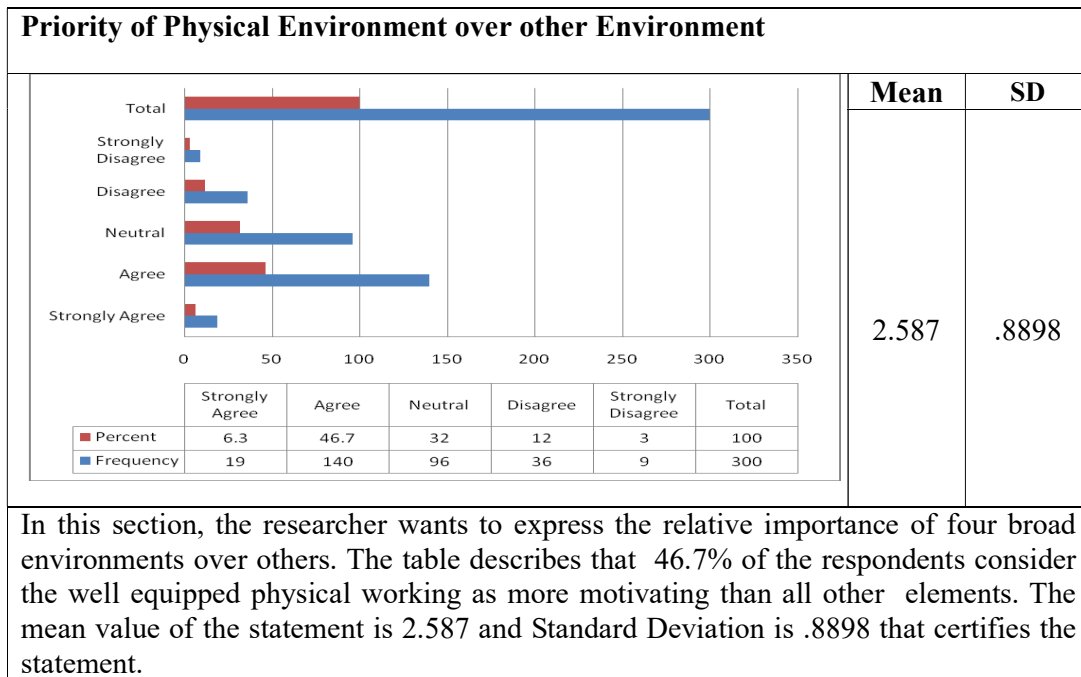
Level of Overall Satisfaction with Existing Environment



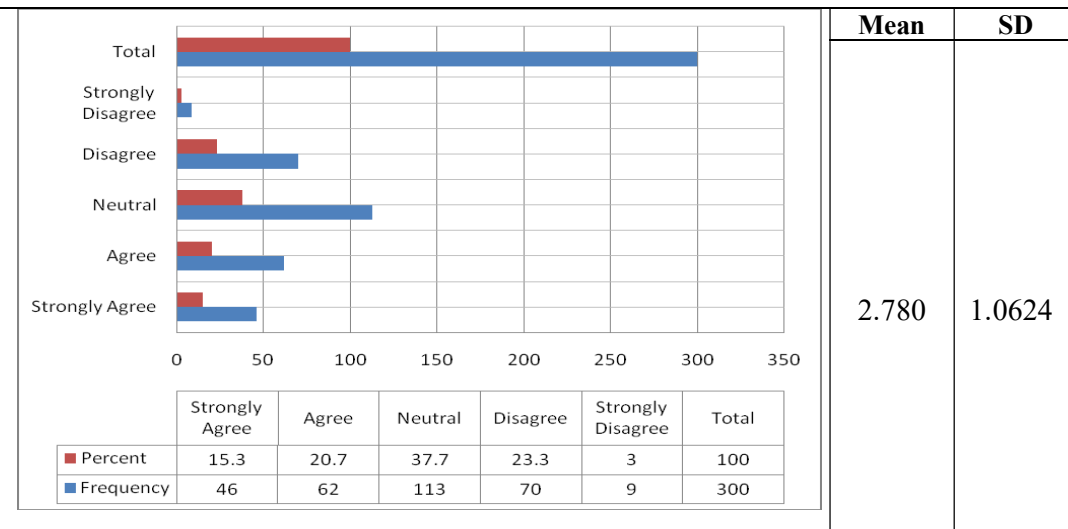
Mean	SD
3.173	1.3225

The researcher eventually wants to know how satisfactory the overall working environment is. From the above table, we observe that 41% of the respondents do not agree with the statement that banking sector provides them an overall satisfactory environment. The mean value of the statement is 3.173 and Standard Deviation is 1.3225 which clearly depict the scenario.

5.6 Comparative Importance of Work Environment



Priority of Professional Environment over other Environment

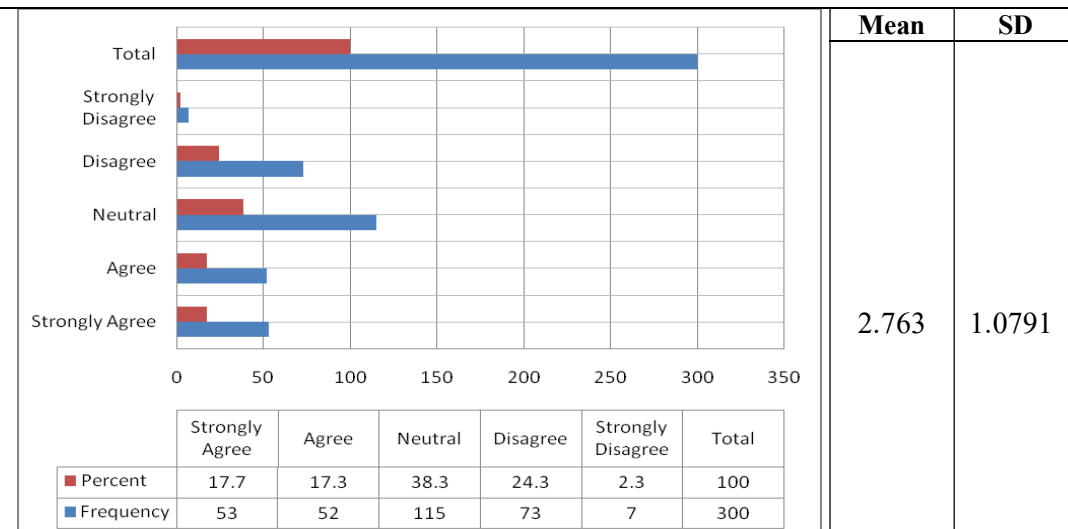


Mean **SD**

2.780 1.0624

The table shows how the respondents consider professional environment as their motivating factor as compared to other factors. The table delineates that 37.7% of the respondents are in confusion to prioritize the professional environment over the others. On the other hand, the remaining percentages show agreement or disagreement with the statement minimally.

Priority of Financial Environment over other Environment



Mean **SD**

2.763 1.0791

The table expresses an interesting findings that may vibrate the management of the banking sector. Usually, the management concentrates on the financial benefits for motivating the employees but mistakenly overlook the other environments. The table demonstrates that 38.3% of the respondents are neutral, i.e. in confusion that the increment in the financial benefits can still motivate them over other elements. Hence, it is not the financial benefits rather other factors that actually matter.

5.7 Results of Motivation

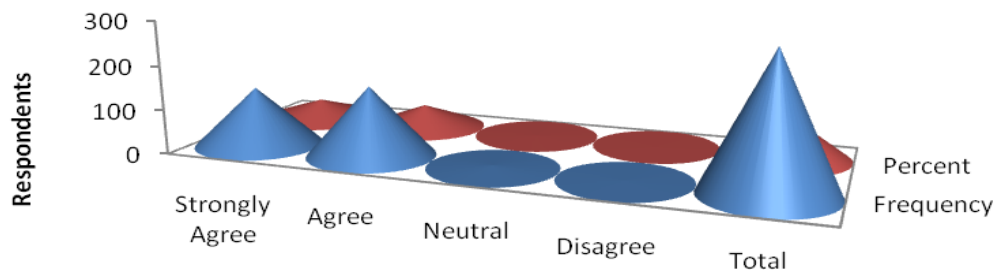
Motivated Employees Reduce Absenteeism

Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	138	46.0	1.583	.5924
Agree	152	50.7		
Neutral	7	2.3		
Disagree	3	1.0		
Total	300	100.0		

The question often arises whether the motivated employees reduce their absenteeism or not. The result is shown in the table. It says that 50.7% of the respondents are agreed that favourable work environment reduces their absenteeism to a large extent. The mean value of the statement is 1.583 and Standard Deviation is 0.5924 that tell the story.

Motivated Employees Reduce Turnover

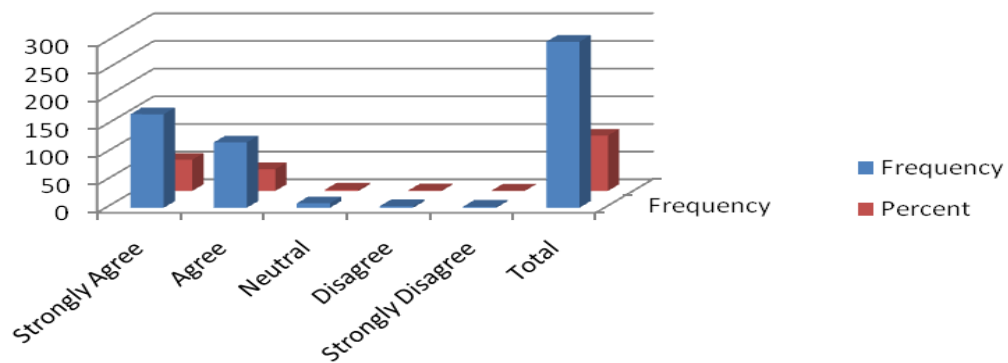
Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	134	44.7	1.587	.5688
Agree	158	52.7		
Neutral	6	2.0		
Disagree	2	.7		
Total	300	100.0		



The conducive working environment affects the positively in reducing turnover from their jobs. Of the 300 respondents, 52.7% of the respondents are agreed that they stop moving from their jobs frequently provided they get a favorable working environment. The mean value of the statement is 1.587 and Standard Deviation is .5688.

Motivated Employees Contribute to Generate Profit through Better Service

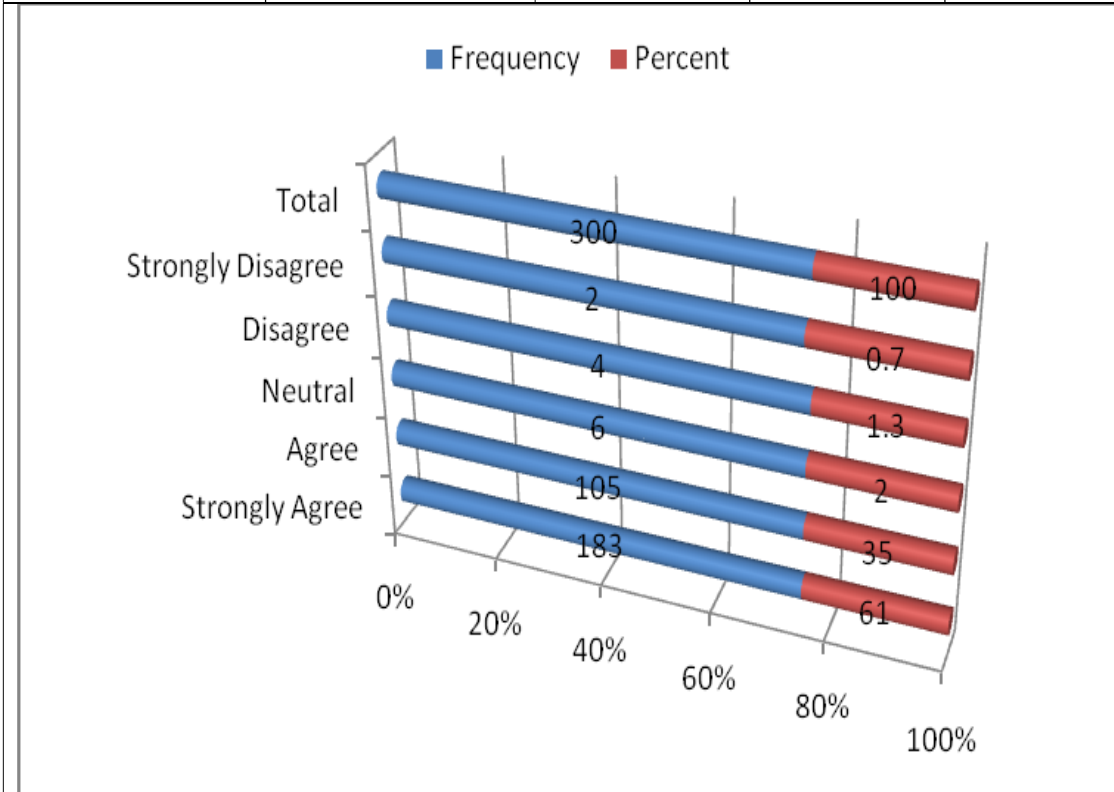
Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	169	56.3	1.503	.6669
Agree	118	39.3		
Neutral	8	2.7		
Disagree	3	1.0		
Strongly Disagree	2	.7		
Total	300	100.00		



'Better service generates better profit' is an established belief. The researcher wants to know if the congenial working environment affects the psychology of the employees to render better service which ultimately generates huge profit for the organization. The table depicts that 56.3% of the respondents are strongly agreed that they put an extra effort to render better service which ensures profitability of the organization. The mean value of the statement is 1.503 and Standard Deviation is .6669 which sanction the opinion.

Motivated Employees Ensure Sustainable Growth through Loyalty

Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	183	61.0	1.457	.6705
Agree	105	35.0		
Neutral	6	2.0		
Disagree	4	1.3		
Strongly Disagree	2	.7		
Total	300	100.0		



Sustainable growth is a complex equation that is associated with many factors. This research tries to find out how the motivated employees contribute to the sustainable growth of the bank. The result is illustrated in the table. We find that 61% of the respondents have strongly agreed with the statement that satisfactory work environment ensures encourages them to work hard which ensures the sustainable growth of the organization.

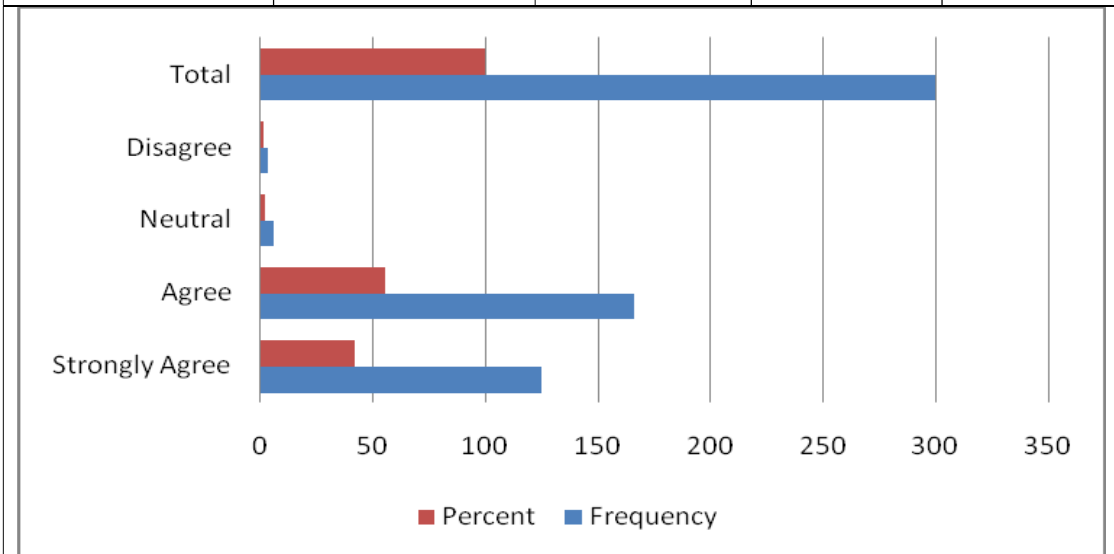
Motivated Employees Ensures Compliance & Customer Satisfaction				
Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	150	50.0	1.547	.6075
Agree	140	46.7		
Neutral	6	2.0		
Disagree	4	1.3		
Total	300	100.0		

Agreement Level	Frequency	Percent
Total	300	100.0
Disagree	4	1.3
Neutral	6	2.0
Agree	140	46.7
Strongly Agree	150	50.0

Gaining customer satisfaction with due compliance is the recent slogan of the banking industry. That is why, the researcher intends to relate the positive working environment with the compliance tendency of the employees. The analysis of the table expresses that 50% of the respondents are strongly agreed that favorable work environment encourages the employees to complete their tasks with maximum compliance. The mean value of the statement is 1.547 and Standard Deviation is .6075 which validate the statement.

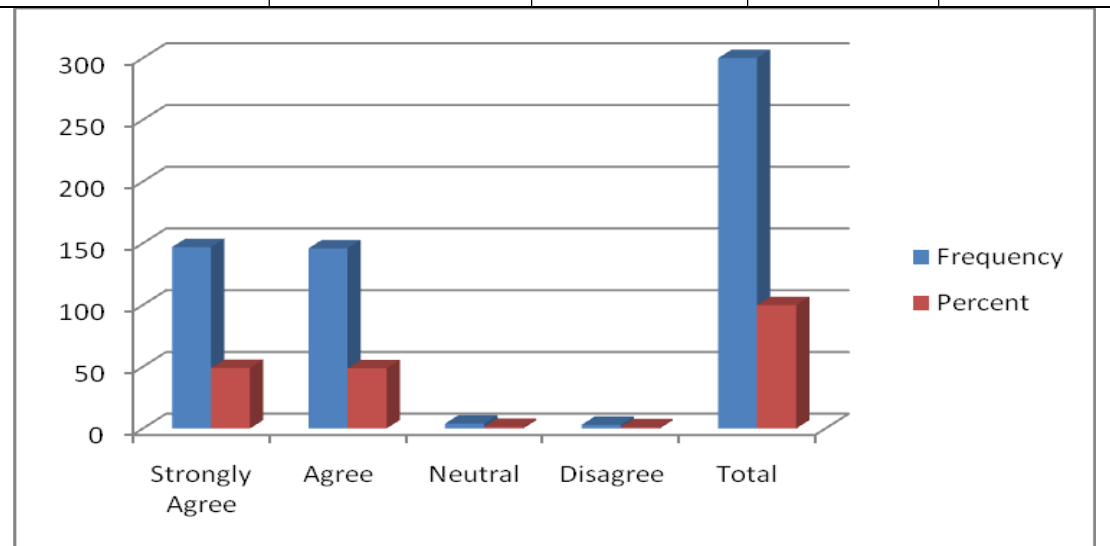
Motivated Employees Accelerate Speed

Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	125	41.7	1.623	.5796
Agree	166	55.3		
Neutral	6	2.0		
Disagree	3	1.0		
Total	300	100.0		



Speedy employees can complete their tasks within the stipulated time. As such, they can take more stress for more tasks. But speed is largely determined by the motivation. Motivated employees can accelerate the speed and vice versa. From the above table, we observe that 55.3% of the respondents are agreed that positive work environment accelerates the speed of the employees. The mean value of the statement 1.623 and Standard Deviation is .5796 which endorse the statement.

Motivated Employees Helps achieving Target				
Agreement Level	Frequency	Percent	Mean	SD
Strongly Agree	147	49.0	1.543	.5796
Agree	146	48.7		
Neutral	4	1.3		
Disagree	3	1.0		
Total	300	100.0		



The banking industry has now become a target oriented industry. Every bank sets targets and get the targets achieved by the employees. But motivated employees better help the organization to achieve the target. The table illustrates that 49% of the respondents have strongly agreed with the statement that they show congruence to the target of the organization and work hard to achieve it. The mean value of the statement is 1.543 and SD is .5796.

5.8 Elements of Work Environment as Motivators

Elements of Physical Environment as Motivators	N	Mean	SD
Interior Design of the Office	300	1.990	.9694
Sanitation System of the Office	300	1.957	.9991
Sensible Working Hour	300	1.750	1.0154
Chaos & Shouting free Set-up	300	2.330	1.1159
Safety Aids in the Premises	300	2.030	.8822
Separate Seating Arrangement	300	2.223	1.1965
Handy Working Material	300	2.330	1.1571
Modern Technology	300	2.347	1.2670
Recreational Facilities	300	2.863	1.3896
<p>Interpretation: The table shows that the recreational facilities, modern technology, tranquillity in the premises and handy working material are the top most motivating physical environmental factors to the employees having the highest mean value of 2.863, 2.347, 2.330 and 2.330 respectively.</p>			

Elements of Psychological Environment as Motivators	N	Mean	SD
Manager's Decision	300	3.503	1.0199
Independence	300	2.953	1.3154
Social Dignity	300	2.343	1.3827
Acknowledgement &Admiration	300	3.010	1.3225
Interpersonal Relationship	300	2.663	1.2762
Job Security	300	2.410	1.3910
<p>Interpretation: The table shows that the participatory decision with employees, acknowledging and admiring and independence in doing the task is the preferable psychological elements that motivate the employees most. These elements show the mean value of 2.503, 3.010 and 2.330 respectively</p>			

Elements of Professional Environment as Motivators	N	Mean	SD
Equity	300	2.570	1.0874
Team Harmony	300	2.443	1.0973
Tactful Discipline	300	2.790	1.3261
Formal Dress	300	3.020	1.2102
Effective Training	300	2.403	1.3165
Charismatic Leadership	300	2.200	1.2376
Interpretation: The table shows that the formal dress in the office has the highest mean value of 3.020 while tactful discipline' has the second highest mean value of 2.790 followed by the equity among the employees with a mean value of 2.570			

Elements of Financial Environment as Motivators	N	Mean	SD
Lucrative Salary	300	2.187	1.0466
Bonus & Reward	300	2.180	1.0699
Fringe Benefits	300	2.100	.9590
Pension Plan, Insurance, PF etc.	300	2.213	1.0253
Interpretation: The table shows that the element pension plan, insurance and PF facilities for the employees have the highest mean value of 2.213. On the other hand lucrative salary has the second highest mean value of 2.187 followed by the bonus & reward with a mean value of 2.180			

5.9 Elements of Work Environment as De-Motivators

Elements Dissatisfying the Employees	N	Mean	SD
Risks involved with Tasks	300	1.707	.8542
Stress of massive Work	300	2.130	1.3363
Political Stress & Partisan Influence	300	2.647	1.2887
Fear of Losing Job	300	3.063	1.5516
Pressure of Achieving Unachievable Target	300	1.827	.8940
Monotony Job or Absence Creativity	300	2.773	1.3644
Stiff & Longer Duty Hour	300	1.713	1.0399
Indiscriminate Transfer & Posting	300	2.143	1.4340
Irregular Promotion	300	2.243	1.2660
Lack of Personal Development	300	2.197	1.2872
Interpretation: From the table it is assumed that fear of losing the job is the most frustrating factor with the highest mean value of 3.063. Another frustrating element is an absence of creativity in work with mean value of 2.773 followed by the 'irregular promotion' with a mean of 2.243			

5.10 Satisfaction Level with Existing Environmental Set-up

Level of Satisfaction with Existing Environmental Set-up	N	Mean	SD
Satisfaction with Existing Physical Environment	300	2.510	1.2944
Satisfaction with Psychological Environment	300	3.597	1.2778
Existing Professional Environment	300	3.023	1.3122
Satisfaction with Existing Financial Environment	300	2.020	.8844
Overall Satisfaction with Existing Environment	300	3.173	1.3225
Interpretation: The table illustrates that the employees seek satisfaction in psychological environment. The statement is endorsed by the highest mean value of 3.597. They seek an overall satisfactory work environment with a mean value of 3.173 while they prefer for satisfactory professional environment in the third stage with a mean value of 3.023			

5.11 Prioritizing the Work Environment as Motivators

Priority Level of Work Environment	N	Mean	SD
Priority of Physical Environment over other Environment	300	2.587	.8898
Priority of Psychological Environment over other Environment	300	2.800	1.0537
Priority of Professional Environment over other Environment	300	2.780	1.0624
Priority of Financial Environment over other Environment	300	2.763	1.0791
<p>Interpretation: The table demonstrates that the employees prioritize psychological environment over other environment as motivators with mean value of 2.800 followed by the professional environment, financial environment and physical environment with mean value of 2.780, 2.763 and 2.587 respectively.</p>			

5.12. Summarized Impact of Motivation

Results of Motivation	N	Mean	SD
Absenteeism Reduction	300	1.583	.5924
Turnover Reduction	300	1.587	.5688
Generation of greater Profit	300	1.503	.6669
Assurance of Sustainable growth	300	1.457	.6705
Ensuring Compliance	300	1.547	.6075
Acceleration Speed	300	1.623	.5796
Helps in Achieving Target	300	1.543	.5796
<p>Interpretation: The table explains the outcomes of motivation. It tells that motivated employees bring fruitful result in all spheres of the banking industry which is demonstrated by the parameters.</p>			

5.13 Hypothesis Testing

Hypothesis 1	H₁:	There is an absolute impact of Working Environment on the motivation of the employees.
	H₀:	There is not an absolute impact of Working Environment on the motivation of the employees.

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.383a	.147	.123	.36925	1.627
Independent Variables:(Constant) Physical Environment Psychological. Environment Professional Environment Financial Environment			Dependent Variables: Total Motivation		
Interpretation: The model summary describes the relation between Dependent variable (Motivation) and Independent variables(Environments). Precisely, total Motivation is affected by the elements of the Physical Environment, Psychological. Environment, Professional Environment and Financial Environment. The R value of the hypothesis is 0.38 which indicates a moderate relation between them. The R square value is 0.14 which indicates that there is a 14.7% variation on dependent variable (Total Motivation) in respect with independent variables (Physical Environment, Psychological. Environment, Professional Environment and Financial Environment)					

Table 5.1: Model Summary for Hypothesis One
Source: Author

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.832	8	.854	6.263	.000 ^b
	Residual	39.677	291	.136		
	Total	46.509	299			
Independent Variables:(Constant) Physical Environment Psychological. Environment Professional Environment Financial Environment				Dependent Variables: Total Motivation		
Interpretation: The significance value of F test is 6.26 with p value 0.00 which is less than the 0.05 level of significance. This indicates that the model is statistically significant. So we reject the null hypothesis.						

Table 5.2: Testing ANOVA for Hypothesis One
Source: Author

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.088	.125		8.730	.000		
	Physical Environment (F1-Interior Design)	-.105	.056	-.206	-1.899	.059	.249	4.022
	Physical Environment (F2-Sanitation)	.126	.038	.319	3.312	.001	.315	3.173
	Physical Environment (F3-Sensible Working Hour)	.097	.042	.158	2.315	.021	.627	1.596
	Psychological Environment.(F1-Manager's Decision)	.002	.024	.004	.069	.945	.795	1.257
	Professional. Environment.(F1-Equal Treatment)	.011	.028	.024	.389	.698	.776	1.288
	Professional Environment.(F2-Team Harmony)	-.080	.027	-.221	-2.990	.003	.537	1.863
	Financial Environment.(F1-Salary)	.043	.035	.108	1.226	.221	.376	2.663
	Financial Environment.(F2-Bonus& Rewards)	.105	.025	.248	4.114	.000	.810	1.235
Dependent Variable: Total Motivation								
Interpretation:								
From the coefficient table we predict the factors of work environment which have more affect on dependent variable i.e. <i>TOTAL MOTIVATION</i> with significant p value from t test with independent variables. Our independent variables i.e. <i>PHYSICAL ENVIRONMENT(F2)</i> , <i>PHYSICAL ENVIRONMENT(F3)</i> , <i>PROFESSIONAL ENVIRONMEN(F2)</i> and <i>FINANCIA .ENVIRONMENT (F2)</i> have significant p value with <i>TOTAL MOTIVATION</i> .								

Table 5.3 : Testing Coefficient for Hypothesis One

Source: Author

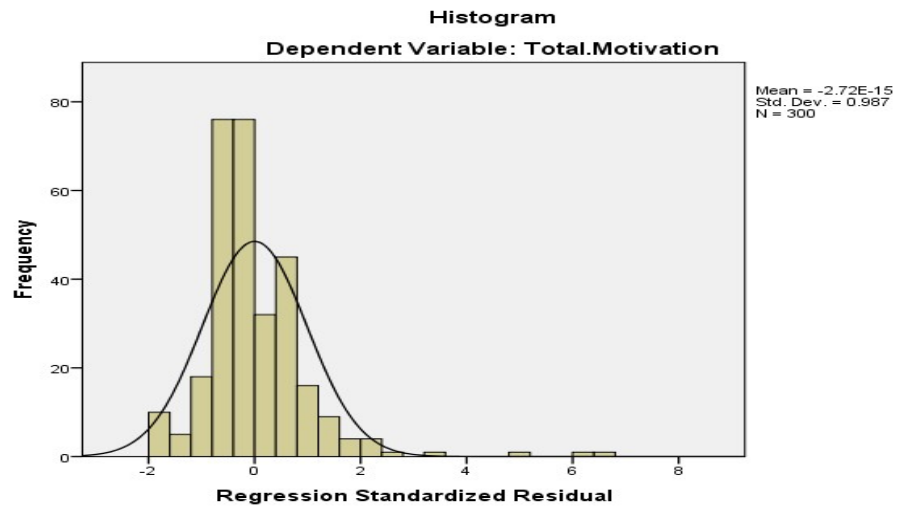


Figure 5.1 : Regression Model showing the relationship among work environment & motivation
Source : Author

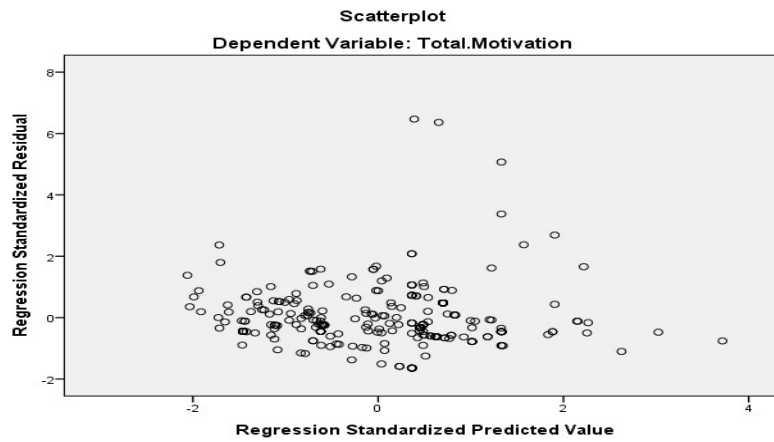


Figure 5.2 : Scatter plot showing the relationship among work environment & motivation
Source : Author

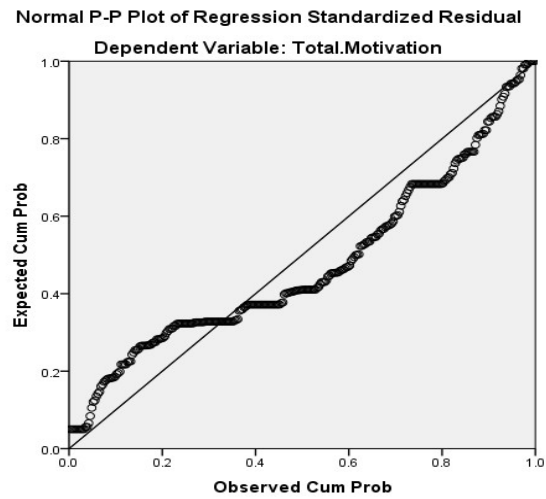


Figure 5.3 Normal P-P Plot showing the relationship among work environment & motivation
Source : Author

Hypothesis 2	H₁:	Existing working environment (in respect of physical, Psychological, Professional, Financial) in the Banking Industry of Bangladesh is quite satisfactory.
	H₀:	Existing working environment in the Banking Industry of Bangladesh is not quite satisfactory.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.254a	.065	.049	.38464	1.701
Independent Variables:(Constant) Overall Banking Environment is Satisfactory Existing Physical Environment is excellent Existing Psychological Environment is excellent Existing Professional Environment is excellent Existing Financial Environment is excellent			Dependent Variables: Total Motivation		
Interpretation: The model summary describes the relation between dependent variables(Motivation) and independent variable(Conditions of work environments). More Precisely, existing working elements i.e. Physical Environment Psychological Environment, Professional Environment, Financial Environment are substantially linked with generating motivation. The R value is 0.25 which indicates moderate relationship between them. The R square value is 0.06 which indicates that there is 6.0% variation on dependent variables i.e. motivation in respect with independent variables i.e. satisfaction level of existing physical environment, satisfaction level of existing psychological environment, satisfaction level of existing professional environment, satisfaction level of existing financial environment.					

Table 5.4: Model Summary for Hypothesis Two
Source: Author

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.011	5	.602	4.071	.001 ^b
	Residual	43.498	294	.148		
	Total	46.509	299			
Independent Variables:(Constant) Overall Banking Environment is Satisfactory Existing Physical Environment is excellent Existing Psychological Environment is excellent Existing Professional Environment is excellent Existing Financial Environment is excellent			Dependent Variables: Total Motivation			
Interpretation: The significance value of F test is 4.07 with p value=0.00 which is less than the 0.05 level of significance. This indicates that the model is statistically significant. So we reject the null hypothesis.						

Table 5.5: Testing ANOVA for Hypothesis Two
Source: Author

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.526	.086		17.795	.000		
	Existing Physical Environment is excellent	.033	.019	.108	1.719	.087	.813	1.231
	Existing Psychological Environment is excellent	-.064	.021	-.208	-3.011	.003	.668	1.496
	Existing Professional Environment is excellent	.043	.024	.142	1.798	.073	.510	1.960
	Existing Financial Environment is excellent	.040	.028	.089	1.422	.156	.810	1.234
	Overall Banking Environment is Satisfactory	-.011	.022	-.038	-.519	.604	.609	1.643
Dependent Variable: Motivation								
Interpretation:								
<p>From the coefficient table, we predict that the factors which have more affect on dependent variables(Total Motivation) with significant p value from t-test with independent variables. Our independent variables i.e. satisfaction level of existing physical environment, satisfaction level of existing psychological environment, satisfaction level of existing professional environment, satisfaction level of existing financial environment have significant p value with total <i>Motivation of the employees</i>.</p>								

Table 5.6 : Testing Coefficient for Hypothesis Two

Source: Author

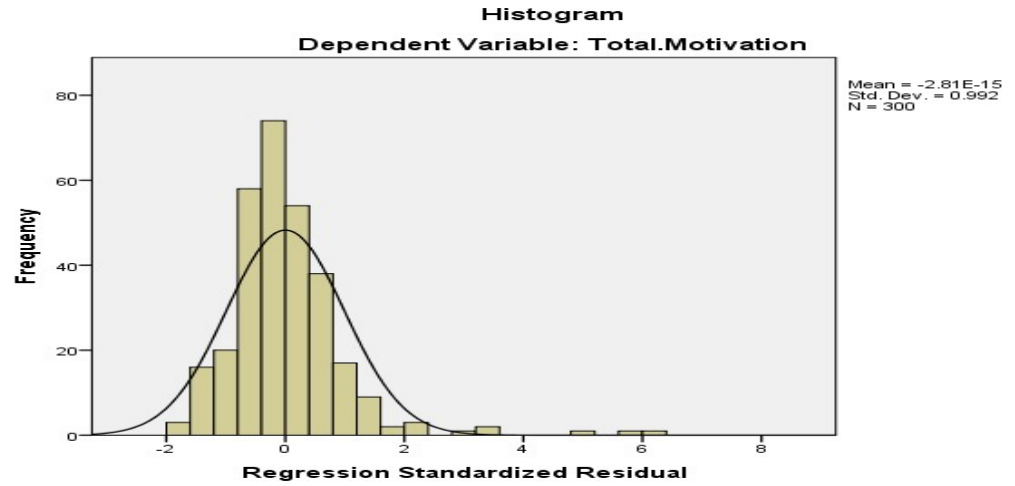


Figure 5.4 : Regression Model showing the level of satisfaction of existing work environment
Source : Author

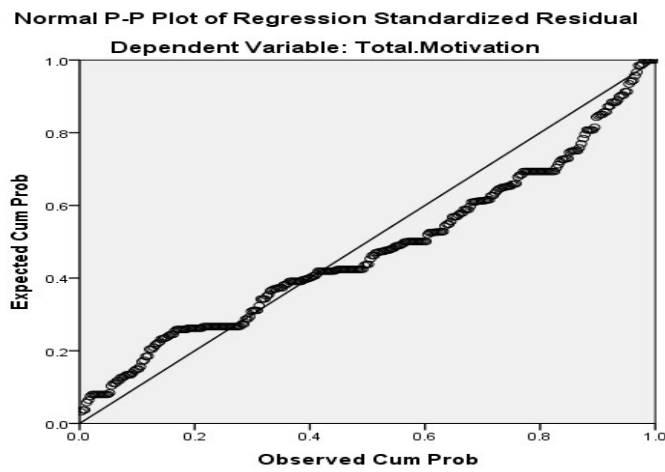


Figure 5.5 :Normal P-P Model showing the level of satisfaction of existing work environment
Source : Author

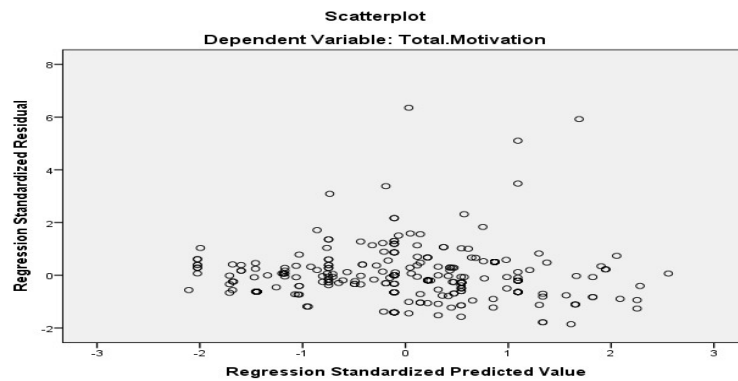


Figure 5.6 : Scatter plot showing the level of satisfaction of existing work environment
Source : Author

Hypothesis 3	H₁:	Adverse work Environment can reduce the productivity substantially.
	H₀:	Adverse work Environment can not reduce the productivity substantially.

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.329 ^a	.109	.078	.37877	1.703
Independent Variables:(Constant) Lack of Personal Development Stiff and Longer Duty Hour Stress of Huge Amount of Work Political Stress & Partisan Influence Fear of "Losing the Job Irregular Promotion Pressure" of Achieving Target Absence of Creativity Risks" involved with banking job Indiscriminate Transfer & Posting			Dependent Variables: Total Motivation		
Interpretation: The model summary describes the relationship between dependent variables (Motivation) and independent variable(Frustrating Elements) i.e. Lack of 'Personal Development', 'Stiff and Longer Duty Hour', 'Stress of Huge Amount of Work', 'Political Stress & Partisan Influence', 'Fear of Losing the Job', 'Irregular Promotion', 'Pressure of Achieving Target', 'Absence of Creativity' in task, 'Risks involved with banking job'. It is clear that dependent variable (Motivation) is moderately affected by the presence of independent variables (mentioned frustrating elements) in the work environment <i>i.e.</i> Lack of 'Personal Development', 'Stiff and Longer Duty Hour', 'Stress of Huge Amount of Work', 'Political Stress & Partisan Influence', 'Fear of Losing the Job', 'Irregular Promotion', 'Pressure of Achieving Target', 'Absence of Creativity' in task, 'Risks involved with banking job' The R value is = 0.32 which indicates moderate relationship between them. The R square value = 0.10 which indicates that there is 10.0% variation on dependent variables i.e. total motivation in respect with independent variables i.e. frustrating factors i.e. Lack of 'Personal Development', 'Stiff and Longer Duty Hour', 'Stress of Huge Amount of Work', 'Political Stress & Partisan Influence', 'Fear of Losing the Job', 'Irregular Promotion', 'Pressure of Achieving Target', 'Absence of Creativity' in task, 'Risks involved with banking job'					

Table 5.7: Model Summary for Hypothesis Three

Source: Author

ANOVA^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5.048	10	.505	3.519	.000 ^b
Residual	41.461	289	.143		
Total	46.509	299			
Independent Variables:(Constant) Lack of Personal Development Stiff and Longer Duty Hour Stress of Huge Amount of Work Political Stress & Partisan Influence Fear of Losing the Job Irregular Promotion			Dependent Variables: Total Motivation		

Pressure of Achieving Target Absence of Creativity Risks involved with banking job Indiscriminate Transfer & Posting	
Interpretation: The significance value of F test is 3.51 with p value = 0.00 which is less than the 0.05 level of significance. This indicates that the model is statistically significant. So we reject the null hypothesis.	

Table 5.8: Testing ANOVA for Hypothesis Three
Source: Author

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.384	.084		16.378	.000		
	Risks involved with banking job	.042	.040	.092	1.049	.295	.402	2.486
	Stress of Huge Amount Work	.019	.024	.063	.766	.444	.456	2.191
	Political Stress & Partisan Influence	.070	.022	.229	3.135	.002	.576	1.736
	Fear of Losing Job	-.034	.019	-.133	-1.739	.083	.528	1.893
	Pressure of Achieving Target	.046	.034	.105	1.362	.174	.524	1.909
	Absence of Creativity in tasks	-.053	.024	-.183	-2.208	.028	.448	2.231
	Stiff & Longer Duty Hour	-.010	.029	-.028	-.354	.724	.510	1.961
	Indiscriminate Transfer & Posting	.014	.025	.051	.564	.573	.384	2.605
	Irregular Promotion	-.053	.024	-.169	-2.151	.032	.499	2.004
	Lack of Personal Development	.065	.026	.212	2.544	.011	.443	2.256
Dependent Variable: Total Motivation								
Interpretation: From the coefficient table, we can identify the frustrating elements which affect on dependent variables i.e. on <i>total motivation</i> with significant p value from t test with independent variables. In this case we find that some of our independent variables such as political stress & partisan influence, absence of creativity in task, irregular promotion and lack of personal development at work place have significant p value with total motivation								

Table 5.9 : Testing Coefficient for Hypothesis Three
Source: Author

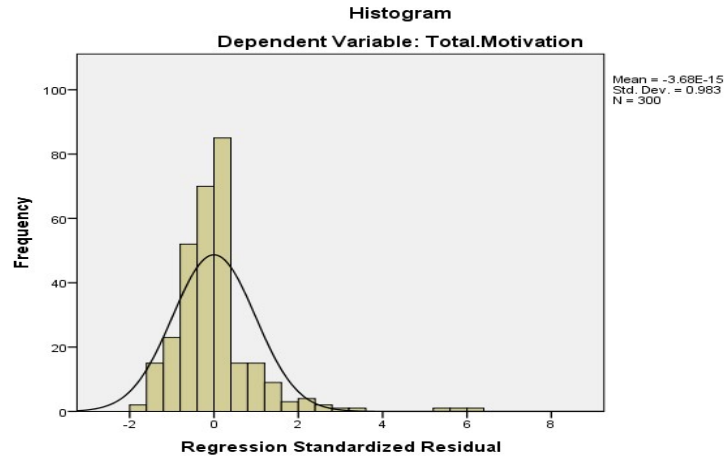


Figure 5.7 : Regression Model showing the impact of adverse work environment
Source : Author

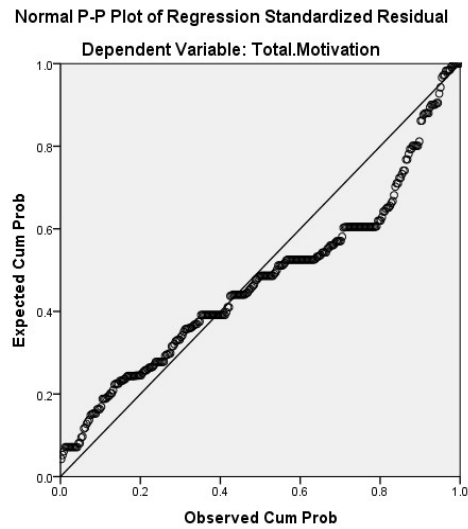


Figure 5.8 : Normal P-P plot showing the impact of adverse work environment
Source : Author

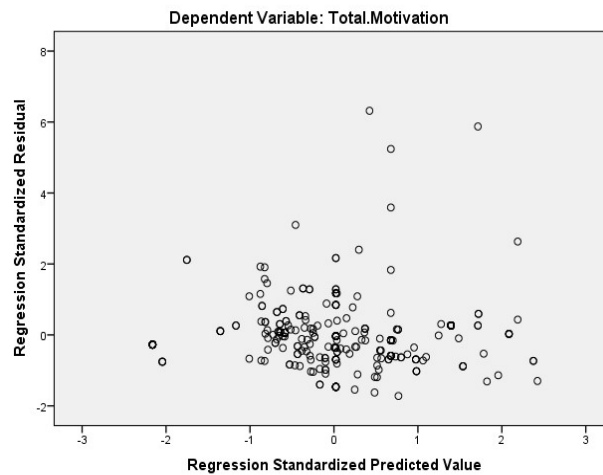


Figure 5.9 : Scatter Plot showing the impact of adverse work environment
Source : Author

Hypothesis 4	H₁:	Work environment in public sector bank and private sector banks are same.
	H₀:	Work environment in public sector bank and private sector banks are different.
	This hypothesis will be tested by Mann-Whitney Test	

A. Hypothesis Testing by Taking Individual Factors

This hypothesis are tested in two ways. Firstly, it is tested by taking 03 (three) factors of physical environment, 01 (one) factor from psychological environment, 02 (two) factors from financial environment and 02 (two) factors from financial environment. In this way, we can draw a conclusion between the public and private banks and represent the work environment of which type of banks(public or private) is more motivational

For Physical Environment (Interior Design of the Office)

From the table, we see that there are 50 Public banks whose total sum of ranks is 11616. The mean rank of the result is 232.32. By contrast, that there are 250 Private banks whose total sum of ranks is 33534. The mean rank of the result is 134.14. So, Private Banking sector bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides whether this difference in mean ranks is significant or not as it is illustrated in the second table.

For Physical Environment (Sanitation System of the Office)

The statistics required for the test are constructed from the ranks and shown in the table. Here we see that out of two types of the banking sector, we have 50 public banks whose total sum of ranks is 11553. The mean rank of the result is 231.07. By contrast, we have 250 observations from private banks whose total sum of ranks is 33596. The mean rank of the result is 134.39. It is seen that private sector bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Physical Environment (Sensible Working Hour)

The statistics required for the test are constructed from the ranks and shown in the table. We have 50 observations from public banks whose total sum of ranks is 10044.5. The mean rank of the result is 200.89. By contrast, we have 250 observations from private banks whose total sum of ranks is 35105.5. The mean rank of the result is 140.42. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Psychological Environment (Only Managers can Decide)

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 6590.5. The mean rank of the result is 131.81. By contrast, we have 250 observations from private banks whose total sum of ranks is 38559.5. The mean rank of the result is 154.24. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Professional Environment Factor (Equal Treatment for all)

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 8908.50. The mean rank of the result is 178.17. By contrast, we have 250 observations from private banks whose total sum of ranks is 36241.50. The mean rank of the result is 144.97. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Professional Environment Factor (Team Harmony)

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 12107.00. The mean rank of the result is 242.14. By contrast, we have 250 observations from private banks whose total sum of ranks is 33043.00. The mean rank of the result is 132.17. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Financial Environment (Lucrative Salary)

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 12840.50. The mean rank of the result is 256.81. By contrast, we have 250 observations from private banks whose total sum of ranks is 32309.50. The mean rank of the result is 129.24. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test will now decide on whether this difference in mean ranks is significant or not as is illustrated in the second table.

For Financial Environment (Bonus and Rewards)

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 7107.00. The mean rank of the result is 142.14. By contrast, we have 250 observations from private banks whose total sum of ranks is 38043.00. The mean rank of the result is 152.17. So, private-bank has a larger mean rank than public sector bank and thus tends to take larger values. The Mann Whitney test now decides on whether this difference in mean ranks is significant or not as is illustrated in the second table.

Ranks				
	Q1.Bank Type	N	Mean Rank	Sum of Ranks
Physical Environment (Interior Design of the Office)	Public	50	232.32	11616.00
	Private	250	134.14	33534.00
	Total	300		
Physical Environment (Sanitation System)	Public	50	231.07	11553.50
	Private	250	134.39	33596.50
	Total	300		
Physical Environment (Sensible Working Hour)	Public	50	200.89	10044.50
	Private	250	140.42	35105.50
	Total	300		
Psychological. Environment.(Only managers' can decide)	Public	50	131.81	6590.50
	Private	250	154.24	38559.50
	Total	300		
Professional Environment (Equal Treatment for all)	Public	50	178.17	8908.50
	Private	250	144.97	36241.50
	Total	300		
Professional Environment (Team Harmony)	Public	50	242.14	12107.00
	Private	250	132.17	33043.00
	Total	300		
Financial Environment.(Lucrative Salary)	Public	50	256.81	12840.50
	Private	250	129.24	32309.50
	Total	300		
Financial Environment (Bonus & Reward)	Public	50	142.14	7107.00
	Private	250	152.17	38043.00
	Total	300		

Table 5.10 : Ranking of Elements in Public and Private Banks

Source: Author

Test Statistics ^a								
	Physical (Interior Design)	Physical (Sanitation)	Physical (Work Hour)	Psychological (Managers' Decision)	Professional (Equality)	Professional (Harmony)	Financial (Salary)	Financial (Bonus & Reward)
Mann-Whitney U	2159.000	2221.500	3730.500	5315.500	4866.500	1668.000	934.500	5832.000
Wilcoxon W	33534.000	33596.500	35105.500	6590.500	36241.500	33043.000	32309.500	7107.000
Z	-7.439	-7.354	-4.552	-1.676	-2.492	-8.338	-9.954	-.780
Asymp. Sig. (2-tailed)	.000	.000	.000	.094	.013	.000	.000	.436
Grouping Variable: Bank Type (Public/Private)								

Table 5.11 : Mann-Whitney Results for Hypothesis Four

Source: Author

Ascertaining the Difference between Public and Private Banks

For Physical Environment (Interior Design of Office)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 2159.000$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that, physical environment factor, i.e. interior design in public banks and private banks are different. We can also say that the interior design of private sector banks is better than public sector banks.

For Physical Environment (Sanitation System of Office)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 2221.500$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that, physical environment factor, i.e. **the sanitation system of office** in public banks and private banks is different. We can also say that the **sanitation system of office** of private banks is better than public sector banks.

For Physical Environment (Sensible Working Hour)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 3730.500$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that physical environment factor, i.e. the **sensible working hour** in public banks and private banks is different. We can also say that the **sensible working hour** of private banks is better than public banks.

For Psychological Environment (Only Managers' Can Decide)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 5315.500$, $p > .05$). Since p value is statistically significant at the 5% level, we can conclude that psychological environment factor, i.e. the **managers' decision** in public banks and private banks is same.

For professional Environment (Treating Employees Equally)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 36241.500$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that professional environmental factor, i.e. 'equality' in public banks and private banks are different and we can also say that private banks maintain better equity than public sector banks.

For professional Environment (Team Harmony among Employees)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 7107.000$, $p > .05$).

Since p value is statistically significant at the 5% level, we can conclude that professional environmental factor, i.e. the **team harmony** in public banks and private banks is same.

For Financial Environment (Lucrative Salary)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 934.500$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that financial environment factor, i.e. **the salary** in public banks and private banks are different. So, we can also say that the **salary** of private banks is better than public banks.

For Financial Environment (Bonus & Rewards)

The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 1668.000$, $p > .05$). Since the p value is not statistically significant at the 5% level, we can conclude that financial environment factor, i.e. bonus and rewards in public sector banks and private sector banks are same.

Again, this hypothesis will be tested by taking the averages of all the factors of all four types of work environment and will assess the motivational differences between public and private banks.

B. Averages of all the Factors of Four Types of Work Environment

The statistics required for the test are constructed from the ranks and shown in the table. Here we have 50 observations from public banks whose total sum of ranks is 10410. The mean rank of the results is 208.20. By contrast, we have 250 private sector banks whose total sum of ranks is 34740. The mean rank of the results is 138.96. So, it is clear that private sector banks have a lower mean rank than public sector banks and thus tend to take lower values. The Mann Whitney test will now decide on whether this difference in mean ranks is significant or not as is illustrated in the second table.

Mann-Whitney Test

Ranks				
	Q1.Bank Type	N	Mean Rank	Sum of Ranks
Average of 40 Elements	Public	50	208.20	10410.00
	Private	250	138.96	34740.00
	Total	300		

Table5.12 : Ranking of all Elements in Public and Private Banks

Source: Author

Test Statistics ^a	
	Ave.40
Mann-Whitney U	3365.000
Wilcoxon W	34740.000
Z	-5.159
Asymp. Sig. (2-tailed)	.000
Grouping Variable: Bank Type (Public/Private)	
Interpretation:	
<p>The Mann Whitney test decides on whether this difference in mean ranks is significant or not as is illustrated in the table: 5.11. A statistically significant difference is found ($U = 3365.000$, $p < .05$). Since p value is statistically significant at the 5% level, we can conclude that, all average of 1-40 factors in public sector banks and private sector banks are different and we can also say that average work environment in private banks is better than public sector banks.</p>	

Table 5.13 : Mann-Whitney Tests for Hypothesis Four on all Elements
Source: Author

Hypothesis 5	H₁:	Motivating Employees Can Contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit
	H₀:	Motivating Employees Can Contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit

Favorable Physical Environment * Sustainable Growth

		Crosstab						
		Sustainable Growth					Total	
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Favorable Physical Environment	Strongly Agree	Count	30	29	1	1	1	62
		Expected Count	37.8	21.7	1.2	.8	.4	62.0
		% within Favorable Physical Environment	48.4%	46.8%	1.6%	1.6%	1.6%	100.0%
		% within Sustainable Growth	16.4%	27.6%	16.7%	25.0%	50.0%	20.7%
		% of Total	10.0%	9.7%	0.3%	0.3%	0.3%	20.7%
	Agree	Count	97	35	3	1	1	137
		Expected Count	83.6	48.0	2.7	1.8	.9	137.0
		% within Favorable Physical Environment	70.8%	25.5%	2.2%	0.7%	0.7%	100.0%

		Sustainable Growth	53.0%	33.3%	50.0%	25.0%	50.0%	45.7%
		% of Total	32.3%	11.7%	1.0%	0.3%	0.3%	45.7%
	Neutral	Count	0	22	1	1	0	24
		Expected Count	14.6	8.4	.5	.3	.2	24.0
		% within Favorable Physical Environment	0.0%	91.7%	4.2%	4.2%	0.0%	100.0%
		Sustainable Growth	0.0%	21.0%	16.7%	25.0%	0.0%	8.0%
		% of Total	0.0%	7.3%	0.3%	0.3%	0.0%	8.0%
		Disagree	Count	29	11	0	0	0
	Expected Count		24.4	14.0	.8	.5	.3	40.0
	% within Favorable Physical Environment		72.5%	27.5%	0.0%	0.0%	0.0%	100.0%
	Sustainable Growth		15.8%	10.5%	0.0%	0.0%	0.0%	13.3%
	% of Total		9.7%	3.7%	0.0%	0.0%	0.0%	13.3%
	Strongly Disagree		Count	27	8	1	1	0
		Expected Count	22.6	13.0	.7	.5	.2	37.0
		% within Favorable Physical Environment	73.0%	21.6%	2.7%	2.7%	0.0%	100.0%
		Sustainable Growth	14.8%	7.6%	16.7%	25.0%	0.0%	12.3%
		% of Total	9.0%	2.7%	0.3%	0.3%	0.0%	12.3%
		Total	Count	183	105	6	4	2
	Expected Count		183.0	105.0	6.0	4.0	2.0	300.0
	% within Favorable Physical Environment		61.0%	35.0%	2.0%	1.3%	0.7%	100.0%
	Sustainable Growth		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		61.0%	35.0%	2.0%	1.3%	0.7%	100.0%

Interpretation:

From the above table, we can see that 45.7% responders have agreed with the statement that a favorable work environment ensures the sustainable growth of the bank and out of that 70.8% responders are strongly agreed that the existing physical environment (i.e. Well ventilation, decorated office, tidy space, etc.) is still satisfactory in the banking sector..

Table 5.14: Relating Favourable Physical Environment to Growth of Bank

Source: Author

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	56.608 ^a	16	.000
Likelihood Ratio	65.841	16	.000
Linear-by-Linear Association	1.753	1	.186
N of Valid Cases	300		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .16.

Interpretation:
From the chi square test table, we see that Pearson chi-square value is 56.6 with a low P value 0.00 ($p < 0.05$). It denotes that there is a statistical association between work environment and sustainable growth. It is also proved that the existing physical environment (i.e. Well ventilation, decorated office, tidy space, etc.) of the banking sector is excellent.

Table 5.15 : Chi square test for relating Satisfactory Physical Environment to Growth of Bank
Source: Author

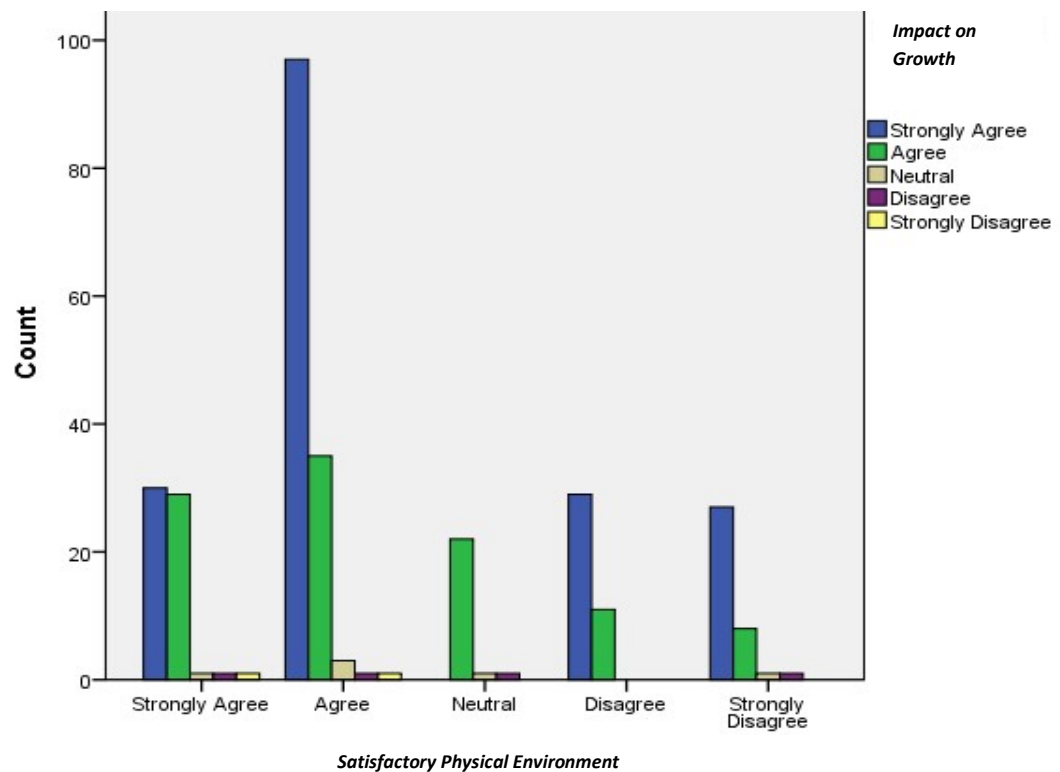


Figure 5.10 : Impact of Physical environment on growth of the bank
Source : Author

Existing Favorable Psychological Environment * Sustainable Growth

Crosstab								
			Sustainable Growth					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Favorable Psychological Environment	Strongly Agree	Count	14	8	1	1	2	26
		Expected Count	15.9	9.1	.5	.3	.2	26.0
		% within Sustainable Growth	53.8%	30.8%	3.8%	3.8%	7.7%	100.0%
		% within Sustainable Growth	7.7%	7.6%	16.7%	25.0%	100.0%	8.7%
		% of Total	4.7%	2.7%	0.3%	0.3%	0.7%	8.7%
	Agree	Count	20	35	1	1	0	57
		Expected Count	34.8	20.0	1.1	.8	.4	57.0
		Favorable Psychological Environment	35.1%	61.4%	1.8%	1.8%	0.0%	100.0%
		% within Sustainable Growth	10.9%	33.3%	16.7%	25.0%	0.0%	19.0%
		% of Total	6.7%	11.7%	0.3%	0.3%	0.0%	19.0%
	Neutral	Count	0	1	1	0	0	2
		Expected Count	1.2	.7	.0	.0	.0	2.0
		Favorable Psychological Environment	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%
		% within Sustainable Growth	0.0%	1.0%	16.7%	0.0%	0.0%	0.7%
		% of Total	0.0%	0.3%	0.3%	0.0%	0.0%	0.7%
	Disagree	Count	101	37	2	2	0	142
		Expected Count	86.6	49.7	2.8	1.9	.9	142.0
		Favorable Psychological Environment	71.1%	26.1%	1.4%	1.4%	0.0%	100.0%
		% within Sustainable Growth	55.2%	35.2%	33.3%	50.0%	0.0%	47.3%
		% of Total	33.7%	12.3%	0.7%	0.7%	0.0%	47.3%

	Strongly Disagree	Count	48	24	1	0	0	73
		Expected Count	44.5	25.6	1.5	1.0	.5	73.0
		Favorable Psychological Environment	65.8%	32.9%	1.4%	0.0%	0.0%	100.0%
		% within Sustainable Growth	26.2%	22.9%	16.7%	0.0%	0.0%	24.3%
		% of Total	16.0%	8.0%	0.3%	0.0%	0.0%	24.3%
Total		Count	183	105	6	4	2	300
		Expected Count	183.0	105.0	6.0	4.0	2.0	300.0
		Favorable Psychological Environment	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%
		% within Sustainable Growth	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%

Interpretation

From the above tables, we can see that 47.3% responders disagree with the statement that existing psychological work environment is suitable for sustainable growth of bank. They also opine that management needs adjustment in developing the psychological environment, especially Job Security, Social Dignity, Opportunity for Personal Development etc.

Table 5.16: Relating Favourable Psychological Environment to Growth of Bank
Source: Author

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	72.608 ^a	16	.000
Likelihood Ratio	43.769	16	.000
Linear-by-Linear Association	19.096	1	.000
N of Valid Cases	300		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.

Interpretation: From the chi square test table, we can see that pearson chi-square value is 72.6 with low p value 0.00 ($p < 0.05$). It illustrates that, there is a statistical association between psychological work environment and sustainable growth of bank.

Table 5.17 : Chi square test for relating Satisfactory Psychological Environment to Growth of Bank
Source: Author

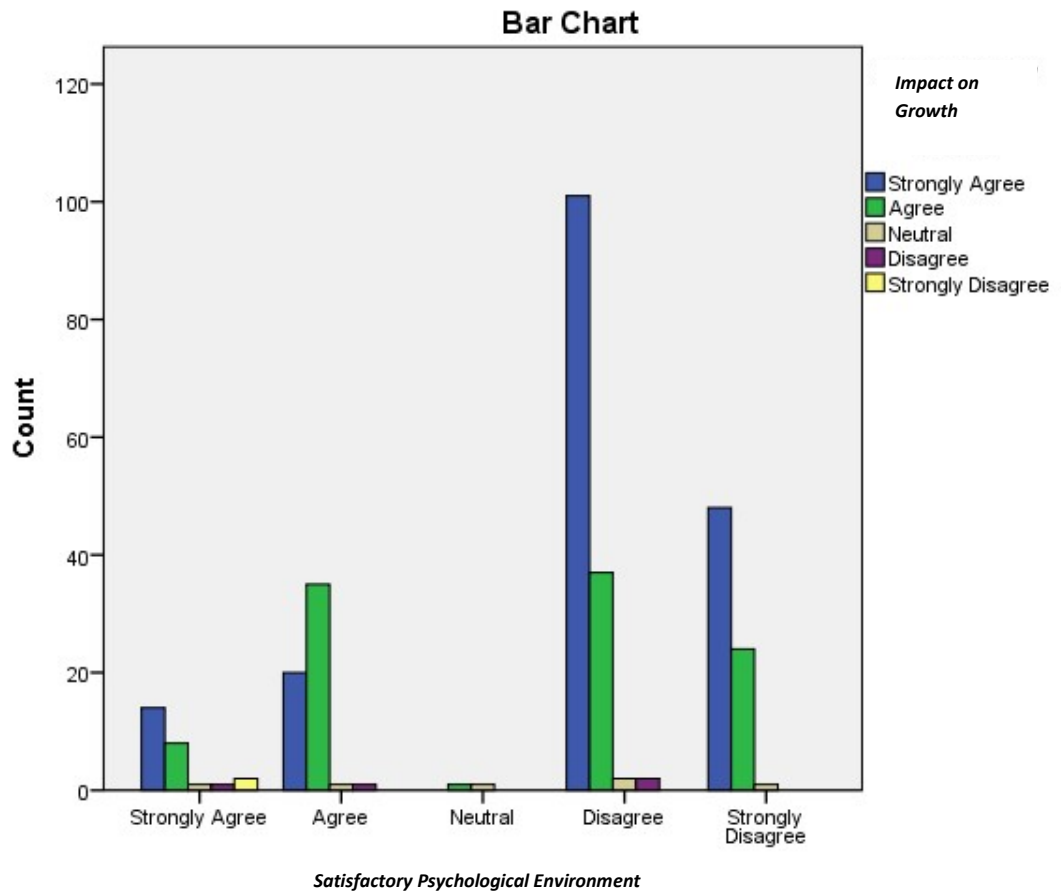


Figure 5.11 : Impact of Psychological environment on growth of the bank
Source : Author

Existing Professional Environment * Sustainable Growth

Crosstab								
			Sustainable Growth					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Favorable Professional Environment	Strongly Agree	Count	34	13	2	1	2	52
		Expected Count	31.7	18.2	1.0	.7	.3	52.0
		% within Favorable Professional Environment	65.4%	25.0%	3.8%	1.9%	3.8%	100.0%
		% within Sustainable Growth	18.6%	12.4%	33.3%	25.0%	100.0%	17.3%
		% of Total	11.3%	4.3%	0.7%	0.3%	0.7%	17.3%
	Agree	Count	30	41	1	0	0	72
		Expected Count	43.9	25.2	1.4	1.0	.5	72.0
		% within Favorable Professional Environment	41.7%	56.9%	1.4%	0.0%	0.0%	100.0%
		% within Sustainable Growth	16.4%	39.0%	16.7%	0.0%	0.0%	24.0%
		% of Total	10.0%	13.7%	0.3%	0.0%	0.0%	24.0%
	Neutral	Count	8	10	0	1	0	19
		Expected Count	11.6	6.7	.4	.3	.1	19.0
		% within Favorable Professional Environment	42.1%	52.6%	0.0%	5.3%	0.0%	100.0%
		% within Sustainable Growth	4.4%	9.5%	0.0%	25.0%	0.0%	6.3%
		% of Total	2.7%	3.3%	0.0%	0.3%	0.0%	6.3%
	Disagree	Count	88	39	2	2	0	131
		Expected Count	79.9	45.9	2.6	1.7	.9	131.0
		% within Favorable Professional Environment	67.2%	29.8%	1.5%	1.5%	0.0%	100.0%

		% within Sustainable Growth	48.1%	37.1%	33.3%	50.0%	0.0%	43.7%
		% of Total	29.3%	13.0%	0.7%	0.7%	0.0%	43.7%
	Strongly Disagree	Count	23	2	1	0	0	26
		Expected Count	15.9	9.1	.5	.3	.2	26.0
		% within Favorable Professional Environment	88.5%	7.7%	3.8%	0.0%	0.0%	100.0%
		% within Sustainable Growth	12.6%	1.9%	16.7%	0.0%	0.0%	8.7%
		% of Total	7.7%	0.7%	0.3%	0.0%	0.0%	8.7%
Total		Count	183	105	6	4	2	300
		Expected Count	183.0	105.0	6.0	4.0	2.0	300.0
		% within Favorable Professional Environment	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%
		% within Sustainable Growth	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%

Interpretation:

From the above table, we can see that 43.7% responders disagree with the statement that the work environment can ensure sustainable growth of the bank and out of that 71.1% of the respondents are strongly agreed that existing professional environment i.e. Interpersonal relationship, conflict management, team harmony etc. are excellent.

Table 5.18 : Relating Favourable Professional Environment to Growth of Bank
Source: Author

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.572 ^a	16	.000
Likelihood Ratio	43.775	16	.000
Linear-by-Linear Association	8.825	1	.003
N of Valid Cases	300		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .13.

Interpretation: From the chi square test table, we can see that Pearson chi-square value is 44.57 with low p value 0.00 ($p < 0.05$). It expresses that there is a statistical association between work environment and sustainable growth of the banking sector. It also represents that existing professional environment, i.e. Interpersonal relationship, conflict management, team harmony, etc. are excellent.

Table 5.19 : Chi square test for relating Satisfactory Professional Environment to Growth of Bank
Source: Author

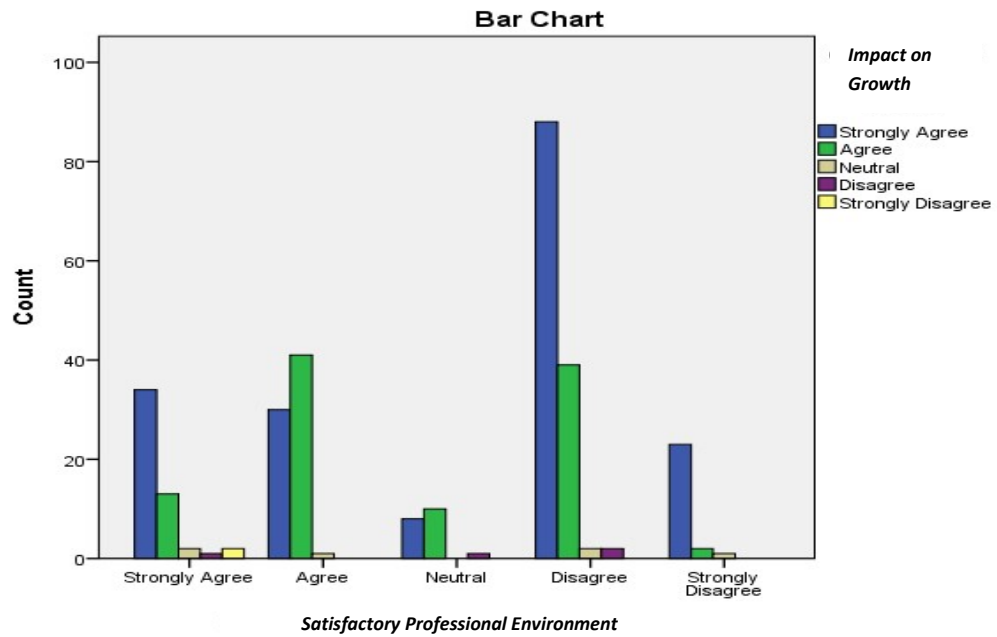


Figure 5.12 : Impact of Professional environment on growth of the bank
Source : Author

Favorable Financial Environment * Sustainable Growth

Crosstab								
		Sustainable Growth					Total	
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Favorable Financial Environment	Strongly Agree	Count	47	17	2	1	1	68
		Expected Count	41.5	23.8	1.4	.9	.5	68.0
		% within Favorable Financial Environment	69.1%	25.0%	2.9%	1.5%	1.5%	100.0%
		% within Sustainable Growth	25.7%	16.2%	33.3%	25.0%	50.0%	22.7%
		% of Total	15.7%	5.7%	0.7%	0.3%	0.3%	22.7%
	Agree	Count	122	68	4	1	0	195
		Expected Count	119.0	68.3	3.9	2.6	1.3	195.0
		% within Favorable Financial Environment	62.6%	34.9%	2.1%	0.5%	0.0%	100.0%
		% within Sustainable Growth	66.7%	64.8%	66.7%	25.0%	0.0%	65.0%
		% of Total	40.7%	22.7%	1.3%	0.3%	0.0%	65.0%
	Neutral	Count	2	6	0	1	0	9
		Expected Count	5.5	3.2	.2	.1	.1	9.0
		% within Favorable Financial Environment	22.2%	66.7%	0.0%	11.1%	0.0%	100.0%
		% within Sustainable Growth	1.1%	5.7%	0.0%	25.0%	0.0%	3.0%
		% of Total	0.7%	2.0%	0.0%	0.3%	0.0%	3.0%
	Disagree	Count	10	8	0	1	0	19
		Expected Count	11.6	6.7	.4	.3	.1	19.0
		% within Favorable Financial Environment	52.6%	42.1%	0.0%	5.3%	0.0%	100.0%
		% within Sustainable Growth	5.5%	7.6%	0.0%	25.0%	0.0%	6.3%
		% of Total	3.3%	2.7%	0.0%	0.3%	0.0%	6.3%

	Strongly Disagree	Count	2	6	0	0	1	9
		Expected Count	5.5	3.2	.2	.1	.1	9.0
		% within Favorable Financial Environment	22.2%	66.7%	0.0%	0.0%	11.1%	100.0%
		% within Sustainable Growth	1.1%	5.7%	0.0%	0.0%	50.0%	3.0%
		% of Total	0.7%	2.0%	0.0%	0.0%	0.3%	3.0%
Total	Count	183	105	6	4	2	300	
	Expected Count	183.0	105.0	6.0	4.0	2.0	300.0	
	% within Favorable Financial Environment	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%	
	% within Sustainable Growth	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%	

Interpretation:

From the above table, we can see that 65% of the respondents are agreed with the statement that work environment can ensure sustainable growth of bank and out of that 62.6% respondents are strongly agreed that existing financial environment i.e. salary, bonus, pensions etc. are excellent.

Table 5.20 : Relating Favourable Financial Environment to Growth of Bank
Source: Author

Chi Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.528 ^a	16	.001
Likelihood Ratio	27.601	16	.035
Linear-by-Linear Association	8.708	1	.003
N of Valid Cases	300		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .06.

Interpretation:

From the chi square test table, we can see that Pearson chi-square value is 40.52 with low p value 0.00 ($p < 0.05$) It depicts that there is a statistical association between work environment and sustainable growth of the bank. It also expresses that existing financial environment i.e. salary, bonus, pensions etc. of the banking sector are excellent.

Table 5.21 : Chi square test for relating Satisfactory Financial Environment to Growth of Bank
Source: Author

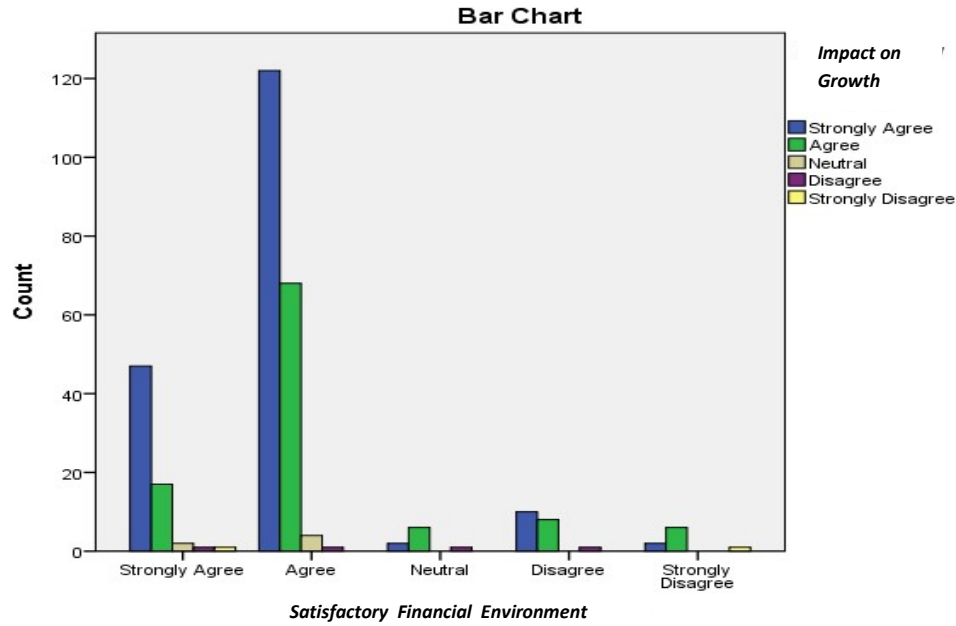


Figure 5.13 : Impact of Financial environment on growth of the bank
Source : Author

Overall Fascinating Work Environment * Sustainable Growth

		Crosstab						Total	
		Sustainable Growth							
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Overall Fascinating Work Environment	Strongly Agree	Count	27	5	0	0	2	34	
		Expected Count	20.7	11.9	.7	.5	.2	34.0	
	% within Overall Fascinating Work Environment		79.4%	14.7%	0.0%	0.0%	5.9%	100.0%	
	% within Sustainable Growth		14.8%	4.8%	0.0%	0.0%	100.0%	11.3%	
	% of Total		9.0%	1.7%	0.0%	0.0%	0.7%	11.3%	
	Agree	Count	50	36	4	3	0	93	
		Expected Count	56.7	32.6	1.9	1.2	.6	93.0	
		% within Overall Fascinating Work Environment		53.8%	38.7%	4.3%	3.2%	0.0%	100.0%
		% within Sustainable Growth		27.3%	34.3%	66.7%	75.0%	0.0%	31.0%
		% of Total		16.7%	12.0%	1.3%	1.0%	0.0%	31.0%

	Neutral	Count	0	5	0	0	0	5
		Expected Count	3.1	1.8	.1	.1	.0	5.0
		% within Overall Fascinating Work Environment	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Sustainable Growth	0.0%	4.8%	0.0%	0.0%	0.0%	1.7%
		% of Total	0.0%	1.7%	0.0%	0.0%	0.0%	1.7%
	Disagree	Count	75	46	2	0	0	123
		Expected Count	75.0	43.1	2.5	1.6	.8	123.0
		% within Overall Fascinating Work Environment	61.0%	37.4%	1.6%	0.0%	0.0%	100.0%
		% within Sustainable Growth	41.0%	43.8%	33.3%	0.0%	0.0%	41.0%
		% of Total	25.0%	15.3%	0.7%	0.0%	0.0%	41.0%
	Strongly Disagree	Count	31	13	0	1	0	45
		Expected Count	27.5	15.8	.9	.6	.3	45.0
		% within Overall Fascinating Work Environment	68.9%	28.9%	0.0%	2.2%	0.0%	100.0%
		% within Sustainable Growth	16.9%	12.4%	0.0%	25.0%	0.0%	15.0%
		% of Total	10.3%	4.3%	0.0%	0.3%	0.0%	15.0%
Total	Count	183	105	6	4	2	300	
	Expected Count	183.0	105.0	6.0	4.0	2.0	300.0	
	% within Overall Fascinating Work Environment	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%	
	% within Sustainable Growth	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	61.0%	35.0%	2.0%	1.3%	0.7%	100.0%	

Interpretation:

From the above table, we can see that 41% respondents are disagreed that work environment can ensure sustainable growth of the bank and out of that 62.6% respondents are strongly agreed that presently overall banking sector is fascinating for its excellent work environment.

Table 5.22 : Relating Overall Fascinating Environment to Growth of Bank

Source: Author

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.081 ^a	16	.000
Likelihood Ratio	39.615	16	.001
Linear-by-Linear Association	1.830	1	.176
N of Valid Cases	300		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .03.

Interpretation:

From the chi square test table, we can see that pearson chi-square value is 42.08 with low p value 0.00 ($p < 0.05$). It delineates that there is a statistical association between work environment and sustainable growth of the banking sector. It also shows that presently banking sector is fascinating because it has still an excellent work environment.

Table 5.23 : Chi square test for relating Overall Fascinating Environment to Growth of Bank

Source: Author

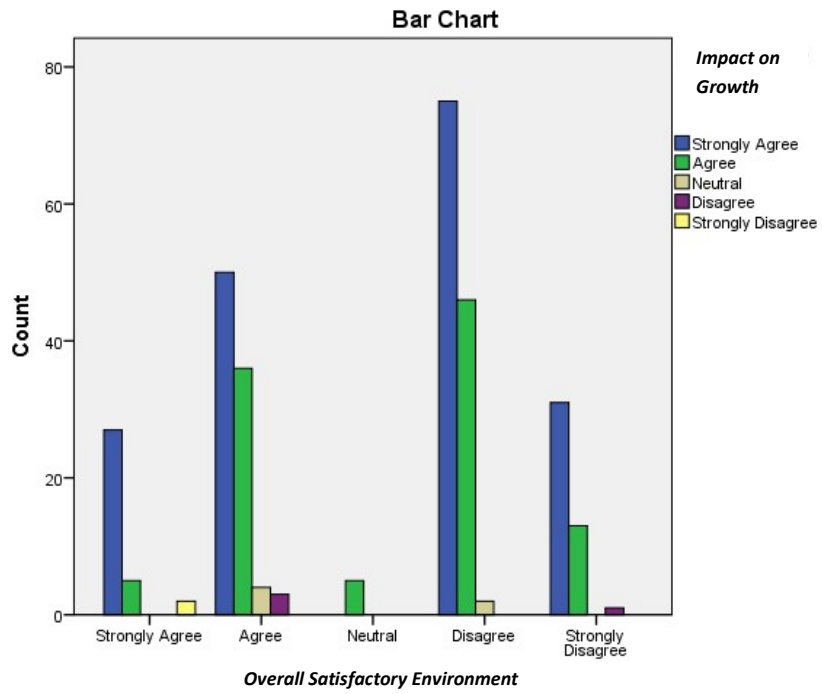


Figure 5.14 : Impact of overall existing satisfactory environment on growth of the bank
Source : Author

Chapter - 6

Major Findings

&

Implication

A. Findings

6.1 Introduction

The multidimensional elements of the working environment clearly affect the motivation. The employers wanting to motivate the employees, must ensure a satisfying work environment. They have to remove the factors causing dissatisfaction. Only an effective work environment motivates the employees. Motivated employees bring profits for themselves, for the employers and for the organizations as well. Thus, the total industry tends to flourish. In this study, the term work environment has been used as a broader term. All the elements that affect the employees' attitude towards the work they are assigned for, have been regarded as '**work environment**'.

This research reveals how these elements of work environment affect the motivation of the employees. The study also uncovers the motivational differences between public and private banks. As such, a comparative study is made between private and banks of Bangladesh by taking each element of work environment into account.

6.2 Major Findings

The current study is taken up to assess the impact of work environment on employees' motivation in the banking industry. For this purpose, a survey is conducted and the responses collected from both public and private sector banks are analyzed. The objectives of the study are analyzed using five hypotheses. Interesting results are recorded, and they are as follows.

Hypothesis 1	H_a:	There is an absolute impact of the working environment on the motivation of the employees.
	H₀:	There is not an absolute impact of the working environment on the motivation of the employees.

Table 5.1, 5.2 & 5.3 [Vide Page 148-149] contain the Model Summary, Anova testing & Coefficient testing respectively. The responses given by the participants are analyzed through the tables to check the impact of the working environment on the motivation of the employees. The basic facilities such as **interior design, sanitation,**

and sensible working hours are included to study the physical environment of the workplace (banks). The psychological environment is measured by considering the **manager's decision**, whereas the professional environment is assessed using factors such as **equity and team harmony**. The financial factors include **salary, bonus and rewards**. All the mentioned factors in the working environment earn a high score from the employees in both private and public banks. Also the ANOVA test indicates that p value is less than 0.05 level of significance and thus the alternative hypothesis (H_{a1}) is accepted and the null hypothesis (H_{01}) is rejected. From the data analysis, it can be inferred that the working environment has an immense impact on the motivation of the employees.

Hypothesis 2	H_a :	Existing working environment (in respect of physical, Psychological, Professional, Financial) in the Banking Industry of Bangladesh is quite satisfactory.
	H_0 :	Existing working environment in the Banking Industry of Bangladesh is not quite satisfactory.

Table 5.4, 5.5 & 5.6 [Vide Page 151-152] contain the Model Summary, Anova testing & Coefficient testing respectively. The tables represent the analysis of the responses of the employees towards satisfaction in the present banking industry of Bangladesh. From the data analysis, it is found that 45.7 percent of the respondents are satisfied with the existing physical environment of the banking industry in Bangladesh. Whereas, 47.3 percent of the respondents are not satisfied with the existing psychological environment present in the banking industry. Also, 43.7 percent of the respondents are dissatisfied with the existing professional environment present in the banking industry. On the contrary, 65 percent of the respondents have responded positively and are satisfied with the existing financial environment. On the whole, keeping different perspectives and background of work environment, the employees of the banking industry in Bangladesh do not consider the work environment to be 'excellent' (41%). From the above discussion and the results obtained from ANOVA test, it can be said that the existing working environment in the Banking Industry of Bangladesh is satisfactory only. It leads to the acceptance of alternative hypothesis (H_{a2}) and rejection of the null hypothesis (H_{02}).

Hypothesis 3	H_a:	Adverse work Environment can reduce the productivity substantially.
	H₀:	Adverse work Environment can not reduce the productivity substantially.

Table 5.7, 5.8 & 5.9 [Vide Page 154-155] contain the Model Summary, Anova testing & Coefficient testing respectively. The tables represent the analysis of the responses of employees toward the de-motivating factors that may affect the productivity. The majority of the respondents confront the problem of **risk involved with the tasks** (44.7%) and feel **stressed due to the huge amount of work** (45%). **Political influence and Partisan Influence** also act as de-motivators to productivity (31.7%). Moreover, the respondents feel tremendous pressure to accomplish the targets (51.3%). 41% of the respondents agree that there is a **lack of personal development** in the bank jobs in Bangladesh. 51% of the respondents strongly agree to consider **'Indiscriminate Transfer & Posting'** as a frustrating element in banking job. On the contrary, a mixed response was received for **monotony in the job and absence of creativity**. All the above factors confirm that the frustrating factors affect the motivation and reduce the productivity of the employees substantially. Therefore, the null hypothesis (H₀3) is rejected and the alternative hypothesis (H_a3) is accepted. The frustrating factors act as de-motivators (adverse work environment) and reduce the efficiency of the employees.

Hypothesis 4	H_a:	Work environment in public and private banks is similar.
	H₀:	Work environment in public and private banks is not similar.

The researcher tests the fourth hypothesis by two ways each having two stages. Firstly, he checked it by taking some selected individual factors from each environmental group. Afterwards, he segregated these factors into two types of banks, i.e., the private and the public banks. However, three factors of physical environment (**Office Design, Sanitation System and Sensible Working Hours**), one factor of the psychological environment (**Non-participatory Decision by Manager**), two factors of the financial

environment (**Equity, Team Harmony**) and two factors of the financial environment (**Salary, Bonus & Rewards**) total eight factors are selected for testing the hypothesis. Mean ranks and sum of ranks of Public & Private banks against the eight environmental factors are calculated through table 5.10 [Vide Page 159]. Later, Mann-Whitney test was run through table 5.11 [Vide Page 159]. The two tables delineated the results of the fourth hypothesis (First way).

Again, the hypothesis was tested in another way. It was checked by taking the averages of all the factors from each environment group, i.e. physical environment, psychological environment, professional environment, and financial environment. Then these factors were segregated into two types of banks, i.e., the private and the public banks. Likewise, Mean ranks and the sum of ranks of Public & Private banks against all the factors of the working environment are presented through table 5.12 [Vide Page 161]. Again, Mann-Whitney test runs through table 5.13 [Vide Page 162]. The tests are conducted to understand the differences between the work environment of public and private banks.

After analyzing both the two ways of testing hypothesis, a decision is made. From table 5.10 & 5.11 {vide page no.159} & 5.12 & 5.13 {vide page no.161-162}, it can be observed that the physical environment in terms of **interior office design, sanitation system and sensible working hours** is much better in the private banks compared to the public banks. Whereas, the psychological environment is better in the public banks than the private ones. The professional factors such as **team harmony and equity** among employees are better in the private banks. Additionally, the financial environment is found to be much better in the private banks compared to the public banks. With all these results in the background, the Mann-Whitney test is taken up and the results of the test indicate that the work environment is different and null hypothesis (H_04) is accepted and the alternative hypothesis (H_a4) is rejected.

Hypothesis 5	H_a:	Motivating employees can contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit
	H₀:	Motivating employees cannot contribute to the growth of the bank by reducing turnover, absenteeism, providing better service, achieving targets and generating profit

This hypothesis is formulated to test the actual contributions of the motivated employees provided they are given favorable work environment.. The researcher formulates this hypothesis to know if a congenial working environment could lead to sustainable growth of the organization or not. The four environmental set up are- favorable physical environment, psychological environment, professional environment, and financial environment. In addition to that, it is examined whether the averages of overall fascinating work environment will create a sustainable growth in the banking industry or not.

From the results of the study, it is found that 70.8 percent respondents agree that sustainable growth can be achieved by existing Physical Environment [Vide table 5.14 & 5.15 {Page 163-164}].

Also, 71.1 percent respondents believe that the existing Psychological Environment i.e. Job Security, Social Dignity and Opportunity for Personal Development can increase their efficiency to achieve sustainable growth [Vide table 5.16 & 5.17 {Page 166}].

Similarly, 71.1 percent respondents [Vide table 5.18 & 5.19 {Page 169-170}] and 62.6 percent of the respondents [Vide table 5.20 & 5.21 {Page 171-172}] responded that existing professional and financial environments respectively can help them in achieving sustainable growth.

In the same way, almost 63% respondents responded positively showing the strong agreement that the overall fascinating work environment can help to build up sustainable growth, which reduces turnover, absenteeism and encourages them to

provide better service, achieve targets and generate profits. The impact of the fascinating working environment on the growth of the banks is illustrated in the tables 5.22 & 5.23 [Vide Page 173-174].

All the findings of the 5th hypothesis lead to the affirmation of accepting the alternative hypothesis (H_{a5}) and rejection of the null hypothesis (H_{05}).

6.3 General Findings

The researcher furnishes the elements of work environment in a broader senses. In this category, both the visible and invisible factors are included that affect the motivation of the employees. After the thorough discussion, a comparative picture is drawn where it is shown how the elements fight among themselves to be superior motivator. In the later part, a comparison between the public and private banks in respect of motivational issues was made. However, the major motivating elements, demotivating elements and motivational differences between public and private banks are discussed through the subsequent paragraphs;

6.3.1 Major Motivating Elements

This study delineates some motivating elements. The major motivating elements are Interior Design (ventilation, Furniture, Office Space, Decoration), Sanitation System, Sensible Working Hour etc. These are discussed through the following points.

6.3.1.1 Interior Design (ventilation, Furniture, Office Space, Decoration)

Availability of a good ventilation system will enhance productivity. In addition, fragrance in the air and a melodious background music will certainly create motivation among the employees. Because this artistic environment not only relaxes the body but also release the mind from anxiety and pressure. The employees of private banks are more motivated with these elements than those of public banks.

The employees surround with magnificent furniture and fittings get better motivated than the employees encompass with shabby and old fashioned furniture. The private banks are much ahead of public banks in respect to fascinating interior design. Scruffy chair with traditional cabinet de-motivate the employees to a substantial level.

The space where employees work all day long is a wonderful element of work environment and has got a terrific motivating feature as well. Office space consists of location of office, the size of the office and shape of the office. The employees opined that they dream for an office having spacious space which is easily reachable and architecturally fit. Office situated in remote area having a congested space with traditional design produce low productivity. The public banks are found highly spacious with traditional shape and messy look. On the other hand, the private banks are found comparatively less spacious but with marvelous shape and tidy look.

6.3.1.2 Sanitation System

Employees working in the healthy work environment tend to show more motivation towards their work than the employees working in the unhygienic environment. Similarly the availability of a good sanitation system, sanitized washroom, clean floor, purified water, proper sewerage system, etc. will reduce the dissatisfaction by a comprehensive margin. One of the reasons why the employees choose the banking as a career is the disinfected work environment.

6.3.1.3 Sensible Working Hour

Despite handsome salary, big bonus package, regular promotion, big round of applause, we see a big turnover among the employees of the banking industry of Bangladesh. They are dissatisfied and cannot enjoy their tasks. A number of factors enlarged the list of that dissatisfaction. But the prime reason of dissatisfaction among the employees of the banking industry is rigid working hour of the bankers. This study discloses that sensible working hour will reduce the turnover & absenteeism to a large extent. The employees will work more and contribute to the greater corporate profit if they enjoy a flexible time schedule in their duty.

6.3.1.4 Participatory Decision

Efficient employees of an organization bring a pool of vast knowledge and ideas. But people are often unnoticed. Repeatedly, the management ignore them in decision making. Habitually, managers impose their decision on employees. Naturally, it is obvious that the management cannot implement their decisions properly. It matters little to the employees how well the decision is. The employees will not accept the decision easily if it is taken solely by the manager. Engaging the employees in decision making lowers the gap and opens the lines of communication between the management and the employees. More importantly, it will create a sense of responsibility among the employees. Participatory decision making by the employees and managers will enable them to share their ideas. This type of decision will create a strong sense of teamwork. This will help the employee to feel more responsible and in turn a higher level of motivation (Riley, 2005)¹.

6.3.1.5 Equal Treatment

None is impartial in the world. But the best leaders do not demonstrate it. An environment with unequal treatment for employees will adversely decrease the motivation among all the employees. An environment which treats the employees as partners and respect their unique qualities is a motivating environment (Parisi-Carew, Guthrie, Akers, Nash & Lozano, 2009)². This research, however, points out that a fair treatment prevails in the private banking industry of Bangladesh. As such, the employees of private banks show a better motivation towards their jobs.

6.3.1.6 Team Harmony

Recent research suggests that a supporting and loving working environment can motivate the employees highly. Motivation generated from team harmony is bigger

¹ Riley, S. (2005). Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions.

² Parisi-Carew, E., Guthrie, L., Akers, B., Nash, C., & Lozano, C. (2009). Creating a motivating work environment. *Ken Blanchard Companies*.

than the accumulated motivation of the individual member. Peterson et al., (2003)³ opines that, friendly co-worker relationships massively increase the working motivation. If the employees are happy with the relations with fellow workers, they will be happy at work. On the other hand, if employees are not happy with fellow workers, the anarchy will occur.

Team harmony in both public and private banks are more or less same in the context of Bangladesh. The banks take 'decision' centrally from head office. As a whole, team harmony prevails in the banking sector, which generates profits for the industry.

6.3.1.7 Salary

It is found that salary is a hygiene factor for the employees of private banks while it is somewhat motivating factor for the employees of public banks.

In the private banks, the increase of salary will decrease the dissatisfaction. In the banking industry of Bangladesh, there is no practice of decreasing salary from existing scale. On that note, one may think that if the employer does not decrease the salary, there will be no point of dissatisfaction. Again, some studies have proven this idea wrong. This research says that failure to increase salary after a certain interval causes dissatisfaction among the employees. But, the increase of salary will not positively motivate the employees.

In the public banks, the increase of salary will increase the satisfaction among the employees and non-increase of salary will increase the dissatisfaction. Therefore, management must revise the salary structure positively in regular interval both in the private and public banks.

³ Peterson, D. K., Puia, G. M., & Suess, F. R. (2003). "Yo Tengo La Camiseta (I Have the Shirt On)": an exploration of job satisfaction and commitment among workers in Mexico. *Journal of Leadership & Organizational Studies*, 10(2), 73-88.

6.3.1.8 Bonus/Financial Reward

The synonym of bonus is 'extra'. The bonus is an inevitable part of payment system in the banking industry of Bangladesh. Bonus has become the hygiene factor of motivation. The disbursement of festival bonus in certain festivals decreases the dissatisfaction level of the employees for the organization.

Recent research reveals that employees in the banking sector work more because of adequate 'fringe benefits' i.e Loan, Housing, Car, Insurance, etc. Research also illustrates that employees dedicate themselves for additional 'Rewards (Bonus, Cash value of medical/insurance, Vacation, Award, Increment, Job Titles and Leisure activities on Work Time etc).

6.3.2 Satisfaction Level of Existing Environment

The study shows that the satisfaction level of the employees of private and public banks differs significantly. The most satisfying work environment in the banking industry of Bangladesh is **Financial Environment** and **Physical Environment**. **Professional Environment** also tends to be motivating. But the **Psychological Environment** is causing dissatisfaction among the employees. To sum up, the existing work environment in Bangladesh is satisfying, but needs some adjustments in **Psychological Environment**.

6.3.3 The Major De-motivators Affecting Productivity

The study symbolizes some major de-motivating factors that cause dissatisfaction resulting in poor productivity. The factors are mentioned below;

6.3.3.1 Risks Involved with Job

Risk is a de-motivating factor. Motivation is intensely linked to risk factors arising from the work environment. These risks could be-biological, chemical, ergonomic, financial and psychological. The more the risks, the lower the motivations. The financial risks are massive in both private and public banks. There is operational risk involved in transactions which always put pressure on employees to avoid wrong

entries. The employees in return feel job insecurity which causes great stress on them. Besides, risk creates fear which causes psychological disorders. It seriously affects the employee motivation.

6.3.3.2 Stressful Environment

Stress significantly reduces the performance of an individual (Bashir and Ismail, 2010)⁴. The more an employee confronts stress, the less he is satisfied with his job (Hoshi, 2014)⁵ Stress arises from excessive pressure on the body and undue anxiety in mind. It ultimately causes them physical hazard and mental disorder.

The employees of private banks have to confront more stress than the employees of public banks. The employees of public banks enjoy shorter working hour, minimum pressure, less work load. All these depict comparatively a less stressful environment in the public banks.

6.3.3.3 Political Pressure & Partisan Influence

Political pressure and partisan influence have an adverse impact on the psychology of the employees. Moreover, political pressure and partisan influence lead to corruption in banking activities. Therefore, the banks, especially public banks must keep themselves aloof from the political pressure or partisan influence.

6.3.3.4 Illogical Target

Target is an inevitable phenomenon in a competitive industry. The structure of the target is top-down. Target causes tension, tension works as a stimulus of achieving the target. Eventually achievement of the target motivates the employees and failure to achieve it dissatisfies them.

⁴ Bashir, U., & Ismail Ramay, M. (2010). Impact of stress on employees job performance: A study on banking sector of Pakistan. *Bashir, U., & Ramay, MI (2010). Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. International Journal of Marketing Studies, 2(1), 122-126.*

⁵ Hoshi, S. (2014). *Employee satisfaction of commercial banks: The case of North Cyprus* (Doctoral dissertation, Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ)).

There is always target in the industry. The target of disbursing the loan, collecting deposits, recovering bad loan, rendering better customer service, etc. are continually mounting tension to the employees. With these huge targets, it is really tough to comply the banking rules and regulations comprehensively.

6.3.3.5 Absence of Creativity

Creative work has got an immense power of motivating the employees. The employees measure the value of the work they are assigned to. A less creative work de-motivates the employees. Banking is, undoubtedly, a monotonous profession. The absenteeism, poor attitude, high turnover, etc. are resulted because the employees become exhausted doing the same work repeatedly every day.

6.3.3.6 Stiff & Longer Duty Hour

The banking industry of Bangladesh is filling the wallet of the employees with money, but snatching the time from them. So, employees are getting adequate money, but they do not get enough time to spend. As a result, dissatisfaction arises. Bankers have specific time to enter office but do not have specific time to leave. Sometimes, they pass their nights there which create horrible dissatisfaction.

6.3.3.7 Haphazard Transfer and Posting

Posting and transfer system is included in the greater working environment. Hence, they have the influential power to motivate or dissatisfy the employees. Posting and transfer is related not only with their job, but also greatly associated with their family and social life. Human being by nature wants a family. They never want to compromise their family and social life with anything. Posting and transfer system in the banking sector, especially in public banks is just frustrating. A person having family in one town has to work in the remote branch of another town and so forth. Hence, de-motivation continues to increase.

6.3.3.8 Irregular Promotion

Promotion affects the motivation to a large extent. The irregular promotion will certainly increase dissatisfaction. The promotional strategy in the banking sector specially in public bank is somewhat vague and difficult. Promotion in public banks occurs after a remarkable interval. Moreover, the criteria of promotion is not clear too.

6.3.3.9 Personal Development

Lack of possibility of personal growth is a de-motivating factor. This delineates the obstruct of advancement of an employee where he works. Improper training, absence of workshop on contemporary issues, non-encouragement of career related higher studies, etc. work as impediments to the personal development. However, the lesser the possibility of personal growth, the lower the motivation.

6.3.4 Motivational Differences in Public and Private Banks

This study finds that different factors of work environment create different motivational issues in private and public banks. Some elements are motivating to the employees of public banks while the same are not motivating to the employees of private banks and vice versa.

At the same time, this research finds a nonlinear relationship between public banks and private banks in terms of some common elements which de-motivate them. More precisely, there are some common elements in the working environment which are de-motivating for the employees of both private and public banks. For example: Lengthy working hour, Excessive regulations, risks etc.

The study reveals a very interesting findings in terms of motivational differences in public and private Banks. The *Physical environment* in the private banks is more motivating. They equip their office premises with proper ventilation, tidy sanitation, colorful decoration of the premises, segregated seating arrangements, modern work aids, tranquillity, sophisticated technology, availability of entertainment facilities etc.

On the other hand, the public banks of Bangladesh ensure a congenial *psychological environment* than the public private ones. Similarly, the motivation of employees of private and public banks differs significantly with the different elements *of professional environments*. The *professional* factors such as team harmony and equity are comparatively better in the private banks. The elements of *financial environment* have significant differences on the employees of private and public banks in creating motivation. Private banks of the country guarantee the better **financial benefits** for their employees, which brings forth an admiring motivation. By considering all these factors, the Mann-Whitney test specifies that there are some elements of the working environment which are better in private banks while some elements are superior in public banks.

6.3.5 Outcomes of Motivation

This segment includes the outcomes of motivation. The study assumes four broad environments (physical, psychological, professional and financial environment). The favorable condition of the mentioned elements will ensure lasting growth in the banking industry. The majority employees (around 70.0%) believe that the existing physical environment and existing psychological environment (i.e. Well ventilation, decorated office, tidy space, job security, social dignity, opportunity for personal development) can ensure sustainable growth. Similarly, a remarkable number of respondents (71.1%) believe that favorable professional environment motivates them towards establishing a durable growth. Not only that, a substantial number (62.6%) of respondents positively admits that existing financial environment has the motivating strength that lets them attain organizational goal i.e. profitability, market share, etc. To sum up the discussion, the fascinating work environment can ensure an everlasting growth for the organizations. It reduces employee turnover, absenteeism and encourages them to provide better service, achieve targets and generate profits.

B. Policy Implications

6.4 Major Policies to be Taken

An effective management is one that can create an environment for utilizing the full capacity of the employees by keeping its employees motivated. An unfavorable work environment increases employee turnover, which increases new employment cost. Besides, an unfavorable work environment de-motivates employees, which eventually makes them ineffective and inefficient.

However, the study unveils some strategies for ensuring an effective work environment for motivating the employee. The strategies are summarized below;

6.4.1 Provide Strong Leadership

The work environment is not an automated system, rather it is an organized system. It is a dream of a charismatic leader. Enthusiastic and competent leaders clearly describe what they expect from employees and what they want to achieve.

6.4.2 Emphasize on Individual Work Environment

Management should attempt to strengthen individual work environments. They should place the focus on intrinsic motivating factors. They should highlight on building solid working relationships.

6.4.3 Create Friendly Corporate Culture

Management should allow informal dress code at least for some specific days of the week. They can offer opportunities for personal development, offer sensible working hours so that they can deal with family issues social issues.

6.4.4 Invest on Improving Work Environment

The management must remember that spending money for improving the work environment is not a cost rather it is a profitable investment. On the other hand, if cost is reduced at the cost of the comfort of the employees, it will more adversely affect the productivity which ultimately will create more cost.

6.4.5 Necessity and Comfort

Motivated employees can generate incredible profit for the banks. Hence, management should focus on festive decoration, bright light, extended seat plan, safety arrangements, entertainment, flexible working hour, noise-free climate, adjustable ventilation, social interaction, handsome pay etc.

6.4.6 Focus on Health

The management must calculate the effects of work factors on health. Health has become a burning issue for the bankers today. They are no more interested to sacrifice their entire life for the money only. The better physical environment focuses on health issues of the employees. Proper light, comfortable seating arrangements, spacious workplace, tranquillity in the workplace, endurable pressure, etc. are the issues which are to be addressed by the management immediately.

6.4.7 Focus on Freeing Stress

It is suggested that the authority should reduce working hour, set attainable target, reduce ill-competition and build a better relationship among employees so that these can reduce stress from the employees.

6.4.8 Focus on Happiness

Everybody wants to be happy. It gives people hope for a better tomorrow. Available leisure and happiness are almost synonymous. But bankers are the victims of passing excessive time in the office. Management should create the avenues for the employees so that they can enjoy their working hour. Management must believe that motivated employees bring tremendous joy and satisfaction both for themselves and for the management.

6.4.9 Holistic View

Management wanting to relate the work environment with motivation must consider the work environment holistically. Because the working environment is not an easy term to define nor is it an isolated term. It is comprised of many sub elements. A motivating work environment is one which ensures employees' health, respects their emotions, promotes their skills, ensures their comforts, incorporates their family life, adopts modern technology, expands their visions, increases their social recognitions and provides financial benefits etc.

6.5 Stages of Mitigating Motivational Issues

There has always been a gap between employees' expectations and management's capacity in ensuring an ideal work environment. As such, the employees continued to be de-motivated. Hence, the employees decrease the productivity, performance, service, target achievement. On the other hand, they show more absenteeism, lethargy, grievance. Perversely, if the gap can be reduced by creating an acceptable work environment, the employees will feel motivated and dedicate themselves to achieve organizational objectives. So, it is the management of the bank that holds the key to open the door of motivation by ensuring a favorable environment.

However, management of the banking industry can mitigate the motivational issues in three stages. In the first stage, they have to identify the area of discomfort arising from the elements of the environment. The elements could be physical, psychological, professional and financial.

In the second stage, the management takes pragmatic steps to mend the elements of work environment, to inaugurate new elements or displace the existing one(s).

In the third stage, the management, closely monitors the effect of changes, draws feedback and alters(if necessary) the elements, removes the disturbing elements and adds the motivating ones.

The study suggests that good work environment affects motivation which affects the performance of the employees & organization. Finally, it affects the growth & development of the entire economy.

Chapter - 7

Summary

&

**Conclusion of the
Study**

7.1 Introduction

The study delineates the secrets of employee motivation with the help of favorable work environment. It suggests that the management should first employ the brilliant, vigorous and innovative employees. Then equip them with a congenial environment that ensures physical comfort i.e. the physical environment. These comforts include proper ventilation, proper seating arrangement, standard workload, automated technical support, etc. Then ensure them psychological peace i.e. psychological environment. These include arrangement of entertainment, providing autonomy, removing target pressure, reducing workload, etc. Further, they must provide them with an amicable professional environment which includes team harmony, equal treatment, regular promotion etc. Finally, they should provide handsome incentives i.e. financial environment. These incentives include salary, bonus, profit sharing etc.

7.2 Chapter Summary

This dissertation is sub-divided into eight chapters. Each of the chapter has its unique presentation. The chapters of the study are arranged chronologically. Eventually, the consistent and aggregate arrangements of the chapters help the researcher to attain his desired goal.

First chapter: The very first chapter is *the overview of the study* where the researcher drew the map of the study. In the introductory chapter, the researcher discussed the background, study rationale, major objectives, data collection procedure and data interpretation styles. Moreover, there was a brief description of the major findings of the study. Finally, the researcher closed the chapter by showing the major limitations of the study. In a word, one may get a concise idea about the thesis by going through the first chapter.

This study aims at justifying the relationship between the working environment and motivation of employees of the banking industry of Bangladesh. Having the objectives determined and hypotheses set, the researcher has gone through the existing literature so that he might get a comprehensive idea about the research topic. After that, he

worked on the methodology. The researcher established a standard questionnaire covering the work environmental factors and their relations with motivation. As the study is particularly on the banking industry, the researcher first categorized the banks into two types i.e. public and private banks. Of the banks, he selected thirty banks as a sample. From the selected banks, he further selected three hundred respondents. The data were verified through a number of processes. Afterwards, analysis and interpretation were done by using sophisticated statistical tools. Thus, the outcomes of the study were generated. Finally, the thesis ended by acknowledging the limitations and providing a concrete guidelines for the future researcher.

Second Chapter: The name of the second chapter was *literature review*. In this chapter the related literatures on this topic were reviewed thoroughly. The researcher has gone through the textbooks, publications in the national and international journals, newspapers, other doctoral thesis, etc. The literature review shows an apparent and inherent relationship of work environment with motivational issues. Moreover, the review represents a comprehensive picture about how different elements of work environment affect the employees' motivation. Moreover, the issues related to motivation were narrated through separate paragraphs. These would help the readers to get a clear link between the work environment and motivation of the employees.

The related literature depicts that neighboring circumstances in which employees are working can terribly affect the motivation of the employees. Some of the studies show that work environmental factors such as duties and responsibilities, refreshment & recreation facility, grievance handling procedure, fun at workplace, health & safety facility, workload, salary, promotional strategy, inter colleague relationship, communication, decision taking opportunity, physical environment, etc. surely affect the employees' motivation.

Unfavorable conditions in the working environment have a negative effect on employees' motivation with their job (Meena et al., 2012)¹ while the opposite is true for the favorable conditions. Favorable working condition consists of job security, good supervision, promotional opportunities, handsome pay and relationship with co-worker which are positively correlated with motivation (Rai, 2012). Abdulla, Djebarni & Mellahi, (2011)² found a significant correlation between motivation and working factors such as salary & incentives, organizational policy & strategy and nature of the work. Hunjra, Haq, Akbar, & Yousaf, (2011)³ finds favorable relationship between motivation and employee empowerment. Moreover, Calisir, Gumussoy & Iskin, (2010)⁴ identify a very strong impact of job satisfaction on organizational obligations. A lot of factors such as organizational strategy and policy, personality of the employees, the nature of work, communication system, job stress and recruitment process have an association with employees' motivation significantly (Saleem, Majeed, Aziz, & Usman, 2013)⁵.

The existing literature illustrates that the work environment of the developing and developed countries are not identical. Moreover, the effects of different elements of the work environment are different among the employees. Besides, the employees of public banks and private banks show different attitudes towards the diversified element of work environment. So, the impact of the working environment on employees' motivation differs from country to country, industry to industry and so forth.

¹ Meena, M. L., & Dangayach, G. S. (2012). Analysis of employee satisfaction in banking sector. *International Journal of Humanities and Applied Sciences*, 1(2), 78-81.

² Abdulla, J., Djebarni, R., & Mellahi, K. (2011). Determinants of job satisfaction in the UAE: A case study of the Dubai police. *Personnel review*, 40(1), 126-146.

³ Hunjra, A. I., Ul Haq, N., Akbar, S. W., & Yousaf, M. (2011). Impact of employee empowerment on job satisfaction: an empirical analysis of Pakistani service industry. *Interdisciplinary Journal of Contemporary Research in Business*, 2(11), 680.

⁴ Calisir, F., Gumussoy, C. A., & Iskin, I. (2011). Factors affecting intention to quit among IT professionals in Turkey. *Personnel Review*, 40(4), 514-533.

⁵ Saleem, S., Majeed, S., Aziz, T., & Usman, M. (2013). Determinants of job satisfaction among employees of banking industry at Bahawalpur. *Journal of emerging issues in economics, finance and banking*, 1(2), 150-162.

Third Chapter: The third chapter of this dissertation was the *methodology of the study*. The chapter discusses the procedural part of the thesis. In this chapter, the researcher presents the primary data and collection process. Besides, the data interpretation and analysis procedure were also shown in this chapter. The theoretical part of this thesis was completed by taking assistance from a number of sources such as books, articles, journals, newspapers, etc. Moreover, telecommunication and the relevant websites contributed a lot in developing the thesis . -

There are 59 scheduled banks doing their business in Bangladesh. Ultimately, the total population of the survey is 59 banks. Of the population, 5 (Five) public banks and 25 (Twenty Five) private banks were taken as a sample. Afterwards, 2 (Two) branches from these 30 (Thirty) banks were selected randomly for this analysis. So, the total branches are 60. Finally, 5 employees from the 60 branches are selected randomly as respondents. As a result, the total respondents for this study are 300 (Three Hundred). For data collection, the researcher has used a closed questionnaire. Other than a questionnaire, the data were collected in the form of interview, site visits and personal observations. The samples and respondents of the study represent a clear scenario of exiting working condition of the banking industry of Bangladesh. This also helps to provide an inclusive guidelines for motivating the employees of the industry.

Of the different methods of selecting samples, the researcher adopted stratified sampling method. For calculating the internal uniformity of the questionnaire, the researcher conducted a reliability test named Cronbach's Alpha. The test shows that the scales (questionnaire) crossed the bar of a satisfactory level of Cronbach's Alpha value which is **0.77**.

For analyzing the data, the researcher used Likert's 5-point scale. It has helped the researcher to convert the qualitative data into the quantitative ones. The analytical tools assisted the researcher to draw a conclusion regarding environmental influences on the motivation of the employees within the bank.

The most vital part of the thesis is data analysis and interpretation. The analysis and interpretation were done with the help of SPSS software which consists of many statistical measures. Almost all the vital measures such as mean, percentage, standard deviation, etc. were calculated for better representation of the facts. Moreover, Correlation & regression analysis were used for evaluating the data.

Fourth Chapter: It holds the caption named *Motivation Theories: Banking Perspective*. The main concern of the study is the motivation. So, the researcher has made a thorough discussion on motivational theories in the banking perspective.

This chapter aimed at comparing and contrasting the theories of motivation and how they are used to inspire the employees. The importance of motivation is vital for the achievement of organizational goals. Organization operating without motivating its employees confronts catastrophic results. It brings hopelessness, turnover, absenteeism, lethargy which can wreck the success of organizations. It is the motivation that transforms the employees into the biggest assets .

In all enterprises, motivation plays a key role in driving employees towards the goals of the employees, organizations and to a certain extent the goals of the nations. There are many theories of motivation. These are- content theories, process theories and contemporary theories (Saif, Nawaz, Jan & Khan, 2012)⁶. The main theories under the mentioned categories include Maslow's need hierarchy theory, Herzberg's two-factor theory, Alderfer's ERG theory, McClelland's needs theory, Porter-Lawler's model, Vroom's theory etc.

Fifth Chapter: The fifth chapter of this study is *analysis and interpretations of data*. Data analysis and interpretation are the most important parts of the research. In fact, the success or failure of the study largely depends on the proper analysis & interpretation of the data. For the interpretation and analysis, the researcher used a

⁶ Saif, S. K., Nawaz, A., & Jan, F. A. (2012). Predicting job-satisfaction among the academicians of Universities in KPK, Pakistan. *Industrial Engineering Letters*, 2(2), 34-45.

number of statistical tools named mean, standard deviation, regression, etc. The quantitative data were expressed in the form of pie chart, bar charts along with statistical tables. Finally, the summary opinions were highlighted so that one can get a clear view at a first glance.

Sixth Chapter: The most fascinating chapter of this thesis is 6th chapter, i.e. *major findings of the study and policy implications*. Here in this chapter, the outcomes of the research are presented. This research has unveiled a number of environmental factors that affect the motivation of the employees of the banking industry. Moreover, this research has shown the justified relationship between the elements of the working environment and motivational issues of the employees.

Although many researchers around the world have made innumerable researches regarding the elements of the ideal work environment of the workplace, there is no clear indication regarding the factors. So, it is important to find the factors that are considered to be the most effective and influential to the employees. This research explored those elements of the work environment.

So, the management wanting to motivate employees must take into work following environmental forces like-

Office Outlook	Inner Decoration	Working hours	Work Space
Salary	Nature of Work	Stress	Recognition Culture
Work Condition	Colleagues	Supervisors	Equity
Safety	Work Aids	Entertainment	Hi-tech Innovation
Team Harmony	Technology	Co-workers Dealings	Fringe Benefits

Seventh Chapter: This chapter is the seventh chapter where a brief discussion, conclusions followed by the recommendations of the study are demonstrated. The researcher summed up the findings in the following ways;

The simple logic behind the best working environments is that comfortable people are more productive. Comfort, however, is one of those catchy words that are easy to use but hard to define. This comfort depends on both physical sensations and emotional states. Besides, the comfort of mind depends on professional environment and the ability to spend lavishly i.e. on the favorable financial environment. Creating an effective personal environment is a must for motivating the employees, even with the constraints of cost and technology (Sehgal, 2012)⁷

Eighth Chapter: Eighth chapter is the last chapter of this dissertation. Here in this chapter, the researcher admits the limitations of this research and represents some guidelines for the future researcher. As stated earlier, the research could not overcome some limitations. Actually, studying on a huge topic like work environment and its relations with motivational issues is a massive task. Innumerable factors are involved here for making the thesis a fruitful one. The researcher tried hard, but could not meticulously include all the factors or included some irrelevant factors. Inadequate time was another limitation of the thesis. The study had to be completed within a stipulated time. This has hampered the quality of the thesis to some extent. Moreover, the thesis can be criticized for the quality of the questionnaire. The questionnaire could not include all the necessary factors of the working environment and motivational issues. To worsen the condition, some of the respondents found to be reluctant to answer to the questionnaire. This reluctance was reflected in their opinion and this made an adverse effect on the findings of the study, which is also treated to be a caveat of the study. If all the banks could be included as samples with more employees, the thesis would be a magnificent one.

⁷ Sehgal, S. (2012). Relationship between work environment and productivity. *International journal of engineering research and applications*, 2(4), 1992-1995.

7.3 Conclusion of the Study

The word 'Motivation' was born in the womb of the industrial revolution and so was the 'de-motivation'. Prior to the industrial revolution, the labors and the owners of capital were same and the production was home centered. So, the workers were self-motivated on the basis of their needs. Since the industrial revolution, the clash between people spread out. In one part, there were the owners of capital and in other parts, there were the owners of labor. The two terms named 'lord (haves)' and 'proletariat (have-nots)' emerged. The lords want more with less pay. On the other hand, the labors increase efforts if they get more. As such, the lords started thinking how to influence the labor to produce more. As a result, the term "motivation" comes to the effect.

Similarly, motivation in the banking industry has appeared since the day of commencement of the banking industry. The banking industry has always been fascinating to the employees. People expect to fill many needs from their banking career. But do they get all? Or, which factors make the employees sluggish towards banking job, although the job is pocketing them a handsome salary. On that note, the issue of work environment comes into the action.

The following equation shows why and how the work environment is inevitable for the banking industry.

Equation (i): Degree of the stability of the banking industry =f(strength of economy)(fund management)(ability of employees)(motivation of employees)

Equation (ii): Motivation of employees=favorable work environment

So, the overall stability of a bank in a given industry is largely influenced by the working environment.

7.3.1 Impacts of De-motivation

The de-motivated employees may be disastrous for the organization. This research reveals some outcomes of the de-motivated employees.

7.3.1.1 Absenteeism

The excessive absences of many employees at work hamper productivity and funds of the organizations. Absenteeism can be habitual or intentional. It turns out to be a serious problem when it becomes chronic (Cucchiella, Gastaldi & Ranieri, 2014)⁸. Absenteeism is a complex issue and is important to understand. Low motivation is the primary cause of absenteeism (Thirulogasundaram & Sahu, 2014)⁹.

7.3.1.2 Degraded Work Quality

De-motivated employees will not perform well and will produce inferior services that will not be competitive in the market. Thus, they will block the organization from competitiveness.

7.3.1.3 Jeopardizing the Environment

Poor work environment leads to de-motivation and low-morality. This de-motivation again hampers the work environment more acutely by disturbing the cordial relationship among the employees. Moreover, low-morality affects their standard behavior and attitudes.

7.3.1.4 High Employee Turnover

The management of every bank spends a huge sum of money for the development of the employees in the form of training & development. Still, the de-motivated employees show high turnover. It ultimately ruins the investment on them. As a result, the organization has to incur a huge cost of new recruitment and new additional trainings and development.

⁸ Cucchiella, F., Gastaldi, M., & Ranieri, L. (2014). Managing absenteeism in the workplace: the case of an Italian multiutility company. *Procedia-Social and Behavioral Sciences*, 150, 1157-1166.

⁹ Thirulogasundaram, V. P., & Sahu, P. C. (2014). Job satisfaction and absenteeism interface in corporate sector: a study. *Journal of Humanities and Social Science (IOSR-JHSS)*, 19(3), 64-68.

7.3.1.5 Hamper the Reputation

The de-motivated employees speak badly about the organizations. This ill-speaking spreads rapidly in the market. So, the client stops depositing in the bank and draws the deposited money from the banks. As such, the banks face liquidity problem. This liquidity crisis limits the loan giving capability of the banks. Thus, the banks loose the investment and cannot earn the profit. Finally, it hinders the growth of the organization adversely. So, the bad reputations ultimately affect the profitability and growth of the organizations.

7.3.1.6 Health Hazards

The de-motivated employees are prone to health hazards. They take the excessive and unnecessary stress. Stress leads them to sickness. As a result, they gradually become unfit for the benchmarked service. As such, they bring casualty to the organization.

7.3.1.7 Marginal Profit

De-motivated employees jeopardize the organization by increasing unnecessary cost. Their increased absenteeism & high turnover worsen the profitability of the organization. The employees render dissatisfying customer service. All these happen due to the loss of inner enthusiasm.

7.3.2 Impact of Motivation

Organizations having motivated employees can have outstanding benefits. The following paragraphs show some of the impacts of having motivated employees.

7.3.2.1 Cost Reduction

The satisfied employees work in a way that decrease the cost. They save operating costs and production cost. This can yield to profit. Correspondingly the satisfied customers can encourage other people to refer to the same bank. These processes work as a chain that will bring profitability for banks (Hoshi, 2014)¹⁰.

¹⁰ Hoshi, S. (2014). *Employee satisfaction of commercial banks: The case of North Cyprus* (Doctoral dissertation, Eastern Mediterranean University (EMU)-Doğu Akdeniz Üniversitesi (DAÜ)).

7.3.2.2 Turnover Reduction

The companies with excessive turnover undergo unnecessary costs. These companies suffer from budget constraints. They have to bear the extra cost for recruitment, training, interviews, advertisement and supervision (Armstrong, 2009)¹¹. It is motivation that eliminates employee turnover rate. This is the backbone of human resources management (Vnoučková & Klupáková, 2013)¹².

7.3.2.3 Efficiency

Motivated employees remain loyal with banks, render better services, achieve targets, increase efficiency. They reduce absenteeism. Also, motivated employees influence the efforts and capability of the employees.

7.4 Recommendations of the Study

There are some recommendations for the management & managers in the banking industry. Leaders must do the following-

- Concentrate on the physical comfort of the employees in the workplace.
- Remove excessive pressure which ultimately creates positive pressure on them.
- Ensure the security in their jobs in any circumstances.
- Respect the personal life of the employees
- Ensure regular promotion
- Establish attainable target and not the imaginary target
- Remove the barrier of formal get up and make them relaxed
- Be not partial because it will drastically reduce the productivity of all others.
- Judge the employees by 'the effort' and not by 'the figures'.
- Never play with the emotions. Ensure congenial transfer and posting
- Provide them competitive financial benefits aligning the industry.
- Communicate and consult frequently with staff about work progress.

¹¹ Armstrong, M. (2009). *Armstrong's handbook of human resource management practice*. Kogan Page.- London and Philadelphia.

¹² Vnoučková, L., & Klupáková, H. (2013). Impact of motivation principles on employee turnover.

- Create an environment of amusement.
- Encourage learning and reward them for any personal achievement.
- Allow the employees to learn from mistakes without blame. It will help employees in sharing their unintentional mistakes.
- Give opportunity through providing responsibility to the staff because competent employees seek opportunities to display their skills.
- Behave with respect, even in the event of failure of achieving target or making frequent mistakes.
- Put emphasis on 'motivation' and not on 'control'

7.5 Concluding Note

The work environment is an ever changing issue affecting the motivation of employees. On the other hand, motivation is a dynamic behavioral issue. There is no identical work environment that is effective for all. At the same time, there is no organization-specific motivational tool. There is no denying the fact that the working environment in the banking industry has got terrific influence on the motivational issues of the employees. Considering the great importance of work environment on the motivation of the employees', the management of the banking industry is putting the highest importance on establishing a conducive working environment.

Chapter – 8

Limitations & Avenues for Future Research

8.1 Introduction

This research was intended to explore the impact of work environment on employees' motivation. An extensive endeavor was taken to achieve the objectives of the study. Despite the dire effort, the study could not overcome the criticisms. Like many other researches, this study is also subject to limitations. The limitations are highlighted through the following points;

8.2. Limitations

8.2.1 Generalization

The study is confined to the impact of work environment in the banking industry only. As the samples of the study are taken from a specific type of industry (banking industry), it may not be truly representative in other industries. Therefore, it would be problematic to generalize the results of the study. The motivational aspect of the working environment for other industries could be different from the banking industry. However, the study is relevant in understanding the situation of both public and private sector organizations in Bangladesh.

8.2.2 Comprehensive Questionnaire

The analysis and interpretation procedure could not cross the bar of criticism. The genuine success of the thesis lies in the proper analysis and interpretation of data. But the data originate from the questionnaire. A representative questionnaire is generally prepared by taking each and every nook & corner of work environment. But this could not be followed strictly in this research.

8.2.3 Respondents' Apathy

The spontaneous reaction from the respondents is the main power of an acceptable thesis. The bankers have to remain busy all day long. So, the employees are uninterested to respond and do not participate willingly.

8.2.4 Personal Judgement

The researcher could not give up his personal judgement completely. As such, there was a chance of biases in the study.

8.2.5 Sample Size

These findings represent a sample size of 30% of the entire population. It could be more viable if the sample size could be increased. This study can be criticized for the small sample size.

8.2.6 Absence of Research Culture

Bangladesh is still struggling for ensuring the basic education for its population. Although higher education has been emphasized in allocating budget, the research culture has not been yet developed. The proper agency was not established that could assist the research culture. As a result, conducting an extensive research is too difficult in this country.

8.2.7 Failure to Understand the Importance of Research

This is an outcome of the collaboration of many parties. But unfortunately, many stakeholders fail to understand the importance of the research. As a result, the study could not produce the best outcome.

8.2.8 Common Method

The data collection method is very common as the researcher has used the questionnaire method. Other methods like group discussions and extensive interview could have been used for this study. The respondents were not given opportunity to add any environmental factors that motivate/de-motivate them most. This could be done by adding open questionnaire.

8.2.9 Relativity of Key Words

The two key words of the study are *working environment* and *motivation*. Motivation is a relative matter and the definition of motivation differs from employee to

employee. A quantitative study on such a psychological term may not always depict the actual result. Work environment too is a relative term. The elements could not be defined & categorized properly. Some more elements could be added while some elements could be avoided to make the study feasible.

8.2.10 Limited Content

The elements of the working environment are taken from the existing literature. Although the elements cover an extensive area, there are surely some other elements which were excluded.

8.2.11 External Validity

There is a limitation in this empirical study that might limit the external validity of the results. To enhance external validity, future researcher should obtain a larger sample representing the greater population.

8.2.12 Inability to Answer the Research Question

The study focuses on answering to the six broad questions. But question number four was not answered properly. It can also be treated as a limitation of the study.

8.2.13 Problem in Sampling

There are around 7500 branches in the selected 30 banks. But only 60 branches were selected following stratified sampling method while 300 respondents were chosen through random sampling. A more logical sampling could make the research more workable.

8.3 Avenues for the Future Research

This is a massive study of work environment and motivation. Although the study is not altogether free from drawbacks, it will add a concrete value to the literature. The drawbacks of the study indicate some recommendations for the future research.

8.3.1 Following Up

The researcher left an avenue for the future researchers. He created a guideline for the upcoming candidates. Prior to that study, there was no such inclusive study on work environment and motivational issues. In fact, work environment of the banking industry was not studied remarkably. Under the circumstances, this study will open the window of many discoveries. The foremost recommendation for the future researchers is to follow up this study.

8.3.2 Comparison between Banks & Countries.

A comparative study between public banks and private banks regarding motivational issues can be a superb topic for future researchers. Besides, comparing & contrasting the elements of the working environment of developed and developing countries can be a good topic for the future research.

8.3.3 Comparison between Industry

The future researchers can find out the reasons why the employees of public banks are less motivated despite having more and/or equal qualifications. Besides, unveiling the working environment and its relation to other industries is a magnificent topic for the future researchers.

8.3.4 Specific Segment of Work Environment

Although some scholars have studied in the working environment and job satisfaction, no wide-ranging study has been undertaken yet. The future researchers may work on the specific segment of the working environment such as work load, decision taking, financial benefits, etc.

8.3.5 Testing the Validity

The findings of this research do not match with some of the previous research results. Future researchers might reveal the relevant irrelevance by applying different instruments to confirm these research findings. In this regard, better statistical tool will assist the researcher remarkably.

8.3.6 Additional Hypothesis & Case Studies

Some more hypotheses and case studies could have made this dissertation a marvelous one. The future researchers may work on the elements of the work environment by establishing some pragmatic hypotheses.

In a word, this study is a revolution in the sense that it will motivate future researchers to come forward with lots of enthusiasm. Definitely, the upcoming researchers will contribute to the further development of the working environment and motivate the employees to the full brim.

Appendix A

Questionnaire

Dear Sir/Madam,
This questionnaire survey is conducted for the research purpose. I do hereby ensure full pledged confidentiality of the answers given by you. Your kind cooperation will highly be appreciated.

Please put (✓) mark in the box. If you make a mistake, please do this (x)

Part : A (Respondent's Basic Information)					
I. Bank's Name	:				
II. Branch Name	:				
III. Your Designation	:				
IV. Bank's Type	:	a) Public	<input type="checkbox"/>	b) Private	<input type="checkbox"/>
V. Your Gender	:	a) Male	<input type="checkbox"/>	b) Female	<input type="checkbox"/>
VI. Your Age	:	a) Below 25	<input type="checkbox"/>	b) 25 to 35	<input type="checkbox"/>
		c) 35 to 45	<input type="checkbox"/>	d) 45 to 55	<input type="checkbox"/>
VII. Your Marital Status	:	a) Single	<input type="checkbox"/>	b) Married	<input type="checkbox"/>
		c) Graduate	<input type="checkbox"/>	d) Post Graduate	<input type="checkbox"/>
VIII. Last Academic Degree	:	a) SSC	<input type="checkbox"/>	b) HSC	<input type="checkbox"/>
		c) Graduate	<input type="checkbox"/>	d) Post Graduate	<input type="checkbox"/>
IX. Your Experience in Banking Job	:	a) Below 5 years	<input type="checkbox"/>	b) 5 to 10 years	<input type="checkbox"/>
		c) 10 to 15 years	<input type="checkbox"/>	d) 15 to 20 years	<input type="checkbox"/>
		e) 20 and above	<input type="checkbox"/>		

Part : B (Which Following Elements Motivates You Towards Your Bank?)						
Sl	Elements	Agree Strongly	Agree	Neutral	Disagree	Disagree Strongly
	Physical Environment (Question no. 1-9)					
1	"Interior Design" of my office					
2	"Sanitation " system of my office					
3	"Short Working Hour" in my office					
4	"Chaos & Shouting" free environment					
5	"Safety Aids" like fire extinguisher, emergency exit etc					
6	Separate "Seating Arrangement"					
7	"Working Material" i.e printer, computer etc					
8	"Modern Technology" of my office					
9	"Recreational" facilities in the office					
	Psychological Environment (Question No. 10-15)					
10	"Manager's Decision is the Final Decision"					
11	"Independence" in performing duty					
12	"Social Dignity" of the Job					
13	"Acknowledgement & Admiration" of tasks done					
14	"Interpersonal Relationship" with peer					
15	"Job Security"					

Professional Environment (Question No. 16-21)						
16	"Equal Treatment" for all employees					
17	"Team Harmony" in the office					
18	"Tactful Discipline" system					
19	"Formal" suited boot get up					
20	Effective "Training"					
21	"Charismatic" Leadership					
Financial Environment (Question no. 22-25)						
22	Lucrative "Salary"					
23	"Bonus and Rewards"					
24	"Fringe Benefits"					
25	"Pension Plan, insurance, PF etc".					

Part : C						
(Which Following Elements "Frustrates" You in Your Banking Job?)						
SI	Elements	Agree Strongly	Agree	Neutral	Disagree	Disagree Strongly
26	"Risks" involved with banking job					
27	Stress of "Huge Amount of Work"					
28	"Political Stress & Partisan Influence"					
29	Fear of "Losing the Job"					
30	"Pressure" of Achieving Target					
31	"Monotony" in the job or absence of "Creativity"					
32	Stiff and Longer "Duty Hour"					
33	Indiscriminate "Transfer & Posting"					
34	"Irregular Promotion"					
35	Lack of "Personal Development"					

Part : D						
(How Satisfied You are with Your Existing Work Environment?)						
SI	Elements	Agree Strongly	Agree	Neutral	Disagree	Disagree Strongly
36	Existing Physical Environment i.e. well ventilation, decorated office, tidy space etc. of my bank is excellent					
37	Existing Psychological Environment i.e. Job Security, Social Dignity, Opportunity for Personal Development etc. of my office is excellent					
38	Existing Professional Environment i.e. interpersonal relationship, conflict management, team harmony etc. of my bank is excellent					
39	Existing Financial Environment i.e. salary, bonus, pensions etc. of my bank is excellent					
40	Presently Banking is fascinating to me only because it has an excellent work environment					

Part: E (Determining "Interrelation" between the Elements of Work Environment)						
SI	Elements	Agree Strongly	Agree	Neutral	Disagree	Disagree Strongly
41	Well equipped Physical Working Condition in office is more important to me than all other work elements					
42	Satisfactory Psychological support in job is more important than all other work elements					
43	Favourable Professional set up in job is more important than all other work elements					
44	Increased Financial benefits in job are more important than all other work elements					

Part: F (Measuring the "Motivation")						
SI	Elements	Agree Strongly	Agree	Neutral	Disagree	Disagree Strongly
45	Good work environment reduces the absenteeism of the employee					
46	Good work environment reduces the turnover of the employee					
47	Congenial work environment confirms huge profit for bank					
48	Satisfactory work environment ensures sustainable growth of bank					
49	Positive Environment increases efficiency which satisfies Audit Team					
50	I accelerate my speed of work when I get the required things					
51	I can do anything to achieve target in a good work environment.					

Respondent's Signature & Date (optional) :

Thank you once again for your kindness, patience & cooperation and extending your helping hand for conducting the research

Sincerely yours,

Appendices

Appendix B

Pilot Study & Reliability Testing

B1. Pilot Study & Reliability Testing of Each Segment of Questionnaire

Reliability Testing For Questions(1-9)		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.773	9
The value for Cronbach alpha in this case is 0.75 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency with respect to the variables for decision making.		

Item-Total Statistics

Which following Physical Environmental Elements motivate you towards your bank	Cronbach's Alpha if Item Deleted
q1.Interior Design of office	.727
q2.Sanitation System of office	.717
q3.Short Working Hour of office	.758
q4.Chaos Shouting free Environment	.743
q5.Availability of Safety Aids	.728
q6.Separate Seating Arrangement	.673
q7.Adequate Working Material	.757
q8.Modern Technology of the office	.682
q9.Arrangment of Recreational Facilities	.812

Reliability Testing For Questions(10-15)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.854	6
The value for Cronbach's alpha in this case is 0.85 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.		

Item-Total Statistics

Which following Psychological Environmental Elements motivate you towards your bank	Cronbach's Alpha if Item Deleted
q1.Manager's Decision is the final decision	.862
q2.Independence in making decision	.826
q3.Social Dignity of the job	.822
q4.Acknowledgement & Admiration from Manager	.819
q5.Interpersonal Relationship of employees	.850
q6.Job Security	.812

Reliability Testing For Questions(16-21)		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.725	.729	6
The value for Cronbach alpha in this case is 0.72 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.		

Item-Total Statistics	
Which following Professional Environmental Elements motivate you towards your bank	Cronbach's Alpha if Item Deleted
q1.Equal Treatment for all	.676
q2.Team Harmony among employees	.674
q3.Tectful Discipline by the management	.675
q4.Formal Dress Code	.688
q5.Effective Training Program	.689
q6.Charismatic Leadership	.718

Reliability Testing For Questions(22-25)		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.759	4
The value for Cronbach alpha in this case is 0.75 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.		

Item-Total Statistics	
Which following Financial Environmental Elements motivate you towards your bank	Cronbach's Alpha if Item Deleted
q1.Lucrative Salary	.718
q2.Bonus & Reward	.663
q3.Fringe Benefits	.707
q4.Pension Plan like Insurance Provident Fund etc.	.717

Reliability Testing For Questions(26-35)		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.737	.728	10
The value for Cronbach alpha in this case is 0.73 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency		

Item-Total Statistics

Which Following Elements are most "Frustrating"	Cronbach's Alpha if Item Deleted
q1.Risks of the Job	.719
q2.Stress of Huge Amount of Work	.755
q3.Political Stress & Partisan Influence	.698
q4.Fear of Losing Job	.672
q5.Pressure of Achieving Target	.732
q6.Monotony Job Absence Creativity	.675
q7.Stiff Longer Duty Hour	.765
q8.Indiscriminate Transfer Posting	.719
q9.Irregular Promotion	.707
q10.Lack Personal Development	.696

Reliability Testing For Questions(36-40)**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.704	.698	5
The value for Cronbach alpha in this case is 0.70 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.		

Item-Total Statistics

Level of Satisfaction with Existing Environment	Cronbach's Alpha if Item Deleted
q1.Existing Physical Environment is satisfactory	.712
q2.Existing Psychological Environment is satisfactory	.657
q3.Existing Professional Environment is satisfactory	.545
q4.Existing Financial Environment is satisfactory	.706
q5.Presently Overall Banking Environment is Fascinating	.623

Reliability Testing For Questions(41-44)**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.849	4
The value for Cronbach alpha in this case is 0.85 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.		

Item-Total Statistics

Determining "Interrelation" between the Elements of Work Environment	Cronbach's Alpha if Item Deleted
q1.Equipped Physical Environment is more Important than other Elements	.870
q2.Psychological Support is more Important than other Elements	.782
q3.Favourable Professional Set Up is more Important than other Elements	.779
q4.Increased Financial Benefits is more Important than other Elements	.798

Reliability Testing For Questions(45-51)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.776	7

The value for Cronbach alpha in this case is 0.77 and it reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency.

Item-Total Statistics

Measuring Motivation	Cronbach's Alpha if Item Deleted
q1.Good Work Environment Reduce Absenteeism	.749
q2.Good Work Environment Reduce Turnover	.737
q3.Congenial Work Environment Generates More Profit	.719
q4.Satisfactory Work Environment creates Sustainable Growth	.741
q5.Positive Environment ensures compliance to satisfy Audit Team	.756
q6.Favorable Environment enhances Speed of Employees	.738
q7.Congenial Environment aids in achieving Target	.801

B2. Reliability Testing for Overall Items

Cronbach's Alpha Reliability Test for Overall Items

Cronbach's Alpha	N of Items
.778	7

The Cronbach's alpha for 51 items that predicts the impact of Work Environment on Motivation of respondent in their existing work environment is reported as 0.770 which is greater than acceptable range of 0.7 indicating scale has good internal consistency.

Item Statistics			
Elements of Work Environment	Mean	Std Deviation	N
"Interior Design" of my office	1.99	.969	300
"Sanitation " system of my office	1.96	.999	300
"Short Working Hour" in my office	1.75	1.015	300
"Chaos & Shouting" free environment	2.33	1.116	300
"Safety Aids"	2.03	.882	300
Separate "Seating Arrangement"	2.22	1.196	300
"Working Material"	2.33	1.157	300
"Modern Technology"	2.35	1.267	300
"Recreational" facilities	2.86	1.390	300
"Manager's Decision is the Final Decision"	3.50	1.020	300
"Independence" in performing duty	2.95	1.315	300
"Social Dignity" of the Job	2.34	1.383	300
"Acknowledgement & Admiration" of tasks done	3.01	1.323	300
"Interpersonal Relationship" with peer	2.66	1.276	300
"Job Security"	2.41	1.391	300
"Equal Treatment" for all employees	2.57	1.087	300
"Team Harmony" in the office	2.44	1.097	300
"Tactful Discipline" system	2.79	1.326	300
"Formal" suited booted get up	3.02	1.210	300
Effective "Training"	2.40	1.316	300
"Charismatic" Leadership	2.20	1.238	300
Lucrative "Salary"	2.19	1.047	300
"Bonus and Rewards"	2.18	1.070	300
"Fringe Benefits"	2.10	.959	300
"Pension Plan, insurance, PF etc".	2.21	1.025	300
"Risks" involved with banking job	1.71	.854	300
Stress of "Huge Amount of Work"	2.13	1.336	300
"Political Stress & Partisan Influence"	2.65	1.289	300
Fear of "Losing the Job"	3.06	1.552	300
"Pressure" of Achieving Target	1.83	.894	300
"Monotony" in the job or absence of "Creativity"	2.77	1.364	300
Stiff and Longer "Duty Hour"	1.71	1.040	300
Indiscriminate "Transfer & Posting"	2.14	1.434	300
"Irregular Promotion"	2.24	1.266	300
Lack of "Personal Development"	2.20	1.287	300
Existing Physical Environment is excellent	2.31	1.251	300
Existing Psychological Environment is excellent	3.56	1.285	300
Existing Professional Environment is excellent	3.02	1.303	300
Existing Financial Environment is excellent	1.98	.830	300
Presently Overall Banking is fascinating	3.18	1.318	300
Physical Working Condition is more important than all other elements	2.59	.890	300
Psychological Environment is more important than all other elements	2.80	1.054	300
Professional Environment is more important than all other elements	2.78	1.062	300
Financial Environment is more important than all other elements	2.76	1.079	300
Good work environment reduces the absenteeism of the employee	1.58	.592	300
Good work environment reduces the turnover of the employee	1.59	.569	300
Congenial work environment confirms huge profit for bank	1.50	.667	300
Satisfactory work environment ensures sustainable growth of bank	1.46	.671	300
Positive Environment ensures compliance which satisfies Audit Team	1.55	.607	300
Good Environment accelerates speed of work	1.62	.580	300
Congenial environment helps to achieve target	1.54	.580	300

Item-Total Statistics				
Elements of Work Environment	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
"Interior Design" of my office	117.09	250.186	.337	.763
"Sanitation " system of my office	117.12	247.805	.402	.760
"Short Working Hour" in my office	117.33	249.946	.326	.763
"Chaos & Shouting" free environment	116.75	251.942	.233	.766
"Safety Aids"	117.05	250.493	.365	.762
Separate "Seating Arrangement"	116.85	242.233	.478	.756
"Working Material"	116.75	248.029	.332	.762
"Modern Technology"	116.73	241.455	.467	.756
"Recreational" facilities	116.21	253.586	.134	.770
"Manager's Decision is the Final Decision"	115.57	256.232	.128	.769
"Independence" in performing duty	116.12	261.386	-.039	.777
"Social Dignity" of the Job	116.73	271.661	-.266	.787
"Acknowledgement & Admiration" of tasks	116.07	255.641	.096	.771
"Interpersonal Relationship" with peer	116.41	257.340	.061	.772
"Job Security"	116.67	257.628	.042	.774
"Equal Treatment" for all employees	116.51	247.167	.383	.760
"Team Harmony" in the office	116.63	253.939	.181	.767
"Tactful Discipline" system	116.29	249.088	.253	.765
"Formal" suited booted get up	116.06	245.458	.383	.760
Effective "Training"	116.67	247.271	.301	.763
"Charismatic" Leadership	116.88	246.316	.350	.761
Lucrative "Salary"	116.89	245.770	.445	.759
"Bonus and Rewards"	116.90	246.374	.415	.759
"Fringe Benefits"	116.98	249.916	.350	.762
"Pension Plan, insurance, PF etc".	116.86	248.988	.353	.762
"Risks" involved with banking job	117.37	259.130	.058	.771
Stress of "Huge Amount of Work"	116.95	261.636	-.045	.777
"Political Stress & Partisan Influence"	116.43	251.684	.198	.767
Fear of "Losing the Job"	116.01	255.846	.065	.774
"Pressure" of Achieving Target	117.25	251.245	.332	.763
"Monotony" or absence of "Creativity"	116.30	260.473	-.020	.776
Stiff and Longer "Duty Hour"	117.36	246.774	.416	.760
Indiscriminate "Transfer & Posting"	116.93	253.641	.126	.771
"Irregular Promotion"	116.83	263.544	-.090	.778
Lack of "Personal Development"	116.88	252.494	.179	.768
Existing Physical Environment is excellent	116.77	244.648	.389	.759
Existing Psychological Environment is excellent	115.51	253.475	.155	.769
Existing Professional Environment is excellent	116.06	242.636	.422	.758
Existing Financial Environment is excellent	117.10	249.499	.430	.761
Presently Overall Banking is fascinating	115.90	240.405	.472	.755
Physical Environment is more important than all	116.49	255.227	.191	.767
Psychological Environment is more important than all	116.28	251.398	.268	.764
Professional Environment is more important than all	116.30	252.805	.223	.766
Financial Environment is more important than all	116.31	249.627	.313	.763
Good work environment reduces absenteeism	117.49	252.485	.458	.762
Good work environment reduces the turnover	117.49	255.602	.304	.766
Congenial work environment confirms huge profit	117.57	259.423	.074	.770
Satisfactory work environment ensures growth	117.62	257.922	.143	.768
Positive Environment ensures compliance	117.53	257.601	.179	.768
Good Environment accelerates speed of work	117.45	257.887	.174	.768
Congenial environment helps to achieve target	117.53	262.537	-.075	.772

Appendix C

Figures Presenting the Elements of Work Environment

Appendix C1. Elements of Physical Environment

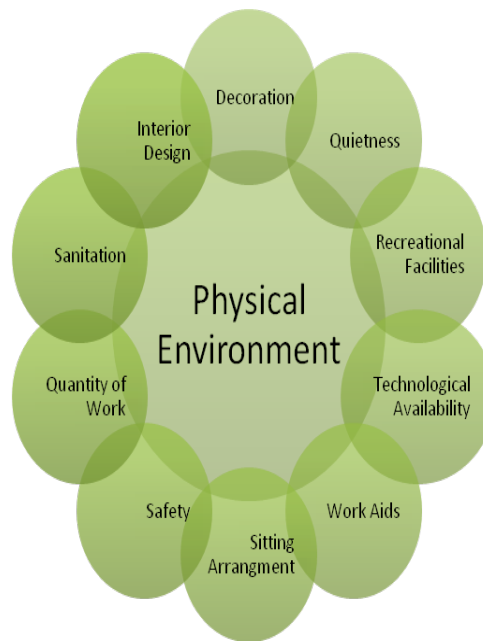


Figure C1: Elements of Physical Environment

Source: Author

Appendix C2. Elements of Psychological Environment



Figure C2: Elements of Psychological Environment
Source: Author

Appendix C3. Elements of Professional Environment



Figure C3: Elements of Professional Environment
Source: Author

Appendix C4. Elements of Financial Environment

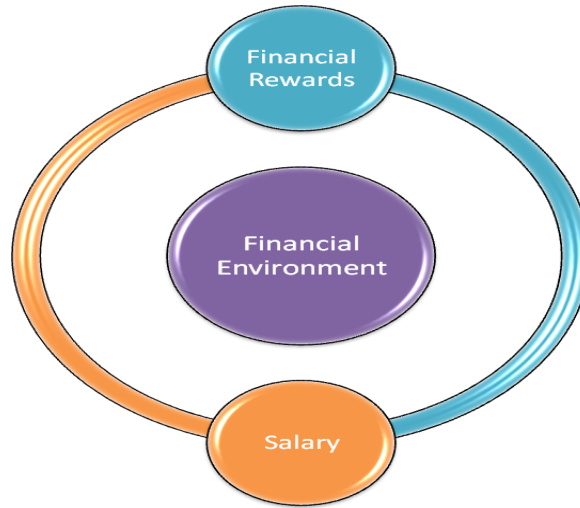


Figure C3: Elements of Financial Environment
Source: Author

Appendix D

Motivational Elements of Work Environment- A Comparison



Public Banks	Private Banks
Prestige	Salary
Security	Prestige
Social Status	Promotion
Non-Monetary Incentives	Career Development
Work Itself	Job Importance
Balance of between work and life	Fame
Opportunity to be part of the government	Advancement Opportunities
Variety in job profile	Interesting work
Recognition	Variety of work
Job Enrichment	Challenging Task
Opportunity of Growth	Strong Interpersonal Relationship
Higher Responsibility	Helpfulness and Concern among Subordinates
Task Significance	Appreciation
Flexible Duty	Splendid Interior
Freedom	Technological Support
Take & Give	Fair Treatment
Smooth End Service Benefits	Boss mostly is the leader and not the manager
"Stay and Cope Up" policy	Available Working Materials

Appendix E

De-Motivational Elements of Work Environment-A Comparison

DE-Motivational Elements of Work Environment	
Public Banks	Private Banks
Traditional Process	Pressure of Target Achievement
Independence	Value the result and not the effort
Lack of Involvement	Excessive Formalities
Non-Participation in Decision Making	Emphasis on quantity
Bureaucracy	Shaky Job Security
Lack of Standardization in Posting System	Authoritarian
Lack of Effective Career Planning	Keeps in continuous Stress
Lack of Political Commitment	Rigid Working Hour
Long Term Vision	Loss of Financial Benefits
Political Pressure	Turbulent Market
Nepotism	Give and Take
Poor Quality of Friendship	Excessive Competition
Less innovative	Frequently Changing Policy
Inadequate salary	Improper Conflict Management System
Lack of Standardization in Promotion system	Sensitive Customer Service
Back dated Office Design	Punishment with complain not with judgement
Injudicious Posting	"Cope up or Quit" policy
Boss mostly is the manager and not the leader	Terribly Profit Oriented

Appendix F

Sample Bank

Public Banks	Sonali Bank	Janata Bank	Rupali Bank
	Agrani Bank	Basic Bank	
Private Banks	Southeast Bank Ltd.	AB Bank Ltd.	Bank Asia Ltd.
	BRAC Bank Ltd.	City Bank Ltd.	Dhaka Bank
	Dutch-Bangla Bank	Eastern Bank Ltd.	IFIC Bank
	Meghna Bank Ltd.	Mercantile Bank Ltd.	Mutual Trust Bank
	National Bank Ltd.	One Bank Ltd.	Prime Bank Ltd.
	Pubali Bank Ltd.	UCBL	Uttara Bank
	Premier Bank	Union Bank.	SBAC.
	Standard Bank	Islami Bank Bd Ltd	Al-Arafah Islami Bank
	Shahjalal Islami Bank		

Source: Author

Appendix G

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