

THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCES: A CASE STUDY OF KARMASANGSTHAN BANK LIMITED, BANGLADESH.

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ABSTRACT: *Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also they maintain a healthy and professional relationship with their coworkers. The following study is a self-conducted research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. A sample of individuals was selected and was interviewed with a self-administrated questionnaire to obtain primary data. The data was analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.*

KEYWORDS: Employee, Employee Engagement, Decision making, Motivation, Productivity, Organizational goals, Organizational Performances and Job satisfaction, etc.

INTRODUCTION

Background of the Study

What makes the employees of any organization “**go the extra mile**” to provide excellent service? The answer to this question lies in this self-conducted research paper. Motivation is a combination of factors that operate within each and requires a combination of approaches. In general sense, motivation can be referred as a combination of motive and action. **Vroom (1964) has suggested that** performance can be thought of a multiplicative function of motivation and ability { $P=F(M.A)$ }. The model of motivation is based upon a definition of form of voluntary activity." (**Vroom-1964.p» 6**). Also, research reveals that an employee's ability only partially determines his output or productivity. The major determinant is his motivation level. ". **G. Jones and J. George from the book "Contemporary Management." Steers et al. (2004), asserted that** employee motivation plays a vital role in the management field; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation (**Petcharak, 2002**). There is general agreement that people are opportunities for career and knowledge growth. **Heneman and Schwab have stated,** "A central concern of industrial relations is the identification and measurement of factors associated with individual differences in employee

job performance.” And this identification and measurement are the basic functions of motivational factors or tools. As **Rai (2004) put forward**; motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance, so the author of this journal urges that more and more research should be conducted to find out the factors that affect employee performance significantly.

Statement of the problem

In the modern competitive world, business organizations are facing ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees.. **DDI (Development Dimensions International)’s own research reveals that** only 19 percent of employees are highly engaged within their organization. Not only is that, but also in the field of recruitment, a high proportion of these organizations still experiencing difficulties (84%). Motivation is about giving your staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to (**Ludhans, 1992**). So a large portion behind these difficulties can easily be solved by imparting proper motivation. In the fierce era of competition, organizations nowadays are more emphasizing on the management of Human Resources (**Robert. L, 2008**). A manager capable of managing his employee effectively is a successful one. Motivational tools are the effective in this context. We always have to keep in mind that the employees are not motivated solely by money and employee behavior is linked to their attitudes (**Dickson, 1973**). Any Institution faces the challenges of the employee retention, a high cost of recruitment, training, rising competition, increased rules & regulation by the government and high rate of technological growth. Also, from the perspective of employee, they feel de-motivated and overworked. For finding out more accurate an outcome we conducted our research within a few branches of the Karmosangsthan Bank Limited. The essence of the study is to find out at what level employee engagement in decision making can motivate the employees not only ameliorate their diligence but also their perseverance and resolution.

Objective of the study

The objective of the study is to explore how different key variables motivate employee and assist an organization (Karmosangsthan Bank Limited) to rise and ascend as an economic superpower. The main intentions of this study are:

- To investigate the condition of motivation in our banking sectors.
- To analyze the influences and outcomes of motivation on employee performance.
- To explore how motivation has been able to meet employee prospect.
- To examine the employee performance level bolstered by motivation.
- To identify the factors as well as hindrances are still holding back employee’s resolution
- To compare the achievement level with the use of motivation and expectation.
- To study the effectiveness of techniques adopted by organizations.
- To suggest what more can be done to achieve optimum outcomes using motivational tools for the betterment of both the organization and employee.

Research Questions

Research is the systematic investigation into and study of materials and sources to establish facts and reach new conclusions. We have conducted our research on employee motivation for we believe it is one of the strongest and most an influential equipment that can stimulate human resource either for the betterment or worse. So it is a sensitive issue, unless applied correctly may cause aberration. We have developed some questions here which are directly related to how motivation impacts their job satisfaction level and encourage them to work for their employer.

- How the Intrinsic and Extrinsic motivational factors impact the employee performance?
- How the workplace environment and sound communication with top management impacts employee performance?
- How the employees rank the importance of ten factors that motivated them in doing their work: 1=most important 10=least important?
- Where the employees desire to see themselves after 10 years of working?

Development of Hypothesis

Ho1: Motivation has a great impact on employee's performances.

Ho2: Motivation has an influence on the Employees job performances.

Ho3: Motivation has a relationship between Production and productivity.

Ho4: Motivation has a great significance on organizational effectiveness.

Scope of the study

The study was conducted in one of our country's renowned banking sector, Karmasangsthan Bank Limited. We have conducted our research on five branches of Karmasangsthan bank on about 130 employees. The survey was conducted on the employees of different levels and employees with different experience. The research was conducted in Dhaka region mainly. We have used closed-ended descriptive questionnaire for data collection from the responders. In Bangladesh, there are numerous more similar banking sectors where such studies can easily be conducted and the result could be used for their benefits. It would also improve employee relationship with top management.

Significance of the Study

Why do we need motivated employees? The answer is survival (**Smith, 1994**). Motivated employees are needed in our rapidly changing workplaces. As we are still a developing country, for our continuous growth, it is important that our economy be well governed and we can provide our maximum effort in workplaces, so we need to know where are we standing right now in case of employee motivation and what else we need to do to ensure more efficient performance from our employee. We also need to compare with others to find out where they are for individual benefits. So the significance of this study is undeniable. It is also required to know about employee psychology and expectations, so that the top management can ensure more and more facilities for them.

LITERATURE REVIEWS

Concept of Motivation: Along with perception, personality, attitude and learning, motivation is an important part of understanding behavior. **Luthan (1998)** defines motivation as, “a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive.” **Ebrahimi, and Watchel, (1995)** state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. It is a firm belief of management researchers that, organizational goals are unattainable without enduring commitment of the members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (**Stoke, 1999**). The Motivation refers to the resolution of achieving a goal, marked by a goal-directed behavior. When we refer to someone being motivated, we imply that the individual is trying hard to perpetrate a certain task. However, motivation alone can't suffice what we require to consummate that task with utmost efficiency. Ability having the skill and knowledge to perform that task is also significant in this regard. Sometimes it becomes the determinant of effectiveness

Employee: Employees are always directly influenced by the motivation to satisfy their esteem, physiological safety, social safety, psychological and self-actualization levels. **Herzberg (1965)** defined job satisfaction as recognition, responsibility, and opportunity for advancement as employee motivation factors. Separating satisfiers and dissatisfies he identified dissatisfies as hygiene factors that influences health, comfort and social wellbeing. Removal of these factors will result in dissatisfaction of employees. Hygiene factors include company policy, interpersonal relations, working conditions, salary or job security. **Herzberg (1965)**.

Decision making: Decision making autonomously motivates the employees to be aware of his rights in an organization. It favors the employee to maintain a higher degree of constancy between their ideas and works. By relating the motivational process and career exploration **Blustein (1988)** suggested that, i) Career exploration varies in the way that individual develops and sustains motivation, ii) Autonomy and control orientations were positively related to self-exploration and in the utility of career decision making exploration, iii) Internal locus of control as one of the most important prediction, decision making allows the employees to realize their own identity and actions. **Mazin (2007)** indicated that, employees are influenced by both internal and external forces, but the impact of these forces depends a great deal of their own.

Productivity: Productivity is the ratio of output or production capacity of the workers in an organization. The ultimate essence of motivating employees is to meliorate productivity. **Arnold (2005)** indicated that, an effective employee is a combination of a good skill set and a productive work environment. **Clark (2010)** stated that, companies rely on employees to produce and deliver high-quality products and services. Clark (2010) also added that, employees are an influenced by a variety of forces both internal and external as they attempt to perform their job duties. That is directly related to productivity.

Organizational goals, Organizational Performances and Job satisfaction: For any organization the main reason behind running activities is to achieve organizational goals, a level of performance set up in terms of different factors. Organizational performance plays the principle role in attaining such goals. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. **Griffiths (2001)** highlighted that, meeting personal goals help an employee stay motivated and feel about them to continue to produce.

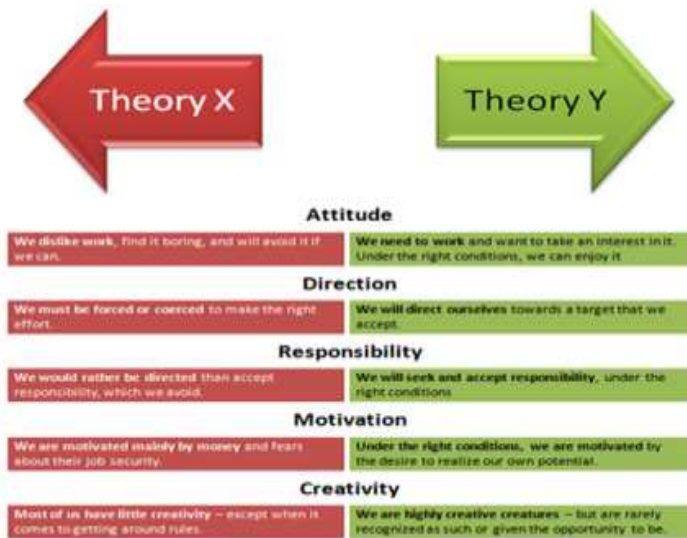
By improving proficiency and employee connection motivation helps to improve performance and thus achieving organizational goals. As a psychological catalyst motivation turns the spirit to embodied object. **Mary (1996)** stated that, "Organizational effectiveness is an extent up to which, the organization fulfills its goals using certain resources and with placing strain on its members." It also helps to ensure the operative use of human resource, gratification of employees, mutual consistency, durability of workforce which are important factors for attaining the organizational goals, smoothing organizational performance and thus bringing about job satisfaction.

Different theories of motivation

Motivation is such a scheme which is applied to inspire, increase stamina and work ability by mentally conciliating the employees or workers to their work or job in a organization. In brief, Motivation is something which inspires one to work self-intentionally.

Many contemporary authors have defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (**Kreitner, 1995**); a predisposition to behave in a purposive manner to achieve specific, unmet needs (**Buford, Bedeian, & Lindner, 1995**); an internal drive to satisfy an unsatisfied need (**Higgins, 1994**); and the will to achieve (**Bedeian, 1993**). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. **Glueck said** about Motivation as "Motivation is the inner state that energizes channels and sustains human behavior."

In Encyclopedia of Management "Motivation refers to the degree of readiness of an organism to pursue some designed goal and implies the determination of the nature and locus of forces inducing the degree of readiness." **Joe Kelly** defined Motivation as "Motivation is a process whereby needs instigate behavior directed towards the goals that can satisfy those needs."



Maslow's Hierarchy of needs

Human behavior is goal-directed. Motivation cause goal-directed behavior. It is through motivation that needs can be handled and tackled purposely. According to Maslow's Hierarchy, needs were categorized into 5 types/ levels from lower to higher order of needs. Individuals must satisfy lower order of needs before they approach higher order. Satisfied needs will no longer motivate. Motivating a person depends on knowing at what level the person is at of hierarchy.

Lower Order (External): Physiological, Safety etc.

Higher Order (Internal): Social, Esteem, Self-actualization etc.

McGregor's theory X and theory Y:

Theory X assumes that, workers have little ambition; dislikes work, avoid responsibility and require close supervision. People don't like to work and try to avoid it. So, managers have to control and threaten people to get them to work. People prefer to be directed and tend to resist change. People are gullible and not bright.

Physical needs: Need for food, water, shelter, clothing, sexual satisfaction etc.

Safety and security needs: Need to be free from physical danger and the fear of

Social needs: Need for love and affection, acceptance by fellows and the like.

Ego-need: Need for power, prestige, status and self confidence.

Self-actualization need: Desire to become what one is capable of becoming-to maximize ones potential and to accomplish something's.

Theory Y assumes that, workers can exercise self-direction, desire responsibilities and like to work. People don't naturally dislike work and work is natural part of their lives. People are internally motivated to reach objectives to which they are committed to. People are also committed to goal attainment. They will both seek and accept responsibility under favorable condition. People have capacity for innovation in solving problems. According to this theory democratic management is preferable.

Herzberg's Motivation Hygiene theory:

Job satisfaction and dissatisfaction are created by different job factors. They are –

Motivators: Achievement, Recognition, Work itself, Responsibility, Advancement, Growth etc.

Hygiene factors: Supervision, Company policy, Relation with supervisors, workingcondition Salary status, Security, Relation with peers, Subordinate etc.

Three needs theory

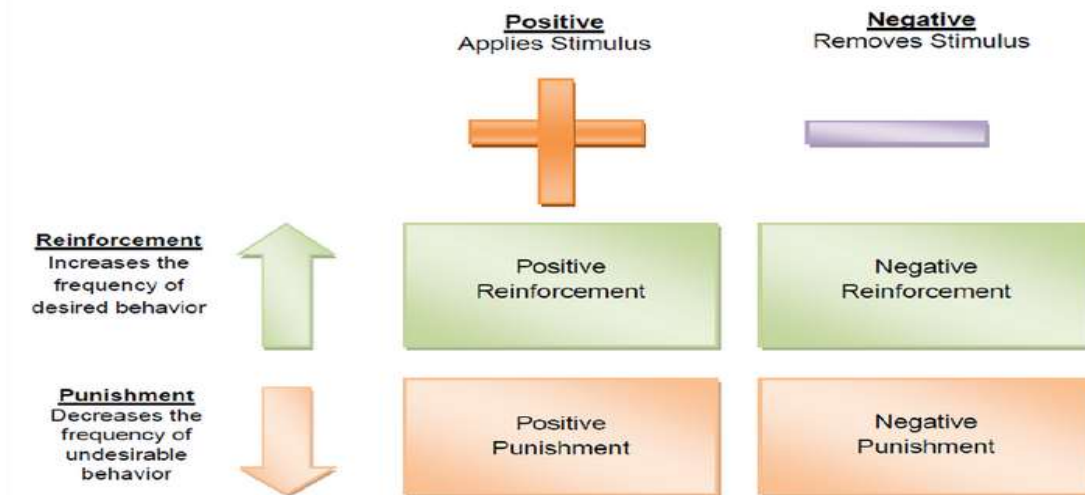
McClelland's three needs theory refers that, every person has one of three driving motivators. Those are the need for achievement, affiliation or power. They aren't inherent; we develop them through culture and life experience.

Goal Setting theory

Goal setting theory was first introduced by **Edwin Locke in 1960**. The basic assumption of goal-setting is that goals are immediate regulators of human **actions (Locke et al., 2008)**. This theory refers to effects of setting goals on subsequent performance. **Edwin Locke** researched that, individuals who set specific, difficult goals performed better than those who set easy and simple goals. Some of the important features of this theory are: The willingness to work for attainment of goals, Specific and clear goals, Specific and challenging goals, Better and appropriate feedback of the results etc.

Reinforcement theory

This theory refers that we can change anyone's behavior by using reinforcement, punishment and extinction. Rewards are used to reinforce behavior we want and punishment to prevent behavior we don't want. Extinction is to stop someone from practicing learned behavior at all.



Equity theory

Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that centre's on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. Based on the idea that, individuals are motivated by fairness and if the find / identify inequity in the input or output ratio of themselves and their referent groups then they will seek to adjust their input or output to reach their perceived equity. External equity arises when employee use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization.

$$\frac{\text{Person Outcomes}}{\text{Person Inputs}} = \frac{\text{Referent Other Outcomes}}{\text{Referent Other Inputs}}$$

RESEARCH METHODOLOGY

Research Design

Sellitz et al (1965) state.“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” **Ghuri et al (1995) proposed** three types of research: exploratory research, descriptive research and casual research. The research design for this study was a descriptive survey through questionnaire. The purpose of using descriptive surveys was to collect detailed and factual information that describe an existing phenomenon. From a review

of literature, a survey questionnaire was developed to collect data for the study (**Bowen & Radhakrishna, 1991; Harpaz, 1990; Kovach, 1987**) the primary data was collected through this form of questionnaire and was hand delivered to the target employees. The questions were filled by the participating employees and were returned. After that, the results were further analyzed using descriptive statistical analysis method to find out how the motivational factors affect their performance. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of Employee motivation on organizational performance.

Target Population

A population refers to the aggregate of all cases that conform to some designated set of specifications it is the entire set of relevant units of analysis or data (**Kothari, 2008**). For this study, employees with different designation and experience level were chosen as target population over 5 branches of Karmosansthan Bank Limited. A total of 130 people were chosen and they were provided with the questionnaire. Their answers were collected as primary data. Afterwards these data were analyzed to get an overall idea regarding impact of motivation on different stages.

Showing Target Population

KBL Branch	Frequency	Number of Employees Interviewed
Branch 1	1	30
Branch 2	1	25
Branch 3	1	25
Branch 4	1	25
Branch 5	1	25
Total		130

Sampling Design and Size

A sample of about 130 people was selected from the target population, based on their designation and experience level. The sampling was done using **stratified random sampling** method, in which the population are divided into groups (in this case, designation wise and experience wise) based on factors that may influence the effect of motivation. In **stratified random sampling**, the strata (groups) are formed based on members' shared attributes or characteristics. Its advantages include minimizing sample selection bias and ensuring certain segments of the population are not overrepresented or underrepresented.

Showing Sample

KBL Branch	Frequency	Sample Size	No. of Respondent	Sample Population
Branch 1	1	1	30	30
Branch 2	1	1	25	25
Branch 3	1	1	25	25
Branch 4	1	1	25	25
Branch 5	1	1	25	25
Total				130

Data Collection Instrument

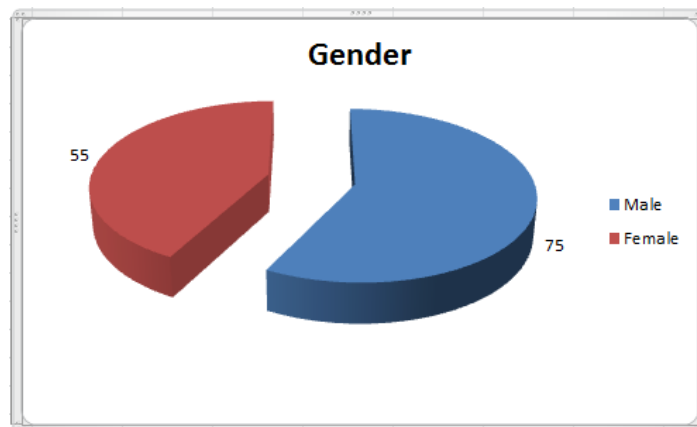
We employed a self-administered questionnaire of descriptive type to collect primary data before analyzing. This questionnaire is convenient in many ways. Firstly, the respondents answer at their convenience. Secondly, there is no need to set up interview appointments. Furthermore, no interviewer is present to inject bias in the way of questions asked. Moreover, the low cost-per-completion makes it an economical method of surveying large sample.

Data analysis and Presentation:

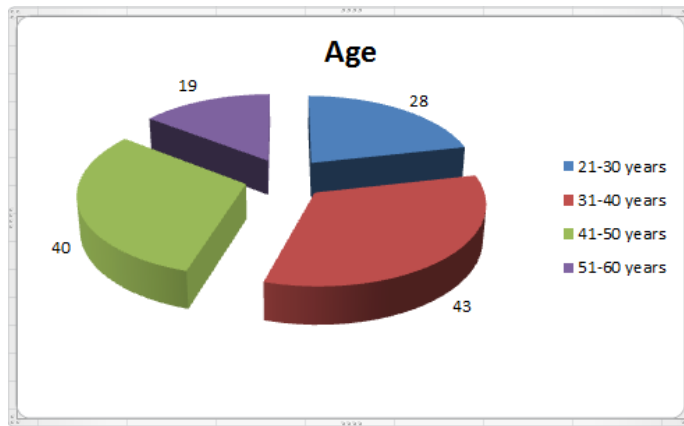
We used SPSS (Statistical Package for the Social Scientists) as a data management and statistical analysis tool which has a very versatile data processing capability. It is an electronically storing questionnaire data. Data is stored in a spreadsheet-like table similar to that of Microsoft Excel. It also generates routine descriptive statistical data for question responses, such as frequency counts of closed questions, distribution of multiple-choice question responses etc. It creates graphical presentations of questionnaire data for reporting, presentations or publication which also explores relationships between responses to different questions collating open question responses.

Background Information

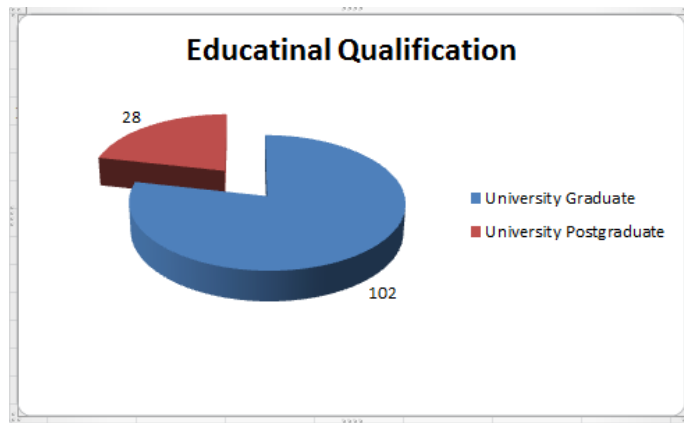
Before analyzing data the background information on the employees at different level has been shown throughout the following pie diagrams. We assume it will be helpful to understand the range of area we've tried to cover with our research.



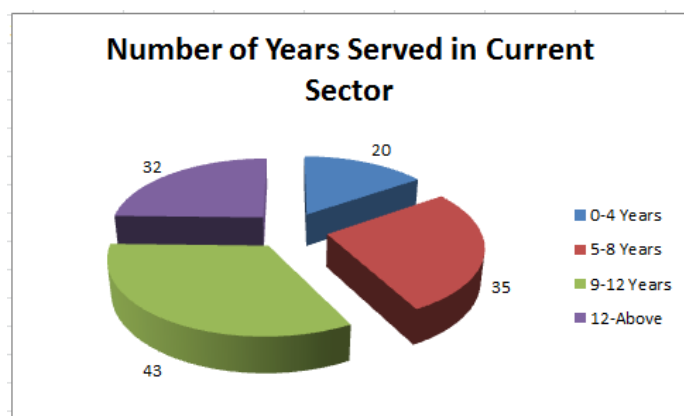
From the diagram above we see that, among the 130 people we conducted our research on, 42%, i.e. 55 individuals were female and 58%, i.e. 75 individuals were male.



From the diagram above we see that, among 130 people we conducted research on, 28 individuals are of age 21-30 years, 43 individuals are of age 31-40 years, 40 individuals are of age 41-50 years and 19 individuals are of age 51-60 years.



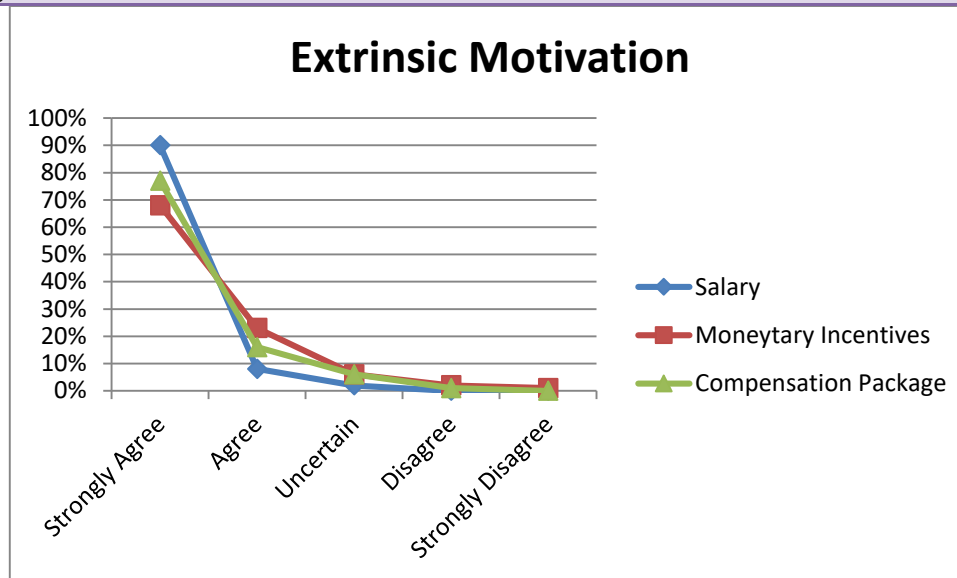
From the diagram above we see that, among 130 people we conducted research on, 102 individuals are University Graduate and 28 individuals are University Postgraduate.



From the diagram above we see that, among 130 people we conducted research on, 20 individuals are serving between 0-4 years, 35 individuals are serving between 5-8 years, 43 individuals are serving between 9-12 years and 32 individuals are serving for more than 12 years.

Effect of Extrinsic Motivation: We considered three factors as extrinsic motivation determinant; They are Salary, Monetary Incentives and Compensation Package.

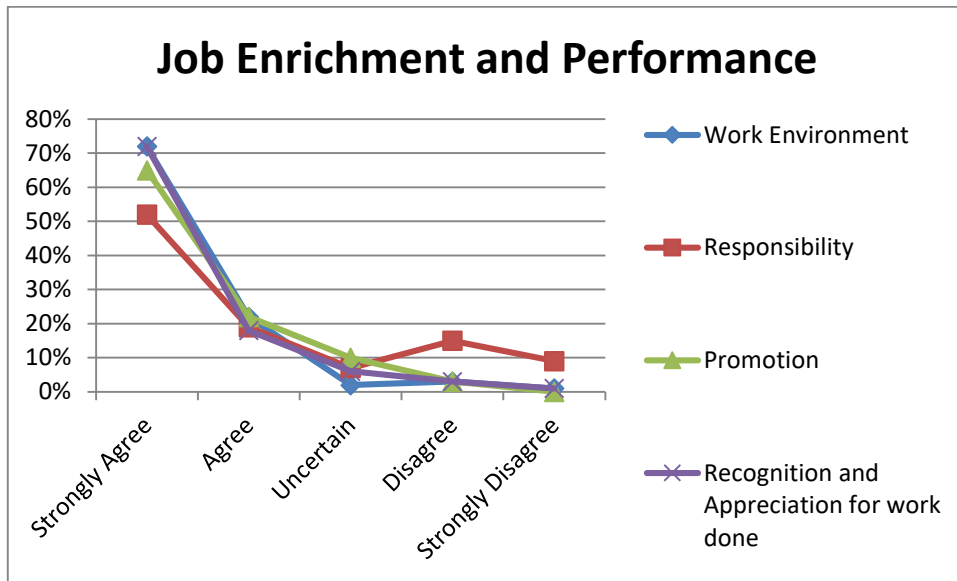
Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Salary	90%	8%	2%	0%	0%
Monetary Incentives	68%	23%	6%	2%	1%
Compensation Package	77%	16%	6%	1%	0%



The result showed that, extrinsic motivation is a dominating factor for motivation employees. We considered three ramifications under this factor. Here, in case of salary, 90% respondents agreed that salary motivates employees to improve their performance; meanwhile, 8% agree with the fact, 2% are uncertain and no one disagrees. In case of monetary incentives, 68% respondents agreed that monetary incentives motivate employees to improve their performance; 23% agree with the fact, 6% are uncertain, 2% disagree and 1% strongly disagree. In case of compensation packages, 77% respondents agreed that compensation packages motivate employees to improve their performance; 16% agree with the fact, 6% are uncertain, 1% disagree and none strongly disagrees.

Effect of Job enrichment and performance appraisal: We categorized this section into four different factors; they are work environment, responsibility, promotion and recognition and appraisal for work done.

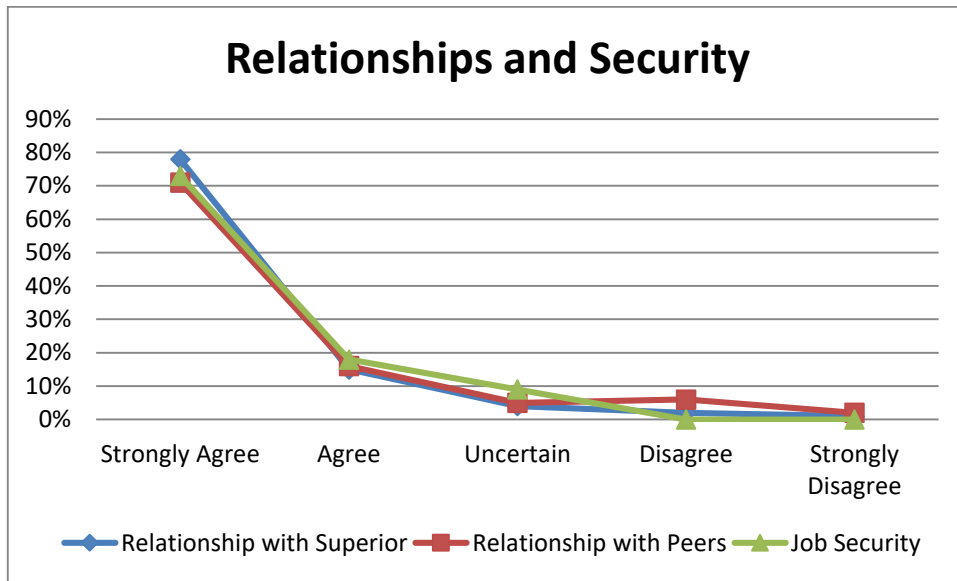
Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Work Environment	72%	22%	2%	3%	1%
Responsibility	52%	19%	7%	15%	9%
Promotion	65%	22%	10%	3%	0%
Recognition and Appreciation for work done	72%	18%	6%	3%	1%



The study shows that job enrichment and performance appraisal is a very important psychological motivating factor. Here, in case of work environment, 72% respondents agreed that work environment motivates employees to improve their performance; meanwhile, 22% agree with the fact, 2% are uncertain, 3% disagree and 1% strongly disagree. In case of responsibilities, 52% respondents agreed that responsibilities motivate employees to improve their performance; 19% agree with the fact, 7% are uncertain, 15% disagree and 9% strongly disagree. In case of promotion, 65% respondents agreed that promotion motivate employees to improve their performance; 22% agree with the fact, 10% are uncertain, 3% disagree and none strongly disagrees. In case of recognition and appraisal for work done, 72% respondents agreed that recognition and appraisal for work done motivate employees to improve their performance; 18% agree with the fact, 6% are uncertain, 3% disagree and 1% strongly disagree.

Effect of Relationships and security: Effect of relationships and security was divided into three sectors; Relationship with superiors, Relationship with peers and Job security.

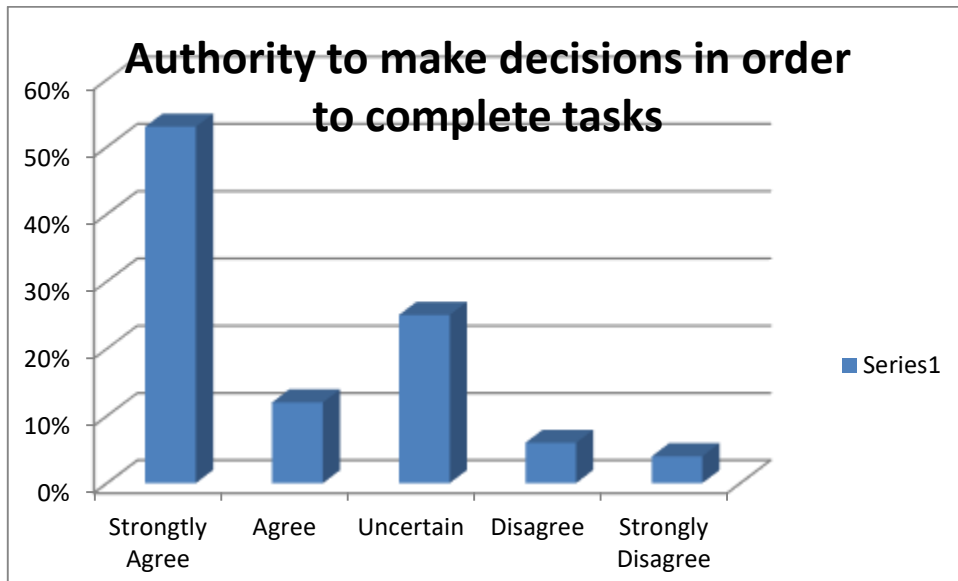
Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Relationship with Superiors	78%	15%	4%	2%	1%
Relationship with Peers	71%	16%	5%	6%	2%
Job Security	73%	18%	9%	0%	0%



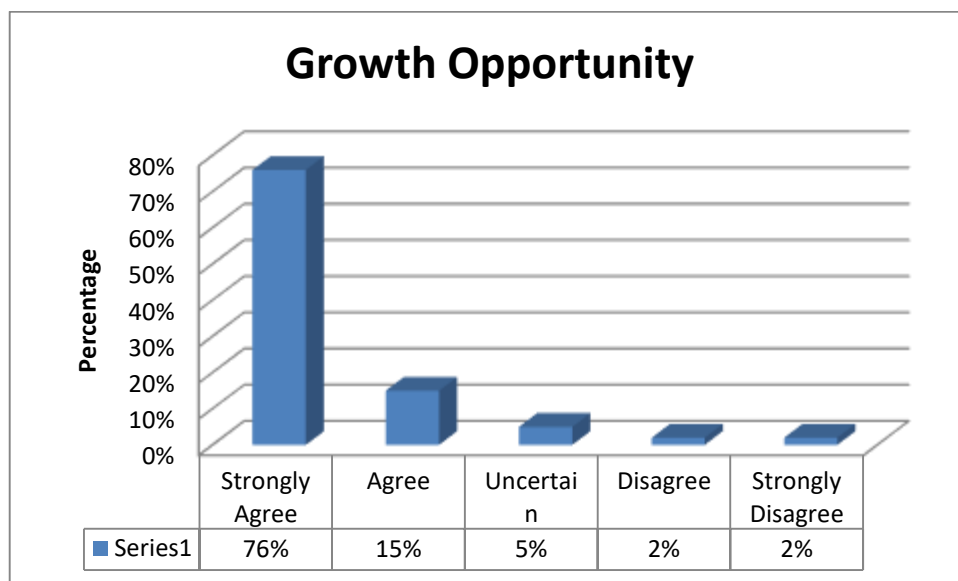
The result showed that, relationships and security is also a dominating factor for motivation employees. We considered three ramifications under this factor. Here, in case of Relationship with superiors, 78% respondents agreed that Relationship with superiors motivates employees to improve their performance; meanwhile, 15% agree with the fact, 4% are uncertain, 2% disagree and 1% strongly disagree. In case of Relationship with peers, 71% respondents agreed that Relationship with peers motivate employees to improve their performance; 16% agree with the fact, 5% are uncertain, 6% disagree and 2% strongly disagree. In case of Job security, 73% respondents agreed that Job security motivate employees to improve their performance; 18% agree with the fact, 9% are uncertain and none disagrees.

Effect of Authority to make decision and Growth Opportunity:

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Authority to make decision in order to complete task	53%	12%	25%	6%	4%
Growth Opportunity	76%	15%	5%	2%	2%



Here, in case of Authority to make decision, 53% respondents agreed that Authority to make decision motivates employees to improve their performance; meanwhile, 12% agree with the fact, 25% are uncertain, 6% disagree and 4% strongly disagree.



Here, in case of Growth Opportunity, 76% respondents agreed that Growth Opportunity motivates employees to improve their performance; meanwhile, 15% agree with the fact, 5% are uncertain, 2% disagree and 2% strongly disagree.

SUMMARY & FINDINGS OF THE STUDY

From the data analysis above, we find that, there are two parts to data analysis; the first part provided the background data of the respondents and the second part represented elaborated expression about their response are showed in the form of percentage under each section which are Extrinsic motivation, Job enrichment and performance appraisal, Relationships and security, Authority to make decisions and Growth opportunity.

1. **Effect of Extrinsic Motivation on employee performance:** From the study conducted above, It can be asserted with certainty that, extrinsic factors are great motivator as majority of the respondents thinks. So an effective scheme of monetary and extrinsic rewards should be made. It is also to be kept in mind that, after a certain amount of time, employees may feel the requirement for more monetary incentives.
2. **Effect of Job enrichment and performance appraisal:** Job enrichment and performance appraisal are also a decent motivation factors. The effects of these factors are more on the psychological perspective. If the working environment is good, the employee will perform with more convenience and ease. Similarly, if the employee is aware of the fact that his/her good performance is being appraised by the top management and subordinates, then surely better performance can be expected. Nonetheless in some cases, the employees may feel pressurized by excessive workload and responsibility which that case works as a de motivator.
3. **Effect of Relationships and security:** Relationships with superiors and peers are also important as deducted from the survey above. Similarly job security has also a positive effect on employees' performance as they feel more secured doing their job knowing that they are secured with their job. That's why it is better to provide a legal agreement during joining.
4. **Effect of Authority to make decision:** If the employees are given authority to take decision under their territories of expertise, then it may very well be used as an enormous motivation tool. They shouldn't be allowed to take decision outside their range of operation.
5. **Effect of Growth opportunity:** If the employees feel that they have a great future in their respective organization, they will work with more efficiency and compatibility. So this is also a great motivator. Such motivating should be established by exemplifying others working in the same organization.

CONCLUSION

The researchers inferred to the conclusion based on the research conducted above and the respondents 'repercussion of the questionnaire supplied, that motivation indeed has a momentous effect on employee performance. From the data analysis presented above we can clearly come to the decision that the factors taken into account during the survey (Extrinsic factors, Job enrichment and performance appraisal, Relationships and job security, Authority in decision making, Growth opportunity etc.), pragmatically dominates employees' will to perform and achieve goals of the respective organization. The factors considered under Extrinsic motivation are salary, monetary incentives and compensation package; the factors considered under Job enrichment and performance appraisal are work environment, responsibility, promotion and recognition and appreciation for work done; the factors considered under Relationships and security are relationship with superiors, peers and job security; Moreover, Authority to make decisions, Growth opportunity and future prospects were also taken into account. The result evidently represented the tangible sorting of how motivation is responsible for upliftment of employee performance. From what the researchers

found it can easily be stated that the connection between motivation and performance is quite natural if not obvious. When the employees will get some extra drive and exertion, it is bound to ameliorate their typical standard of performance.

RECOMMENDATION

The results obtained from this research can certainly be used very effectively to improve the present scenario of motivation in different sectors of our country. It will help to establish a more firm grip on not only organizational behavior but also employee psychology. Motivating your employees is a delicate and purposeful challenge that requires more than an annual review or jotting a few notes in someone's personnel file. The following can be suggested on the basis of the research and survey conducted above.

- Based on the result provided by the study, the organization can get an idea of the fact if they require taking steps regarding motivation.
- The study can also be used to bring clarity concerning how to implicate different theories of motivation into practical field of work.
- To inspect the extend up to which motivation has been able to meet employee prospect expectation.
- To inspire these sectors to enforce more motivational tools in order to achieve more successes.
- The results can be used to compare present scenario regarding level motivation and the optimum rate of motivation should be applied to attain organizational goals most effectively.

Future scope of the research

There are certainly more scopes for conducting research studies concerning motivation in the future. The researchers conducted their study on banking sector. There are other sectors like industrial sectors, marketing sectors, business sectors etc. These are the main economic power provider for a country. If we can generate better outcomes from these sectors, our country is bound to be developed. From the study above we see that motivation has a dominating impact on employee performance, so, if we can find out more effective use of motivational tools from these studies, it will certainly help to make our economic sectors more enriched.

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APPENDIX

Questionnaires for the survey about “Impact of Motivation On employee Performances: A Case Study of Karmosangsthan Bank Limited in Bangladesh.”

Origination:

Esteemed Sir,

Good day. We are a group of students from Yarn Engineering Department (39th batch) of ‘Bangladesh University of Textiles’ doing a survey about “Impact of employee engagement in decision making and job performance” under the supervision of Md. NurunNaby (Department of Textile management and Business Studies), our respected teacher. Through this abstract survey your response will be very useful to find out the way of improving the present scenario by using Effective Motivation on employee. This information will be used only for survey/ publication purposes.

Thanks a lot for your kindness, time and information.

Section- A

Personal Data

Please complete this section by ticking the applicable box

1. Name:

2. Gender: Male Female

3. Age: 21-30 years 31-40 years 41 -50 years 51- 60years

4. Education Qualification:

5. Number of years served in your current sector

0- 3years 4- 6years 7- 10years ears above

Your Current position:

SECTION B

Factors that Motivate Employee

Choose from the suggested list below your level of agreement or disagreement to the following factors and indicate how each motivates employees in the banking sector.

Factors that Motivate Employees	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Nature of Work					
Promotion in the Organization					
Opportunity for Advancement					
Responsibility (Authority to make necessary decisions in order to complete assigned tasks)					
Appreciation for Work Done					
Salary					
Working Conditions					
Relationships with Superior					
Relationships with Peers					

SECTION C**Factors that serves as satisfaction or dissatisfaction among Employee**

Please indicate how the following factors leads to your job satisfaction or dissatisfaction

Factors leading to Satisfaction	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Recognition at work place					
Authority to make necessary decisions in order to complete tasks					
Growth Opportunity					
Management style					
Monetary incentives adequate					

SECTION D**Determinants of Employee Performance**

Choose from the suggested list below your level of agreement or disagreement to these determinants of employee performance in the banking sector

Determinants of Employee Performance	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Qualification of Employee					
Experience of Employee					
Working Environment					
Compensation Package (i.e.					

Financial and Non-Financial)					
Job Security					
Support from other colleagues					
Age and Health Condition of Employee					
Retirement and Other Benefits					

Does motivation has effect on your performance?

YES NO

This is the end of the questionnaire. Thank