

**Motivational Factors & It's Impact: A Comparative Study Between Executive And Non Executive Bank Employees In Raipur City**

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**Abstract**

Aim- This paper aims at analyzing and comparing the impact of motivational factors on executive and non executive employees of public and private sector banks in Raipur city.

Design/methodology/approach – Primary Data were collected through structured questionnaire containing 18 questions from public and private sector bank employees in Raipur city. The analysis was done through SPSS version 16.

Research Plan- Primarily, key factors influencing motivation was identified through literature survey. After then chi square test was performed to identify the significant effect of each variable with the designation of employees.

Findings – It has been found that both executives and non executives are satisfied with their working environment, wages, flexibility, performance appraisal, job security, training etc But executive employees are more satisfied with their involvement in company & decision making.

Practical implications – Motivational Factors responsible for performance of employees of different designation varies across culture & also it varies by employee skill set and work type.

Originality– The paper has a specific purpose and is an industry & region specific study. The findings of this study can be used for other related studies.

Keywords: Employee Motivation, Employee performance, Internal and external motivation, Work type.

**1. Introduction**

The study has been undertaken to analyze and compare the level of motivational practices in executives and non executive employees of banks. As we all know that there is difference in the work of executive employees and non executive employees, the answer we tried to find out is that if there is any relationship between their works or if same motivational factors can motivate both type of employees in the organization.

Employee motivation can be defined as a reflection of energy, commitment and creativity that a company's workers bring to their jobs (Luthans). The objective of motivation can be given as To create condition in which people work with zeal, interest, and enthusiasm, with a high personal and group moral satisfaction with a sense of responsibility, To increase loyalty for the company, discipline in cohesive

manner to achieve organizational goal, Motivation techniques utilized to stimulate employee growth and For achieving a desired amount of production. Importance of motivation can be outlined as:

- 1) Highly satisfied workforce if management provides an opportunity to fulfill their needs.
- 2) The workers will cooperate voluntarily with the management
- 3) Efficient Workers will be there as they will strive to improve their skills and knowledge.
- 4) Low rate of labor's turnover and absenteeism.
- 5) Good human relations in the organization.
- 6) The number of complaints and grievances will come down.
- 7) Increased quality and quantity of products. Wastage and scrap will be less.

Motivation is of two types: Intrinsic and Extrinsic Motivation. Intrinsic Motivation is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. The phenomenon of intrinsic motivation was first identified through experimental studies of animal behaviour, where it was discovered that many organisms connect themselves in exploratory, playful, and curiosity-driven behaviors even in the absence of external reinforcement or reward (White, 1959). It is based on taking pleasure in an activity rather working for external reward. Extrinsic Motivation on the other hand is a construct that occurs whenever an activity is done in order to attain some separable result. Common extrinsic motivation is rewards like money and grades and threat of punishment. Competition is in general extrinsic because it encourages the performer to win, not to enjoy the intrinsic reward.

Understanding and maintaining employee motivation is very much necessary for a company. By knowing what encourages their employees, a company will be able to execute different policies to increase their performance. In order to understand employee motivation, one must realize that different things motivate different employees. These can be Achievement, Advancement, pressure, Fear, etc. The company should also understand that People have different preferences, so their motivational requirements might be different. Since it is virtually impossible to meet every employee's Motivation needs, the company must develop technique that incorporates all of the elements of employee motivation.

## **2. Literature Review**

Many research authors and scholars have given their contribution for motivational practices. Scholars and practitioners care about cultivating, increasing, and maintaining work motivation.

Motivation research has a long record of considering employee motives and needs in an organization. (Alderfer, Maslow, McClelland). Though interest in the area of motivation peaked in the 1970s- 1980s, and in the last fifteen years little empirical or theoretical research have been seen in this area. The majority of work on motives and needs falls into three areas namely- an assessment of the job attributes that motivate individuals, research that examines need for achievement, and research on the work ethic.

Also from various study it has been seen that Motivation and performance has a mutual relationship with each other. Since Employee performance is described as a

function of ability and motivation, and one of the major task that a manager face is motivating employees to perform to the best of their ability. (Moorhead & Griffin)

Work motivation is described as the set of internal and external forces that initiate work related behavior, determine its form, direction, intensity, and duration (Pinder). It is a concept that deals only with events related to people in a work. It also recognizes the influence of both environmental forces and forces inherent in the person on work-related behavior. The first Step was a broad scope of the literature using electronic databases and these search terms: motivation and employees, motivation and organization, motivation and work.(Conn et al. Kirkevold, Whittemore & Knafl ).

Kinni contends that money is the primary motivator for employees. However, according to VSO's motivation should not be that of financial gain. Harrison Links it with performance and its gaps. Performance gaps can be defined as the difference between what people are doing now, and what you would want them to do. Fisher asserts that the search for the links between job satisfaction and job performance has mesmerized organizational scholars for decades. Kreitner and Kinicki defined motivation as those psychological processes that cause the encouragement, direction and persistence of voluntary actions that are goal directed. The theories of motivation indicate that needs influence motivation Employees are human beings who give their expertise and time willingly without being persuaded. Apart from monetary benefits, non financial motivation is also a concern for motivation and has a significant impact on employees' performance in the organization. The factors like Good working conditions, effective communications system, reward, performance appraisal, appreciation, exciting job etc motivates an employee to perform at their highest level. (Pandey, Sharma et al)

### **3. Objectives of the Study**

- To study the important factors which are needed to motivate the employees.
- To know whether the motivational practices has an equal impact on all employees
- To provide the practical suggestion for the improvement of organization's performance

### **4. Research Methodology**

Research methodology provides a blue print on which the whole process will be outlined. For this research both exploratory as well as descriptive research design is used, Since Exploratory research provides insights into the problem and descriptive research describes the present characteristics of the population.

Sampling technique includes Simple Random sampling due to the availability of samples in various branches of public and private sector bank employees in Raipur city. Sample size taken for this research is 100 Bank employees of different position in Raipur city. Primary data collection is done by gathering information through questionnaire, observation, survey etc whereas secondary data is collected through published journals, websites, newspapers etc.

This study analyses the interrelation between type of work and organizational motivational aspect and it concludes that though same motivational factors have been used by the organization to motivate executive and non executive employees. There is relevant difference in the type of work of executive and non executive employees of banking sector, 59 executive employee of banking sector and 41 non executive

employees of banking sector provided a relevant data for the study through questionnaire and the study revealed that the organization use same motivational factor for both type of employees and the work of executive employees are more administrative and non executive employees work include clerical work in banking sector.

**Hypothesis Testing:** Hypothesis is the proposed statement made for further investigation of a problem. Here, null hypothesis says that no relationship exists between the designation of employees and categorical variables in the population; they are independent.

H<sub>0a</sub> = Designation of respondent and their commitment towards organization are independent.

H<sub>0b</sub> = Designation and their interest towards their work are independent to each other

H<sub>0c</sub> = Designation and equality of treatment in the workplace are independent to each other.

H<sub>0d</sub> = Designation and recognition process are independent to each other.

H<sub>0e</sub> = Designation and importance of wages for job efficiency are independent to each other.

H<sub>0f</sub> = Designation and participation in management are independent to each other.

H<sub>0g</sub> = Designation and job security are independent to each other

H<sub>0h</sub> = Designation and chances of personal growth & career development are independent.

H<sub>0i</sub> = Designation and their performance appraisal are independent to each other.

H<sub>0j</sub> = Designation and involvement in decision making are independent to each other.

H<sub>0k</sub> = Designation and work structure is independent to each other.

H<sub>0l</sub> = Designation and communication channel is independent to each other.

H<sub>0m</sub> = Designation and superior-subordinate relationship is independent to each other.

H<sub>0n</sub> = Designation and job flexibility is independent to each other.

H<sub>0p</sub> = Designation and training and development policy are independent to each other.

H<sub>0q</sub> = Designation and motivation with respect to working environment are independent.

H<sub>0r</sub> = Designation and grievance handling is independent to each other.

H<sub>0s</sub> = Designation and job satisfaction is independent to each other

## 5. Analysis and Measurement

1. All Variable scale: (Table 5.1)

Table 5.1: All Variable scale (Case Processing Summary)

	N	%
Cases Valid	100	100.0
Excluded	0	.0
Total	100	100.0

List wise: based on all variables in the procedure.

2 Reliability Test - Cronbach's alpha is most common measure of internal consistency. It is most commonly used when we have multiple likert question in questionnaire that form a scale and we wish to determine the scale is reliable or not. If the result of the analysis is more than .6 then the data is said to be authentic. (refer Table 5.2)

Table 5.2: Reliability test

Cronbach's Alpha	N of Items
.836	18

Here the data reliability test comes to .836, it means the data is very much authentic.

3. Chi square test: As the report aims at determining the impact of motivational practices on executives & non executives employees, hence, for the same purpose, Chi square test is used. The Chi Square statistic is used for testing the relationships on categorical variables.

a)  $H_{0a}$  = Designation of respondent & their commitment towards organization are independent. (Refer table 5.3.1)

Table 5.3.1: Chi Square test: Designation and commitment

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.721 <sup>a</sup>	2	.257
Likelihood Ratio	2.696	2	.260
Linear-by-Linear Association	2.458	1	.117
N of Valid Cases	100		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.69.

Interpretation: From the above table it can be seen that the p value is not significant (.257) that is more than .05 therefore we accept the null hypothesis and reject the alternative hypothesis which means that the designation of the respondent and their commitment towards organization are independent to each other it means that they are not related.

b)  $H_{0b}$  = designation of the respondent and their interest towards their work are independent (refer table 5.3.2)

Table 5.3.2: Chi Square test: Designation and Interest towards their work

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.517 <sup>a</sup>	2	.014
Likelihood Ratio	8.676	2	.013
Linear-by-Linear Association	8.226	1	.004
N of Valid Cases	100		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.56.

Interpretation –From the above table it can be seen that the p-value is significant (.014) that is less than .05 therefore we reject the null hypothesis and accept the alternative hypothesis which means that designation of respondent and their work interest are not independent on each other.

c)  $H_{0c}$ =designation of the respondent & equality of treatment in the workplace are independent. (refer table 5.3.3)

Table 5.3.3: Chi Square test: Designation and equality of treatment

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.522 <sup>a</sup>	4	.475
Likelihood Ratio	3.842	4	.428
Linear-by-Linear Association	.652	1	.419
N of Valid Cases	100		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is not significant (.479) that is more than .05 therefore we accept null hypothesis which means that the designation of the respondent and treatment of equality in the workplace are independent.

d)  $H_{0d}$  = designation of the respondent and recognition process are independent. (refer table 5.3.4)

Table 5.3.4: Chi Square test: Designation and Recognition process

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.184 <sup>a</sup>	3	.003
Likelihood Ratio	16.378	3	.001
Linear-by-Linear Association	12.969	1	.000
N of Valid Cases	100		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.23.

Interpretation: From the above table it has been seen that the p-value is significant (.003) that is less than .05 therefore we reject the null hypothesis and accept the alternative hypothesis which means that designation and the recognition process are relative to each other.

e)  $H_{0e}$ =designation of respondent and importance of wages for job efficiency are independent. (refer table 5.3.5)

Table 5.3.5: Chi Square test: Designation and wages for job efficiency

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.126 <sup>a</sup>	4	.713
Likelihood Ratio	2.149	4	.708
Linear-by-Linear Association	.553	1	.457
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.64.

Interpretation: From the above table it has been seen that the p-value is not significant (.713) which is more than .05 therefore we accept the null hypothesis which means that the designation of respondent and importance of wages to them are independent.

f)  $H_{0f}$ = designation of the respondent and participation in management are independent. (refer table 5.3.6)

Table 5.3.6: Chi Square test: Designation and participation in management

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.683 <sup>a</sup>	4	.013
Likelihood Ratio	13.835	4	.008
Linear-by-Linear Association	11.225	1	.001
N of Valid Cases	100		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is significant (.013) which is less than .05 therefore we reject the null hypothesis and accept the alternative hypothesis which means that the designation of the respondent and their participation in management is not independent to each other.

g)  $H_{0g}$  = designation of the respondent and job security are independent. (refer table 5.3.7)

Table 5.3.7: Chi Square test: Designation and job security

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.887 <sup>a</sup>	4	.096
Likelihood Ratio	8.741	4	.068
Linear-by-Linear Association	3.202	1	.074
N of Valid Cases	100		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is not significant (.096) which is more than .05 therefore we accept the null hypothesis which means that the designation of the respondent and sense of their job security is independent.

h)  $H_{0h}$  = designation & chances of personal growth career development are independent. (refer table 5.3.8)

Table 5.3.8: Chi Square test: Designation and personal growth

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.545 <sup>a</sup>	4	.819
Likelihood Ratio	1.898	4	.755
Linear-by-Linear Association	.054	1	.816
N of Valid Cases	100		



a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is not significant (.819) that is more than .05 therefore we accept the null hypothesis which means that the designation of the respondent and their chances of personal growth and career development are independent.

i)  $H_{0i}$  = designation of the respondent and their performance appraisal are independent. (refer table 5.3.9)

Table 5.3.9: Chi Square test: Designation and performance appraisal

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.317 <sup>a</sup>	3	.097
Likelihood Ratio	6.435	3	.092
Linear-by-Linear Association	6.138	1	.013
N of Valid Cases	100		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.74.

Interpretation: From the above table it has been seen that the p-value is not significant (.097) that is more than .05 therefore we accept the null hypothesis which means that the designation of respondent and their performance appraisal is independent.

j)  $H_{0j}$  = designation of the respondent and involvement in decision making are independent. (refer table 5.3.10)

Table 5.3.10: Chi Square test: Designation and involvement in decision making

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.878 <sup>a</sup>	4	.005
Likelihood Ratio	16.107	4	.003
Linear-by-Linear Association	13.811	1	.000
N of Valid Cases	100		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is .82.

Interpretation: From the above table it has been seen that the p-value is significant (.005) that is less than .05 therefore we reject null hypothesis and accept the alternative hypothesis which means that the designation of the respondent and their involvement in decision making is not independent which means that the designation and involvement in decision making is relative.

k)  $H_{0k}$  = designation of the respondent and work structure is independent. (refer table 5.3.11)

Table 5.3.11: Chi Square test: Designation and work structure

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.722 <sup>a</sup>	3	.005
Likelihood Ratio	14.661	3	.002
Linear-by-Linear Association	9.719	1	.002
N of Valid Cases	100		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.69.

Interpretation: From the above table it has been seen that the p-value is significant (.005) that is less than .05 which means we reject the null hypothesis and accept the alternative hypothesis which means that the designation of the respondent and work structure is not independent

l)  $H_{0l}$  = designation of the respondent and communication channel is independent. (refer table 5.3.12)

Table 5.3.12: Chi Square test: Designation and communication channel

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.026 <sup>a</sup>	4	.906
Likelihood Ratio	1.027	4	.906
Linear-by-Linear Association	.035	1	.851
N of Valid Cases	100		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is .82.

Interpretation: From the above table it has been seen that the p-value is not significant (.906) that is more than .05 therefore we accept the null hypothesis which means that the designation of respondent and communication channel of organization is independent.

m)  $H_{0m}$  = designation of the respondent and superior-subordinate relationship is independent. (refer table 5.3.13)

Table 5.3.13: Chi Square test: Designation and superior subordinate relationship

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.658 <sup>a</sup>	3	.034
Likelihood Ratio	8.825	3	.032
Linear-by-Linear Association	1.338	1	.247
N of Valid Cases	100		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .82.

Interpretation: From the above table it has been seen that the p-value is significant (.034) that is less than .05 therefore we reject the null hypothesis and accept the alternative hypothesis which means that the designation of the respondent and their relationship with superior and subordinate are not independent, that means the designation and relationship is relative.

n)  $H_{0n}$  = designation of the respondent and job flexibility is independent. (refer table 5.3.14)

Table 5.3.14: Chi Square test: Designation and job flexibility

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.658 <sup>a</sup>	3	.199
Likelihood Ratio	4.986	3	.173
Linear-by-Linear Association	2.288	1	.130
N of Valid Cases	100		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.15.

Interpretation: From the above table it has been seen that the p-value is not significant (.119) that is more than .05 therefore we accept the null hypothesis which means that the designation of the respondent and job flexibility to them are independent.

p)  $H_{0p}$  = designation of the respondent and training and development policy are independent. (refer table 5.3.15)

Table 5.3.15: Chi Square test: Designation and Training and development

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.270 <sup>a</sup>	4	.686
Likelihood Ratio	2.314	4	.678
Linear-by-Linear Association	1.897	1	.168
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .82.

Interpretation: From the above table it has been seen that the p-value is not significant (.686) that is more than .05 therefore we accept the null hypothesis which means that the designation of the respondent and the level of their satisfaction from training and development are independent.

q)  $H_{0q}$  = designation & motivation with respect to working environment are independent. (refer table 5.3.16)

Table 5.3.16: Chi Square test: Designation and working environment

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.128 <sup>a</sup>	4	.537
Likelihood Ratio	3.532	4	.473
Linear-by-Linear Association	.443	1	.506
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is not significant (.537) that is more than .05 therefore we accept the null hypothesis which means that the designation of respondent and motivation from environment are independent.

r)  $H_{0r}$  = designation of the respondent and grievance handling is independent. (refer table 5.3.17)

Table 5.3.17: Chi Square test: Designation and grievance handling

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.769 <sup>a</sup>	4	.312
Likelihood Ratio	5.276	4	.260
Linear-by-Linear Association	1.584	1	.208
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .41.

Interpretation: From the above table it has been seen that the p-value is not significant (.313) that is more than .05 therefore we accept the null hypothesis and reject the alternative hypothesis which means that the designation and their satisfaction to grievance handling is independent.

s)  $H_{0s}$  = designation of the respondent and job satisfaction is independent (refer table 5.3.18)

Table 5.3.18: Chi Square test: Designation and Job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.437 <sup>a</sup>	3	.004
Likelihood Ratio	15.280	3	.002
Linear-by-Linear Association	4.724	1	.030
N of Valid Cases	100		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .82.

Interpretation: From the above table it has been seen that the p-value is significant (.004) that is less than .05 therefore we reject the null hypothesis and accept the alternative hypothesis which means that the designation of the respondent and their satisfaction with job is not independent.

### 7. Findings of the Study

To achieve the stated objectives above research process was exercised. After compilation of all the research solution of the stated hypothesis, some positive and negative outcomes have been observed. It has been observed that both executive and non executive employees are committed to their organization. This means that commitment towards the organization is not affected by the designation of the employees, also, the type of work the employee is performing in the organization influence his/her interest factor towards his/her work. From the result of research hypothesis, It has also been observed that both the executives and non executives of the banks are satisfied with the management and considers them to be unbiased, gives equal recognition, good sense of involvement, high degree of job security, equal performance appraisal, good wages attract both the designations, effective communication channels, good superior- subordinate relationship, job flexibility, proper training and development opportunity, and good working environment . Though for some of the factors it has been observed that executive employees are more involved in management function, in decision making process, and also their satisfaction level is high.

### 8. Limitations

Despite of all possible efforts to make the analysis more comprehensive and scientific, this study does have certain limitations. This research work is an empirical work which is presented in descriptive manner, and therefore comprehensive conceptual analysis is not performed. The data collection may have faced biasness as it was through personal interview. Also, due to small number of sample size, it may also be said that the findings of the study are not same for the whole population. Seeking information was a tough task, since the survey was carried out during annual financial closure. Few respondents were unwilling to answer the question due to their busy schedule. The findings as being important are relatively general in context.

### 9. Conclusion

This study helps in analyzing the interrelationship between the motivational aspect of executive and non executive employees in the public and private sector bank

employees. Through literature review, probable factors were gathered and questionnaire was framed. In total for 18 factors, the hypothesis was proposed and the Chi square test was performed to measure it. The impact of these factors is more on executive employees whereas non executive employees values money more than any other factors of motivation. Also, Many factors have been seen to have a positive influence on both the designation of employees like both type of employees are satisfied with working environment, wages, communication channels, job flexibility, superior subordinate relationship, performance appraisal, job security, training and development etc. It has also been seen that executive employees are more satisfied with their involvement in management and decision making whereas non executive employees are not. Therefore necessary Steps should be taken to overcome this process. The findings of this study can be employed to further investigate the concept.

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Work motivation, [www.4lifesehelp.com/articles/inspiration\\_motivation\\_work.html](http://www.4lifesehelp.com/articles/inspiration_motivation_work.html)