Impact of Non-Monetary Rewards on Employee Motivation in Commercial Banks of Butwal Sub-Metropolitan City, Nepal

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Abstract

This study aims to explore how various non-monetary rewards affect employee motivation in commercial banks. It specifically looks at the impact of career development, recognition, job security, training, and job design on motivating employees. Given the structured nature of banking roles, understanding the influence of non-monetary rewards is crucial for enhancing employee satisfaction and productivity. A descriptive and causal-comparative research design was utilized to examine the relationship between the independent variables (non-monetary rewards) and the dependent variable (employee motivation). The research was conducted in Butwal, Nepal, involving 20 commercial banks with a total employee count of 725. Using Cochran's formula, a sample size of 258 respondents was determined. A total of 189 questionnaires were collected, resulting in a response rate of 73 percent. Data collection was carried out through a structured questionnaire based on a 5-point Likert scale, encompassing 25 items. Various statistical methods, including frequency analysis, correlation, regression, t-tests, and ANOVA, were employed for data analysis. The findings reveal that career development, recognition, and job security significantly boost employee motivation in commercial banks. Employees tend to be more motivated when they have opportunities for career advancement, receive recognition, and feel secure in their positions. Conversely, training and job design appear to have a limited impact, likely due to the repetitive nature of banking tasks. Banks should focus on implementing career advancement programs, recognition initiatives, and ensuring job stability to enhance motivation. Future research should investigate industry-specific factors and the long-term effects on performance. Policymakers are encouraged to create supportive frameworks that promote job security and career growth within the banking sector.

Key words: Non-monetary rewards, Employee motivation, Career development, Job security, Recognition.

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I. Introduction

Employee motivation plays a vital role in determining the overall performance and productivity of commercial banks. Recently, there has been increasing concern about the excessive focus on monetary rewards, which often leads to the neglect of non-monetary incentives. This oversight can result in employee dissatisfaction and decreased engagement (Malik et al., 2020). Many banking institutions prioritize financial incentives like bonuses and salary increases, believing these are the main motivators for their staff. However, studies indicate that nonmonetary rewards-such as recognition, opportunities for career advancement, and a supportive work environment-are essential for boosting employee commitment and job satisfaction (Deci et al., 2017). When nonmonetary incentives are insufficient, it can lead to lower employee morale, higher turnover rates, and diminished productivity (Sharma & Dhar, 2022). In commercial banks, where employees often deal with high job demands and customer service pressures, nonmonetary rewards can be a powerful motivational factor. This study seeks to explore the effects of non-monetary rewards on employee motivation within commercial banks, emphasizing the need for a wellrounded reward system that incorporates both financial and non-financial incentives.

Non-monetary rewards can play a crucial role in determining the success or failure of employee motivation within an organization. When implemented effectively, they can improve job satisfaction, foster organizational commitment. and enhance overall (Güngör, 2019). performance Research indicates that intrinsic motivators like career growth, recognition, and a positive work environment help create a sense of belonging and commitment among employees, which in turn boosts productivity and lowers turnover rates (Aktar et al., 2021). On the other hand, if non-monetary rewards are poorly designed or applied inconsistently, they may not motivate employees and could even lead to dissatisfaction. For example, insufficient recognition or a lack of career advancement opportunities can make employees feel undervalued, adversely affecting their engagement and performance (Zafar & Ali, 2020). In the banking sector, where employees deal with heavy workloads and high customer expectations, non-monetary incentives can provide a psychological boost, commitment reinforcing their to organizational goals (Sarma & Sapna, 2022). Thus, while non-monetary rewards have the potential to enhance motivation and success, their effectiveness relies on proper implementation and alignment with employee expectations.

Commercial banks are essential for a country's economic development as they provide financial services, facilitate trade, and maintain liquidity in the economy. The Nepal Rastra Bank (NRB, 2023) states that commercial banks in Nepal are tasked with mobilizing deposits, offering credit facilities, and supporting economic activities by financing both businesses and individuals. These banks operate within a regulatory framework set by the NRB, which aims to foster ensure financial stability and sustainable economic growth. Over the years, the banking sector in Nepal has experienced significant changes, driven by technological advancements and increasing competition, which have made it necessary to adopt effective human resource management practices, including the implementation of non-monetary rewards to boost employee motivation. Non-monetary rewards are intangible benefits offered to employees, such as recognition, opportunities for career development, work-life balance, and a positive organizational culture (Armstrong & Taylor, 2020). The understanding of nonmonetary rewards has evolved, with early motivational theories like Maslow's hierarchy of needs and Herzberg's two-factor theory highlighting the significance of intrinsic factors in motivating employees (Herzberg, 1966). In the banking sector, non-monetary become increasingly incentives have important as institutions acknowledge their influence on job satisfaction and employee retention. Research in Nepal indicates that commercial are placing greater banks non-monetary emphasis on providing rewards, such as leadership development programs, flexible work arrangements, and recognition initiatives, to motivate employees and enhance productivity (Adhikari & Shrestha, 2021). In Nepalese commercial banks, employee motivation is shaped by both monetary and non-monetary factors. Studies show that while salary and bonuses are important, elements like career advancement, job security, and a supportive work environment significantly contribute to boosting motivation (Paudel & Koirala, 2022).

Despite extensive research on employee motivation and reward systems, there remains a significant gap in understanding the specific impact of non-monetary rewards within the commercial banking sector, particularly in Nepal. Most existing studies have focused on monetary incentives such as salaries and bonuses as the primary factors driving employee motivation (Adhikari & Shrestha, 2021; Paudel & Koirala, 2022). While some research has explored non-monetary rewards, these studies have largely been conducted in developed countries, with limited focus on developing nations like Nepal, especially in sub-metropolitan **Butwal** city. where workplace dynamics and employee expectations can differ significantly (Güngör, 2019). Nepal's Moreover, economic experienced landscape has substantial changes, including a noticeable downturn that has impacted various sectors, including banking. In this context, it is crucial to understand employee views on motivation through non-monetary rewards. Additionally, previous research has often examined nonmonetary rewards in isolation, overlooking their long-term implications for job satisfaction. employee retention. and organizational performance in commercial banks (Sarma & Sapna, 2022). This study aims to fill these gaps by specifically investigating how non-monetary rewards influence employee motivation in Nepalese commercial banks located in Butwal submetropolitan city. Unlike prior research, this study will provide a thorough analysis of the effectiveness of non-monetary rewards in a rapidly evolving banking sector, offering insights that can help policymakers and bank management develop more integrated reward strategies.

Conducting this research is crucial as it offers valuable insights that can benefit various

II. Literature Review

*H*₁: *There is a significant effect of Training on Employee Motivation*

The Self-Determination Theory (SDT) proposed by Deci and Ryan in 1985 supports the idea that training significantly impacts employee motivation. According to SDT, individuals are motivated when their psychological needs for competence. autonomy, and relatedness are met. Training enhancing employees' is essential for

stakeholders, including commercial banks, employees, policymakers, and future researchers. For commercial banks, grasping the influence of non-monetary rewards on employee motivation can aid in crafting more effective human resource strategies, resulting higher job satisfaction, increased in productivity, and lower turnover rates. Employees will gain from the study as it emphasizes the significance of recognition, career development opportunities, and worklife balance, ensuring that their needs and expectations are taken into account in organizational policies (Adhikari & Shrestha, 2021). Policymakers can leverage the findings to formulate labor policies and banking regulations that encourage non-monetary incentives as a sustainable motivation tool, fostering a more engaged and committed workforce (Paudel & Koirala, 2022). Furthermore, future researchers can expand on this study by investigating new aspects of employee motivation across different sectors and economic conditions. Given Nepal's evolving economic landscape and increasing competition in the banking sector, this study seeks to offer optimal solutions for enhancing employee motivation through non-monetary rewards, ultimately contributing to the longterm success of commercial banks and their stakeholders.

competence by improving their skills and knowledge, which subsequently boosts their intrinsic motivation to excel in their roles (Deci & Ryan, 2000). Numerous empirical studies back this connection between training and employee motivation. For instance, Sahinidis and Bouris (2008) conducted research on Greek employees and discovered that training and development programs greatly enhance employee motivation and job satisfaction. Their results indicate that employees who receive adequate training feel more competent and valued, which leads to increased motivation. Similarly, Jehanzeb and Bashir (2013) explored the effects of training on motivation within Pakistan's banking sector and found that training enhances self-confidence. employees' skills and resulting higher motivation in and engagement at work. Elnaga and Imran (2013) further supported this link by demonstrating that organizations that invest in employee training see higher levels of motivation. Their study emphasized that training not only improves employees' job-related skills but also boosts commitment and lowers turnover intentions. Likewise, Nawaz and Hassan (2016) examined the relationship between training and motivation in the hotel industry, finding that employees who participate in ongoing learning and development programs show increased job motivation, productivity, and satisfaction. Hanaysha and Tahir (2016) explored how training impacts employee motivation in Malaysian companies, finding structured training programs can that significantly boost motivation by enhancing confidence and sense employees' of achievement in their roles. These studies collectively underscore the important role of training in improving employee motivation, which aligns with the principles of Self-Determination Theory. In Nepal, several studies have shown a strong positive link between training and employee motivation. For example, Neupane and Baral (2022) looked into how training and motivation affect employee performance at Tribhuvan University. Their findings indicated that wellorganized training programs greatly enhance employee motivation, which in turn leads to better performance. Similarly, Lama and Sigdel (2024) examined the effects of employee empowerment, financial motivation, and training on performance in Nepal's information technology sector. Their research revealed that comprehensive training initiatives significantly increase employee motivation, thus improving overall performance.

*H*₂: *There is a significant effect of Job design on Employee Motivation*

The Job Characteristics Theory (JCT) proposed by Hackman and Oldham in 1976 suggests that the way jobs are designed plays a crucial role in influencing employee motivation. JCT identifies five key job characteristics-skill variety, task identity, task significance, autonomy, and feedbackthat directly affect employees' psychological states, resulting in increased motivation, job satisfaction, and performance. When jobs are crafted to be more engaging, employees tend to feel a greater sense of intrinsic motivation and purpose in their work (Hackman & Oldham, 1980). Numerous empirical studies have reinforced the connection between job design and employee motivation. For instance, Humphrey, Nahrgang, and Morgeson (2007) performed a meta-analysis on job design and discovered that jobs enriched with high levels of autonomy, task significance, and feedback significantly boost employee motivation and job satisfaction. underscored Their findings that wellpsychological structured jobs promote empowerment, which in turn enhances engagement and motivation. Similarly, Chung-Yan (2010) investigated how job autonomy affects employee motivation and found that jobs offering greater autonomy foster intrinsic motivation by granting employees more control over their work processes. The study concluded that when employees can make decisions, they feel more engaged and motivated to excel in their roles. Oldham and Hackman (2010) revisited the Job Characteristics Theory and reaffirmed that jobs designed with enriched characteristics lead to increased motivation, satisfaction, and performance. Their research highlighted that employees are more motivated when they view their work as meaningful and have opportunities for skill development. In the Indian manufacturing sector, Garg and Rastogi (2006) examined the link between job design and motivation, finding that characteristics like skill variety and autonomy significantly enhance employee motivation by enabling workers to experience personal growth and a sense of accomplishment in their roles. Saragih (2011) investigated the relationship between job autonomy and motivation among Indonesian employees, discovering that jobs with high autonomy and significant tasks boost intrinsic motivation. The findings indicated that organizations that implement job enrichment strategies can cultivate a more motivated and engaged workforce. These studies collectively underscore the crucial impact of job design on employee motivation, aligning with the principles of Job Characteristics Theory. In Nepal, several studies have shown a strong positive link between job design and employee motivation. For example, Shrestha (2023) analyzed the effects of job design and compensation on employee motivation across 15 business organizations in Nepal. The results indicated that well-structured job designs significantly improve employee motivation, suggesting that those who view their jobs as well-designed tend to be more motivated. Additionally, Khadka and Khadka (2024) examined the factors affecting employee motivation in Nepalese banks after mergers. Their research found that job characteristics, such as task variety and autonomy, are positively correlated with employee achievement motivation, suggesting that enhanced job designs can effectively elevate motivation levels among bank employees.

H₃: There is a significant effect of Career Development on Employee Motivation The Self-Determination Theory (SDT), introduced by Deci and Ryan in 1985, suggests that career development plays a crucial role in boosting employee motivation. According to SDT, individuals are driven when their psychological needs for competence, autonomy, and relatedness are met. By offering opportunities for skill development and professional advancement, development initiatives career enhance employees' sense of competence, which in turn fosters intrinsic motivation (Deci & Ryan, 2000). Numerous empirical studies have reinforced the connection between career development and employee motivation. For instance, Kuvaas (2008) examined how developmental human resource practices relate to work motivation, discovering that career development opportunities like training and mentoring positively affect intrinsic motivation, ultimately leading to improved job performance. In a similar vein, Weng and Hu (2009) looked into how career growth influences organizational commitment and job satisfaction, concluding that employees ample who see career development opportunities within their organization tend to exhibit greater motivation and commitment. Further research by Newman et al. (2011) investigated the impact of perceived organizational support for career development on employee motivation in China. Their results indicated that when employees feel supported in their career growth, their intrinsic motivation and job satisfaction significantly increase. Additionally, De Vos et al. (2011) explored how career development programs contribute employee to engagement, concluding that well-structured career development initiatives are key to enhancing employees' motivation and emotional connection to the organization. Moreover, Joo and Ready (2012) studied the relationship between career satisfaction, organizational commitment, and motivation, finding that employees who are pleased with their career advancement are more motivated and show higher levels of commitment to their organization.

In the context of Nepal, Khadka (2023) explored how career development programs impact employee productivity in Nepalese commercial banks. The study found that wellimplemented career development initiatives greatly increase employee motivation, which in turn enhances productivity and job satisfaction. These results underscore the significance of career development programs in cultivating a motivated workforce in various organizational environments.

H₄: There is a significant effect of Recognition on Employee Motivation

The Two-Factor Theory, also referred to as Motivation-Hygiene Herzberg's Theory, suggests that job security plays a crucial role in influencing employee motivation. Herzberg identified hygiene factors, including job security, salary, and working conditions, as vital for preventing job dissatisfaction. While these factors may not directly boost job satisfaction, their absence can lead to considerable dissatisfaction. Thus, ensuring job security is essential for maintaining a baseline level of motivation among employees. Research has confirmed the significant impact of job security on employee motivation. For example, a study by Sverke et al. (2002) revealed that job insecurity adversely affects job satisfaction and organizational commitment, resulting in lower motivation. Similarly, Probst (2003) found that perceived job insecurity correlates with decreased job performance and motivation levels. In another study, De Witte (1999) noted that employees facing job insecurity experience heightened psychological distress, which negatively influences their motivation and engagement at work. Additionally, research by Ashford et al.

insecurity (1989) indicated that job contributes to lower job satisfaction and motivation, as employees feel they have less control over their work environment. Furthermore, a meta-analysis by Cheng and Chan (2008) confirmed that job insecurity is consistently linked to negative outcomes, such as reduced motivation and job satisfaction. In the context of Nepal, a study by Pandey (2018) explored how compensation policy and job security affect employee turnover in Nepalese financial institutions. The findings indicated that job security is a key factor in employee motivation, with greater job security associated with higher motivation and lower turnover intentions. This highlights the significance of job security in boosting employee motivation within organizations in Nepal.

*H*₅: There is a significant effect of Job Security on Employee Motivation

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III. Research Methodology

This study employed a descriptive research design aimed at providing a comprehensive overview of a subject by profiling a group, issue, individuals, or events through data collection and frequency tabulation of research variables or their interactions. This method is suitable as it focuses on describing the current situation without altering any variables. Additionally, a causal-comparative design was used to identify research relationships between independent and dependent variables following an event or action. The purpose of this design is to assess whether the independent variable had an effect on the dependent variable by comparing two or more groups based on demographic factors. Data for this study was gathered through a survey method. The research took place in Butwal, which is home to 20 commercial banks. According to a field

IV. Data Analysis and Interpretation

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survey conducted in 2025, the total number of employees in these banks was 725, forming the population for this study. The sample size was calculated using Cochran's formula, resulting in 258 respondents. A total of 189 questionnaires were collected, resulting in a response rate of 73 percent. Data was collected via a questionnaire utilizing a 5point Likert scale, where 5 indicates "Strongly Agree" and 1 indicates "Strongly Disagree." The questionnaire included 25 items. For data analysis, a variety of statistical tools were including employed, frequency, mean. standard deviation, correlation, regression, independent t-test, Mann-Whitney U test, Kruskal-Wallis test, and One-Way ANOVA. These tools facilitated effective analysis and interpretation of the data, allowing for the extraction of meaningful insights from the study.

Ta	ble	1	

Reliability Test

Variables	Cronbach's Alpha
Training	.743
Job design	.741
Career Development	.692
Recognition	.804
Job Security	.697
Employee Motivation	.827

Table 1 shows that Employee Motivation (0.827) and Recognition (0.804) have the highest reliability, indicating that the questions related to these factors are highly consistent. Training (0.743) and Job Design (0.741) also demonstrate good reliability, suggesting that their survey items effectively measure the intended concepts. Job Security

(0.697) and Career Development (0.692) have slightly lower reliability but remain within the acceptable range. However, minor improvements in the questionnaire could further enhance their consistency. Overall, the reliability of all variables is satisfactory, ensuring the data's trustworthiness for analysis.

Table 2

Descriptive Statistics

Variables	Mean	Std. Deviation
Training	3.3228	.80594
Job Design	2.9778	.78343
Career Development	2.8254	.75975
Recognition	2.1989	.58437
Job Security	2.9788	.80105
Employee Motivation	3.4931	.97315

Table 2 examines how non-monetary rewards influence employee motivation in commercial banks. The mean values reflect employees' average perception of various factors, while the standard deviation indicates the variation in their responses. Among these factors, training has a relatively high mean score (3.32), suggesting that employees see it as an important element of motivation, though responses vary. Job design and job security both have moderate mean scores (2.98), indicating that employees are somewhat satisfied with their roles and stability, but opinions differ. Career development is rated slightly below average (2.83), implying that employees may not be fully satisfied with **Normality Test**

Table 3

One-Sample Kolmogorov-Smirnov Test

growth opportunities. Recognition has the (2.20),suggesting lowest mean that employees feel underappreciated, and since its standard deviation is small, most employees share this view. On the other hand, employee motivation has the highest mean score (3.49), showing that, overall, employees feel motivated, though the high standard deviation indicates varying opinions. Among all nonmonetary rewards, training is the most valued, while recognition is the least appreciated. Despite some dissatisfaction in certain areas, the overall high motivation level suggests that employees still find reasons to stay engaged in their work

Variable	Training	Career Development	Job Design	Recognition	Job Security
Ν	189	189	189	189	189
Kolmogorov- Smirnov Z	1.232	1.326	1.353	1.699	1.386
Asymp. Sig. (2-tailed)	.096	.060	.051	.006	.043

Table 3 shows the P-values for the variables Training (0.096), Career Development (0.060), and Job Design (0.051). Since these values are greater than 0.05, it indicates that the data for these three variables follow a normal distribution. However, for Recognition and Job Security, the P-values are less than 0.05, suggesting that the data for these variables do not follow a normal distribution.

Training, Career Development and Job Design based on Gender

Table 4 reveals that the P-values for Training and Job Design are less than 0.05, indicating that the null hypothesis is rejected at the 1% and 5% significance levels, respectively. This suggests a significant difference between male and female employees regarding these two factors. The mean scores further indicate that male employees have a more favorable perception of Training and Job Design compared to female employees. However, the P-value for Career Development is greater than 0.05, leading to the rejection of the alternative hypothesis at the 5% significance level. This implies that there is no significant difference between male and female employees in terms of Career Development.

Table 4

Independent t test based on Gender

Variables	Gender	Mean	S D.	T Value	P Value
Tasiaias	М	3.44	.808	2.890	.004
Training	F	3.08	.752		
Concer Develat	М	2.83	.779	.030	.976
Career Develpt.	F	2.82	.723		
	М	3.05	.805	1.970	.050
Job Design	F	2.82	.716		

Recognition and Job Security based on Gender

Table 5

Mann Whitney U test based on Gender

Variables	Gender	Mean Rank	Z value	P value
	Male	100.48	2.015	.044
Recognition	Female Total	83.49		
	Male	95.06	.023	.982
Job Security	Female Total	94.87		

Table 5 indicates that the p-value for Recognition is less than 0.05, leading to the rejection of the null hypothesis at a 5% significance level. This suggests a significant difference in the mean rank of Recognition between male and female employees. In contrast, the p-value for Job Security exceeds 0.05, resulting in the rejection of the alternative hypothesis at the same significance level. Therefore, no significant difference is observed in the mean rank of Job Security between male and female employees.

Training, Career Development and Job Design based on Marital Status

Table 6 shows that the p-values for Training, Career Development, and Job Design are greater than 0.05. Therefore, the alternative hypotheses are rejected at a 5% significance level for these variables. This indicates that **Table 6** there is no significant difference between married and unmarried employees in terms of Training, Career Development, and Job Design.

Variables	Marital Status	Mean	S. D.	T vale	P value
Training	М	3.2567	.83681	1.70	.091
Training	UnM.	3.4581	.72644		
Career	М.	2.7937	.74788	.820	.413
Development	UnM.	2.8903	.78567		
	М.	2.9134	.80301	1.624	.106
Job Design	UnM.	3.1097	.73031		

Independent T test based on Marital Status

Recognition and Job Security based on Marital Status

Table 7

Mann Whitney U test based on Marital Status

Variables	Marital Status	Mean Rank	Z value	P value
	М.	93.60	.509	.611
Recognition	UnM.	97.87		
	Total			
	М.	89.79	1.881	.060
Job Security	UnM.	105.68		
-	Total			

Table 7 shows that the p-values for Recognition and Job Security are greater than 0.05. Therefore, the alternative hypotheses are rejected at a 5% significance level for these

significant difference in the mean rank of Recognition and Job Security between married and unmarried employees.

variables. This indicates that there is no

Training, Career Development and Job Design based on Age Group of Respondent

Table 8 shows that the p-values for Training and Job Design are less than 0.01, leading to the rejection of the null hypothesis at a 1% significance level. This indicates a significant difference among age groups of employees concerning Training and Job Design. However, the p-value for Career Development is 0.227, which exceeds 0.05. As a result, the alternative hypothesis is rejected at a 5% significance level, suggesting that there is no significant difference among age groups of employees regarding Career Development.

Table 8

Variables		Mean	Std. Deviation	F value	P value
	29-38	3.6364	.88293	6.005	.003
Training	39-48	3.1752	.70265		
	49 and above	3.5609	.93202		

One Way ANOVA based on Age Group

	Total	3.3228	.80594		
	29-38	3.0818	.60367	1.494	.227
Career	39-48	2.8050	.71808		
Development	49 and above	2.7565	.91010		
	Total	2.8254	.75975		
	29-38	3.3273	.71326	4.326	.015
Job Design	39-48	2.8628	.71835		
JOU Design	49 and above	3.1130	.91472		
	Total	2.9778	.78343		

Recognition and Job Security based on Age Group of Respondent Table 9

Krushkal Wallis test based on Age Group

Age group	Mean Rank	Chi Square	P value
29-38	93.68	32.05	.000
39-48	80.54		
49 and above	133.67		
Total			
29-38	123.48	12.44	.002
39-48	85.06		
49 and above	107.52		
Total			
	Age group 29-38 39-48 49 and above Total 29-38 39-48 49 and above Total 29-31 39-42 49 and above Total	Age groupMean Rank29-3893.6839-4880.5449 and above133.67Total123.4839-4885.0649 and above107.52Total107.52	Age groupMean RankChi Square29-3893.6832.0539-4880.54-49 and above133.67-Total29-38123.4812.4439-4885.06-49 and above107.52-Total

Table 9 shows that the p-values for Recognition and Job Security are less than 0.01, leading to the rejection of the null hypothesis at a 1% significance level. This indicates a significant difference among different age groups of employees concerning Recognition and Job Security.

Correlation Table 10

Training	Career	Job	Recognition	Job	Employee
-	Development	Design	-	Security	Motivation
1	.701**	.839**	.187**	.634**	.501**
	1	$.786^{**}$	006	.685**	.624**
		1	.233**	.677**	.613**
			1	.343**	.391**
				1	.638**
l					1
	Training 1	TrainingCareer Development1.701**11	TrainingCareerJobDevelopmentDesign1.701**.839**1.786**1	TrainingCareerJobRecognitionDevelopmentDesign1.701**.839**.187**1.786**0061.233**1	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$

**. Correlation is significant at the 0.01 level (2-tailed).

Table 10 shows that the correlation coefficients (r) for Training, Career Development, Job Design, Recognition, and Job Security in relation to Employee Motivation are 0.501, 0.624, 0.613, 0.391, and 0.638, respectively. These values indicate a

strong positive relationship between the independent variables (Training, Career Development, Job Design, Recognition, and Job Security) and the dependent variable, Employee Motivation.

Test of Multicollinearity

Multicollinearity is a statistical occurrence where independent variables exhibit a high degree of correlation with one another. It is assessed using the Variance Inflation Factor (VIF) and tolerance values. If the tolerance values exceed 0.1 and the VIF values remain below 10 for all independent variables, the regression model is considered free from multicollinearity (Burns & Bush, 2007).

Table 11

Multicollinearity

Model		Collinearity		
		Tolerance	VIF	
	Training	.286	3.495	
	Career Development	.272	3.672	
1	Job Design	.201	4.986	
	Recognition	.710	1.409	
	Job Security	.394	2.538	

Table 11 shows that the VIF values for all variables are below 10, and the tolerance values exceed 0.1. This confirms that

multicollinearity is not an issue. Therefore, regression analysis can be conducted for these variables.

Regression

Table 12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error Estimate	of	the
1	.752 ^a	.566	.554	.64994		

a. Predictors: (Constant), Job Security, Recognition, Training, Career Development, Job Design

Table 12 shows that the R value is 0.752, indicating a strong positive correlation between the independent variables (Job Security, Recognition, Training, Career Development, and Job Design) and the dependent variable. The R Square value of 0.566, also known as the coefficient of determination, suggests that 56.6% of the **Table 13** *ANOVA*

variation in the dependent variable is explained by the independent variables in the model. The Adjusted R Square, which accounts for the number of predictors and prevents overestimation, is 0.554, meaning 55.4% of the variation in the dependent variable is explained after adjustment.

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	100.737	5	20.147	47.694	.000 ^b
1	Residual	77.304	183	.422		
	Total	178.041	188			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Job Security, Recognition, Training, Career Development, Job Design Table 13 shows that the p-value is less than significant. This means the independent 0.05, indicating that the model is statistically variables (Job Security, Recognition, Training, Career Development, and Job Design) collectively have a meaningful impact on Employee Motivation.

Table 14

Coefficient

Model		Unstanda Coefficie	Unstandardized Coefficients		t	Sig.
		В	Std. Error	Beta	_	
	(Constant) Training	.080	.266	144	301 -1.582	.764
1	Career Development	.605	.120	.472	5.059	.000
	Job Design	.199	.135	.160	1.475	.142
	Recognition Job Security	.531 .229	.096 .094	.319 .188	5.511 2.429	.000 .016

a. Dependent Variable: Employee Motivation

Interpretation

Y=a+bx1+b2x2+b3x3+b4x4+b5x5

Employee Motivation= .080+.174 (Training) + .605 (Career Development) + .199 (Job design) + .531 (Recognition) + .229 (Job Security)

Table 14 shows that the p-values for Career Development (0.000), Recognition (0.000), and Job Security (0.016) are all below 0.01, indicating that these variables are significant at the 1% level. As a result, the alternative hypotheses (H2, H4, and H5) are accepted. In contrast, the p-values for Training and Job Design are greater than 0.05, meaning they are not significant at the 5% level, leading to the rejection of the alternative hypotheses (H1 and H3). Additionally, the R² value of 0.566 suggests that 56.6% of the variation in Employee Motivation is explained by Training, Job Design, Career Development, Recognition, and Job Security. The model further indicates that a one-unit change in Training results in a 0.174 change in Employee Motivation, assuming all other variables remain constant. Similarly, a oneunit change in Career Development leads to a 0.605 change in Employee Motivation, with other variables held constant.

The findings of this study reveal that Career Development, Recognition, and Job Security significantly impact Employee Motivation in commercial banks, whereas Training and Job Design do not show a significant effect. These results align with the study by Kuvaas & Dysvik (2010), which found that career opportunities development positively influence employee motivation by enhancing job commitment and engagement. Similarly, Newman et al. (2011) highlighted that career growth prospects significantly boost employees' intrinsic motivation, leading to better job performance. Regarding recognition, Herzberg (1966) emphasized that recognition acts as a strong motivator, increasing employee satisfaction and productivity. Likewise, Güngör (2011) found employees who receive that frequent recognition from their supervisors tend to be more motivated and committed to their work. In terms of job security, Dysvik & Kuvaas (2012) argued that employees with stable jobs feel more secure and motivated, leading to increased work engagement. Additionally, Aydogdu & Asikgil (2011) found that job

security reduces workplace stress and enhances employee motivation, reinforcing the present study's findings.

However, the current study does not find a significant effect of Training and Job Design on Employee Motivation, differing from several previous studies. For instance, Chiaburu & Tekleab (2005) found that training enhances employees' confidence and competence, leading to higher motivation. Similarly, Jehanzeb & Bashir (2013)concluded that training programs improve job satisfaction and commitment, ultimately boosting motivation. The insignificant effect in this study could be due to the highly

VI. Conclusion

it concluded Thus. is that Career Development, Recognition, and Job Security play a significant role in enhancing Employee Motivation in commercial banks. Employees are more driven when they have opportunities for growth, receive acknowledgment for their contributions, and feel secure in their jobs. On the other hand, Training and Job Design do not have a significant impact on motivation, possibly due to the structured nature of banking jobs. These findings suggest that banks should prioritize career advancement programs, recognition initiatives, and job stability to foster a more motivated workforce. Future research could explore industryspecific factors that influence motivation and examine the long-term effects of these variables on employee performance.

The findings of this study have several practical and theoretical implications. For banks and HR managers, it is essential to focus on career development programs, effective employee recognition systems, and job security to enhance motivation. Providing

VII. Reference

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structured nature of commercial banks, where training might be seen as a routine activity rather than a motivational factor. Regarding Job Design, Hackman & Oldham (1976) proposed the Job Characteristics Model, which states that well-designed jobs enhance employee motivation by increasing autonomy and task significance. Furthermore, Parker et al. (2001) found that employees in dynamic job roles with greater responsibility are more motivated and engaged. However, in the context of commercial banks, jobs tend to be standardized with limited flexibility, which might explain why job design does not significantly influence motivation.

clear career growth opportunities, acknowledging employee contributions, and maintaining job stability can lead to higher engagement and productivity. For policymakers, banking regulations and policies should encourage career progression employee frameworks and recognition strategies to retain a motivated workforce. Ensuring job security through supportive policies can enhance employee satisfaction and reduce turnover rates. From a research perspective, this study highlights the need for further exploration of industry-specific motivational factors. Future studies can examine why Training and Job Design did not significantly influence motivation in the banking sector and whether similar trends exist in other industries. Additionally, employees can use these insights to seek organizations that offer career growth, recognition, and job security, ultimately leading to a more fulfilling and motivating work environment.

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