



A STUDY OF MOTIVATIONAL ORIENTATION OF EMPLOYEES IN NATIONALIZED BANKS AT AGARTALA

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ABSTRACT

The article investigates the role played by Intrinsic and Extrinsic variables in the process of motivation of bank employees. It also examined the relationship between motivating variables and employee motivation. Lastly, the article highlights the importance of motivation in development of employee's performance. From the conclusion it can be recommended that banking sector must focus a lot upon the well being of its Human Resources, so that they can achieve a competitive advantage through them and stand apart as well stand strong in such hard times as in current global financial crisis when financial sector is experiencing a tight squeeze in external environment. Intrinsic instruments are strongly advised to be more aligned for the entire banking sector. The article concludes that relationship with employee motivation and performance remains inseparable.

INTRODUCTION

Individual differences and work-context characteristics may lead to differences in employees' motivation, job satisfaction and performance. In an era when organizations seek to attract and retain highly qualified employees, managers and designers of motivation systems should carefully scrutinize and evaluate the reward preferences of their personnel. Literature on work motivation has long been focused into two major approaches the organizational economic approach – focusing on extrinsic rewards; and the organizational behavior approach – emphasizing intrinsic motivation. A milestone in the successes of an organization is to fulfill the continuous changing needs of organization and employees; heavy responsibility falls on top management to develop strong relationship between them. Organizations expect employees to follow the rules and regulations, work according to the standards set for them;

the employees expect good working conditions, fair pay, fair treatment, secure career, power and involvement in decisions. These expectations of both parties vary from organization to organization. For organizations to address these expectations, an understanding of employees' motivation is required. In order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organization and employees that will fulfill the continually changing needs of both parties. At a minimum the organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At a minimum, employees expect their organization to provide fair pay, safe working conditions, and fair treatment. Traditionally most reward and recognition programmes were vague and often given in response to a manager's perception of when an employee performed exceptionally well. There were usually no set standards by which exceptional performance could be measured, and it could have meant anything from having a good attitude, assisting another department, or being consistently punctual. In current organizational settings this is no longer the case, as organizations understand the great gains derived by linking rewards and recognition to their business strategy.

CONCEPT OF MOTIVATION

Motivation comes from the Latin word "movere", which means to move. Motivation is the process of arousing and sustaining goal-directed behavior. In the words of S. P. Robbins, motivation is "The willingness to exert high levels of effort towards organizational goals, conditioned by the effort's ability to satisfy some individual needs." Motivation is concerned with energizing and directing ob behavior. H.W. Bernard defines Motivation as, "The arousal of a tendency to act to produce one or more effects". Thus by motivation we usually think of what is that volunteers a person to act. In scientific term, motivation is an energize condition of an organization that serves to directly the organization's behavior, usually a goal or goals of certain class. In the past years there has been extensive research on motivation. But no approach has been superior to other. In simple words, motivation can be defined as an external or internal influence on an individual to derive a desired behavior. In other terms, a motivated person have the awareness of specific goals that must be achieved in specific ways, therefore he/she directs its efforts to achieve such goals. It means that motivated person is best fit for the goals that he/she wants to achieve as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions. Motivation is the force that makes us do things; this is a result of our individual needs being satisfied (or met) so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated we are, it may further determine the effort we put into our work and therefore increase the standard of the output.

IMPORTANCE OF MOTIVATION FOR A MANAGER

The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. Employee motivation is also a major issue for the nationalized banks. It is a challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in successes of an organization to benefit. Motivation helps an employee to perform better which is directly proportional to the organization's overall development. Motivation helps in improving the employee's work morale which leads to job satisfaction and ultimately makes the employee loyal and committed to the organization. Thus motivation helps in reducing the employee turnover in the organization. Many business managers today are not aware of the effects that motivation can (and does) have on their business, and it is therefore important they learn and understand the factors that determine positive motivation in the workplace. The size of a business is irrelevant: whether the authority is trying to get the best out of fifty of their staff or just one, everyone needs some form of motivation. Motivation is something that is approached differently by different businesses and the responsibility of its integration lies with all immediate supervisors of staff. Motivation can have an effect on the output of your business and concerns both quantity and quality. A business relies heavily on the efficiency of production of staff to make sure that products are manufactured in numbers that meet demand for the week. If these employees lack the motivation to produce completed products to meet the demand, then the company face a problem leading to disastrous consequences. Employees are the greatest asset and no matter how efficient technology and equipment may be, it is no match for the effectiveness and efficiency of staffs. Employees who are highly motivated are the real assets of any company. If managers can successfully motivate an employee, they will work more productively, and energetically. They are more open towards assuming increased responsibility and the entire work atmosphere becomes charged with high energy. By focusing on motivation consciously, a company can transform their employees into high achievers and bring down the rate of employee turnover. Employees will be more enthusiastic about coming to work and thus less absenteeism.

THEORIES OF MOTIVATION

In his paper, "A theory of Motivation", Abraham Maslow (1954) proposed a theory which sought to explain the concept of motivation. According to this theory, once the needs at a particular level in the hierarchy of needs are satisfied, they are no longer a motivating factor for an individual. The five levels of hierarchy are Physiological needs, security needs, social needs, esteem needs and self actualization needs. As each of these needs become substantially satisfied, the next need becomes dominant and the individual moves up the hierarchy.

The Two- Factor theory of motivation was developed by Frederick Herzberg (1959) as an extension of Maslow's work. He carried out a study in which he tried to assess the job satisfaction or dissatisfaction of the respondents. On the basis of his findings, Herzberg came to a conclusion that job satisfiers were associated with the job content and job dissatisfiers were related to the job context. The satisfiers were termed as motivators while dissatisfiers were termed as hygiene factors. While hygiene factors were responsible for preventing dissatisfaction, motivators were essential to keep the employees satisfied.

Victor Vroom (1964) was the first behaviorist scientist to propose an expectancy theory to explain work motivation. The theory is based on three variables- valence, instrumentality and expectancy and is therefore commonly termed VIE theory. The theory focuses on the relationship between efforts, performance, rewards and personal goals.

Apart from these Alderfer's (1972) existence, relatedness and growth (ERG theory) and Argryis's (1959) immaturity and maturity theory are also few notable motivational theories.

FACTORS OF MOTIVATION

- a) Pay.
- b) The work Content.
- c) Promotion.
- d) Working condition.
- e) Supervision.
- f) Recognition.
- g) General.
- h) Benefits.
- i) Personal.

PAY

Salaries do play a significant role in determining of job satisfaction. Pay is an instrument in fulfilling so many needs. Money facilitates the obtaining of food, shelter, and clothing and provides the means to enjoy valued leisure interest outside of work. Moreover, pay can serve as symbol of achievement and a source of recognition. Employees often see pay as a reflection of organization. Fringe benefits have not been found to have strong influence on job satisfaction as salaries do.

THE WORK CONTENT

Along with pay, the content of the work itself plays a very major role in determining how satisfied employees are with their jobs. By and large, employees want jobs that are challenging; they do not want to be doing mindless jobs day after day. The two most important aspects of the work itself that influence job satisfaction are variety and control over work methods and work place.

In general, job with a moderate amount of variety produce the most job satisfaction. Jobs with too little variety cause employees to feel bored and fatigued. Jobs with too much variety and stimulation cause workers to feel psychologically stressed and 'burnout'.

PROMOTION

Promotional opportunities have a moderate impact on job satisfaction. A promotion to a higher level in an organization typically involves positive changes, supervision, job content and pay. Jobs that are at the higher level of an organization usually provide employees with more freedom, more challenging work assignments and high salary.

SUPERVISION

Two dimensions of supervisor styles are there that are being followed in an organization.

1. Employee centered or consideration supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them.
2. The other dimension of supervisory style influence participation in decision making, employee who participates in decision that affect their job, display a much higher level of satisfaction with supervisor and the overall work situation.

WORKING CONDITION

The employees desire good working condition because they lead to greater physical comfort. The working conditions are important to employees because that can influence life outside of work. If people are require working for long hours and / or overtime, they will have very little felt for their families, friends and recreation outside work.

RECOGNITION

Recognition indicates assigning the employees with new roles and responsibilities as per their experience and willingness to perform that task.

BENEFITS

Benefits include both monetary and non-monetary reimbursements to the employees such as pension benefits, medical benefits etc.

PERSONAL

The personal factors include the association of the employees among themselves, for instance, their cooperation, team work etc.

GENERAL

General factors include the opinion of the employees towards his future in the organization.

LITERATURE REVIEW

Ali and Ahmed (2008) conducted a study on ‘The Impact of Reward and Recognition programs on Employee’s Reward and Recognition programs’. The Sample chosen for the study was 80 employees of UNILEVER companies of Pakistan. The data gathering techniques used included a biographical questionnaire and the Work Satisfaction and Motivation Questionnaire as set out by De Beer (1987). Reward and recognition programs were taken as independent variable and employee satisfaction was taken as dependent variable. The questionnaire included nine dimension namely work content, payment, promotion, recognition, working conditions, benefits, personal, leadership and general. 80 questionnaires were distributed among the employees out of whom 65 were responded appropriately giving an 85% response which is acceptable to make this study rigorous and generalizable. The statistical methods involved those of descriptive (mean and standard deviation) and inferential statistics (Pearson Correlation) for the predictors of motivation and satisfaction of employees. The factors affecting satisfaction were identified; payment (0.86), promotion (0.74), working condition (0.61), Personal (0.37) as Analysis showed immense support for positive relationship between Reward and Employee Satisfaction. This exploratory study suggests for the positive relationship between reward and satisfaction.

Khan, Farooq and Ullah (2010) conducted a study on ‘The Relationship between Rewards and Employee Motivation in Commercial Banks of Pakistan’. The researchers took employee motivation as dependent variable and Rewards (payment, benefits, promotion and recognition) as independent variable. A standardized tool on motivation developed by De Beer (1987) was used as a questionnaire including biographical and work motivation questionnaires and a quantitative research was conducted. A sample of 200 bank employees was surveyed among which 167 employees completed the questionnaire. The reliability and validity of tool was checked through cronbach- alpha. Interviews were conducted from the targeted population generally and some of the important personnel were considered specifically from the same sample. Regarding the relationship of reward and motivation, the employees of the target population were given open option to point out different aspects of the reward system. The intentions of this study were focused on the effectiveness of reward system to motivate employees of commercial banks. Correlation and One-way ANOVA were used to analyze and interpret the information. The results found in the correlation between employees motivation and rewards, payment ($r=0.78$, $p<0.01$) is significantly related with employee work motivation in commercial banks. Though the research conducted reveals that the rewards were not appropriate to the employee’s needs. Promotion process was slow. It was recommendation that rewards were not according to the employee’s expectation.

Tahir, Ahmed, Sahoo, Azam, Marwat & Ullah (2010) conducted a study on ‘A Comparison of Intrinsic & Extrinsic Compensation Instruments in the Banking Sector of Pakistan’. The researchers took employee motivation and performance as dependent Variable & compensation Strategies (extrinsic and intrinsic) as independent variable. They conducted an unstructured interview with open-ended question on 20 officers. An exploratory qualitative research design was developed for assessing the impact of different instruments of compensation on different work related issues. The paper concluded that compensation management has a direct relationship with employee motivation & performance. Extrinsic benefit plans (basic salary, increment, medical refunds, house loans) and intrinsic benefit plans (Friendly work environment, promotion, Training and Development) play the role of

motivators for the employees and associate them with jobs and organization. It was found that employees had general acceptance that their salary and benefits package is relatively better in the banking sector of Pakistan and a high level of satisfaction was felt and observed in employees regarding their extrinsic factors. The paper recommends extrinsic factors as the basis but intrinsic as the beauty as only the inner satisfaction can produce optimum quality.

Tan, Lye, Ng and Lim (2010) conducted a study on 'Motivational Factors in influencing Knowledge Sharing among Banks in Malaysia'. The researchers took employee's knowledge sharing as dependent variable & motivational factors (intrinsic and extrinsic factors) as independent variable. Questionnaire method was used to collect primary data and Likert scale was applied. Simple Random Sampling was used and the sample size was 195. Reliability of the variables was checked by using Cronbach Alpha. They had applied t- Test, rank correlation, mean and standard Deviation to analyze the data. The researchers found that there is a significant correlation between Motivational Factors and Knowledge Sharing process. Among the variables tested, Information Technology (IT) has the highest mean, which are 3.86 with standard deviation 0.550. This is because IT motivates KS due to its increasing importance in this competitive world in capturing and storing crucial knowledge.

OBJECTIVES OF THE STUDY

- (i) To find out the differences in motivational orientations viz. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general of bank employees with reference to gender.
- (ii) To find out the differences in motivational orientations viz. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general of bank employees with reference to rank in the organization.

Hypothesis 1: There are significant gender differences in motivational orientations (all nine dimensions i.e. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general) of employees in nationalized banks in Agartala.

Hypothesis 1 A: There are significant gender differences in motivational orientations with reference to work content.

Hypothesis 1 B: There are significant gender differences in motivational orientations with reference to payment.

Hypothesis 1 C: There are significant gender differences in motivational orientations with reference to promotion.

Hypothesis 1 D: There are significant gender differences in motivational orientations with reference to recognition.

Hypothesis 1 E: There are significant gender differences in motivational orientations with reference to working conditions.

Hypothesis 1 F: There are significant gender differences in motivational orientations with reference to benefits.

Hypothesis 1 G: There are significant gender differences in motivational orientations with reference to personal.

Hypothesis 1 H: There are significant gender differences in motivational orientations with reference to supervisor.

Hypothesis 1 I: There are significant gender differences in motivational orientations with reference to general.

Hypothesis 2: There are significant rank differences in motivational orientations (all nine dimensions i.e. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general) of employees in nationalized banks in Agartala.

Hypothesis 2 A: There are significant rank differences in motivational orientations with reference to work content.

Hypothesis 2 B: There are significant rank differences in motivational orientations with reference to payment.

Hypothesis 2 C: There are significant rank differences in motivational orientations with reference to promotion.

Hypothesis 2 D: There are significant rank differences in motivational orientations with reference to recognition.

Hypothesis 2 E: There are significant rank differences in motivational orientations with reference to working conditions.

Hypothesis 2 F: There are significant rank differences in motivational orientations with reference to benefits.

Hypothesis 2 G: There are significant rank differences in motivational orientations with reference to personal.

Hypothesis 2 H: There are significant rank differences in motivational orientations with reference to supervisor.

Hypothesis 2 I: There are significant rank differences in motivational orientations with reference to general.

RESEARCH METHODOLOGY

POPULATION

The population under study will include bank employees in nationalized banks at Agartala.

SAMPLE OF STUDY

In the study, an attempt will be made to select a representative and unbiased sample. A total of 70 questionnaires were distributed to the respondents and a total of 64 respondents filled up the questionnaire accurately. The respondents are the 64 bank employees who are working in branches of State Bank of India, Allahabad Bank and Indian Overseas Bank.

SAMPLE DESCRIPTION

The population for this study comprised bank employees in various nationalized banks. A total of 70 questionnaires were administered to the potential respondents' chosen from 3 nationalized banks. Selected banks for this study are:

Name of Banks	Branches
1. State Bank of India (SBI)	RMS Chowmuhani Branch
	Agartala branch
	Chittaranjan Rd. branch
	Ramnagar branch
	Bazaar Branch
	Vijay Kumar chowmuhani
2. Indian Overseas Bank	Kasari Pattti Branch
3. Allahabad Bank	HGB Rd Branch

From the total of 64 respondents, 34 (53 percent) respondents are male, while 30 (47 percent) are female. Given below table summarizes the sample statistics.

TABLE NO – 1.1 TABLE SHOWING OPINION OF RESPONDENTS TOWARDS GENDER

Gender	No. of Respondents	Percentage
Male	34	53
Female	30	47

The above table indicates that:

53 percent respondents are male, and 47 percent of the respondents are female.

TABLE NO – 1.2 TABLE SHOWING OPINION OF RESPONDENTS TOWARDS RANK

Rank	No. of Respondents	Percentage
Managerial Staffs	22	34
Operative Staffs	42	66

The above table indicates that:

34 percent of respondents come under managerial staffs and 66 percent of respondents come under operative staffs.

SOURCES OF DATA

The study is based on both primary and secondary data. The primary data were collected through De Beers (1987) standardized Questionnaire. The required secondary was collected from books, journals and web-sites.

SAMPLING TECHNIQUES

The methodology followed for collecting data, selection of sample was through non-probability sampling method under which convenience sampling was used.

TOOL USED

De Beers (1987) standardized questionnaire for work satisfaction and motivation was used to collect data. The tool is a standardized tool and has been widely used by various researchers for studying employee motivation. The tool was administered individually, with minor modifications, to all the respondents and doubts (if any) were removed. De Beers tool measures motivational orientation with sub dimensions, hence it can be said that it is difficult to measure the motivational orientation directly and motivational orientation is a constraint.

Motivational orientation can be quantified with the help of its nine factors viz. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general.

VARIABLES

Work motivation was treated as the dependent variable and gender and rank were taken as independent variables.

STATISTICS USED**DESCRIPTIVE STATISTICS**

Mean and standard deviation were calculated for each of the variable. The Cronbach alpha was tested for internal reliability. Independent sample t test was used to compare the groups (male and female, graduate and post graduate and Managerial and operative staffs).

INDEPENDENT SAMPLE T-TEST

To analyze the data independent sample t tests was used. As the numbers of groups to be compared were two in each case hence it was thought to use t test instead of any other statistical technique. An exploratory research design was used to complete the thesis.

EMPIRICAL ANALYSIS

Hypothesis 1 A: There are significant gender differences in motivational orientations with reference to work content.

TABLE 1.1 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND WORK CONTENT

Group	N	Mean	Standard Deviation	T	Level of significance
Male	34	3.8080	.32649	-.189	.851
Female	30	3.8235	.33096	-.189	

Table 1.1 reveals that the t value for males and females is not significant. Hence our sub hypotheses that there is a significant relationship between gender and work content are not supported. This shows that both males and females prefer similar level of work content.-

Hypothesis 1 B: There are significant gender differences in motivational orientations with reference to payment.

TABLE 1.2 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND PAYMENT

Group	N	Mean	Standard Deviation	T	Level of significance
Male	34	3.4485	.65649	-1.149	.250

Female	30	3.6250	.55998	-1.160	
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Table 1.2 reveals that the t value for males and female is not significant. So from the table, it is observed that both males and females have same preferences towards payment.

Hypothesis 1 C: There are significant gender differences in motivational orientations with reference to promotion.

TABLE 1.3 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND PROMOTION

Group	N	Mean	Standard Deviation	T	Level of significance
Male	34	3.6667	.60302	-1.154	.250
Female	30	3.8333	.54492	-1.161	

Table 1.3 reveals that the t value for males and females is not significant. Hence, there lies no significant relationship between preferences of genders and promotion.

Hypothesis 1 D: There are significant gender differences in motivational orientations with reference to recognition.

TABLE 1.4 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND RECOGNITION

Group	N	Mean	Standard Deviation	t	Level of significance
Male	34	3.2868	.55777	-3.341	.001
Female	30	3.7667	.59064	-3.329	

Table 1.4 indicates that the t value for recognition between males and females is significant. The table also reveals that mean value for females is more than the mean value for males this shows that females prefer recognition as a source of motivation when compared with males. Hence the hypothesis that males and females have significant relationship with recognition is supported.

Hypothesis 1 E: There are significant gender differences in motivational orientations with reference to working conditions.

TABLE 1.5 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND WORKING CONDITIONS

Group	N	Mean	Standard Deviation	T	Level of significance
Male	34	3.3732	.42487	-2.078	.042
Female	30	3.6167	.51217	-2.054	

Table 1.5 indicates that the t value for working conditions between males and females is significant. The table also reveals that mean value for females is more than the mean values for males. This shows that females prefer working conditions when compared with males. Hence the hypothesis that males and female have a significant relationship with working condition is supported.

Hypothesis 1 F: There are significant gender differences in motivational orientations with reference to Benefits.

TABLE 1.6 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND BENEFITS

Group	N	Mean	Standard Deviation	t	Level of significance
Male	34	3.5490	.56188	-.695	.488
Female	30	3.6444	.53199	-.697	

Table 1.6 reveals that there is no significant relationship with benefits between male and females.

Hypothesis 1 G: There are significant gender differences in motivational orientations with reference to Personal.

TABLE 1.7 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND PERSONAL

Group	N	Mean	Standard Deviation	t	Level of significance
Male	34	3.8529	.66889	-.383	.702
Female	30	3.9167	.65763	-.384	

Table 1.7 reveals that there is no significant relationship between male and female employees with reference to Personal factors.

Hypothesis 1 H: There are significant gender differences in motivational orientations with reference to supervisor.

TABLE 1.8 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND SUPERVISOR

Group	N	Mean	Standard Deviation	t	Level of significance
Male	34	3.7500	.51124	-1.408	.162
Female	30	3.9250	.47864	-1.414	

Table 1.8 shows that there is no significant relationship between male and female employees with reference to supervisor.

Hypothesis 1 I: There are significant gender differences in motivational orientations with reference to general.

TABLE 1.9 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF GENDER AND GENERAL

Group	N	Mean	Standard Deviation	t	Level of significance
Male	34	2.4902	.89606	-.755	.453
Female	30	2.6667	.97478	-.751	

Table 1.9 shows that there is no difference between genders with reference to General factors.

Hypothesis 2 A: There are significant rank differences in motivational orientations with reference to work content.

TABLE 2.1 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND WORK CONTENT

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial	22	3.6718	.40722	2.961	.003

Staff					
Operative Staff	42	3.3046	.47097	3.143	

Table 2.1 indicates that the t value for rank and work content between managerial and operative staffs is significant. The table 2.1 also reveals that mean value for managerial more than the mean value for operative staff. This shows that males prefer work content as a source of motivation when compared with females. Hence the hypothesis that managerial and operative staffs have significant relationship with work content is supported.

Hypothesis 2 B: There are significant rank differences in motivational orientations with reference to payment.

TABLE 2.2 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND PAYMENT

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	.45883	.45883	2.896	.002
Operative Staff	42	.62497	.62497	3.278	

Table 2.2 indicates that the t value for payment between managerial and operative staffs is significant. The table also reveals that mean value for operative staffs is more than the mean value for managerial staffs. This shows that operative staffs prefer recognition as a source of motivation when compared with managerial staffs. Hence the hypothesis that managerial and operative staffs have significant relationship with payment is supported.

Hypothesis 2 C: There are significant rank differences in motivational orientations with reference to promotion.

TABLE 2.3 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND PROMOTION

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	3.8772	.37202	1.195	.147
Operative Staff	42	3.6889	.64118	1.470	

Table 2.3 indicates that there is no significant relationship between rank and promotion.

Hypothesis 2 D: There are significant rank differences in motivational orientations with reference to recognition.

TABLE 2.4 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND RECOGNITION

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	3.7763	.58864	2.301	.025
Operative Staff	42	3.4000	.60161	2.321	

Table 2.4 indicates that the t value for payment between managerial and operative staffs is significant. The table also reveals that mean value for managerial is more than the mean value for operative. This shows that managerial staffs prefer recognition as a source of motivation when compared with operative staffs. Hence the hypothesis that operative and managerial staffs have significant relationship with payment is supported.

Hypothesis 2 E: There are significant rank differences in motivational orientations with reference to work conditions.

TABLE 2.5 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND WORK CONDITIONS

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	3.5757	.53016	.956	.343
Operative Staff	42	3.4500	.45823	.901	

Table 2.5 reveals that there is no significant relationship between employees according to their ranking and working conditions.

Hypothesis 2 F: There are significant rank differences in motivational orientations with reference to Benefits.

TABLE 2.6 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND BENEFITS

Group	N	Mean	Standard Deviation	t	Level of significance
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Managerial Staff	22	3.7193	.48766	1.200	.210
Operative Staff	42	3.5407	.56537	1.275	

Table 2.6 reveals that there is no significant relationship between managerial and operative staffs with reference to benefits.

Hypothesis 2 G: There are significant rank differences in motivational orientations with reference to personal.

TABLE 2.7 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND PERSONAL

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	3.9211	.50726	.299	.732
Operative Staff	42	3.8667	.71827	.344	

Table 2.7 indicates that there is no significant relationship between managerial and operative staffs with reference to personal factors.

Hypothesis 2 H: There are significant rank differences in motivational orientations with reference to payment.

TABLE 2.8 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND SUPERVISOR

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	3.9605	.33606	1.344	.110
Operative Staff	42	3.7778	.54933	1.625	

Table 2.8 indicates that there is no significant relationship between managerial and operative staffs with reference to supervisor.

Hypothesis 2 I: There are significant rank differences in motivational orientations with reference to general.

TABLE 2.9 SIGNIFICANCE OF DIFFERENCE IN MEAN SCORES OF RANK AND GENERAL

Group	N	Mean	Standard Deviation	t	Level of significance
Managerial Staff	22	.45883	.45883	2.896	0.001
Operative Staff	42	.62497	.62497	3.278	

Table 2.9 indicates that there is a significant relationship between managerial and operative staffs with reference to general factors. The table also reveals that mean value for operative staffs is more than the mean value for managerial staffs. This shows that operative staffs prefer recognition as a source of motivation when compared with managerial staffs. Hence the hypothesis that managerial and operative staffs have significant relationship with general aspects is supported.

FINDINGS AND CONCLUSIONS

The study revealed significant differences in the work motivation of male and female employees with reference to some sub factors like recognition and working conditions .From this observations, it can be stated that motivation is affected by external factors but the hypothesis formed is not supported in this case as there is very less significance between the variables.

In case of recognition and working conditions, females were found to be more motivated by this variable with higher mean value than male employees.

Another finding of the study revealed that there is a significant difference between work motivation and rank. Factors like work content, payment, recognition and general affects the motivation of the employees according to the survey conducted. Thus an external motivational factor plays a vital role in motivating the employees. In case of work content and recognition, managerial staffs were more motivated than operative staffs but in case of payment and general aspects operative were more motivated with higher mean value.

The third finding of the study revealed promotion, payment, work content, general etc variables have no significant affect on the employees' motivation with reference to gender. Similarly promotion, supervision, working conditions has no significant affect on motivating the employees with reference to rank.

CONCLUSIONS

1. Gender differences can have different motivational requirements.
2. There are significant differences in work motivation with reference to gender with respect to recognition and working conditions.

3. There appear significant differences in employees with reference to rank in work content, payment, recognition and general.
4. Thus Hypothesis 1, i.e., There are significant gender differences in motivational orientations (all nine dimensions i.e. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general) of employees in nationalized banks in Agartala, is not supported as only two variables shows significance with gender.
5. Hypothesis 2, i.e., There are significant rank differences in motivational orientations (all nine dimensions i.e. work content, payment, promotion, recognition, working conditions, benefits, personal, supervisor and general) of employees in nationalized banks in Agartala is partially supported as only 4 variable shows significance with rank.

SUGGESTIONS FOR FURTHER RESEARCH

1. Employees should be given feedback form to state their work environment experience.
2. Benefits should be improved both in monetary and non-monetary aspects.
3. Job rotation should be encouraged to overcome work place boredom.
4. A study may be undertaken to examine the relationship between work motivation and factors affecting the motivating the employees.

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APPENDIX

WORK SATISFACTION AND MOTIVATION QUESTIONNAIRE

CONFIDENTIAL

Demographic Profile:

Designation:

Age:

Experience:

Educational Qualification: (a) 10th Qualified; (b) 12th Qualified; (c) Graduate; (d) Post-Graduate:

Gender:

2. METHOD

With each question, you have a choice of three answers. Choose one of the following:

SD= Strongly Disagree; D= Disagree; NS= Not Sure; A= Agree; SA= Strongly Agree;

Mark your answer with a cross.

3. WORK CONTENT

		SD	D	NS	A	SA
3.1	I am interested in my work	1	2	3	4	5
3.2	My work consists of a variety of work	1	2	3	4	5
3.3	I receive training daily which teaches me something new	1	2	3	4	5
3.4	My work is easy	1	2	3	4	5
3.5	The amount of work is easy to handle	1	2	3	4	5
3.6	I control the amount of work I do myself	1	2	3	4	5
3.7	I am completely independent of others	1	2	3	4	5
3.8	I regard the content of my work as responsible	1	2	3	4	5
3.9	I know exactly what my tasks are	1	2	3	4	5
3.10	I am allowed to decide on the methods for doing the work	1	2	3	4	5
3.11	I am proud to say what kind of work I do	1	2	3	4	5
3.12	My work is the way to future success	1	2	3	4	5
3.13	I will not be dismissed without good reason	1	2	3	4	5
3.14	I have the opportunity to take part when decisions are made	1	2	3	4	5
3.15	I feel that my work is of value in my department	1	2	3	4	5

3.16	There is not time for idleness	1	2	3	4	5
3.17	I have a certain degree of authority in my work	1	2	3	4	5
4. PAYMENT		SD	D	NS	A	SA
4.1	My salary is satisfactory in relation to what I do	1	2	3	4	5
4.2	I earn the same as or more than other people in a similar job	1	2	3	4	5
4.3	The basis of payment, for example overtime payment is reasonable.	1	2	3	4	5
4.4	Salary increases are decided on a fair manner	1	2	3	4	5
5. PROMOTION		SD	D	NS	A	SA
5.1	I will be promoted within the next two years	1	2	3	4	5
5.2	Everyone has an equal chance to be promoted	1	2	3	4	5
5.3	Staff are promoted in a fair and honest way	1	2	3	4	5
6. RECOGNITION		SD	D	NS	A	SA
6.1	I am praised regularly for my work	1	2	3	4	5
6.2	I receive constructive criticism about my work	1	2	3	4	5
6.3	I get credit for what I do	1	2	3	4	5

6.4	I am told that I am making progress	1	2	3	4	5
7. WORKING CONDITIONS		SD	D	NS	A	SA
7.1	My working hours are reasonable	1	2	3	4	5
7.2	I am never overworked	1	2	3	4	5
7.3	I get the opportunity to mix with my colleagues and to Communicate on aspects of our work.	1	2	3	4	5
8. BENEFITS		SD	D	NS	A	SA
8.1	My pension benefits are good	1	2	3	4	5
8.2	My medical scheme is satisfactory	1	2	3	4	5
8.3	I never have problems with my arrangements for leave	1	2	3	4	5
9. PERSONAL		SD	D	NS	A	SA
9.1	I am given work in accordance with my qualifications and skills	1	2	3	4	5
9.2	I work in the department of my choice	1	2	3	4	5
10. MY LEADER / SUPERVISOR		SD	D	NS	A	SA
10.1	Is satisfied easily	1	2	3	4	5
10.2	Will support me if there are problems	1	2	3	4	5
10.3	Can be convinced and persuaded	1	2	3	4	5

10.4	Is a warm-hearted person	1	2	3	4	5
11. GENERAL		SD	D	NS	A	SA
11.1	I have considered changing jobs	1	2	3	4	5
11.2	I have been looking out for another job	1	2	3	4	5
11.3	I am thinking of resigning	1	2	3	4	5