

Motivation and Satisfaction of Employees in the Workplace: A Case of Nepalese Commercial Banks

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Abstract

This study examines the motivation and satisfaction of employees in the workplace: A case of Nepalese commercial banks. Employee motivation and job satisfaction are the dependent variables. The selected independent variables are salary, working environment, training and development, job security, and performance appraisal. The primary source of data is used to assess the opinions of respondents regarding salary, working environment, training and development, job security, performance appraisal, employee motivation, and job satisfaction. The study is based on primary data of 123 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of motivation and satisfaction of employees in the workplace: A case of Nepalese commercial banks.

The study showed a positive impact of salary on employee motivation and job satisfaction. It indicates that higher the salary, higher would be the employee motivation and job satisfaction. Similarly, the study showed a positive impact of working environment on employee motivation and job satisfaction. It indicates that positive working environment leads to increase in employee motivation and job satisfaction. The study also revealed a positive impact of training and development on employee motivation and job satisfaction. It indicates that higher the training and development programs, higher would be the employee motivation and job satisfaction. Likewise, the study observed a positive impact of job security on employee motivation and job satisfaction. It indicates that higher the job security, higher would be the employee motivation and job satisfaction. Similarly, the study observed a positive impact of performance appraisals on employee motivation and job satisfaction. It indicates that fair performance appraisal leads to increase in employee motivation and job satisfaction.

Keywords: salary, working environment, training and development, job security, performance appraisal, employee motivation, job satisfaction

1. Introduction

Understanding the dynamics of motivation and satisfaction in the workplace is crucial for businesses aiming to foster a conducive and productive work environment. Ultimately, by prioritizing motivation and satisfaction in the workplace, organizations can cultivate a culture that attracts and retains top talent, fosters innovation and creativity, and ultimately drives sustainable growth and success. Job satisfaction reflects a person's feelings about their job. It can be seen from the positive attitude of employees towards work and every element they encounter in work environment. To increase job satisfaction, the needs of employees must be responded to by the company. This has indirectly been carried out by various human resource management activities as previously described. Job satisfaction is often seen as a combination of various emotions, values, and perceptions that a person has about their tasks (Barnett, 2017). Job satisfaction is also described as an individual expression of welfare levels related to workload and activities (Saragih *et al.*, 2020). Human resources are crucial and necessary to be managed and exploited to achieve organizational goals in the face of obstacles and tougher job competition. The purpose of adopting human resource management is for every person in a company to carry out the business's vision, mission, key responsibilities and functions, and the values they have accepted to grow and prosper (Gahlawat and Kundu, 2019). An organization requires good management in accommodating

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its needs to live and develop. The university is an educational service provider institution. Faculty and faculty and several study programs do not escape the obligation to manage their human resources properly, precisely, and optimally. Even as an institution engaged in the service sector, the central role of human resources plays an important role. Job satisfaction achieved by individuals affects all aspects of the institution, from customer satisfaction to productivity. Individual motivation to excel at work is related to perceived job satisfaction. Motivation and satisfaction are two cornerstones of a thriving workplace environment.

Motivated employees are not only more productive but also more engaged and committed to their work. Similarly, satisfied employees tend to be more loyal, creative, and contribute positively to the overall organizational culture. Understanding the dynamics of motivation and satisfaction in the workplace is crucial for businesses aiming to foster a conducive and productive work environment. Ultimately, by prioritizing motivation and satisfaction in the workplace, organizations can cultivate a culture that attracts and retains top talent, fosters innovation and creativity, and ultimately drives sustainable growth and success. Through a holistic approach that considers both individual needs and organizational objectives, businesses can create environments where employees not only thrive but also contribute meaningfully to the achieving mission and vision of the company. Motivation will affect work behavior and performance. Motivated individuals will achieve job satisfaction. In turn, this job satisfaction will affect performance so that it will be able to provide an optimal contribution to the institution (Susanti *et al.*, 2019).

Singh and Jain (2013) examined that a study of employees' job satisfaction and its impact on their performance. The study found the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction. Moreover, Oraman (2011) investigated the work motivation and job satisfaction dynamics of textile employees. The study found that the psycho-social, economic, organizational and managerial tools effective over individuals' motivation in terms of maintenance of work motivation and satisfaction of the employees in the enterprise. Similarly, Ahmed. (2011) examined that relationship between motivation and job satisfaction: a study of higher educational institutions. The study found that the positive and significant relationship among working conditions, recognition and compensation on motivation. Njiru (2014) investigated that job satisfaction and motivation among teachers of Kiharu District in Kenya. The study found that there was significant relationship between job satisfaction and motivation with working conditions, promotion, career growth and responsibilities, salary, supervision. Bhatti *et al* (2012) investigated that the job satisfaction and motivation in banking industry in Pakistan. The study found that the positive and significant relationship between job characteristics and personal outcomes, job satisfaction (general satisfaction, growth satisfaction) and high internal work motivation.

Vijayakumar and Subha (2013) investigated that impact of rewards and recognition on employee job satisfaction and motivation in private banks of Tirunelveli city. The study found that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation and satisfaction of the employees. Likewise, Xue *et al.* (2024) investigated the relationship between motivation determinants and job satisfaction among the employees of bank of China, Shanghai. The study found that there were strong positive association between work-life balance, growth opportunities, compensation and benefits, and job satisfaction among bank of China employees in Shanghai. Similarly, Serang *et al* (2023) investigated that the influence of

work motivation, compensation, and work procedures on job satisfaction and field extension performance family planning in south SULAWESI. The study found that, job motivation has a direct positive and significant effect on job satisfaction. Compensation has a positive and significant effect on job satisfaction, work methods have a positive and significant effect on job satisfaction, expanding work motivation has a positive and negligible impact on employee performance.

Mardjuni *et al.* (2022) investigated that the effect of organizational commitment, interpersonal communication, and motivation on employee satisfaction and performance. The study found that organizational commitment and work motivation have a positive and significant effect on job satisfaction, while interpersonal communication has a negative but significant effect on job satisfaction. Similarly, Hajiali *et al.* (2022) investigation the determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. The study found that the work motivation has a negative and significant impact on job satisfaction. Employee motivation in existence, connectedness, and growth is still low, but it is necessary to improve employee job satisfaction. Employee performance is influenced by competence in a positive but insignificant way. Ali and Anwar (2021) investigated that an empirical study of employees' motivation and its influence job satisfaction. The study found that there is significant relationship between the balance scorecard perspectives and job satisfaction at banking sector. Similarly, Basalamah and As'ad (2021) investigated that the role of work motivation and work environment in improving job satisfaction. The study found that both theoretically and previous empirical studies explain that increasing work motivation will increase the job satisfaction of lecturers at private universities in the city of Makassar.

Dziuba *et al.* (2020) investigated that the employees' job satisfaction and their work performance as elements influencing work safety. The study found that there is significant relationship between work safety and job satisfaction and their work performance. Similarly, Saman (2020) investigated that effect of compensation on employee satisfaction and employee performance. The study found that compensation has a significant effect on job satisfaction, in addition, compensation also has a significant effect on employee performance. Moreover, Abner and Samuel (2019) analyzed that the employee motivation in a competitive service and manufacturing sectors performance. The study found that financial and non-financial employee's motivation impact positively and statistically on customer's satisfaction

In the context of Nepal, Poudel (2023) investigated that an empirical study on factors influencing job satisfaction of human resource in bank and insurance companies of Nepal. The study found that the relation with colleague and allowances do not significantly effect on the level of job satisfaction of human resource whereas the remaining 13 motivational factors-i.e. salary, bonus, vehicle facility, trainings, job promotion, work environment, rules and regulations, loan facility, relation with superior, awards, challenging job, relation with subordinate and job security do significantly effect on job satisfaction of human resource. Likewise, Lama (2022) investigated that human resource practices and employee satisfaction in Nepalese commercial banks. The study found that recruitment and selection, training and development, compensation policy, and performance appraisal found a positive correlation with employee satisfaction. Dahal (2021) investigated that the job satisfaction in federal structure - a case of Bhojpur, Nepal. The study found that government employees from all tiers of government viz. local, provincial and federal are dissatisfied with present remuneration, benefit and employee adjustment process along with present organizational structure, wage

policy, present work performance evaluation system and decision-making system in offices but satisfied with present leave system after promulgation of federal structure.

The above discussion shows that empirical evidences vary greatly across the studies on the motivation and satisfaction of employees in commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the motivation and satisfaction of employees in the workplace: A case of Nepalese commercial banks. Specifically, it examines the relationship of salary, working environment, training and development, job security, and performance appraisals with employee motivation and job satisfaction in Nepalese commercial banks.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 123 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on salary, training and development, working environment, job security, performance appraisals, employee motivation, and job satisfaction. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee motivation and job satisfaction depend upon different factors. The dependent variable selected for the study is employee motivation and job satisfaction. Similarly, the selected independent variables are salary, working environment, training and development, job security, and performance appraisals. Therefore, the model takes the following form:

Motivation and Job satisfaction = f (salary, training and development, work environment, job security, performance appraisals)

More specifically,

$$\text{MOTV} = \beta_0 + \beta_1 S + \beta_2 \text{TD} + \beta_3 \text{WE} + \beta_4 \text{JS} + \beta_5 \text{PA} + e$$

$$\text{JS} = \beta_0 + \beta_1 S + \beta_2 \text{TD} + \beta_3 \text{WE} + \beta_4 \text{JS} + \beta_5 \text{PA} + e$$

Where,

MOTV = Motivation

JS = Job satisfaction

S = Salary

TD = Training and development

WE = Working environment

JS = Job security

PA = Performance appraisal

Motivation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “The motivation depends on the salary”, “Training and development affects the employees’ motivation” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.879$).

Job satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “The satisfaction depends on the salary”, “Training and development affects the employees’ motivation” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.843$).

Salary was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Lack of effective salary impact on the motivation and satisfaction of employees”, “It is important to access effective salary structure for better motivation and satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.837$).

Training and development factors were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Training and development programme affect to the better employees’ motivation and satisfaction,” “It is important to provide better training and development programme to enhance employee’s motivation and satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.866$).

Working environment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Working environment are important for the success of a commercial bank” “It is important to provide best working environment for employees’ motivation and satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.839$).

Job security was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Job security are clear and easy to understand for commercial bank. “It is important to make secure feelings for employees about their jobs for their motivation and satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.881$).

Performance appraisal was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Performance appraisal is needed for the success of a commercial bank in a competitive market” “It is important to conduct regular performance appraisals for employees to enhance their level of motivation and satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha (α

= 0.884).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Salary

Arshad *et al.* (2012) stated that there is a positive influence of salary on job satisfaction. Mulyadi (2013) stated that “payment for the delivery of services performed by employees”. The study revealed that an organization with a good salary level could generate the motivation of the workforce and also can ensure a bright future for the workers and also the organization (Arshad *et al.*, 2012). Arshad *et al.* (2012) showed that salary have a significant positive relationship with motivation. Rynes *et al.* (2004) compared the effect of salary and other aspects that can affect the motivation, the result is salary has the biggest positive influence compared with the other aspects. Sutrisno *et al.* (2022) examined how employee performance was influenced by salary, motivation and job satisfaction. The study found that there was a positive and significant relationship between the salary provided by leaders to employees and the company performance in the company. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between salary and motivation.

H₂: There is a positive relationship between salary and job satisfaction.

Training and development

Tahir *et al.* (2014) suggested that employee training is beneficial in bridging the gap between what employees know and the information required in successful completing a work task. Likewise, Hafeez and Akbar (2015) found that an individual involves equipping the person with conceptual and theoretical knowledge on work operations and processes. Dialoke *et al.* (2016) identified a positive and significant effect of training and development on improving service delivery and organizational performance. Samwel (2018) suggested that adequate training and development policies are necessary for developing drilling companies. Chaudhary and Bhaskar (2016) revealed a positive relationship between training and development and job satisfaction in the education sector. The findings of a study showed that training and development led to higher job satisfaction of employees who fulfilled their duties with a great deal of responsibility and the best performance (Khan, 2016). Terera and Ngirande (2014) highlighted a significant relationship between training and employee retention. Kum (2014) found that training and development have a positive impact on employees' performance. Asfaw *et al.* (2015) revealed that the more training an employee gets, the more efficient their level of performance will be. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between training and development and motivation.

H₄: There is a positive relationship between training and development and job satisfaction.

Working environment

Lestari and Sriathi (2013) stated that the work environment has a positive effect on employee work productivity. Wahyuniardi *et al.* (2018) stated that the work environment has a direct and positive effect on performance. Heizer and Render (2015) described that the work environment as the physical environment in which employees work can affect their

performance, safety and quality of work life. Hasibuan and Bahri (2018) stated that the work environment has a positive and significant effect on performance. The work environment has a direct influence on employees who carry out work, the work environment is an atmosphere where employees carry out activities every day. The work environment is the tools and materials encountered, the surrounding environment where the worker works, the work methods, and the work rules whether he does it individually or in groups (Sedarmayati, 2011). The work environment is organizational elements as a social system that has a strong influence in the formation of individual behavior in organizations and influences organizational achievement (Mulyadi and Rivai, 2012). Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between work environment and Motivation.

H₆: There is a positive relationship between work environment and job satisfaction.

Job security

Imran *et al.* (2015) examined the relationship between organizational justices, job security, and job satisfaction on organizational productivity in Pakistan. The study found a positive and significant relationship between job security and job satisfaction. Susanj and Jakopec (2012), in their study explored the role of justice perceptions and job satisfaction conclude that employee job satisfaction depends on the perceived justice levels in the organization. Rai (2013) found that perceived justice influenced job satisfaction, organizational commitment and the intention to leave. Khan *et al.* (2013), sought to determine whether job satisfaction of Islamic banks operational staff was determined through organizational climate, occupational stress, age and gender. The results reveal that organizational climate and occupational stress have a significant impact on level of job satisfaction. Job security protects against layoffs, economic downfalls, and other factors that could impact employment (Miles, 2022). Moreover, Sanyal *et al.* (2018) stated that a strong and statistically significant correlation between job security and employee job performance. Ahmed *et al.* (2017) stated that job security among employees has been found to enhance their ability to concentrate on their assigned work responsibilities, as it mitigates concerns over the potential occurrence of an unexpected termination of employment. Sanyal *et al.* (2018) suggested that over time, the experience of insecurity, coupled with a perception of organizational injustice, can significantly diminish levels of satisfaction among employees, thereby impacting their job performance. Based on it, this study develops the following hypothesis:

H₇: There is a positive relationship between job security and motivation.

H₈: There is a positive relationship between job security and job satisfaction.

Performance appraisals

Ivancevich, (2007) stated that unique terms are utilized for performance appraisal as and when needed like performance evaluation, execution examination, personnel rating, merit rating, employee appraisal and employee evaluation. The finding showed that positive relation between work performance, performance appraisal and motivation. These are interrelated and help to enhance the organizational performance. Rahman (2012) showed that there is a strong relationship between performance appraisal and employee's motivation. Atiomo (2000) agreed that the performance appraisal is always thought of in relation to one specific purpose which is pay which includes the fact serve to identify the training needs, improve the present employee performance, improving communication and motivation, and

it aid in pay determination to increase the level of employee in their job satisfaction. Based on it, this study develops the following hypothesis:

H_9 : There is a positive relationship between performance appraisals and motivation.

H_{10} : There is a positive relationship between performance appraisals and job satisfaction.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent variable and independent variables. The correlation coefficients are based on 123 observations. The dependent variables are EM (Employee motivation) and JS (Job satisfaction). The independent variables are S (Salary), WE (Working environment), TD (Training and developments), J (Job security), and PA (Performance appraisal).

Variables	Mean	S.D.	EM	JS	S	WE	TD	J	PA
EM	1.972	0.760	1						
JS	2.081	0.775	0.615**	1					
S	1.982	0.727	0.532**	0.560**	1				
WE	2.055	0.839	0.511**	0.609**	0.591**	1			
TD	2.050	0.825	0.565**	0.586**	0.606**	0.674**	1		
J	2.055	0.842	0.640**	0.596**	0.592**	0.604**	0.698**	1	
PA	2.006	0.829	0.651**	0.580**	0.513**	0.552**	0.584**	0.693**	1

Notes: The asterisk signs (**) and (*) indicate that the result are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that salary is positively correlated to employee motivation. It indicates that higher the salary, higher would be the employee motivation. Similarly, working environment is positively correlated to employee motivation. It indicates that positive working environment leads to increase in employee motivation. Likewise, training and development is positively correlated to employee motivation. It indicates that higher the training and development programs, higher would be the employee motivation. Further, job security is also positively correlated to employee motivation. It indicates that higher the job security, higher would be the employee motivation. In addition, performance appraisal is positively correlated to employee motivation. It indicates that fair performance appraisal leads to increase in employee motivation.

Similarly, the study also shows that salary is positively correlated to job satisfaction. It indicates that higher the salary, higher would be the job satisfaction. Similarly, working environment is positively correlated to job satisfaction. It indicates that positive working environment leads to increase in job satisfaction. Likewise, training and development is positively correlated to job satisfaction. It indicates that higher the training and development programs, higher would be the job satisfaction. Further, job security is also positively

correlated to job satisfaction. It indicates that higher the job security, higher would be the job satisfaction. In addition, performance appraisal is positively correlated to job satisfaction. It indicates that fair performance appraisal leads to increase in job satisfaction.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of salary, working environment, training and development, job security, and performance appraisals on employee motivation.

Table 2

Estimated regression results of salary, working environment, training and development, job security, and performance appraisals on employee motivation

The results are based on 123 observations using linear regression model. The model is $EM = \beta_0 + \beta_1S + \beta_2WE + \beta_3TD + \beta_4J + \beta_5PA + e$ where the dependent variable is EM (Employee motivation). The independent variables are S (Salary), WE (Working environment), TD (Training and developments), JS (Job security), and PA (Performance appraisal).

Model	Intercept	Regression coefficients of					Adj. R ²	SEE	F-value
		S	WE	TD	JS	PA			
1	0.798 (4.827)**	0.593 (7.567)**					0.316	0.629	57
2	0.848 (5.818)**		0.547 (8.332)**				0.359	0.608	69.421
3	0.622 (4.808)**			0.659 (11.245)**			0.507	0.534	126.452
4	0.587 (4.843)**				0.674 (12.336)**		0.553	0.508	152.169
5	0.550 (4.796)**					0.709 (13.415)**	0.595	0.484	179.971
6	0.622 (3.870)**	0.300 (2.956)**	0.368 (4.186)**				0.398	0.590	41.300
7	0.485 (3.310)**	0.170 (1.811)	0.010 (0.094)	0.551 (5.464)**			0.515	0.529	44.107
8	0.462 (3.422)**	0.039 (0.430)	0.129 (1.299)	0.355 (3.479)**	0.472 (4.683)**		0.587	0.488	44.381
9	0.267 (2.221)*	0.027 (0.342)	0.166 (1.937)	0.326 (3.697)**	0.219 (2.301)*	0.436 (6.456)**	0.693	0.421	56.081

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Employee motivation is dependent variable.

Table 2 show that the beta coefficients for salary are positive with employee motivation. It indicates that salary has a positive impact on employee motivation. This finding is consistent with the findings of Arshad *et al.* (2012). Similarly, the beta coefficients for working environment are positive with employee motivation. It indicates that working environment has a positive impact on employee motivation. This finding is consistent with the findings of Sedarmayanti (2015). Likewise, the beta coefficients for training and development are positive with employee motivation. It indicates that training and development has a positive impact on employee motivation. This finding is consistent with the findings of Hafeez and Akbar (2015). Further, the beta coefficients for job security are positive with employee motivation. It indicates that job security has a positive impact on employee motivation. This finding is consistent with the findings of Imran *et al.* (2015). In addition,

the beta coefficients for performance appraisals are positive with employee motivation. It indicates that performance appraisals have a positive impact on employee motivation. This finding is similar to the findings of Rehman *et al.* (2012).

Table 3 show the regression results of salary, working environment, training and development, job security, and performance appraisals on job satisfaction.

Table 3

Estimated regression results of salary, working environment, training and development, job security, and performance appraisals on job satisfaction

The results are based on 123 observations using linear regression model. The model is $JS = \beta_0 + \beta_1 S + \beta_2 WE + \beta_3 TD + \beta_4 J + \beta_5 PA + e$ where the dependent variable is JS (Job satisfaction). The independent variables are S (Salary), WE (Working environment), TD (Training and developments), JS (Job security), and PA (Performance appraisal).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		S	WE	TD	JS	PA			
1	0.719 (4.595)**	0.687 (9.274)**					0.411	0.595	86.000
2	0.727 (5.559)**		0.659 (11.188)**				0.504	0.546	125.181
3	0.727 (5.559)**			0.680 (11.528)**			0.519	0.537	132.886
4	0.695 (5.492)**				0.675 (11.837)**		0.533	0.530	140.105
5	0.759 (5.802)**					0.659 (10.923)**	0.492	0.552	119.302
6	0.492 (3.459)**	0.311 (3.459)**	0.473 (6.078)**				0.546	0.522	74.242
7	0.409 (2.961)**	0.232 (2.614)**	0.255 (2.632)**	0.336 (3.539)**			0.585	0.499	58.421
8	0.397 (2.936)**	0.162 (1.776)	0.181 (1.825)	0.232 (2.274)*	0.251 (2.489)*		0.603	0.488	47.278
9	0.263 (2.005)*	0.154 (1.790)	0.156 (1.664)	0.212 (2.206)*	0.078 (0.750)	0.298 (4.052)**	0.649	0.459	46.048

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Job satisfaction is dependent variable.

Table 3 show that the beta coefficients for salary are positive with job satisfaction. It indicates that salary has a positive impact on job satisfaction. This finding is consistent with the findings of Sutrisno *et al.* (2022). Similarly, the beta coefficients for working environment are positive with job satisfaction. It indicates that working environment has a positive impact on job satisfaction. This finding is consistent with the findings of Hasibuan and Bahri (2018). Likewise, the beta coefficients for training and development are positive with job satisfaction. It indicates that training and development has a positive impact on job satisfaction. This finding is consistent with the findings of Samwel (2018). Further, the beta coefficients for job security are positive with job satisfaction. It indicates that job security has a positive impact on job satisfaction. This finding is consistent with the findings of Khan *et al.* (2013). In addition, the beta coefficients for performance appraisals are positive with job satisfaction. It indicates that performance appraisals have a positive impact on job satisfaction. This finding is similar to the findings of Atiomo (2000).

4. Summary and conclusion

Motivation and satisfaction are two cornerstones of a thriving workplace

environment. Motivated employees are not only more productive but also more engaged and committed to their work. Similarly, satisfied employees tend to be more loyal, creative, and contribute positively to the overall organizational culture. Understanding the dynamics of motivation and satisfaction in the workplace is crucial for businesses aiming to foster a conducive and productive work environment. Ultimately, by prioritizing motivation and satisfaction in the workplace, organizations can cultivate a culture that attracts and retains top talent, fosters innovation and creativity, and ultimately drives sustainable growth and success. Through a holistic approach that considers both individual needs and organizational objectives, businesses can create environments where employees not only thrive but also contribute meaningfully to the achieving mission and vision of the company.

This study attempts to examine the motivation and satisfaction of employees in the workplace: A case of Nepalese commercial banks. The study is based on primary data of 123 respondents.

The major conclusion of the study is that salary, working environment, training and development, job security and performance appraisals have positive impact on employee motivation and job satisfaction in Nepalese commercial bank. The study also concludes that performance appraisal is the most influential factor followed by job security that determines the change in the employee motivation and job satisfaction in the context of Nepalese commercial bank.

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