

FACTORS AFFECTING THE MOTIVATION OF EMPLOYEES IN THE BANKING SECTOR OF BANGLADESH

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Abstract

As one of Bangladesh's largest employment sectors, the banking sector plays a vital role in the country's economy. Because the number of banks is much higher than ideally required, it has created some troubles for this sector in recent years. Consequently, the potential and existing employees have been somewhat conservative about starting or continuing a career in this sector. In contrast, this area was very lucrative even a couple of years ago. Therefore, boosting the motivation of the existing employees has become a must. Hence, this study attempts to identify the factors that motivate employees in the banking sector. An extensive literature review has been conducted to discover the motivating factors identified by previous research work at home and abroad. Next, a questionnaire was developed to examine the significance of these variables among current bankers. Primary data have been collected from private, public, foreign, and central bank employees. The data analysis shows that all 15 factors are relevant to motivating the bankers. Non-cash benefits, working conditions, job security, salary and bonus, quality supervision, relationship with co-workers, autonomy, responsibility, etc., have been found to be the most significant factors. This study recommends that the Bank management understand the individual needs of employees, which may evolve over time. The authors are confident that the study will be

of immense importance to multiple stakeholders, including the bank management and policymakers.

Keywords: *Bank employees, Motivation, Banking sector, Financial benefits & working environment, recognition, work-life balance.*

JEL Classification: *M5, M12*

1. INTRODUCTION

The economy of Bangladesh largely depends on the service sector. In the fiscal year 2022-23, the contribution of the service sector to the Gross Domestic Product (GDP) of the country was around 51% (Bangladesh Economic Review 2023). The banks largely support all three economic sectors of the country- service, agriculture, and industry- that contribute to the country's GDP. Since the country's birth, the banks have been financing the developing sectors and thus spearheading the country's growth. The country's thrusting GDP growth can only be sustained with a healthy financial system with the banks at its core and effective savings allocation to more productive ventures.

1.1 Banks in Bangladesh

The banking sector has been the lifeline of Bangladesh's economy. The banks play a huge role in financial inclusion. The banking base started during British rule, and all the banks in Bangladesh were established followed by the independence in 1971, beginning with Bangladesh Bank in 1972. Also, in the '70s, the existing banks were restructured and nationalized into six banks. With decentralization and privatization in the banking sector, seven commercial banks emerged in the '80s. As of August 2024, there are 62 scheduled banks in the country. Moreover, there are 34 non-bank financial institutions (NBFI) operating in this small market (Financial System Overview: Banks and FI, 2024). This large number of banks and financial institutions in the country results in a highly competitive market. As a result of competitive credit offerings by the banks, some

banks end up with high debt-to-capital or debt-to-equity ratios. In fact, such competition in the industry attracted scholars to conduct research on the banking sector from multiple perspectives. For instance, Mallik et al. (2021) checked the relationship between firm-specific factors and share price in the banking industry. Again, other researchers (Iqbal, 2006; Faroque et al., 2020; Aziz et al., 2020; Faisal-E-Alam and Khan, 2022), explored the job satisfaction and/or motivation of employees in the banking sector. While it is important to analyze financial performance, it is no less important to check employee motivation because to maintain a smooth operation and ensure robust performance, banks need highly motivated employees. This is the prime motivation for conducting this research.

1.2 Importance of Job Motivation in the Banking Industry

With ups and downs in the banking industry over the years, the motivation of employees to work played a vital role in sustaining it. Additionally, the recent bankruptcy of a few financial firms decayed the confidence of existing and potential employees. This is alarming because the motivation of the employees in the banking sector sets the standard for the services offered by the banks. With better job motivation, work efficiency improves, which is crucial for banks to finance deserving businesses effectively. The work done in the banks has an impact on the micro and macro economies of the country. Thus, it is of utmost importance to evaluate the job motivation of the bank employees and find the right factors to improve that. Accordingly, the major objective of this research is to pinpoint the factors that affect the motivation of employees in the banking sector of Bangladesh.

2. LITERATURE REVIEW

Job satisfaction can be enhanced substantially if the organization successfully incorporates employee motivation, job enhancement, and expectations from a job (Saleem et al. 2012). The most important factors motivating employees are respectively equitable wages and promotion, extended health benefits and other social facilities, and the working environment (Tomer, 2016). Extrinsic motivation factors such as salary, compensation package, and monetary incentives are great motivators as well (Nabi et al. 2017). Employees evaluate their work capability by the rewards they receive. Their additional contentment comes from getting fair pay for their efforts within the organization. Study finds that flexible pay of nonexempt employees does not motivate

or increase job satisfaction, but under certain conditions, individualized compensation packages for exempt employees can be a factor in work motivation (Igalens & Roussel, 1999).

There is a strong positive relationship between employee motivation, recruitment practices, and organizational performance. Most employees are financially motivated with salaries and bonuses. Other motivating factors include the introduction of yearly recognition and awards for outstanding performances, a more flexible loan scheme, and making some benefits more accessible (Adeola & Adebisi, 2016). Again, the perception of fair pay drives the bank employees to provide better service in both routine and non-routine services, resulting in overall improved firm performance (Chebat et al. 2002). An almost similar finding was reported by Şafakli & Ertanin (2012), who identified that equitable wages and promotion have the highest potential of motivating employees. Ali and Anwar (2021) found that as motivating factors, reward, compensation, incentive, and recognition have a significant positive influence on job satisfaction.

The motivational factors, such as fair wages and promotion, management policies and style, work environment, job specification, health and other services, prestige and request, non-cash benefits, sports, and setting and defining goals, and the hygiene factors, such as company policy, rate of pay, quality supervision, personal life, relation with worker, job security, and working conditions play a significant role in motivating employees in the banking sectors (Ahmed et al., 2016).

Studies have been conducted on employees in the banking sector in various countries. However, there are some commonalities in the factors that motivate employees across the countries. The employees in Serbian banks rated factors from the most to the least important as: recognition of success, possibility of promotion, autonomy in the job, good relationships with the superiors, working conditions, good relationships with colleagues, possibility of education, salary (earn) and other awards and guaranteed revenues (Ilić & Stojanovic, 2018). Al Araiimi (2013) conducted an exploratory study on 105 employees from the Omani private banking sector and revealed that the most significant factors of work motivation are the employee's relationship with his or her colleagues and salary. Kubo & Saka (2002) conducted an exploratory study to investigate company analysts' motivational needs within the Japanese financial system. The study identified three key motivators that impact company analysts: monetary incentives, human resource development, and job autonomy. A study on 200 employees of Islamic banks in Indonesia revealed a positive impact

of leadership style, job satisfaction, and work environment on employee motivation (Afif et al., 2023).

Hasanb et al. (2018) examined job satisfaction among 174 employees in one of the Malaysian banks. Among intrinsic factors, the chance to do something that makes use of an individual's abilities is given the most priority. Among extrinsic factors, the superior's competence in making decisions is prioritized by employees. A study conducted on 100 respondents in public and private sector banks in Punjab and Haryana found that salary and other monetary benefits are the main motivating factors that enhance employee performance. Performance recognition is the most important non-monetary reward. Apart from these, employees expect opportunities for personal growth and advancement from the organization (Aryan & Singh, 2015).

A study of 226 employees in private and public banks in Sri Lanka indicated higher job satisfaction among public bank employees than among private bank employees. The results indicated significant impacts of work itself, recognition of performance, challenging but doable tasks, salary, and job security on job satisfaction. The study recommends providing more financial benefits to employees (Weerasinghe et al., 2017).

Studies conducted in the context of Bangladesh have also reported almost similar findings. Iqbal (2006) studied job satisfaction among employees at commercial banks, including public, private, and foreign banks in Bangladesh. He revealed that public banks lead in terms of job security, work-life balance, autonomy, authority, and responsibility compared to their peers. In contrast, foreign banks lead regarding status, salary, and timely feedback. In Bangladesh's private commercial banks (PCB), the length of service and the number of yearly bonuses significantly impact job satisfaction (Faroque et al., 2020). On the other hand, in the public sector banks, fair competition, equal treatment, promotion opportunities, and working hours can positively influence job satisfaction (Aziz et al., 2020). Similarly, Faisal-E-Alam and Khan (2022) found that salary and benefits, job environment, peer relationships, career development, etc., lead to job satisfaction in banks.

A study conducted on the private commercial banking Sector in Rajshahi, Bangladesh, depicts that changes in factors such as management policy, promotion system, job environment, and salary structure are the deciding factors for satisfaction level. Employees were found satisfied, but a little more motivation could make them more satisfied and yield better performance (Islam & Alam,

2015). In fact, in the private banking sector of Bangladesh, good relationships with peers, fairness in reward, appropriate performance appraisal, an environment for teamwork, etc. ensure a high level of employee performance (Rahman, 2024). Again, Ali et al. (2022) showed that employee empowerment, job security, emotional intelligence, attractive compensation packages, and training and development develop employee motivation, resulting in better work performance.

3. METHODOLOGY

The paper carried out a quantitative analysis to assess the factors that influence job satisfaction in the banking industry of Bangladesh. In order to achieve the objective of the study, a questionnaire was developed, and responses were collected from a total of 112 employees working in the banking sector. The study employs several statistical tools to assess the factors affecting employee motivation. The paper used SPSS software to perform the statistical analysis.

This survey includes all the mid- and higher-level employees from public and private commercial banks. The size of the population is unknown. We sent out the survey forms to the bankers from different organizations using a convenience sampling method. We received 112 completed responses, which we used for our research purposes.

As mentioned before, sample size of this survey is 112 (male 100 and female 12). Of the 112 respondents, 28 have experience greater than 6 years, 21 have 3 to 6 years of experience and 63 have less than 3 years of experience. Of the 112 bankers, 11 represent local public commercial banks, 86 represent local private commercial banks, 3 represent foreign commercial banks, 9 of them are from central bank, and 3 of them are from other banks. So, our sample is dominated by male respondents (89%), freshers with less than 3 years of experience (56%), and employees from local private commercial banks (77%). The following statistical tools have been used to analyze the responses received from the respondents.

Descriptive statistics was used to summarize the nature of the data. The mean, standard deviation, maximum, and minimum values of the variables were used to draw conclusions about the variables taken for the research. This revealed information about respondent demographic characteristics, the degree of importance of different variables on employee motivation, etc.

Hypothesis testing was conducted using the one-sample T-test to assess the factors that the survey participants considered important determinants of job satisfaction.

A cross-tabulation of the data revealed information regarding the relationship between factors such as gender, monthly income, years of experience, and the level of job satisfaction. A Chi-

squared test was conducted to test the hypothesis that these demographic variables are unrelated to job satisfaction. The Chi-squared test is used for qualitative data. Since age is a ratio-level quantitative variable, we used correlation analysis instead of the Chi-squared test for this variable. Using Pearson correlation, the paper assessed the strength and direction of the relationship between the bankers' age and the level of job satisfaction.

The internal consistency among the variables used in the survey was assessed using Cronbach's Alpha. The test's results indicate the extent to which the survey data are reliable for further analysis. For this paper, the factors relating to the motivation of the bankers were taken from our extensive literature review. Factor analysis was conducted to identify the cluster of latent factors influencing the job motivation of the employees working in different positions in the banking industry. Before conducting factor analysis, KMO and Bartlett's Test was conducted to check the suitability of the data for conducting an effective factor analysis. In the factor analysis, along with the Principal Component Analysis as an extraction method, different statistical models such as correlation matrix, communalities, and Scree Plots were used. The Factor analysis reduced all the factors to three clusters of components that were closely related to job satisfaction. Finally, by assigning a component score to the components of the cluster, the most important factor affecting the job satisfaction of the bankers was identified.

4. RESULT AND ANALYSIS

Descriptive statistics

Table 1: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	112	24.0	41.0	29.536	3.6041
On a scale of 10, how satisfied are you with your current job? (1 being highly dissatisfied and 10 being highly satisfied)	112	1.0	10.0	6.491	1.8208
Reasonable work hours	112	1.0	5.0	4.607	.8094
Non-Cash Benefits	112	1.0	5.0	4.223	1.0285
Comfortable working condition	112	1.0	5.0	4.652	.6937
Job Security	112	1.0	5.0	4.625	.7726
Salary & Bonus	112	1.0	5.0	4.420	.8125
Quality Supervision	112	1.0	5.0	4.366	.7593
Teamwork	112	1.0	5.0	4.295	.8765
Relation with coworkers	112	1.0	5.0	4.429	.8022

Work-Life Balance	112	1.0	5.0	4.616	.7740
Performance Recognition	112	1.0	5.0	4.634	.7826
Awards for outstanding performance	112	1.0	5.0	4.420	.9265
Autonomy & responsibility	112	1.0	5.0	4.098	.8695
Participation in decision making	112	1.0	5.0	4.259	.7563
Challenging work	112	1.0	5.0	4.170	.9191
Creativity and innovation	112	1.0	5.0	4.268	.9003
Valid N (listwise)	112				

In this study, the mean age of the respondents is around 30. The minimum age of the respondents is 24, and the maximum age is 41. This study included a question regarding the overall job satisfaction of the bankers. On the 10-point scale, the mean score is 6.49 which is more than average. However, this indicates the overall satisfaction is moderate and should be improved further. From the literature review, 15 factors have been identified which the previous works found as important factors to motivate the bankers. Then, a 5-point Likert scale has been used to find the relative importance of those factors in the current context of Bangladesh. Table 1 shows a summary of the findings. All factors have a mean score of more than 4 which means that all of these are considered important by the bankers. However, it is seen that reasonable working hours, comfortable working conditions, job security, work-life balance, and performance recognition are the most important factors, with a mean score of more than 4.6. On the other hand, autonomy, non-cash benefits, participation in decision-making, challenging work, and creativity and innovation have a comparatively low score which is below 4.2. The standard deviations for all these factors, except non-cash benefits, are below 1.

Frequency Statistics

Table 2: Frequency Statistics

		Gender	Educational Background	Years of experience	Monthly Income	Nature of your organization
N	Valid	112	112	112	112	112
	Missing	0	0	0	0	0

The data has been collected from 112 bankers employed in the banking industry of Bangladesh.

Educational Background

Table 3: Educational Background

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Business	78	69.6	69.6	69.6
	Science	29	25.9	25.9	95.5
	Humanities	4	3.6	3.6	99.1
	Others	1	.9	.9	100.0
	Total	112	100.0	100.0	

In Bangladesh, although the banking sector is dominated by business graduates, graduates from other disciplines also join the profession as it is one of the promising job sectors. The above table shows that around 70% of the respondents are from a business background, 26% are from a science background, and 4% are from a humanities background.

Nature of Organization

Table 4: Nature of organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Central Bank	9	8.0	8.0	8.0
	Foreign Commercial Bank	3	2.7	2.7	10.7
	Local Private Commercial	86	76.8	76.8	87.5
	Local Public Commercial	11	9.8	9.8	97.3
	Others	3	2.7	2.7	100.0
	Total	112	100.0	100.0	

In Bangladesh, the banking sector includes public commercial banks, private commercial banks, foreign commercial banks, and the central bank. The study tried to gather data from bankers from all types of banks so that an overall picture can be revealed. Most of the respondents, 77% to be specific, work in the local private commercial banks. On the other hand, 8% of the respondents are from the country's central bank, and around 10% of the respondents are from local public commercial banks.

Cross Tabulation

Table 5: Cross Tabulation (Organization type vs job satisfaction)

		On a scale of 10, how satisfied are you with your current job? (1 = highly dissatisfied and 10 = highly satisfied)										Total
		1	2	3	4	5	6	7	8	9	10	
Nature of organization	Central Bank	0	0	1	0	0	0	4	2	1	1	9
	Foreign Commercial	0	0	0	0	0	1	0	2	0	0	3
	Local Private Commercial	3	0	4	3	8	14	28	21	5	0	86
	Local Public Commercial	1	0	0	3	2	2	1	2	0	0	11

Others	0	0	0	0	0	1	1	1	0	0	3
Total	4	0	5	6	10	18	34	28	6	1	112

The above table shows that the majority of the respondents are from private commercial banks. This is justified as the number of private commercial banks is higher than all other types of banks combined. Regarding the level of job satisfaction, 18 respondents from private commercial banks have given a rating below or equal to 5. However, of the 11 respondents from local public commercial banks, 6 have given a rating below or equal to 5. Most of the respondents from the central bank and foreign commercial banks have given a rating above 5, meaning that job satisfaction is higher there.

Gender

Table 6: Cross Tabulation of Gender and Job satisfaction

		On a scale of 10, how satisfied are you with your current job? (1 = highly dissatisfied and 10 = highly satisfied)									Total
		1	3	4	5	6	7	8	9	10	
Gender	Female	0	1	0	1	2	5	2	1	0	12
	Male	4	4	6	9	16	29	26	5	1	100
Total		4	5	6	10	18	34	28	6	1	112

Among 112 respondents, 12 were female, and 100 were male. Here, the representation of males is higher. However, this is somewhat consistent with the ratio of female employees in the banking sector. The above cross-tabulation shows that most of the employees (both male and female) have given a rating of more than 5. To gain more insight into this relation, this study has developed the following hypotheses.

H₀: There is no relationship between gender and job satisfaction.

H₁: There is a relationship between gender and job satisfaction.

Table 7: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.941 ^a	8	.938
Likelihood Ratio	3.997	8	.857
N of Valid Cases	112		

a. 12 cells (66.7%) have expected count less than 5. The minimum expected count is .11.

Here, the p-value is more than 5%. Therefore, at the 5% level of significance, we cannot reject the null hypothesis, which means there is no relationship between gender and job satisfaction.

Monthly Income

The banking sector in Bangladesh provides decent salaries, with an average starting salary of BDT 45,000 (approximately). Of the respondents, around 62% have salaries in the range of BDT 45,000 to 70,000, 13% have salaries within BDT 70,001 to BDT 1,00,000, and 14% have salaries more than BDT 1,00,000.

Table 8: Cross Tabulation of Monthly income and Job satisfaction

		On a scale of 10, how satisfied are you with your current job? (1 = highly dissatisfied and 10 = highly satisfied)										Total
		1	2	3	4	5	6	7	8	9	10	
Monthly Income	Less than 45000 Taka	1	0	1	3	2	0	3	3	0	0	13
	45,000-70000 Taka,	1	0	4	2	7	12	21	15	6	1	69
	70001-100000 Taka	1	0	0	1	0	3	3	6	0	0	14
	More than 100000 Taka	1	0	0	0	1	3	7	4	0	0	16
Total		4	0	5	6	10	18	34	28	6	1	112

This study has formulated the following hypotheses to test the relationship between monthly income and job satisfaction.

H₀: There is no relationship between monthly income and job satisfaction.

H₁: There is a relationship between monthly income and job satisfaction.

Table 9: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.534 ^a	32	.643
Likelihood Ratio	32.570	32	.439
N of Valid Cases	112		

a. 41 cells (91.1%) have expected count less than 5. The minimum expected count is .01.

Table 9 shows that the p-value is higher than 5%. At 5% level of significance, the null hypothesis cannot be rejected. So, there is no relationship between monthly income and job satisfaction.

Table 10: Cross Tabulation of Years of experience and Job satisfaction

		On a scale of 10, how satisfied are you with your current job? (1 = highly dissatisfied and 10 = highly satisfied)										Total
		1	2	3	4	5	6	7	8	9	10	
Years of experience	< 3 years	3	0	2	4	8	10	18	12	5	1	63
	3 to 6 yrs	1	0	2	0	1	4	6	7	0	0	21
	> 6 years	0	0	1	2	1	4	10	9	1	0	28
Total		4	0	5	6	10	18	34	28	6	1	112

The above table shows the cross-tabulation between years of experience and job satisfaction. It is seen that the majority of the respondents rated above 5. To check whether there is a statistically significant relationship between these variables, the following hypotheses have been formulated.

H₀: There is no relationship between years of experience and job satisfaction.

H₁: There is a relationship between years of experience and job satisfaction.

Table 11: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.966 ^a	16	.746
Likelihood Ratio	15.382	16	.497
N of Valid Cases	112		

a. 19 cells (70.4%) have expected count less than 5. The minimum expected count is .19.

The chi-square test shows that the p-value is higher than 5%. Therefore, at the 5% level of significance, the null hypothesis cannot be rejected. There is no statistically significant relationship between job experience and satisfaction.

From our literature review we identified 15 mostly cited factors that researchers found to influence the motivation of the bankers. The relative importance of the factors was measured on a scale of 1 to 5, 5 being the most important factor. A summary of the survey results regarding these factors is given below:

Table 12: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Reasonable work hours	112	4.607	.8094	.0765
Non-Cash Benefits	112	4.223	1.0285	.0972
Comfortable working condition	112	4.652	.6937	.0656
Job Security	112	4.625	.7726	.0730
Salary & Bonus	112	4.420	.8125	.0768
Quality Supervision	112	4.366	.7593	.0717
Teamwork	112	4.295	.8765	.0828
Relation with coworkers	112	4.429	.8022	.0758
Work-Life Balance	112	4.616	.7740	.0731
Performance Recognition	112	4.634	.7826	.0740
Awards for outstanding performance	112	4.420	.9265	.0875
Autonomy & responsibility	112	4.098	.8695	.0822
Participation in decision making	112	4.259	.7563	.0715
Challenging work	112	4.170	.9191	.0869
Creativity and innovation	112	4.268	.9003	.0851

The one sample statistics show that reasonable working hours, comfortable working conditions, job security, work-life balance, and performance recognition are the most important factors to motivate the employees, with a mean score of more than 4.6. This result is consistent with the previous findings. To be specific, working hours (Aziz et al. 2020), working conditions (Ilić & Stojanovic, 2018; Afif et al, 2023), job security (Iqbal, 2006), and performance recognition (Aryan & Singh, 2015; Weerasinghe et. al., 2017) were found critical factors in motivating employees. (The standard deviations of these factors are below 1. On the other hand, autonomy, non-cash benefits, participation in decision-making, challenging work, and creativity and innovation have a comparatively low score which is below 4.2. The standard deviations for these factors, too, are below 1.

One-sample t-test

Table 13: One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Reasonable work hours	21.014	111	.000	1.6071	1.456	1.759
Non-Cash Benefits	12.586	111	.000	1.2232	1.031	1.416
Working condition	25.198	111	.000	1.6518	1.522	1.782
Job Security	22.260	111	.000	1.6250	1.480	1.770
Salary & Bonus	18.491	111	.000	1.4196	1.268	1.572
Quality Supervision	19.041	111	.000	1.3661	1.224	1.508
Teamwork	15.632	111	.000	1.2946	1.131	1.459
Relation with coworkers	18.847	111	.000	1.4286	1.278	1.579
Work-Life Balance	22.098	111	.000	1.6161	1.471	1.761
Performance Recognition	22.094	111	.000	1.6339	1.487	1.780
Awards for performance	16.216	111	.000	1.4196	1.246	1.593
Autonomy & responsibility	13.367	111	.000	1.0982	.935	1.261
Participation in decision	17.616	111	.000	1.2589	1.117	1.401
Challenging work	13.467	111	.000	1.1696	.998	1.342
Creativity and innovation	14.904	111	.000	1.2679	1.099	1.436

In the one-sample t-test (Table 13), the test value has been set to 3. Hence, factors with a score higher than 3 are statistically significant. The above table shows that all 15 factors have scores

more than 3, meaning that all the factors are significant to bankers. Therefore, bank management should take all these factors into consideration.

Reliability statistics

Table 14: Reliability Statistics

Case Processing Summary			
		N	%
Cases	Valid	112	100.0
	Excluded ^a	0	.0
	Total	112	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.918	15

Cronbach's Alpha measures internal consistency among the factors. In other words, it measures how closely the data are related as a group. Here, the score is 0.918 for the 15 factors. This means the factors are very internally consistent.

Correlation analysis

Table 15: Correlation analysis (Age vs Job satisfaction)

		Age	On a scale of 10, how satisfied are you with your current job? (Please Rate from 1 to 10 in which 1 being highly dissatisfied and 10 being highly satisfied)
Age	Pearson Correlation	1	-.034
	Sig. (2-tailed)		.725
	N	112	112
On a scale of 10, how satisfied are you with your current job? (Please Rate from 1 to 10 in which 1 being highly dissatisfied and 10 being highly satisfied)	Pearson Correlation	-.034	1
	Sig. (2-tailed)	.725	
	N	112	112

Table 15 shows that the correlation coefficient is -0.34, which means that age is negatively related to job satisfaction in the banking sector. The level of satisfaction with the banking job decreases with the increase in experience.

KMO and Bartlett's Test

Table 16: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	897.063
	df	105
	Sig.	.000

The KMO and Bartlett's test has been run to assess the suitability of the data for factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy varies between 0 and 1. If the value is less than 0.5, then the data is not suitable for factor analysis. Here, the factor is 0.888, which is well above the threshold, and therefore, the data is suitable for factor analysis.

Factor Analysis

**Table 17: Factor analysis
Correlation Matrix^a**

		Reasonable work hours	Non-Cash Benefits	working condition	Job Security	Salary & Bonus	Quality Supervision	Teamwork	Relation with coworkers	Work-Life Balance	Performance Recognition	Awards for performance	Autonomy responsibility	Participation in decision	Challenging work	Creativity & innovation
C O R R E L A T I O N	Reasonable work hours	1.00	.258	.460	.540	.308	.456	.469	.456	.663	.638	.534	.286	.300	.236	.344
	Non-Cash Benefit	.258	1.00	.388	.378	.307	.333	.326	.451	.312	.349	.364	.439	.400	.255	.373
	Working condition	.460	.388	1.00	.578	.517	.484	.289	.449	.504	.493	.342	.311	.500	.320	.396
	Job Security	.540	.378	.578	1.00	.511	.436	.431	.494	.465	.397	.348	.350	.445	.243	.301
	Salary & Bonus	.308	.307	.517	.511	1.00	.523	.407	.496	.330	.343	.374	.400	.496	.290	.313
	Quality Supervision	.456	.333	.484	.436	.523	1.00	.540	.554	.303	.440	.433	.436	.477	.427	.409
	Teamwork	.469	.326	.289	.431	.407	.540	1.00	.523	.367	.526	.556	.458	.468	.441	.424
	Relation with coworkers	.456	.451	.449	.494	.496	.554	.523	1.00	.471	.525	.568	.417	.617	.414	.526
	Work-Life Balance	.663	.312	.504	.465	.330	.303	.367	.471	1.00	.539	.528	.324	.387	.320	.369
	Performance recognition	.638	.349	.493	.397	.343	.440	.526	.525	.539	1.00	.798	.331	.466	.488	.498
	Awards for performance	.534	.364	.342	.348	.374	.433	.556	.568	.528	.798	1.00	.407	.525	.508	.555
	Autonomy & responsibility	.286	.439	.311	.350	.400	.436	.458	.417	.324	.331	.407	1.00	.509	.340	.380
	Participation in decision	.300	.400	.500	.445	.496	.477	.468	.617	.387	.466	.525	.509	1.00	.558	.572
	Challenging work	.236	.255	.320	.243	.290	.427	.441	.414	.320	.488	.508	.340	.558	1.00	.641
	Creativity & innovation	.344	.373	.396	.301	.313	.409	.424	.526	.369	.498	.555	.380	.572	.641	1.00

a. Determinant = .000

The factor analysis shows that all factors are positively correlated with each other. Work-life balance and performance recognition have a strong correlation with working hours, with a correlation coefficient above 0.6 in both cases. Again, awards for outstanding performance and performance recognition have the highest correlation, with a score of 0.798. Additionally, creativity and innovation are strongly correlated with challenging work. Furthermore, teamwork and relationships with coworkers are positively correlated with quality supervision. Again, participation in decision-making, challenging work, and creativity and innovation are strongly correlated with awards for outstanding performance.

Communalities

Table 18: Communalities

	Initial	Extraction
Reasonable work hours	1.000	.811
Non-Cash Benefits	1.000	.392
Comfortable working condition	1.000	.614
Job Security	1.000	.694
Salary & Bonus	1.000	.627
Quality Supervision	1.000	.548
Teamwork	1.000	.512
Relation with coworkers	1.000	.616
Work-Life Balance	1.000	.677
Performance Recognition	1.000	.787
Awards for outstanding performance	1.000	.773
Autonomy & responsibility	1.000	.498
Participation in decision making	1.000	.685
Challenging work	1.000	.692
Creativity and innovation	1.000	.668

Extraction Method: Principal Component Analysis.

In the commonalities table, the initial column means the proportion of variance accounted for in each variable by the rest of the variables. The values in the Extraction column contain the proportion of each variable's variance that can be explained by the retained factors. In the extraction column, if the values are high, it means that the associated variables are well represented, and if the values are low, the associated variables are well represented in the common factor space.

Total Variance Explained

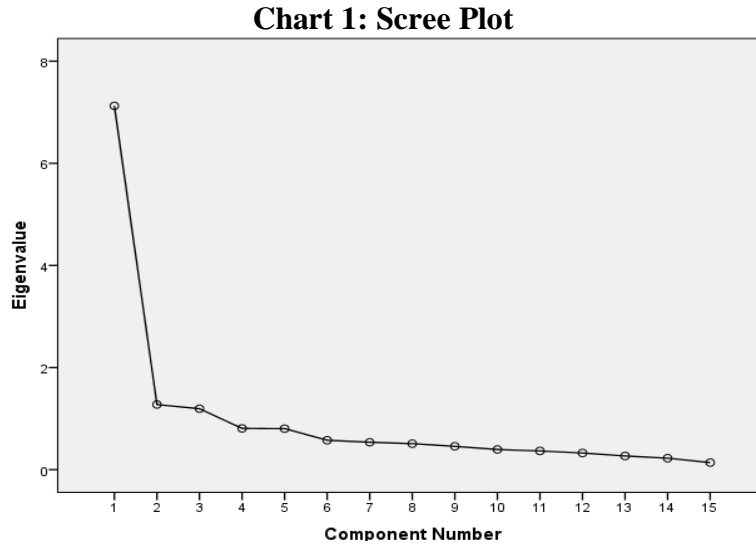
Table 19: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.125	47.499	47.499	7.125	47.499	47.499	3.422	22.813	22.813
2	1.275	8.498	55.998	1.275	8.498	55.998	3.287	21.913	44.727
3	1.194	7.959	63.957	1.194	7.959	63.957	2.885	19.230	63.957
4	.808	5.387	69.344						
5	.803	5.353	74.697						
6	.576	3.839	78.537						
7	.537	3.579	82.116						
8	.509	3.390	85.506						
9	.457	3.048	88.554						
10	.394	2.629	91.182						
11	.366	2.443	93.625						
12	.326	2.172	95.798						
13	.268	1.788	97.586						
14	.224	1.495	99.081						
15	.138	.919	100.000						

Extraction Method: Principal Component Analysis.

In the above table, the initial Eigenvalues show the variance of the factors. The total column has the eigenvalues for each factor. The first factor always has the highest variance and thus has the most eigenvalue. Each of the first three factors has an eigenvalue of more than 1. The common rule of thumb is to select components whose eigenvalue is at least 1. Using this rule, the above table explains that the 15 variables represent 3 underlying factors. The next factor accounts for as much of the remaining variance as it can, and the same continues for the successive factors. Thus, each successive factor has less variance than the previous one. The ‘% of Variance’ column contains the percentage of variance explained by each factor, whereas the ‘Cumulative %’ column contains the cumulative percentage of variance caused by the current and all prior factors. In this study, the first three factors, reasonable working hours, non-cash benefits, and comfortable working conditions, together account for 63.96% of the total variance.

Scree plot



The scree plot above depicts the Eigenvalue against each of the 15 factors. The first factor has the highest Eigenvalue and is above all other factors. From the second and third factors onward, the line heads downward and is almost flat from factors 6 and 7, meaning each successive factor accounts for smaller amounts of the total variance.

Component Matrix

Table 20: Component Matrix^a

	Component		
	1	2	3
Reasonable work hours	.678	.477	-.352
Non-Cash Benefits	.562	-.045	.272
Comfortable working condition	.679	.326	.217
Job Security	.667	.429	.254
Salary & Bonus	.637	.128	.453
Quality Supervision	.703	-.020	.229
Teamwork	.704	-.113	-.060
Relation with coworkers	.778	-.045	.089
Good Work-Life Balance	.668	.376	-.299
Performance Recognition	.770	.047	-.439
Awards for outstanding performance	.771	-.132	-.402
Autonomy & responsibility	.610	-.195	.297
Participation in decision making	.752	-.281	.202
Challenging	.629	-.522	-.158
Creativity and innovation	.691	-.416	-.135

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

The component matrix explains the Pearson Correlations between the items and the components. These correlations between the component and the variable are called factor loadings. The 3 columns under the component (as said in footnote a) are the extracted principal components.

Rotated component Matrix

Table 21: Rotated Component Matrix^a

	Component		
	1	2	3
Reasonable work hours	.244	.127	.857
Non-Cash Benefits	.543	.292	.110
Comfortable working condition	.648	.091	.431
Job Security	.690	-.004	.466
Salary & Bonus	.762	.156	.149
Quality Supervision	.602	.367	.225
Teamwork	.363	.516	.339
Relation with coworkers	.535	.468	.332
Work-Life Balance	.258	.184	.759
Performance Recognition	.146	.533	.694
Awards for outstanding performance	.138	.660	.564
Autonomy & responsibility	.560	.429	.029
Participation in decision making	.557	.602	.107
Challenging work	.157	.810	.107
Creativity and innovation	.235	.759	.191

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 10 iterations.

The Rotated Component Matrix above shows that seven factors, such as non-cash benefits, working conditions, job security, salary & bonus, quality supervision, relation with coworkers, and autonomy & responsibility, are strongly correlated with component 1. Again, five factors, i.e., teamwork, awards for outstanding performance, participation in decision-making, challenging work, and creativity and innovation, are positively correlated with component 2. Finally, three factors, such as reasonable work hours, work-life balance, and performance recognition, have a strong positive correlation with component 3. Therefore, from this analysis, this study has clustered the interrelated factors into three broad categories as follows:

Category 1 (Financial benefits and work environment): Non-cash benefits, working conditions, job security, salary and bonus, quality supervision, relations with coworkers, and autonomy and responsibility fall under this category.

Category 2 (Recognition and opportunity for taking initiatives): Teamwork, awards for outstanding performance, participation in decision-making, challenging work, and creativity & innovation are in category 2.

Category 3 (Work-life Balance): reasonable work hours, work-life balance, and performance recognition are the elements of category 3.

Component Score Coefficient Matrix

Table 22: Component Score Coefficient Matrix

	Component		
	1	2	3
Reasonable work hours	-.090	-.152	.453
Non-Cash Benefits	.215	.013	-.114
Comfortable working condition	.250	-.188	.100
Job Security	.289	-.259	.130
Salary & Bonus	.365	-.125	-.114
Quality Supervision	.204	.019	-.070
Teamwork	.004	.139	.028
Relation with coworkers	.116	.072	-.008
Work-Life Balance	-.073	-.104	.377
Performance Recognition	-.207	.133	.296
Awards for outstanding performance	-.212	.232	.192
Autonomy & responsibility	.211	.101	-.194
Participation in decision making	.149	.185	-.178
Challenging work	-.131	.400	-.125
Creativity and innovation	-.094	.336	-.082

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Next, this study calculated the rating of factors using the component score coefficient from the above table. These are shown below:

Financial benefits and work environment: $(4.2 \times 0.22) + (4.7 \times 0.25) + (4.6 \times 0.29) + (4.4 \times 0.37) + (4.4 \times 0.2) + (4.4 \times 0.12) + (4.1 \times 0.21) = 7.33$

Recognition and opportunity for taking initiatives: $(4.3 \times 0.14) + (4.4 \times 0.23) + (4.3 \times 0.19) + (4.2 \times 0.4) + (4.3 \times 0.34) = 5.57$

Work-life balance: $(4.6 \times 0.45) + (4.6 \times 0.38) + (4.6 \times 0.30) = 5.19$

So, from the scores, it can be said that financial benefits and a work environment consisting of factors non-cash benefits, working conditions, job security, salary and bonus, quality supervision, relation with coworkers, and autonomy and responsibility are the most important motivators for bank employees. Additionally, performance recognition, the scope to take initiative, and work-life balance are also important motivators.

5. DISCUSSION ON FINDINGS

This study has collected primary data from 112 respondents from bankers across different types of banks, namely, central bank, private commercial banks, public commercial banks, and foreign commercial banks. The study revealed that job satisfaction is comparatively higher in foreign commercial banks and the central bank. Moreover, the chi-squared test shows that gender, monthly income, and years of experience have no statistically significant relationship with job satisfaction. In the one-sample statistics, reasonable working hours, comfortable working conditions, job security, work-life balance, and performance recognition are the most critical factors, with a mean score of more than 4.6 (on a scale of 5), meaning that these factors are comparatively highly valued as motivating factors by the bankers. However, one sample test, where the test value has been set as 3, reveals that all 15 factors are statistically significant.

The data was tested for suitability for the factor analysis. Using the KMO and Bartlett's test, data has been found suitable for factor analysis. The factor analysis finds that all factors are positively correlated with each other. This shows the factors are not isolated. Instead, the bankers see these benefits as a comprehensive package. It is worth mentioning that awards for outstanding performance and performance have the strongest correlation, with a score of 0.798. Moreover, working hours strongly correlate with work-life balance and performance recognition, where the correlation coefficient is 0.6 in both cases. Furthermore, creativity and innovation have been found to have a strong correlation with challenging work, with a score of 0.641. The total variance explained in the table shows that 15 factors measure three underlying factors. The factor of reasonable working hours explains around 47.49% of the variance; the factor of non-cash benefits explains around 8.49% of the variance; and comfortable working conditions explain 7.96% of the variance. These three factors account for around 63.96% of the total variance. Using the rotated component matrix, the 15 factors have been categorized into 3 broad factors: Financial benefits

and work environment, Recognition and opportunity for taking initiatives, and work-life balance. The final score calculated shows that the broad factor- financial benefits and work environment has a score of 7.33. This explains that the employees are motivated most by salary & bonus, non-cash benefits, working conditions, job security, quality supervision, relation with coworkers, and autonomy & responsibility. This finding is consistent with the findings of (Ahmed et al., 2016) and (Tomer, 2016). Additionally, some employees prefer to take initiative and be recognized for that. This is reflected in the second broad factor, recognition and opportunity for taking initiatives. This finding matches the findings of (Weerasinghe et. al., 2017). Finally, work-life balance is another important broad factor to motivate the bankers.

This paper indicates that the bank management should consider these factors comprehensively while designing the benefit package for their employees. The monetary benefit is, of course, important but not the only important factor. After a certain level, employees want challenging work, the opportunity to take initiative, and recognition for that extra effort. Therefore, the management should identify how the individual needs evolve over time and how to cater to them best. This may be in the form of giving a new and exciting assignment that is different from regular works or it can be in the form of some rotation-based assignments in a different location. This will ensure motivation, job satisfaction, and employee retention in the banking sector.

6. CONCLUSION AND FUTURE RESEARCH DIRECTION

This study aims to identify the factors that motivate the bankers. By studying the previous literature on this, 15 distinct factors have been identified. Analyzing the data, this study reveals that all factors are important to motivate bankers. This outcome will work as a guide for the banks to follow because it analyzes the relevant primary data collected from the bankers. Banks will also find this handy while designing the benefit packages for various levels of employees. More importantly, banks in which employee motivation and performance are poor can implement the findings to redesign employee benefits.

Having said that, this paper is not immune to limitations. One of the major limitations of this paper is the number of respondents. Including more respondents could have provided us with richer findings. Moreover, this paper has only worked with the factors derived from extant literature and could not figure out any latent motivating factor. However, these limitations open up new avenues

for further research. Future studies may attempt to involve more respondents. Using some sort of incentive may persuade more respondents to participate in the study. Again, research may be conducted to analyze the motivating factors of bankers at different levels of organizational hierarchy. Such work will pinpoint how the motivating factors change as the bankers climb the organizational ladder. Moreover, with the advent of information technology, rich data is now available, and future studies may analyze them using text analytics and machine learning to better understand the employees' latent feelings and motivation. Research using analytics has already been started in Bangladesh in other areas. For instance, using machine learning, Saha (2023) developed a predictive model to predict exchange rates. Thus, future research incorporating the employees in the banking sector may follow suit. Furthermore, research may be attempted to check how the motivating factors differ among bankers from various types of banks- private, public, foreign, and central banks.

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