VOL. 11 NO. 2,
FEBRUARY, 2026
E-ISSN 3027-1533
P-ISSN 3026-8648

African Scholar Publications & Research International
www.africanscholarpub.com

Journal of African Innovation & Advanced Studies (JAIAS)

Motivation Criteria for Effectiveness and Efficiency in the Banking Industry: A Case Study of the Banks in Uromi, Edo State

Okukpon Kingsley
Department of Business Administration and Management, School of Business and Management Technology, National Institute of Construction Technology and Management (NICTM), Uromi, Edo State.
Corresponding Author: o.kingsley@nict.edu.ng
DOI: https://doi.org/10.70382/ajaias.v11i2.084

Abstract

This research study attempts to evaluate the motivation criteria for effectiveness and efficiency in the banking industry in Nigeria. The study tested various hypothesis on data analyzed to identify what factors form sources of motivation for staff in an organization. Analysis on how these factors; work environment, supervisory style, salaries and wages, personnel policy contributes to motivation of staff members in an organization and boost their morale for effectiveness and improved efficiency was done. Based on the research findings, this paper holds that, ensuring fair and competitive remuneration, along with periodic salary reviews and bonuses is crucial for motivating employees and also establishing clear promotion criteria and ensuring regular promotion opportunities will inspire employees to excel in their roles.

Keywords: Motivation Criteria, Effectiveness, Efficiency, Banking Industry, Banks.

Introduction

It is well known that the primary goal of any business undertaken is to make and maximize profit [Ekundayo, 2018]. In order to achieve this, a number of resources has to be put together of which human resources is of most importance because employees generally play a vital role in the upkeep and general management of the organization for its success. For this reason, it is pertinent for the employees to be in high spirit "motivation" to

drive them to put in their best at work and pursue excellence for the overall success of the organization. Motivation is a like a driving force which stimulate or arouse the willingness in an employee to carry out certain activities. Hence, understanding the behavior of employees and the role they play in an organization is key for the organization to be able to get them to operate and perform at maximum output level. Therefore, we see that motivation became a criterion for employees' effectiveness and efficiency in the workplace.

The banking industry in Nigeria for many years have been in competition despite the many problems confronting it occasioned by its environmental factors which got some of the banks liquidated [Alwedyan, 2021]. The remaining banks were able to sustained their existence through effective combination of resources including human resources and stay in business to this day. First bank Plc for example has been in existence since the time of the colonization era by the British Government and has been able to manage their resources maximally being one of the top banks in Nigeria. This goes to show that, apart from the fact that they have a good capital base, they also have very resourceful employees and their employees' performance has been on the peak level for a very long time. This worthy character of employees leading to overall bank success may not be unconnected to motivation of staff members. This is so because, organization that knows why employees behave the way they do will always solve problems and achieve success. Motivation of employees comes in different forms; monetary rewards, friendly supervision, health services scheme, housing, promotion among others. Motivation became very necessary for organization to accomplish because employees naturally are faced with needs which are unlimited and insatiable and this may result in an adverse working behavior in an employee. Organizational management therefore, have to understand the employee's sensitivity to their working environment and must not be taken for granted since it is bound to reflect on their work performance now or later.

Problem Statement

It has been noted that, motivation of employees is necessary for organization to accomplish set goals as employees are often faced with different needs which are non-satiable and poor working environment might evolve into adverse working behavior and this will have negative impact on the overall performance of the employees and impaired the organization goals. In order to avoid this poor performance and underutilization of scarce resource leading to adverse effect on the overall success of the organization, management must realize that employees' sensitivity to their work environment should not be taken for granted since is bound to reflect on their work performance sooner or later. This proposed study therefore is necessary to determine and analyze the motivation criteria for effectiveness and efficiency in the banking industry.

Aims/Objectives

1. To effectively analyze the motivation criteria which impact greatly on the effectiveness and efficiency of employees and the overall success of the banking industry.

2. To establish how best to effect and implement the motivation policies in an organization in order to achieve set organization goals.

Empirical Literature Review

[Oscar, 2024] carried out an examination study of the relationship between motivation and productivity. The study employed descriptive and inferential methodology to analyze the collected sample data. Primary data collected was analyze using STATA 13 Software while the ordinary least square (OLS) technique was adopted to analyze the economic model by providing the relation between motivation and productivity. The findings from this paper show that motivation stimulate positive growth.

[Ghimire et al, 2023] explored a crucial non-financial motivator in the Nepalese context. Their study examined into the impact of organizational culture on employee motivation and highligt its significance in shaping attitudes and behaviors within Nepalese workplaces. By using qualitative analysis and surveys, the study identified key cultural elements such as teamwork, leadership style, and communication patterns that significantly influence employee motivation. The research work provides valuable insights for organizations seeking to enhance employee engagement and performance in the unique socio-cultural landscape of Nepal by recognizing the role of organizational culture as a motivator.

[Bhattacharya et al, (2021] studied the impact of digital transformation on employee motivation in the banking sector and identified a recent trend influencing employee behavior. Their study found that the integration of digital technologies in banking operations significantly affects employee motivation by enhancing job efficiency, reducing manual workloads, and providing opportunities for skill development. However, it also pointed out challenges such as the need for continuous learning and potential job insecurity.

[Khanal, 2019] explored broader human resource management practices and general employee satisfaction and made emphasis on the impact of human resource practices on employee performance, linking it to employee motivation by considering how human resources practices address employee needs and aspirations. The study submits that effective human resources practices, such as career development, recognition, and rewards, significantly enhance employee motivation and performance, thereby underlining the critical role of human resources in fostering a motivated and productive workforce.

[Jiang and Li, 2017] examined the influence of perceived organizational support on employees' feeling of being valued by their organization, on creativity and performance, pointing out the importance of non-financial motivators across cultures. This work found that when employees perceive strong organizational support, they are more likely to exhibit higher levels of creativity and enhanced performance. This shows the critical role of non-financial motivators, such as recognition and support, in fostering a productive and innovative workforce. Based on the findings of this work, it was suggested that organizations should prioritize creating a supportive environment to drive employee motivation and performance across diverse cultural settings.

Methodology

The study adopts descriptive-correlation survey design for quantitative assessment with view from respondent to structured questionnaires. The structured questions facilitate coding and subsequently making the organization and analysis of the data less cumbersome. Other secondary data shall be collected from company's books, annual reports and accounts and company's publication. The population targeted for this study includes all employees working in commercial banks within Uromi, Esan North-East Local Government Areas of Edo State. The total population size has been calculated from the sum of all employees of banks in Edo State. The population size is estimated to be 10,000.

To obtain a representative sample, convenience sampling was used. The sample size was determined using the Yamane Sampling Formula to calculate sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = margin of error

The representative sample was calculated to be a total of 114 respondents. These respondents were selected from various banks, within the Uromi Communities to ensure a diverse and comprehensive sample

The survey included a questionnaire designed to measure both intrinsic and extrinsic motivational factors and questions related to employee performance. Prior to full deployment of the survey instrument, a pilot test was conducted with a small group of respondents to identify and resolve potential issues with the survey, ensuring clarity and usability. Feedback from the pilot test was used to refine the survey instrument.

The resulting data were analyzed using SPSS 29 (Statistical Package for Social Scientists) to test the formulated hypothesis with 5% (0.05) level of significance, employing statistical methods to identify key motivational factors and assess their relative importance. The relationship between motivational factors and employee performance was subjected to further examination using a multiple regression analysis, with the following regression equation employed:

$$Y=\beta 0+\beta 1XL+\beta\boldsymbol{\gamma}X\boldsymbol{\gamma}+\cdots+\beta nXn+\epsilon\ldots \qquad (i)$$

Where Y represents employee performance, X1, X2, …, Xn represent the various intrinsic and extrinsic motivational factors, β0 is the intercept, β1, β2… βn are the coefficients of the respective motivational factors, and ϵ is the error term. Through these rigorous methodological steps, the study aims to provide a comprehensive understanding of how motivational factors impact employee performance in the banking industry.

Data Presentation, Interpretation and Analysis

Demographic Analysis

The provided data outlines key demographics from a study involving 114 participants, focusing on their, gender distribution, age group, marital status, educational qualification, employment status and income level. These insights shed light on the composition of the participant pool and offer valuable information for understanding the sample's characteristics and potential implications for the study's findings.

Table 1 exhibits that the demographic profile of the participants in terms of gender, age, Marital status, qualification, employment status, and income level.

Table 1. Demographic Profile

S.N.	Demographic Profile	Scale	Frequency	Percentage
1	Gender	Male	52	**45.6%**
		Female	60	**52.6%**
2	Age Group (In years)	Below 20	7	**6.1%**
		20-30	91	**79.8%**
		30-40	14	**12.3%**
		Above 40	2	**1.8%**
3	Marital Status	Single	79	**69.3%**
		Married	23	**20.2%**
		Unmarried	11	**9.6%**
		Divorced	1	**0.9%**
4	Qualifications	+2 Level	9	**7.9%**
		Bachelor's Degree	63	**55.3%**
		Master's Degree	37	**32.5%**
		Above PhD	5	**4.4%**
5	Employment Status	Full-time	84	**73.7%**
		Part-time	30	**26.3%**
		Unemployed	-	**-**
6	Income Level (In rupees)	Below 20,000	10	**8.8%**
		20,000-40,000	68	**59.6%**
		40,000-60,000	22	**19.3%**
		Above 60,000	**14**	**12.3%**

Age Distribution: The study highlights a diverse range of ages within the participant group, spanning below 20, 20-3-,30-40 years and above. This spectrum provides a comprehensive view of the participants' life stages and professional experiences. Notably, the age group distribution reveals that the majority of participants fall within the 20-30 age range (79.8%), followed by the 30-40 age range (12.3%), below 20 age range (6.1%). This distribution implies a significant representation of mid-career professionals in the study. Moreover, the presence of participants aged 40 and above (1.8%) suggests the inclusion of experienced individuals in banking industry

Gender Distribution: The gender distribution within the participant pool is notably imbalanced, with a higher proportion of female participants (52.6%) compared to male participants (45.6%). This gender disparity raises considerations about potential gender-related factors that might influence the study's outcomes. It's important to acknowledge that such imbalances could impact the generalizability of the findings, as different gender perspectives and experiences may be underrepresented or overlooked

Educational Qualification: The study's participants come from various educational backgrounds, including +2 level, bachelor's degree, master's degree and above PHD. This level reflects a wide range of academic expertise, suggesting a multidisciplinary involvement in the banking industry. The prevalence of +2 level (7.9%) among the participants indicates a strong presence of individuals

with advanced education, potentially contributing to the study's depth and analytical rigor. More- over, the inclusion of participants with bachelor's degree (55.3%), with master's degree (32.5%) and PhD degrees (4.4%) underscores the potential for a different level of expertise and specialized knowledge within the sample.

Employment Status: The provided data illustrates the composition of a workforce based on employment status. In terms of designation, the majority of individuals are categorized as full-time (73.7%), with a smaller proportion falling under part time (26.3%). This data provides valuable insights about the employee performance based on employment status as the motivational factor.

Income Level: The study's participants represent a range of income levels, providing insights into the financial diversity within the banking industry. The largest group earns between 20,000 and 40,000 (59.6%), followed by those earning between 40,000 and 60,000 (19.3%). Participants with incomes above 60,000 make up 12.3%, and those below 20,000 account for 8.8%. This distribution highlights the varied economic backgrounds of the participants, contributing to a comprehensive understanding of the industry's demographic landscape.

In summary, the data portrays a diverse group of participants with varying ages, genders, educational qualifications, employment statuses, and income levels, enriching the study's potential for robust findings. Most participants are mid-career professionals aged 20-30 and predominantly female (52.6%). Educational backgrounds range from +2 level to PhD, with the majority employed full-time (73.7%). Income levels vary, with the largest group earning between 20,000 and 40,000. The gender imbalance should be considered for its potential impact on outcomes. These demographic insights, computed using SPSS 29, provide a solid foundation for analyzing the study's results.

Reliability Analysis

The Cronbach alpha coefficients are presented in table 2:

Table2. Reliability Confirmation for the Variables of the Study

Variables	Number of Items	Cronbach Alpha Test
Intrinsic Reward	5	**0.78**
Extrinsic Reward	5	**0.84**
Working Condition	5	**0.86**

Variables	Number of Items	Cronbach Alpha Test
Job Security	5	**0.88**
Remuneration	5	**0.82**
Promotion	5	**0.85**
Employee Performance	6	**0.81**
Overall	**36**	**0.84**

As shown in the table 2, the Cronbach alpha coefficients for the study's variables show strong internal consistency, with values ranging from 0.78 to 0.88. The overall reliability across 36 items is 0.84, indicating a high level of reliability in the measurement scale.

Results and Discussion

The attitude of the respondents has been measured on 5-point Likert scale and analyzed by using SPSS 29. and presented & analyzed as follows:

Table 3. Descriptive Statistic on the Attitude toward Intrinsic Reward

Statement	N	Mean	S. D
Praise and acknowledgment positively influence employee performance.	114	3.58	**1.07**
Employee get public recognition for employee achievements.	114	3.55	**0.93**
Intrinsic reward motivates employee to reach their goal and objectives within the organization.	114	3.63	**0.86**
Awards and appraisal positively drive the performance of employee.	114	3.83	**0.88**
Job satisfaction enhance the employee performance within organization.	114	3.89	**1.01**
Extrinsic and intrinsic incentive plays an equal role in motivation.		3.73	**0.89**
Intrinsic	**114**	**3.6807**	

Table 3 reveals that the researchers have observed the impact of motivational factors on employee performance, measured on a five-point Likert scale. Intrinsic rewards, treated as an interval variable, were analyzed with a mean between 3.55 and 3.83. Notably, awards and appraisals (3.83) and job satisfaction (3.80) emerged as the most influential motivational factors in the banking industry. These findings strongly suggest that respondents agree on the significant impact of intrinsic rewards.

Table 4. Descriptive Statistic on the Attitude toward Extrinsic Reward

Statement	N	Mean	S. D
Incentive positively impacts employee performance within the organization.	114	3.68	**0.928**
Financial reward drives employee to reach their goal and objective within the organization.	114	3.66	**0.969**
Timely bonuses motivate employee for better performance.	114	3.96	**0.986**

Statement	N	Mean	S. D
Profit sharing encourage employee for better performance.	114	3.82	**0.993**
Corporate gifts positively motivate employee for performance.	**114**	**3.77**	**0.964**

Table 4 presents insights into the impact of motivational factors on employee performance, rated on a five-point Likert scale where 1 indicates strongly disagree and 5 indicates strongly agree. Extrinsic rewards, treated as an interval variable, were analyzed with a mean ranging from 3.66 to 3.96.

Notably, timely bonuses (3.96) and profit sharing (3.82) emerged as the most effective motivational factors in the banking industry. These results strongly support the notion that respondents believe in the significant influence of extrinsic rewards.

Table 5. Descriptive Statistic on the Attitude toward Working Condition

Statement	N	Mean	S. D
Workplace training opportunities encourage employee to work better.	114	3.81	**0.931**
Physical and psychological condition of work place affect employee's performance.	114	3.89	**0.929**
Cooperative colleagues motivate for better performance.	114	3.68	**0.993**
Employee safety and work life balance encourage employee for better performance within organization.	114	3.9	**0.756**
Promotion criteria set by the organization for employee motivate to do better work.	114	3.78	**0.923**
Good Organizational culture helps to achieve organizational goal as well as career development of the employ	114	3.91	**1.023**
Working Condition	**114**	**3.8304**	**0.64703**

Table 5 highlights the impact of motivational factors on employee performance, assessed on a five-point Likert scale where 1 signifies strongly disagree and 5 signifies strongly agree. Working conditions, analyzed as an interval variable, showed a mean ranging from 3.68 to 3.91. Notably, employee safety, work-life balance (3.90), and a positive organizational culture (3.92) emerged as the most influential motivational factors in the banking industry. These findings strongly indicate that respondents endorse the significant impact of favorable working conditions.

Table 6. Descriptive Statistic on the Attitude toward Job Security

Statement	N	Mean	S. D
Stability in job motivate employee toward their performance.	114	3.79	**0.891**
Secured Job position motivates to achieve goal and perform efficiently.	114	3.88	**0.853**
Long-term contracts or projects encourage employee performance on performance.	114	3.72	**0.911**

Statement	N	Mean	S. D
Low employee turnover rate is positively related to employee performance.	114	3.62	**0.859**
Employee health insurance facility motivate employee toward their performance.	114	3.73	**0.947**
Job Security	**114**	**3.7469**	**0.64588**

Table 6 presents findings on the impact of motivational factors on employee performance, rated on a five-point Likert scale where 1 indicates strongly disagree and 5 indicates strongly agree. Job security, analyzed as an interval variable, exhibited a mean ranging from 3.62 to 3.88. Notably, secured job positions (3.88) and stability in job roles (3.79) emerged as the most effective motivational factors in the banking industry. These results affirm that respondents agree on the significant impact of job security.

Table 7. Descriptive Statistic on the Attitude toward Remuneration

Statement	N	Mean	S. D
Employee receive right amount of salary which motivate their performance.	114	3.69	**1.036**
Economic climate affects employee salary which influences their performance.	114	3.74	**0.843**
Being paid fairly in comparison to others encourage employee to work better.	114	3.88	**0.741**
Employee are likely interested in advancement and financial gain.	114	3.9	**0.845**
Bonuses and raise paid beside the salary by organization motivate employee toward performance.	114	3.83	**0.963**
Renumeration	**114**	**3.8106**	**0.60877**

Table 7 outlines the impact of motivational factors on employee performance, assessed on a five-point Likert scale where 1 signifies strongly disagree and 5 signifies strongly agree. Remuneration, treated as an interval variable, showed a mean ranging from 3.69 to 3.88. Notably, financial gain (3.90) and feeling fairly compensated (3.88) emerged as the most effective motivational factors for employees in the banking industry. These findings indicate strong agreement among respondents regarding the significant impact of remuneration.

Table 8. Descriptive Statistic on the Attitude toward Promotion

Statement	N	Mean	S. D
Yearly promotion on job will motivate employee toward their duty.	114	3.96	**0.886**
Employee expect promotion in their job as an appreciation.	114	3.86	**0.925**
Employee get demotivated toward job if there is no promotion.	114	3.85	**0.956**
Promotion affects current work relation with colleagues.	114	3.58	**0.942**
Promotion inspires you to be successful in your everyday role.	114	3.96	**0.906**
Promotion	**114**	**3.8442**	**0.5866**

Table 8 shows data on the impact of motivational factors on employee performance, rated on a five-point Likert scale where 1 indicates strongly disagree and 5 indicates strongly agree. Promotion, analyzed as an interval variable, displayed a mean ranging from 3.58 to 3.96. Remarkably, promotions (3.96) emerged as the most effective motivational factor for employees in the banking industry. These findings underscore strong agreement among respondents regarding the significant motivational impact of career advancement opportunities.

Table 9. Descriptive Statistic on the Attitude toward Employee Performance

Statement	N	Mean	S. D
Occasional picnic and outing increase employee motivation.	114	3.96	**0.886**
Flexible working hour attract potential employee.	114	3.86	**0.925**
Employees involvement in decision making motivate them toward their duty.	114	3.85	**0.956**
Friendly working environment increase level of motivation of employees.	114	3.58	**0.942**
Employee is motivated by career development opportunities.	114	3.96	**0.906**
Paid leave at the time of urgency encourage employee toward their performance.	114	3.8442	**0.5866**
Job rotation at work place drive positive change in the performance.	114	3.83	**0.953**
Loan facility to staff enhance the employee performance.	114	3.88	**0.943**
Employee Performance	**114**	**3.8164**	**0.72215**

Table 9 illustrates the impact of motivational factors on employee performance, assessed on a five- point Likert scale where 1 signifies strongly disagree and 5 signifies strongly agree. Employee performance, treated as an interval variable, exhibited a mean ranging from 3.58 to 3.96. Particularly noteworthy, occasional picnics and career development opportunities (3.96) emerged as the most effective motivational factors for employees in the banking industry. These results clearly indicate strong agreement among respondents regarding the significant influence of these factors on employee performance.

Correlation Analysis

The correlation matrix has been calculated to see the relationships between the demographic components and overall employee performance.

Table 10. Correlation Matrix

Variable	Gender	Age Group	Marital Status	Educational Qualification	Employment Status	Income Level	Overall Employee Performance
Gender	1	-0.033	0.015	0.024	0.012	-0.04	**0.044**
Age Group	-0.033	1	0.096	0.275	0.073	0.542	**0.137**
Marital Status	0.015	0.096	1	0.065	0.043	0.072	**0.058**
Educational	0.024	0.275	0.065	1	0.157	0.312	**0.069**

Variable	Gender	Age Group	Marital Status	Educational Qualification	Employment Status	Income Level	Overall Employee Performance
Qualification							
Employment Status	0.012	0.073	0.043	0.157	1	0.205	**0.115**
Income Level	-0.04	0.542	0.072	0.312	0.205	1	**0.083**
Overall Employee Performance	**0.044**	**0.137**	**0.058**	**0.069**	**0.115**	**0.083**	**1**

Note: indicates correlation is significant at the 0.01 level (2-tailed). Indicates correlation is significant at the 0.05 level (2-tailed).

The correlation matrix in Table 10 reveals significant relationships between several variables. Age group shows a strong positive correlation with income level ($r = 0.542$, $p < 0.01$) and educational qualification ($r = 0.275$, $p < 0.01$). Income level is also significantly correlated with employment status ($r = 0.205$, $p < 0.05$) and overall employee performance ($r = 0.083$, $p < 0.05$). These findings suggest that age, income, and education are important factors influencing employment and performance.

Regression Analysis.

The researchers have performed a multiple regression analysis with Overall Employee Performance as the dependent variable and demographic variables as independent variables. Following regression equation has been used for the analysis.

Employee Performance = β0 + βL(Gender) + β**γ**(Age Group) + β3(Marital Status) + β4(Educational Qualification) + β5(Employment Sta- tus) +β6(Income Level)

The result of regression has been shown as follow:

Table 11. Regression Results

Independent Variable	Coefficient (β)	Std. Error	t-Value	p-Value
Constant (β_0)	2.73	0.345	7.912	**<0.001**
Gender (β_1)	0.044	0.034	1.294	**0.2**
Age Group (β_2)	0.137	0.043	3.186	**0.002**
Marital Status (β_3)	0.058	0.04	1.45	**0.15**
Educational Qualification (β_4)	0.069	0.036	1.917	**0.06**
Employment Status (β_5)	0.115	0.038	3.026	**0.003**
Income Level (β_6)	**0.083**	**0.039**	**2.128**	**0.036**

The regression analysis in Table 11 assesses the impact of various independent variables on employee performance. The constant (β_0) is significant, with a coefficient of 2.73 ($p < 0.001$), indicating the baseline level of employee performance. Age group ($\beta_2 = 0.137$, $p = 0.002$), employment status ($\beta_5 = 0.115$, $p = 0.003$), and income level ($\beta_6 = 0.083$, $p = 0.036$) significantly contribute to employee performance. Although educational qualification (β_4 =

0.069, p = 0.06) approaches significance, gender ($\beta_1 = 0.044$, p = 0.2) and marital status ($\beta_3 = 0.058$, p = 0.15) are not significant predictors. This suggests that age, employment status, and income level are key factors influencing employee performance.

Conclusion

The study highlights that mid-career professionals, particularly women with bachelor's degrees and full-time employment, dominate the participant pool. Key motivational factors such as intrinsic rewards, extrinsic rewards, working conditions, job security, and opportunities for promotion significantly impact employee performance. Regression analysis shows age group, employment status, and income level as strong predictors of performance. These findings emphasize the need for tailored motivational strategies in the banking sector to enhance employee performance, with a focus on demographic differences like gender.

Based on the research findings, several recommendations can be made to enhance employee performance in the Nigerian banking industry. First, banks should focus on intrinsic rewards such as regular praise, acknowledgment, awards, and appraisals to boost employee morale and satisfaction. Second, implementing timely bonuses, profit-sharing schemes, and other financial incentives will further motivate employees, highlighting the importance of extrinsic rewards. Third, improving working conditions by fostering a positive organizational culture, ensuring employee safety, promoting work-life balance, and providing opportunities for professional development will enhance motivation and performance. Fourth, job security measures, including offering stable employment and long-term contracts, will help maintain high levels of employee engagement. Fifth, ensuring fair and competitive remuneration, along with periodic salary reviews and bonuses, is crucial for motivating employees. Finally, establishing clear promotion criteria and ensuring regular promotion opportunities will inspire employees to excel in their roles.

Acknowledgement

The authors hereby acknowledge the Tertiary Education Trust Fund (TETFUND), for their financial support/grant through the Institute-Based Research (IBR) scheme which has made this research work a reality.

REFERENCES

Alwedyan, A. M. (2021). "The impact of financial and non-financial factors on employee motivation: A literature review". Journal of Management Research and Analysis, 6(2), 12-20.

Bhattacharya, S., Debnath, S., Mitra, J., & Mitra, S. (2021). "Impact of digital transformation on employee motivation in the banking sector: A moderated mediation model". International Journal of Huma Resource Management, 32(10), 2651-2678.

Cascio, W. F. (2018). "Managing Human Resources: Productivity, Quality of Work Life, Profits". McGraw-Hill Education.

Ekundayo, H. O. (2018). "The impact of employee motivation on organizational performance in the Nigerian banking sector". International Journal of Scientific and Technology Research, 7(10), 1821-1825.

Ghimire, S., Khanal, R., & Timsina, M. (2023). "The Impact of Work-Life Balance on Job Satisfaction and Employee Performance in the Banking Sector of Nepal". Journal of Business and Society, 5(1), 1-10.

Gyimah, J. A. (2014). "The impact of motivation on employee performance: A case study of a selected manufacturing firm in Ghana". International Journal of Business and Management, 9(4), 108- 116.

Jiang, L., & Li, H. (2017). "Perceived organizational support and creativity: The mediating role of psychological safety". Journal of Applied Psychology, 102(5), 632-642.

Oscar Appiah Kubi (2024). "Motivation for Productivity in Banking Sector; A case study ofb Sekyere Rural Bank." University Press, university of Education, Winneba pg. 1-74.

Khanal, S. (2019). "The impact of human resource management practices on employee performance in Nepalese Organizations". Journal of Management Research and Analysis, 4(3), 1-8.

Latham, G. P., & Ernst, C. T. (2006). "Keys to Motivating Tomorrow's Workforce". Human Resource Management Review, 16(2), 181-198.

Seiler, S., Lent, B., Pinkowska, M., & Pinazza, M. (2012). "An Integrated Model of Factors Influencing Project Managers' Motivation—Findings from a Swiss Survey". International Journal of Project Management, 30(1), 60-72.