

IMPACT OF MOTIVATION PROGRAMS ON BANKING EMPLOYEES

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ABSTRACT

The basic purpose of the research is to expose the working of any organization and managers, to relate the concept learned by the employees to the working of the organization, to understand the practical aspect of working of organization.

This research article is on the study of impact of motivation programs on banking employees at Canara Bank, Bangalore. The research is done based on the primary and secondary information, manuals etc, given by Canara Bank. The research on impact of motivation programs on banking employees and to summarize observations and to draw conclusions whether their affects are positive or negative. To offer recommendations and suggestions to management covering points to synergize the positive impact and to overcome or reduce the negative impacts. The study is highly dependent on the Effectiveness of Motivation Process where the relationship between employer and employee or candidate .The methodology adopted for this study is mainly a questionnaire, the collection of information from Mr. Mohan Shankar (External Guide), Senior Manager, HR Wing. I had visited the project workplace and studied the various aspects of business unit by personal observation, discussion with the employees.

KEY WORDS: Motivation, Banking sector, HR practices, Canara bank, employees benefits, employees

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1. INTRODUCTION:

Motivation is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The essence of motivation is to provide a positive environment where employees are free to contribute, and desire to contribute, more of their energy, efforts and thought processes in ways that significantly and favourably impact the goals of the organization. The Towers Perrin report further stated that companies who choose to invest time and attention in leadership, management, career development, and relevant rewards would eventually be viewed as employers of choice and more successfully engage their workers. Obviously, such investment doesn't come easy. But ask yourself what it is worth to significantly elevate motivation in your organization.

Human resource forms the most important resource of an organization. The success of an organization largely depends on its human resource. The importance of human resource within an organization is becoming increasingly understood in today's rapidly changing and uncertain business environment. However it's just not enough to recruit the best talents, but it is even more important to retain them by providing them with proper engagement plans.

Aspects of Motivation

Three basic aspects of motivation according to the global studies are:

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote motivation
- Interaction between employees at all levels.

Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation

Categories of Motivation

According to the Gallup the Consulting organization there are there are different types of people:-

Engaged--"Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged---*Not-engaged* employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked,

and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.

Actively Disengaged--The "*actively disengaged*" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *actively disengaged* workers can cause great damage to an organization's functioning.

IMPORTANCE OF MOTIVATION

Motivation is important for managers to cultivate given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from one's work (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972). Other Research using a different resource of motivation (involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction – loyalty, safety and to a lesser degree, productivity and profitability criteria (Harter, Schmidt & Hayes, 2002). An organization's capacity to manage motivation is closely related to its ability to achieve high performance levels and superior business results.

Some of the advantages of Engaged employees are

- Motivated employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between motivation and profitability
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels
- It builds passion, commitment and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- Makes the employees effective brand ambassadors for the company

Thus motivation is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has been proved that there is an intrinsic link between motivation, customer loyalty, and profitability. As organizations globalize and become more

dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational ‘identity.’

DRIVERS OF MOTIVATION

Research shows that committed employees perform better. If we accept that motivation, as many believe, is ‘one step up’ from commitment, it is clearly in the organization’s interests to understand the drivers of motivation. However, the strongest driver of all is a sense of feeling valued and involved. The important drivers of motivation are highlighted in the figure given below.

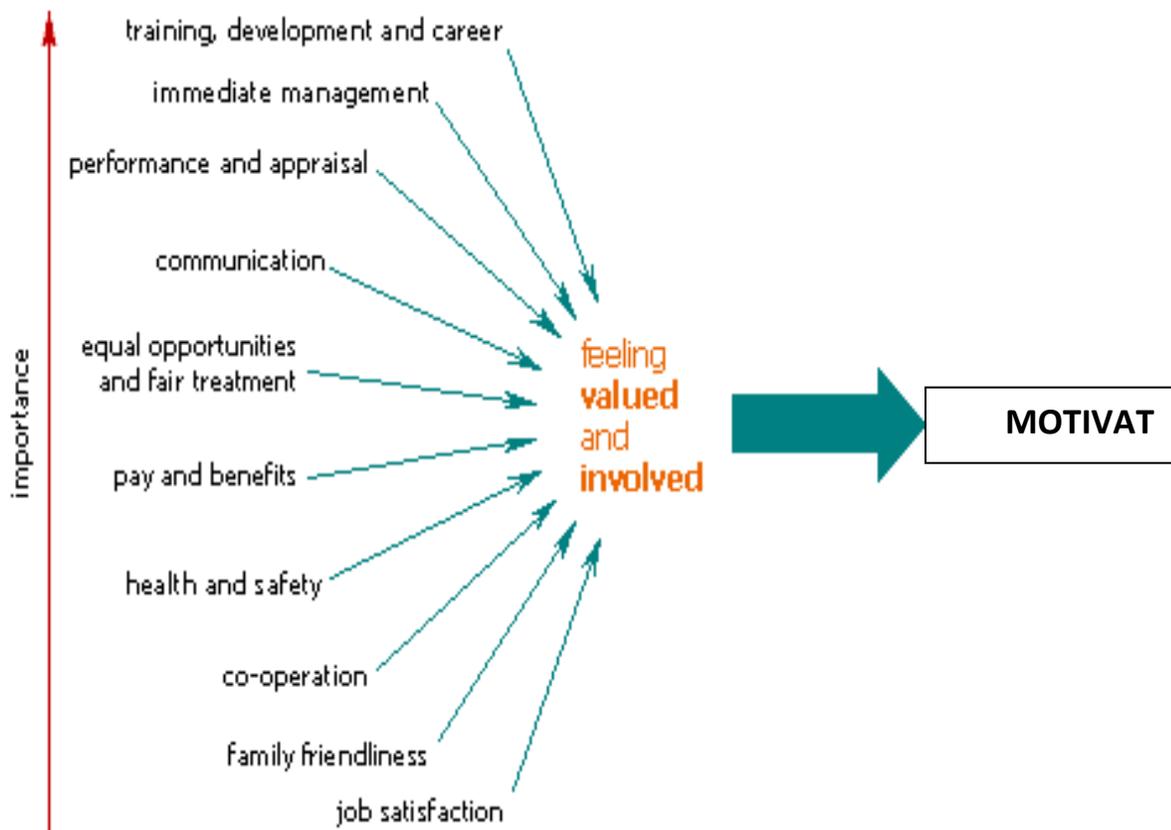


Figure 1: Figure showing the Drivers of Motivation

MOTIVATION PROGRAMMES IN CANARA BANK

Human Resources Development envisages the growth of the individual in tandem with the organization and aims to achieve synchronization in a bid to attain the goals set out. It also, inter-alia, aims at the upliftment of the individual by ensuring an enabling environment to develop capabilities and to optimize performance. The organization, on its part, would endeavour

to tap individual talents and through various initiatives, ingrain in its human resources, a sense of job satisfaction that would, with time, percolates down the line.

Canara Bank has, over the years, taken a series of initiatives in ensuring the development of their human resources and a number of time – tested systems have been put in place to hone employee talent and equip them to take the vigour's of office and take the measure of the competition. That we have been largely successful in their endeavour is a testimony to the efficacy of our well crafted systems:

- Entry Interview
- Training System
- Incentives for Self Development
- Employee Suggestion Scheme
- Staff Meeting
- Study Circle
- Brainstorming Sessions
- Quality Circle
- Exit Interview

ENTRY INTERVIEW

Entry Interview assumes great significance as it is the first step in the process of enfolded the new entrant in the warmth embrace of "Can bank Family Culture". The pride of being a part of Canara Bank goes a long way in molding their best asset the human resource. The system of "Entry Interview" paves way for this.

TRAINING SYSTEM

The formal training system in Canara Bank commenced in the year 1954. Thereafter, a fully fledged training system commenced in the year 1971. Training personnel in Canara Bank are perceived as an important function for developing competencies among the employees to take up new and ever changing challenges facing the banking industry. Spending on training is not considered as expenditure but as an investment, fruits of which could be seen in the later years. Training of personnel has been more important as banking sector in witnessing a paradigm shift post 1990's due to opening up of economy, new players entering the sector and more and more demanding customers. Presently Canara Bank has one APEX COLLEGE in Bangalore and 13 REGIONAL STAFF TRAINING COLLEGE (RSTC) spread all across the country catering to the needs of the various circles. APEX Training College is headed by GENERAL MANAGER and has various groups, which have specialized faculty to handle the matters on the respective subjects as mentioned below:

- Credit Group
- Risk management Group
- Marketing Group

- Human resources Group
- Inspection Group
- Priority Group
- Legal Group
- IT Group
- FOREX Group

INCENTIVES FOR SELF DEVELOPMENT

Knowledge Management of Human Resource is crucial for any business organization to face the challenges of competition and to march ahead in the field. As knowledge is power, constant updating of knowledge is essential. Besides, the well established and constantly reviewed training system, they have certain incentive schemes as HR initiatives for self development of their employees.

EMPLOYEE SUGGESTION SCHEME

Employees are the 'Back Bone' of any organization. Systems & procedures are implemented and new & innovative products are delivered through them. They are the ones who are in constant touch with clients and customers. Hence, they can pinpoint as to where exactly the shoe pinches and are capable of giving their suggestions and ideas for improving the systems, procedures, services, products, etc. To facilitate this, they have a HRD system of 'Employee Suggestion Scheme' in place. This aims at kindling innovative spirit of the employees and recognizing their valuable contributions by way of feasible suggestions.

STAFF MEETING

Staff Meeting is one of the oldest format HRD systems of the Bank. It is the most useful participative forum at branch/unit level enlisting involvement of all the employees at all cadres in the effective functioning of the branch/office. It is a free forum for two way communication facilitating both individual development and organizational effectiveness. The concept basically aims at Group Synergy, Team Building, Open Culture, Family Feeling and Talent Recognition which individually and cumulatively benefits the organization.

STUDY CIRCLE

The concept of Study Circle aims at self development of employees by instilling a desire to acquire/update knowledge, information and experience. It also kindles and triggers thinking and learning process, thus facilitating personality development. This is an innovative HRD practice of the Bank, envisaging enrichment of general knowledge, enabling multifaceted development of employees, giving an opportunity to employees to discover their talent, come out of their cocoon and exhibits the same. Added advantage is that the same is arranged at the doorstep of the employees for their benefit.

BRAINSTORMING SESSIONS

This is an old and useful technique for generating ideas and suggestions on a topic of relevance so as to generate different possible solutions to a problem by stimulating thinking and imaginative power of employees. This common technique is well utilized by the Bank, involving

employees at all levels and cadres. Having faith in collective wisdom of employees, they have adopted the Brainstorming technique to generate ideas from a cross section of employees on corporate topics of relevance.

QUALITY CIRCLE

The roots of genesis of Quality Circle could be traced to post 2nd world war scenario when mass industrial production resulted in low quality, high competition, loss of communication and closeness between Management and workers. Japan, which lost everything, could thrive only on its survival instinct and Dr Kaoru, Ishikawa an Engineering Professor at Tokyo University conceived the idea of Quality Circle under his leadership which was registered with Union of Japanese Scientists and Engineers.

Quality Circle is a voluntary group of employees in the same work area, coming together, working as a team, solving work related problems resulting in self development and organizational benefit. The concept has been built on the basic foundation of "Participative work culture" with motivation and involvement of employees at grass roots level exploring their potentials, creativity and capabilities.

EXIT INTERVIEW

The concept enables to bid a 'Warm Farewell' to exiting employees, remembering their long association, respecting their vast experience and considering their valuable suggestions for organizational benefit. It is an old and well conceived HRD system of the Bank which needs focused attention to build better employer – employee relationship and to ensure post retirement association with the Bank by way of business and propagation of goodwill.

2. LITERATURE REVIEW

The effective management of human resources has long been acknowledged by both scholars and practitioners as being a key component to the overall success of the business. Motivation is just one element of human resource management; however it is of significant importance to this success as it is the method used to motivate employees in doing the given tasks for achieving the organization.

Educational psychologists have long recognized the importance of motivation for supporting student learning. More recently, the Partnership for 21st Century Skills has identified initiative as one of the life and career skills necessary to prepare students for post-secondary education and the workforce. However, many educators may be unfamiliar with methods for evaluating and encouraging motivation, particularly at the elementary level. The purpose of this literature review is fourfold: (a) to explore the ways in which motivation has been defined by researchers, (b) to investigate how motivation develops, (c) to learn how teachers can encourage development of motivation in their students, and (d) to review best practices in assessing.

Motivation refers to “the reasons underlying behavior” (Guay et al., 2010, p. 712). Paraphrasing Gredler, Broussard and Garrison (2004) broadly define motivation as “the attribute that moves us to do or not to do something” (p. 106). Intrinsic motivation is motivation that is

animated by personal enjoyment, interest, or pleasure. As Deci et al. (1999) observe, “Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviours such as play, exploration, and challenge seeking that people often do for external rewards” (p. 658). Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation.

Motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviours (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. In construction, higher productivity means seeing the final result sooner, which in turn creates satisfaction. Borcharding and Oglesby (1975) reported that job dissatisfaction can be one factor that will increase costs, produce time delays and generally reduce productivity on most types of projects. One way that construction management can influence productivity is by determining how smooth the work will flow and how much work can be accomplished. Another more important way that construction management influences productivity is by how it influence worker’s attitude, which is a major element in worker motivation and determining how much work will be accomplished.

The experience of individuals within social settings is interpreted and given meaning by the actions and communications of the fellow constituents to the social setting. In construction sites, the discourse, language and behavior of the participants forms a medium through which the organization expresses itself.

For individuals within a site setting then, the sense they make of their experience, and importantly, the responses they give to their experiences is influenced by the discourse through which they experience the organization. “Meaning comes from adherence to key values, with people left free to make choices over particular actions.” (Watson 1994). According to Stipek (1996), early approaches to the study of motivation were rooted in the literature on extrinsic reinforcement. Within this literature, all behavior, including achievement, was believed to be governed by reinforcement contingencies. Proponents of this orders, or rewards, are consequences that increase the probability of a given behavior they were made contingent on, whereas negative reinforces are consequences that increase the probability of a given behavior by removing or reducing some negative external stimulus. Punishment, on the other hand, refers to unpleasant consequences that decrease the probability of a given behavior. Under this framework, the teacher’s job is clear: to use good grades and praise to reward desired behavior and bad grades or loss of privileges as punishment.

3. NEED OF STUDY

A complete study of any problem is well highly imaginable means it may overcome various difficulty in the research processes. Therefore researcher under this head must state the delimitation & dimension of study further the geographical area, reference period, type of organization can be clearly stated. The study was confined to the motivation program of the bank only. Canara bank has, over the years, taken a series of initiatives in ensuring the development of its human resource and a number of time-tested systems have been put in place to home employee talent. However the major problem facing Canara bank is the attrition due to the competitiveness in the pay and poaching of employees. Limited career opportunities for officers recruited in specialist roles force the employees to leave the organization for better avenues. The age profile of the employees is an important determinant in the performance of the organization. The study has been undertaken to know about the various motivation programs at the bank. The study covers analysis and interpretation of the various programs at the bank as well as the employee's view on the various work related issues. Hence a study on motivation is being carried on to analyze the problem and provide suggestions based on the findings.

4. RESEARCH METHODOLOGY:

The research is analytical in nature. The study aims at knowing the various motivation programs and its effectiveness using various tools and techniques of HRM. The data was collected using a structured questionnaire.

SOURCES OF DATA

- PRIMARY SOURCE- The primary source of data is the employees of the bank.
- SECONDARY SOURCE- the secondary source of data is the HRD manual of the company, company website.

SAMPLING: Random sampling technique was used for the research. The size of the respondents was 50 which were a mix of all kinds of employees at various designations in the organization.

TOOLS USED FOR DATA COLLECTION

The research instrument used for the study is a questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. The questionnaire was processed and edited as per objectives of the study. The questionnaire is of a structured one which includes both open form and closed form of questionnaires.

METHOD OF ANALYSIS

- Classification and tabulation of information collected.
- The tables are prepared for the data collected.
- Graphical and chart representation is made for interpretation of data.
- “Pie charts” which have been prepared on the basis of questionnaire.

RESEARCH DESIGN

Research design is a conceptual structure within which research was conducted. A research design is the detailed blueprint used to guide a research study towards its objective. It is a series of advanced decision taken together comprising a master plan or a model for conducting the research in consonance with the research objectives. Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximum information with the minimum effort, time and money.

SAMPLING TECHNIQUE

In the given project, Simple Random Sample is used. Here the survey is done by filling the questionnaire from the randomly selected employees out of the list of population of employee's database.

TYPE OF RESEARCH

The research used here is "Descriptive Research"; Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

HYPOTHESIS: A supposition; a proposition or principle which is supposed or taken for granted, in order to draw a conclusion or inference for proof of the point in question; something not proved, but assumed for the purpose of argument, or to account for a fact or an occurrence; as, the hypothesis that head winds detain an overdue steamer. A tentative theory or supposition provisionally adopted to explain certain facts, and to guide in the investigation of others; hence, frequently called a working hypothesis.

Null hypothesis (H₀)

"Null hypothesis is one that would be true if the alternative hypothesis were false". It is a very useful tool in testing the significance of difference. It asserts that there is no real difference in the sample and the population in the particular matter under consideration. It is usually denoted by the symbol H₀. The level of significance is always same percentage (usually 5%) which should be chosen with great care, thought and reason. H₀ will be rejected when the sampling result is less than 0.05 probability of occurring if H₀ is true and vice versa in case of 5% level of significance.

Hypothesis I: H₀: Promotions are not handled fairly in organization.

H₁: Promotions are handled fairly in organization.

Hypothesis II: H₀: Employees are not motivated to work for the organization.

H₁: Employees are motivated to work for the organization.

The hypothesis is tested using chi-square test.

Chi – square Test

A family of probability distribution, differentiated by this degree of freedom is used to test a member of different hypothesis about variances, proportions, and distributional goodness of fit.

$$\text{Chi-square test } (\chi^2) = \sum \frac{(O - E)^2}{E}$$

Degree of freedom = (n-1)

Wherein, O = Refers to the observed frequency

E = Refers to the expected frequency

R = Refers to the number of rows

C = Refers to the number of columns

5. LIMITATIONS OF THE STUDY

- The study was confined to the employees in the offices only and the employees at the various branches of the bank were not considered.
- The confidentiality of certain facts and figures subjected the research to a few limitations.
- The study is confined to Canara Bank's motivation programs only and not that of the industry as a whole.
- The study was limited to the 50 employees only and so it cannot be generalized.
- The study is subject to researcher's bias.
- The time factor also is a limitation for the effectiveness of the study.
- The study is limited to the geographical boundaries of Bangalore.

6. PROFILE OF THE INDUSTRY

The Indian Banking Industry can be categorized into non-scheduled banks and scheduled banks. Scheduled banks constitute of commercial banks and co-operative banks. There are about 77,000 branches of Scheduled banks spread across India. As far as the present scenario is concerned the Banking Industry in India is going through a transitional phase. The Public Sector Banks (PSBs), which are the base of the Banking sector in India account for more than 78 per cent of the total banking industry assets. Unfortunately they are burdened with excessive Non Performing assets (NPAs), massive manpower and lack of modern technology. On the other hand the Private Sector Banks are making tremendous progress. They are leaders in Internet banking, mobile banking, phone banking, ATMs. As far as foreign banks are concerned they are likely to succeed in the Indian Banking Industry.

In the Indian Banking Industry some of the Private Sector Banks operating are IDBI Bank, ING Vyasa Bank, SBI Commercial and International Bank Ltd, Bank of Rajasthan Ltd. and banks from the Public Sector include Punjab National bank, Vijaya Bank, UCO Bank, Oriental Bank, Allahabad Bank among others. ANZ Grindlays Bank, ABN-AMRO Bank, American Express Bank Ltd, Citibank are some of the foreign banks operating in the Indian

Banking Industry. Banking industry in India has evolved lately under the impact of the stimulus packages announced by the Government. According to the Annual Policy 2011-12 of the Reserve Bank of India (RBI), the central bank, key monetary aggregates have witnessed some growth in 2011-12. This is reflected in the changing liquidity positions arising from domestic and global financial conditions and the policy initiatives taken by the government. Also, reserve money variations during 2011-12 have largely reflected an increase in currency in circulation and reduction in the cash reserve ratio (CRR) of banks.

Several measures initiated by the Reserve Bank have resulted in banks reducing their deposit and lending rates between November 2010 and January 2011. The range for deposit rates for public sector banks varied from 5.25 to 8.5 per cent, foreign at 5.25 to 7.75 per cent and private sector banks at 4 to 8.75 per cent. The business of banks was initially confined to discounting of bills of exchange or other negotiable private securities, keeping cash accounts, receiving deposits and issuing and circulating cash notes. Banking was also known as 'Money-changing' and bankers as 'Money-changers.' As individuals, lenders and money managers were mostly taking jewels, cash and papers like wills from people for safe-keeping when their owners were travelling and charging them for it. They then progressed to lending money at interest. Banking Regulation Act of India 1949 defines banking as *"accepting for the purpose of lending or investment of deposits, of money from the public, repayable on demand or otherwise and withdrawal by cheques, draft, and order or otherwise."* The reforms initiated by the Indian government have done a lot to clear up the legislation in order to promote efficient, competitive banking in the country. With reforms in the financial sector of this kind, banking is proving to be one of the fastest growing and most competitive players of the Indian financial service sector.

The functioning of a bank is one of the most complicated corporate operations. This is quite an irony considering the fact that banking as an essence of commercial activity has predominated human economic activity in various forms. Their primary and secondary activities include - accepting deposits from the public, lending money, transfer of money, trustee business, safe-keeping and government business. With the credibility of the Indian banking system on a high, a number of Indian banks are now leveraging it to expand overseas. State bank of India, the country's largest bank has acquired 76% stake in a Kenyan bank, GIRO commercial bank, for US\$ 7 million. Canara Bank is helping Chinese banks recover their huge non-performing assets (NPA). To become globally competitive, the Indian banking sector is implementing internationally followed prudential accounting norms for classification of assets, income recognition and loan loss provisioning. The scope of disclosure and transparency has also been raised in accordance with international practices. India has complied with almost all the core principles of effective banking supervision of the BASEL committee. Some Indian banks are also presenting their accounts as per the US GAAP. The use of technology has placed Indian banks at par with their global peers. It has also changed the way banking is done in India. 'Anywhere banking' and 'Anytime Banking' have become a reality. The financial sector now operates in a more competitive environment than before and intermediates relatively large volume of international flows. The Indian banking industry

is currently in a transition phase. The public sector banks are in the process of consolidating their position by capitalizing on the strength of their huge networks and customer bases. The private sector banks are venturing into a whole new game of mergers and acquisitions to expand their bases. We are moving into an era of "small number of large banks" from "large number of small banks." This new era will be one of consolidation around core competencies.

HYPOTHESIS TESTING:

Hypothesis I:

- H₀: Promotions are not handled fairly in organization.
- H₁: Promotions are handled fairly in organization.

	Observed value(O)	Expected value (E)	(O-E)	(O-E)²	(O-E)²/E
Strongly agree	9	10	-1	1	0.1
Agree	22	30	-8	64	2.13
Neither agree nor disagree	8	5	3	9	1.8
Disagree	7	3	4	16	5.33
Strongly disagree	4	2	2	4	2
	50	50			11.36

- Degree of freedom = n-1 = 5-1 = 4
- Level of significance = 5%
- Table value at 5% = 9.49
- Calculated value = 11.36

Hypothesis is rejected, because table value is less than calculated value.

Therefore, it is concluded that the Promotions are handled fairly in the organization.

Hypothesis II:

- H₀: Employees are not motivated to work for the organization.
- H₁: Employees are motivated to work for the organization.

	Observed value(O)	Expected value (E)	(O-E)	(O-E)²	(O-E)²/E
Strongly agree	8	10	-2	4	0.4
Agree	28	10	18	324	32.4
Neither agree nor disagree	6	10	-4	16	1.6
Disagree	5	10	-5	25	2.5
Strongly disagree	3	10	-7	49	4.9
					41.8

- Degree of freedom = n-1 = 5-1 = 4
- Level of significance = 5%
- Table value at 5% = 9.49
- Calculated value = 41.8

Hypothesis is rejected, because table value is less than calculated value.

Therefore, it is concluded that the Employees are motivated to work for the organization.

7. RESULTS AND DISCUSSIONS

The motivation and its effectiveness of Canara Bank have given the insights into the various programs of the bank. The use of tools like questionnaire, bar diagrams, pie charts etc has helped to throw light upon the various initiatives of the Bank. Some of the findings of the research undertaken are:

- The bank follows the traditional management style. A few of the employees are not happy with the level of hierarchy to which they belong to.
- The human resource department at the bank has taken a number of initiatives in ensuring the development of the human resources of the bank.
- The work environment of the bank is so friendly and casual. The culture of the organization is imbibed in the employees.
- The entry interview of the bank is similar to the induction training and helps the employees know the organization in a better manner.

- The respondents have more than 20 years of experience with the bank which means that the management is able to retain its employees. The reason for the retention capacity would be the organizational culture prevalent in the Bank.
- The entry interview is conducted at the time of joining of the employee and hence the employee might not be able to remember his interview. Most of the respondents had forgotten about it.
- The training program conducted at the Bank in the Staff Training College was effective. The training program varied according to the requirements of the bank from 2 days to 6 weeks.
- The performance of the employees and the training was either highly correlated or not. A few of the respondents were not aware of their post training performance.
- The incentives for computer education and JAIIB/ CAIIB exams were used by the respondent to a greater extent because these are the most important skills required by the employees.
- The Employee Suggestion Scheme was another important initiative of the bank. There is a system of felicitating the employees whose suggestions were approved by the management with cash prizes.
- Individual development and organizational effectiveness was facilitated through the staff meetings. The employees were able to know each other better through the staff meetings.
- The job satisfaction level of the employees was very high. All the government organizations provide with greater job security and better post employment opportunities and hence the employees were satisfied with the job.
- The culture of the organization is such that the employees work in a team and moreover they have good rapport with each other. The organization must involve all the cadres in the teams so as to increase the effectiveness of the organization on the whole.
- Motivation is the key driver for the employee to perform better. The motivation level of the employees is satisfactory and requires a little more fine tuning.
- The management needs to see to it that the employees are stress free and provide with maximum facilities in order to decrease the stress. Stress busters are an integral part of the organizational structure. At present the organization does not have proper stress handling mechanisms.
- The organizational goals need to be attained taking into consideration the individual goals. There is not a very huge gap between the two as far as this organization is concerned.
- Each individual has varied knowledge, skills and abilities and they need to make the best use of the same. The management must also put in their efforts to make the best utilization of the individuals.
- The top management at the bank has a strong role to play in the functioning of the bank. They try their level best to attain the strategic content of the organization along with guiding the subordinates.

- The decision making authority is vested in the hands of the management itself with the consent of the other employees of the organization. The management is well informed about the various strategies of the employees in the organization.
- The various programs at the bank are conducted in order to develop their employees and hence increase their productivity.
- The career path needs to be prepared and each individual should know where he/she stands. The career plans of most of the employees have been pre defined and they are working towards the attainment of their level.
- Majority of the respondents remain neutral in their response on transparency in EE practices.
- Majority of the employees are of the opinion that their ideas and opinions are considered in decision making.
- Majority of the respondents remain neutral in their view about receiving mentoring.
- Majority of the respondents agree in their response regarding their pay being in line with the current market rates. Hence the employees feel that their pay is according to market line.
- Majority of the respondents remain agreed in their response regarding fairness in promotion.

8. CONCLUSION:

Motivation is a complex equation that reflects each individual's unique, personal relationship with work. The null hypothesis is accepted as there is effectiveness in Motivational level of employees at Canara Bank. 75% of bank employees are motivated effectively according to the bank schemes. The study on Motivation practices at banking sector has helped in understanding the various measures the bank takes to keep its employees motivated. A company should recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore motivation should be a continuous process of learning, improvement, measurement and action. A culture of openness and transparency needs to be inculcated in the organization. In order to have engaged talent the organization has to pay attention in bringing about a fair balance in their work life as well pay system.

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