

**IMPACT OF NON-MONETARY REWARDS ON EMPLOYEES' MOTIVATION: A
COMPARATIVE STUDY BETWEEN PRIVATE AND PUBLIC SECTOR BANKS IN
BANGLADESH**

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IMPACT OF NON-MONETARY REWARDS ON EMPLOYEES' MOTIVATION: A COMPARATIVE STUDY BETWEEN PRIVATE AND PUBLIC SECTOR BANKS IN BANGLADESH

Abstract:

Motivation of employees is important and crucial for both employees and organization. Employees are the backbone of any organization. They are the most valuable and important asset among all the assets of any organization. If the employees are motivated and contented, their commitment levels will be high and their contribution to the bank also will be high. In current era of highly impulsive business environment where organizations are facing emerging challenges in the form of acquisition and optimization of employees, a satisfied, happy and hardworking employee is the prime asset of any organization, including banks. This study attempts to investigate motivation of bank employees in Bangladesh. It focused on the relative importance non-monetary rewards and their impact on the overall motivation of bank employees. In this study the targeted population is bank employees. The banks included both public and private sector banks operating in Bangladesh. Sample included a total of 396 employees, which from four public sector banks and four private sector banks. Data have been collected from two divisions namely Dhaka and Khulna. Research factors were classified in two categories- personal factors and job related factors. A good number of related literatures from home and abroad have been reviewed and three hypotheses were developed and tested. The results of present study found that there is a significant positive correlation between motivation and motivation related variables. The overall motivational mean score of private bank is slightly higher than that of public bank; while not significantly higher.

Keywords: Non-monetary rewards, Employee, Motivation, Public sector, Private sector

Introduction:

The success of any organization depends not solely on technical efficiency, updated machinery, good plant layout and vibrant organization etc; but also depends upon its human resources which are the most vital factor that affects the performance of the organization. In current era of highly impulsive business environment where organizations are facing emerging challenges in the form of acquisition and optimization of employees, a satisfied, happy and hardworking employee is the biggest asset of any organization, including banks. Workforce of any bank is responsible to a large extent for its productivity and profitability. So, for the success of banking industry, it is very important to manage employees effectively and to find whether its employees are satisfied or not. Employee motivation is generally assumed to have an important effect on personnel relations, production indices, employee turnover and such other factors which play an important part in determining the overall well-being of any business or industrial concern (Jurgensen, 1947). The role of motivational process in determining worker's level of performance is now widely recognised by industrial psychologists.

In the increasing complexity and globalization of the contemporary business firms, there is a growing awareness among both the scholars and business executives of the need for more substantive cross-cultural theories of work behavior and incentive systems (Steers. 1991;

Adler et al. 1989; Child and Tayeb. 1982.). The need has emerged both as a result of the deficiency of convincing theoretical framework of employee motivation in western organizations and from a growing need to improve employee performance in firms operating in the South-Asian region through different motivational practices being followed there. Though considerable progress has been made, in this area in the western industrially developed countries, there is still little development being seen in the countries like Bangladesh, Nigeria, Nepal, Pakistan and many other African and Latin American countries. Therefore, there is scope for the research and investigation about how to motivate the general employees in these countries considering the existing cultural environment and socio-economic context to enhance performance that leads to higher productivity.

So, rewards of non-monetary look for attracting employees to join an organization and keep them satisfied with proper motivation to perform up to optimize level in the organization. This study attempts to investigate the overall motivation and performance of the workers in both private and public sector bank in Bangladesh.

Literature review:

Reviews of past-related studies are most helpful to bridge the research gap. Though several studies have been found in abroad but, only few studies have been conducted on the present study in Bangladesh. Brief discussions of the available past international and national studies are presented to find out the research gap of the present study.

Akhilesh and Pande (1986) conducted a study on a comparative study of organizational climate in two banks. He concluded that the organizational climate of the nationalized and that of the private sector bank were different. Further, the climate of nationalized bank was inclined to affiliation-orientation and that in the private sector was found slightly task-oriented. It is difficult to evaluate affiliation orientation or task (orientation without considering the etiology of such climates. In other words, evaluation of such climate should be related to the esteemed organizational goal.

Deeprise (1994) observed that the effective reward system improve worker enthusiasm and its efficiency that play significant role in the growth of a company accomplishment.

Cheng (1995) expressed his views and stated that the biggest challenge for banks management was to motivate employees for sake of proficient offer and better services according to customers' expectations. The most powerful purpose of Human Resource Managers' was to guarantee the satisfied administrative centre or offices where employees can work well in bank. The purpose of helping out the general manager was to satisfy the employees and to tie up their interests with their work by providing the motivation of different kinds.

Lord (2002) conducted that retention and productivity of workers is a function of their motivation. The author examines the responses from 29 engineers over the age of 55

regarding factors in the workplace and their effects on the retention and productivity of senior engineers. In his study, the main motivators were found accomplishment, job responsibility, recognition, etc. The author concluded by saying that successful application of motivators improves job satisfaction and therefore increases productivity.

Islam et al. (2008) studied that managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such a climate would theoretically increase employee frustration and result in poorer performance, lower job satisfaction, and increased withdrawal from the organization.

Khan, Farooq, and Khan (2010) conducted a research that research analyzed the role of reward that plays in motivating employees of commercial banks. Specifically that study aims were to analyze the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (Employee motivation). A hypothesis was developed for the study and was tested by applying multiple regressions. The sample group (N= 167) consisted of male and female employees of the commercial banks of Kohat, Pakistan. Data was collected through Questionnaire. The results of the study indicated that 71% variance is explained by predictor variables in employee work motivation of commercial banks' employees. The results also showed that promotion among four independent variables has greater effect in explaining variance in employee work motivation of targeted subjects.

Islam et al. (2011) attempted a study to explore job satisfaction among employees of all public and private commercial bank limited. The research method was used an anonymous survey that was voluntarily completed and returned to the researcher. The study determined that morale and job satisfaction plays a vital role in overall performance of the employees in the workplace. The study also determined that social status, supportive colleagues and feeling secure about the job were the top three best reasons for working in the banks in Bangladesh. It was also determined that pay, decision making authority, and promotional policy were the three top priorities for improving the work environment in banking sectors.

Tausif (2012) the study showed that non financial rewards are the strong determinant of job satisfaction for the employees of public educational sector of Pakistan. The satisfaction increases with the increase in age. The old employees are more satisfied with job rewards than young employees. Results also show that the age differences of the employees affect the association between employee rewards and employee job satisfaction.

Erbaşı and Arat (2012) found that a significant relation is observed between the financial and non-financial incentives and the job satisfaction of employees. Various results have been obtained when it is tested if attitudes towards incentives and job satisfaction of employees at food chain premises differ in accordance with some demographical characteristics. There is also no significant difference on financial incentives in terms of union membership status of employees.

Jehanzeb et al. (2012) conducted a study that study aims were to examine the impacts of rewards and motivation using perceived amount of rewards on job satisfaction in both public and private banks of Saudi Arabia. In that study 568 employees were participated from both sectors. To conduct the study regression analysis was developed to test the relationship between rewards, motivation and job satisfaction. Results indicated that (1) rewards had positive significance on motivation, (2) motivation was positively related to the job satisfaction (3) rewards had a positive significant effect on job satisfaction.

Hasebur Rahman (2013) conducted a research which made a comparison between employees of public and private commercial bank in Bangladesh regarding their motivation on the basis of need theories of motivation. Their motivation level was measured and compared on the basis of two major constructs identified from the literature review. These construct are perception about the benefits received from the job, and perception about the job nature and job environment in the banking organization. It was found that employees of private commercial bank scored slightly higher in both the construct however there is no significant differences have been proved about benefit received from the job and perception about job nature and environment.

Kumar et al. (2015) conducted a research that study was conducted to measure the impact of non-financial rewards on employee motivation in different organizations of Bangladesh. The results indicated that a significant impact on non- financial rewards contributes to employee motivation. There was a positive correlation between non-financial rewards and employee motivation.

Farooq et al. (2016) stated in their study that there are positive significant relationships between three of the five non-monetary rewards and the others of two independent variables i.e. training and performance recognition relationship has not been found significant.

Qader, A. N. (2021) conducted a research to investigate the effect of non-monetary incentives & work environment on employee's job satisfaction. The results indicated that there is a positive significant relationship between the study's two independent variables (non-monitory incentives, and the work environment), it also reveal that non-monetary incentives are positively correlated with job satisfaction of employees.

Statement of the problem:

Today, the biggest challenge for bank's management is to motivate employees for the sake of proficient offers and better services according to customer expectations (Rahman, M. H., & Nurullah, S. M, 2014). The most valuable and volatile asset of any institution is a well-motivated and stable workforce, one which is competent, dedicated and productive (Tonkiss, and Passey, 1999). Motivation becomes an important agenda for managers and management scholars nowadays and it will remain in the future (Rahman, M. H, 2013).

With the increasing complexity and globalization of the contemporary business firms, there is a growing awareness among both the scholars and business executives of the need for more substantive cross-cultural theories of work behavior and incentive systems (Adler et al., 1989; Child and Tayeb, 1982; Steers, 1989). "High employee turnover rates may jeopardise efforts to attain organizational objectives. When an organization loses a critical employee, the effects on innovation, consistency in providing service to customers and timely delivery of services to customer may be negatively affected" (Ampomah & Cudjor 2015). Excessive negative employee turnover is often reflective of employee dissatisfaction which is commonly because of unmotivated employees. Other effects of unmotivated employees include low and untimely output. High rates of employee turn and untimely output are the main problems being experienced at Bank.

Motivation is a widely studied phenomenon. It plays an important role to an employee in terms of health and well-being and to an organization in terms of its productivity, better efficiency, performance, employee relations, absenteeism and turnover. This research is conducted to investigate the use of non-monetary rewards to motivate bank employees for the organizational betterment.

Objectives of the Study:

This study embarks on the following specific objectives:

1. To investigate the influence of non-monetary rewards on employees of private and public sector banks;
2. To identify the significance of the non-monetary rewards on motivation of bank employees;
3. To make comparison between the motivational level of public and private sector bank employees; and
4. To provide some important suggestions for policy implication.

Research hypothesis:

H1: There is no significant difference between the non-monetary rewards of motivation on private and public bank employees.

H2: There is no significant difference between the influences of non-monetary rewards of motivation on private and public sector bank employees.

H3: There is no significant difference between the motivation of private and public bank employees.

Methodology:

Business and management research intends to provide solutions to the practical managerial problems. According to Zukmund the objectives of research may be interpreting, understanding, and criticizing, describing or analyzing information in a knowledge increasing manner. It is necessary to have a clear picture of the phenomena on which study wish to collect data prior to the collection of the data. Finally the research may be explanatory research if it tries to establish relationship that exists between variables. It aims at identifying

how one variable affects the other; it seeks to provide an empirical explanation to the causes and effects relationship between one or more variables (Mark, S., Philip, L., & Adrian, T. 2009). This study is explanatory in nature since its purpose is to identify employees' motivation. In order to achieve the objective of this study and answer the research questions, the study has adopted mixed research approach. The mixed research method including both quantitative and qualitative approaches is selected for this thesis as it is considered to be the best option due to suitability to collect data and to present the result with the help of diagrams and statistics. Mixed research method opens door to multiple methods of data collection and helps to generate the findings to a population and develop a detailed view of the meaning of a phenomenon or concept for individuals (John, W.C. 2009). Qualitative data is collected through interview in order to identify the reward system adopted by the bank. This study has been used structured questionnaire to collect explanatory data and analyze the impact of non-monetary reward scheme on employee motivation. The study has been confined within eight schedule banks including four public and four private banks in Bangladesh. Different random sampling technique such as stratified, multistage cluster and disproportionate random sampling techniques have been applied to select the banks, branches, districts as well as individual sample of respondents.

Conceptual Framework:

Employee: In the context of this study, the term 'employees' is meant all types employees from entry level to top level who are involved in different kinds and levels of banking operations as fulltime paid employees. Both executives and non-executives are covered in this study

Motivation: In the context of this study, motivation is either internal or external force that influences the employee of bank to behave or act in a specific, goal-oriented manner.

Employee Motivation: A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. Employee motivation is affected by both personal characteristics as well as workplace environment. Organizations benefit from engaged workers in a number of ways. Employee satisfaction has positive influence on customer satisfactions in the service industry.

Non-monetary Rewards: In the context of this study, Non-monetary rewards are internal and related to the job perception of the bank employee. It also affected by the job design. Such rewards are difficult to control and handle by the managers and to replicate by competitors. Intangible part of total reward is harder to achieve and evaluate. Non-monetary rewards are divided as reward from the job itself and from job environment.

Public Sector: The term 'public sector' in general refers to the wide range of economic and social activities undertaken by public authorities (Government, Municipality and the like) and by organisations which are owned and controlled by such authorities.

Private Sector: The 'private sector' on the other hand, refers to the economic and social activities performed under individual or group ownership within the general framework of regulatory laws and rules.

Data Analysis:

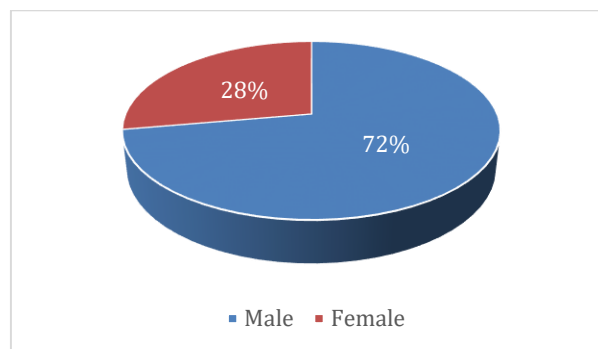
Demographic Information:

In this study 396 respondents were interviewed. Of them 72.2% were male and 27.8% were female. The result is shown in table 1 along with a pie chart (Figure 1).

Table 1: Gender distribution of respondents (N=396):

Gender	No. of respondents	Percent
Male	286	72.2
Female	110	27.8
Total	396	100.0

Figure 1: Pie chart of gender distribution of respondents



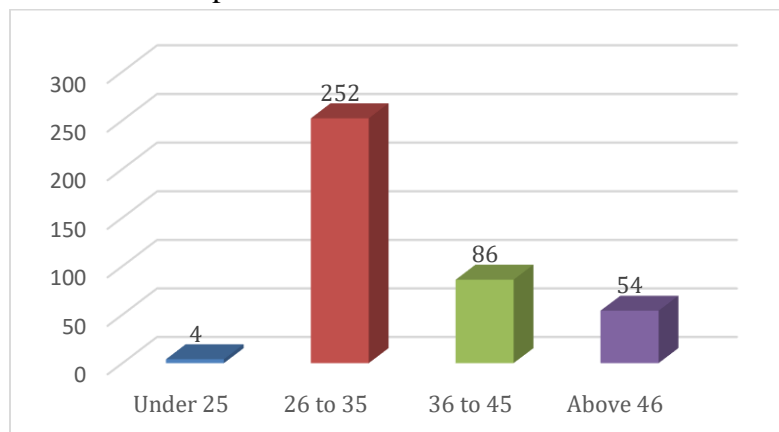
The selected respondents were varied according to their age. Respondents of different ages were interviewed. The age distribution of 396 respondents is represented below.

Table 2: Age distribution of respondents (N=396)

Age	No. of respondents	Percent
Under 25	4	1.0
26 to 35	252	63.6
36 to 45	86	21.7
Above 46	54	13.6
Total	396	100.0

Table 2 indicates that only 1% respondents were from age category under 25 years; most of the respondents (63.6%) were from age category 26 to 35 years; 21.7% respondents were 36 to 45 years old and 13.6% were above 46 years old. The age distribution of respondents has been shown in figure 2.

Figure 2: Age distribution of respondents



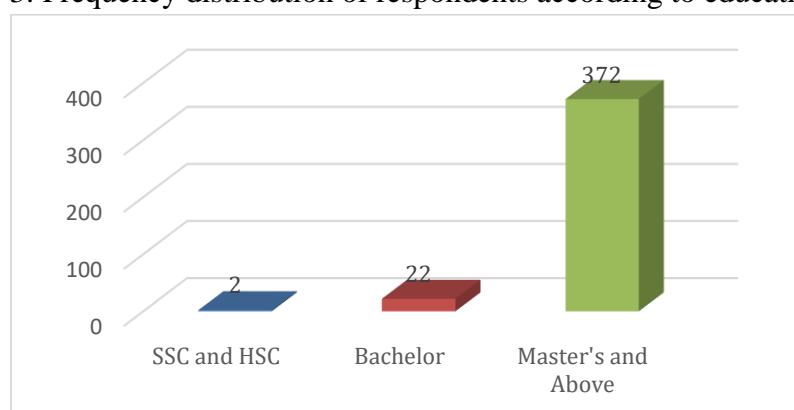
The education level of the respondents varies from SSC to Masters and above. The frequency distribution of respondents according to education level is shown in following table.

Table 3: Frequency distribution of respondents according to education level

Education level	No. of respondents	Percent
SSC and HSC	2	0.5
Bachelor	22	5.6
Master's and above	372	93.9
Total	396	100.0

Table 3 tells that only 0.5% respondents were SSC and HSC educated. While 5.6% had Bachelor degree and 93.9% respondents had a degree of Master's level or and above. Bar chart of figure 5.3 represents the frequency distribution of respondents according to education level.

Figure 3: Frequency distribution of respondents according to education level

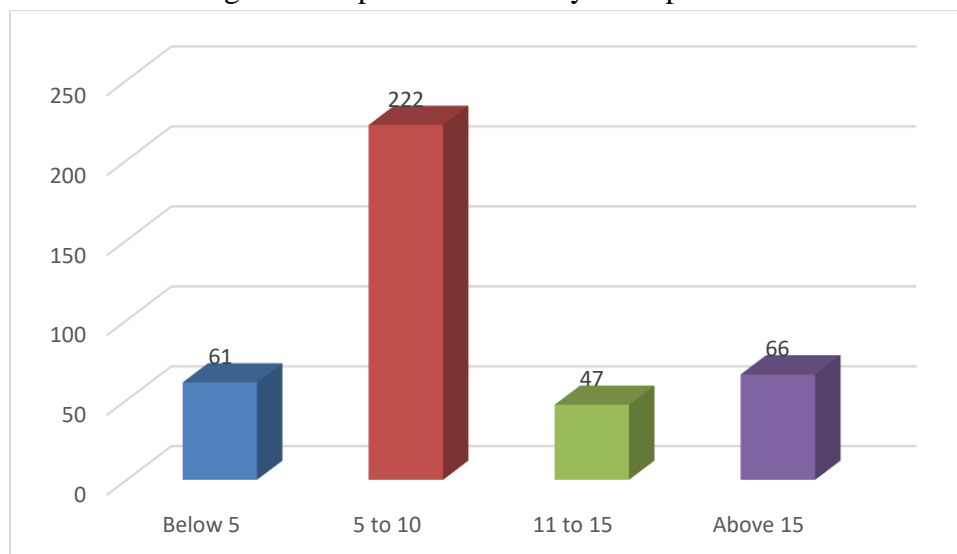


The respondents' experiences of this study vary from below five years to above 15 years. Below the table 4 indicates that 15.4% respondents were below 5 years experienced; while 56.1% were 5 to 10 year experienced, 11.9% were 11 to 15 years experienced and 16.7 had above 15 years of experience.

Table 4: Frequency distribution of experience of respondents (N=396)

Experience	No. of respondents	Percent
Below 5	61	15.4
5 to 10	222	56.1
11 to 15	47	11.9
Above 15	66	16.7
Total	396	100.0

Figure 4: Experience diversity of respondents



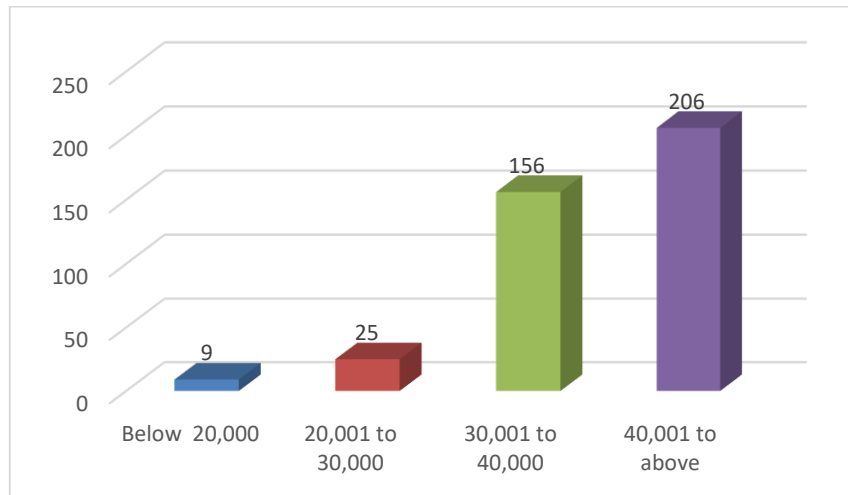
Monthly income of the respondents ranges from below Tk. 20,000 to above Tk. 40,000. The Monthly income distribution of respondents is shown in table 5.

Table 5: Monthly income distribution of respondents (N=396)

Monthly Income (in Tk.)	No. of respondents	Percent
Below 20,000	9	2.3
20,000 to below 30,000	25	6.3
30,000 to below 40,000	156	39.4
40,000 to above	206	52.0
Total	396	100.0

It is seen from table 5 that, only 2.3% respondents' income was below Tk. 20,000; while 6.3% respondents' income was ranges from Tk. 20,000 to below Tk. 30,000. 39.4% respondents drew salary of Tk. 30,000 to Tk. below 40,000 and 52% respondents answered that their monthly income was above Tk. 40,000. The figure 5 shows the Monthly income distribution of respondents with bar chart.

Figure 5: Monthly income distribution of respondents



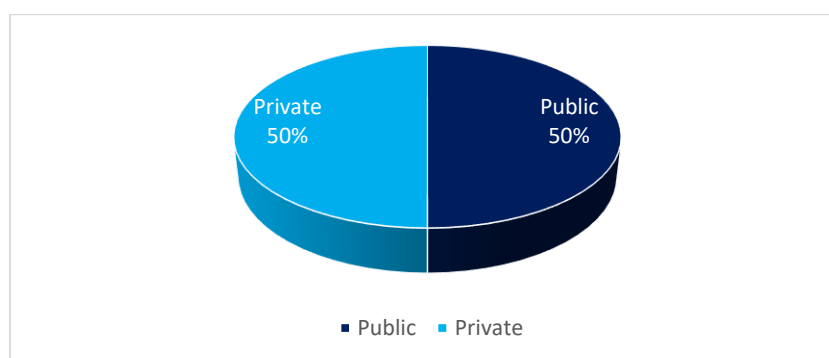
In this study proportion of public bank and private was kept same. As a result, 50% respondents came from public bank and 50% respondents came from private bank (Table 6).

Table 6: No. of respondents in public and private bank (N=396)

Type of bank	No. of respondents	Percent
Public	198	50.0
Private	198	50.0
Total	396	100.0

Pie chart showing percentage of Public and Private Bank in figure.

Figure 6 : Percentage of respondents in public and private bank



Mean Scores Comparison Of Non-Monetary Rewards Between Public And Private Banks:

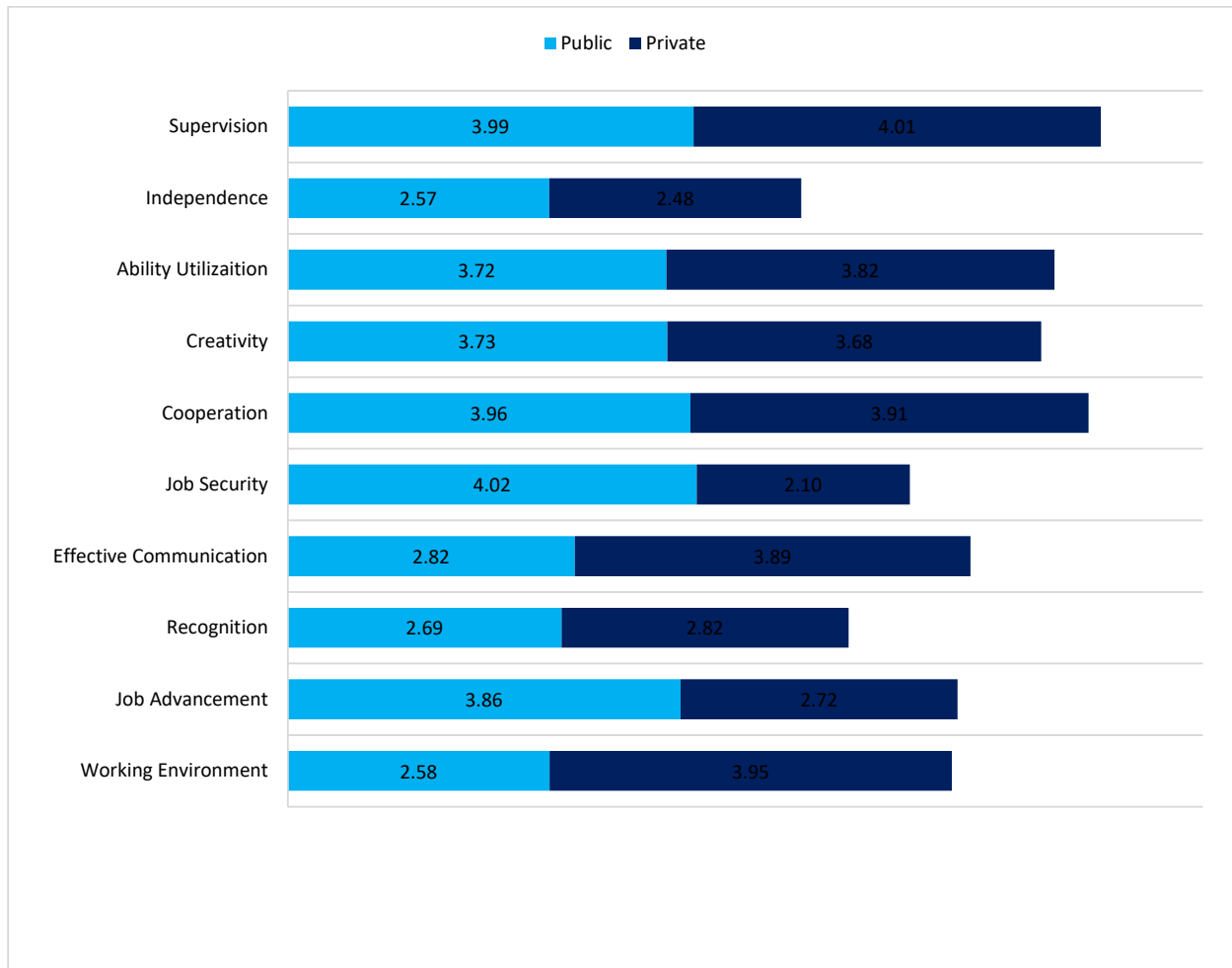
Mean scores of several non-monetary rewards are computed with standard deviation and standard error of mean for public and private bank. The results are presented in table.

Table 7: Mean Scores of Non-Financial Factors of Public and Private Banks

Non-Financial factors	Mean score		SD		Std. Error of Mean	
	Public	Private	Public	Private	Public	Private
Working Environment	2.58	3.95	1.314	0.892	0.093	0.063
Job Advancement	3.86	2.72	0.865	1.403	0.061	0.100
Recognition	2.69	2.82	1.239	1.357	0.088	0.096
Effective Communication	2.82	3.89	1.264	0.805	0.090	0.057
Job Security	4.02	2.10	0.861	1.195	0.061	0.085
Cooperation	3.96	3.91	0.836	0.877	0.059	0.062
Creativity	3.73	3.68	0.909	0.916	0.065	0.065
Ability Utilization	3.72	3.82	0.960	0.905	0.068	0.064
Independence	2.57	2.48	1.154	1.098	0.082	0.078
Supervision	3.99	4.01	0.806	0.840	0.057	0.060

Table 7 shows that mean scores of “Working Environment”, “Recognition”, “Effective Communication”, “Ability Utilization” for public bank are lower than those of private bank. While other mean scores (Job Advancement, Job Security, Cooperation, Creativity, Independence) of public bank are higher than those of private bank. The comparative mean scores of different non-monetary rewards are presented in figure 7 for public and private bank.

Figure 7: Comparative Mean Scores of Non-monetary rewards between Public and Private Banks



Correlation Analysis of Non-Monetary Rewards with Overall Motivation of Employees:

To examine the pair wise inter-correlation between overall motivation score and non-monetary rewards, Pearson coefficient of correlation has been computed. The result is shown below:

Table 8: Correlation of Non-monetary rewards with Overall Motivation of Employees (N=396):

Non-monetary rewards		Pearson Correlation	Sig. (2-tailed)/p-value
Non-monetary rewards	Working Environment	0.018	0.714
	Job Advancement	0.115*	0.022
	Recognition	-.006	0.897
	Effective Communication	0.038	0.449
	Job Security	0.160**	0.001
	Cooperation	0.297**	0.000

	Creativity	0.303**	0.000
	Ability Utilization	0.283**	0.000
	Independence	0.032	0.523
	Supervision	0.317**	0.000
**Correlation is significant at the 0.01 level (2-tailed).			
**Correlation is significant at the 0.05 level (2-tailed).			

Table 8 shows that among ten non-monetary rewards highest positive value is ($r=0.317$) and lowest negative value is ($r=-.006$). It also indicates that among ten non-financial factors job advancement ($r=0.115$, $p<0.05$), job security ($r=0.160$, $p<0.05$), cooperation ($r=0.297$, $p<0.05$), creativity ($r=0.303$, $p<0.05$), ability utilization ($r=0.283$, $p<0.05$), supervision ($r=0.317$, $p<0.05$) are significantly positively correlated with overall motivation. Among rest of the non-monetary rewards Recognition is very weakly negatively correlated ($r=-0.006$) with overall motivation; but the correlation is not significant ($p>0.05$). Working environment ($r=0.018$, $p>0.05$), effective communication ($r=0.038$, $p>0.05$) and independence ($r=0.032$) are weakly positively correlated with overall motivation; but the correlations are not significant ($p>0.05$).

Chi-square test: Chi-square test of Table 9, respondents' perception about motivational level along Public and Private banks suggests that there is no association between type of bank and overall motivational level, $\chi^2 (4, N = 396) = 5.723$, $p>0.05$.

Table 9: Chi-square test (Non-monetary rewards)

Source	Null hypothesis (H_0)	Pearson Chi-square	df	p-value	Decision
Table 9.1	There is no association between perception about <i>Working Environment</i> and type of bank	112.946	4	0.000	<i>Reject H_0</i>
Table 9.2	There is no association between perception about <i>Job Advancement</i> and type of bank	79.915	4	0.000	<i>Reject H_0</i>
Table 9.3	There is no association between perception about <i>Recognition</i> and type of bank	7.620	4	0.107	<i>Do not reject H_0</i>
Table 9.4	There is no association between perception about <i>Effective Communication</i> and type of bank	83.464	4	0.000	<i>Reject H_0</i>
Table 9.5	There is no association between perception about <i>Job Security</i> and type of bank	202.159	4	0.000	<i>Reject H_0</i>
Table 9.6	There is no association between perception about <i>Cooperation</i> and	5.536	4	0.237	<i>Do not reject H_0</i>

	type of bank				
Table 9.7	There is no association between perception about <i>Creativity</i> and type of bank	1.129	4	0.890	<i>Do not reject H₀</i>
Table 9.8	There is no association between perception about <i>Ability Utilization</i> and type of bank	3.238	4	0.519	<i>Do not reject H₀</i>
Table 9.9	There is no association between perception about <i>Independence</i> and type of bank	6.863	4	0.143	<i>Do not reject H₀</i>
Table 9.10	There is no association between perception about <i>Supervision</i> and type of bank	3.284	4	0.511	<i>Do not reject H₀</i>

Chi-square test of table 9 reveals that respondents' perception about working environment, job advancement, effective communication and job security differ significantly across public to private bank. While, respondents' perception about recognition, cooperation, creativity, ability utilization, independence and supervision do not differ significantly from public to private bank.

Table 10: Mean Difference of Over All Non-Monetary Rewards Score between Public And Private Banks

Type of bank	N	Mean	Std. Deviation	t-value	d.f	p-value
Public	198	3.395	0.5014	1.083	394	0.279
Private	198	3.338	0.5459			

Table 10 reveals that mean score of overall non-financial motivational factors of public bank (3.395) is higher than that of private bank (3.338). But the mean scores are not significantly differ across public and private bank, $t(394) = 1.083$, $p > 0.05$.

Regarding this assumption several studies also found that there is no significant difference between the motivation of public and private bank employees (e.g. H. Rahman, 2013, Jehanzeb et al.2012, Akhter et al.2014,).

Findings of the study:

The major findings of the study conducted on "Impact of financial rewards on employees' motivation: A Comparative study between Private and Public sector Banks in Bangladesh" are summarized below:

Employees of private sector banks were found to have slightly higher motivation than the employees of public sector. There is a significant positive correlation between motivation and motivation related variables. The study partially supports the Herzberg two-factor theory of motivation. The study shows that significant difference exists between employees of public sector banks and private sector banks regarding working environment, job advancement,

effective communication and job security. The employees of public sector banks are more satisfied with job advancement and job security than that of private sector bank employees. On the other hand the employees of private sector banks are more satisfied with working environment and effective communication than that of public sector bank employees. No significant difference exists between employees of public sector banks and private sector banks regarding creativity, recognition, cooperation, independence, ability utilization and supervision. The positive sign of betas (estimated coefficients of independent variables) indicates that as the score of the independent variables increase overall motivation also increases. Overall motivational mean score of private bank is slightly higher than that of public bank while not significantly higher.

Conclusion and Recommendations:

Motivation is a widely studied phenomenon. Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal. Effort that's directed toward, and consistent with, organizational goals is the kind of effort required from employees (Stephen, P.R., Mary. C. 2012). Employees' motivation affects the quality of bank service, has affect the degree of customer satisfaction. Thereby great efforts to improve employees' motivation create the satisfied customer with satisfied employees. Workers' motivation generally seems to have an important impact on workers' performance, worker-management relations, labour turnover, and such other factors which play an important part in determining the overall well-being of any banking sectors organisation. As motivation plays an important role for better performance, efficiency, improved labour management relationship and reduced labor turnover in any organizations. So, it was felt necessary to conduct a study on motivation of bank employees' in Bangladesh. The purpose of this study was to identify the present scenario of motivation between public and private sectors bank in Bangladesh on the basis of non-monetary reward schemes.

All the findings expects to contribute to the existing knowledge and understanding as there is no-known study so far to measure the impact of non-monetary rewards on employees' motivation. This study provides opportunities for the policy makers to find a way how to satisfy the employee in organization especially in banking sectors in Bangladesh. Findings expected to contribute to the programs and policies focused on to minimize the dissatisfactions of employees' in Bangladesh.

Practical Implications:

The findings are expected to provide useful guidelines to employers of the banking sector while developing employees' motivation programs. They can design the effective non-monetary rewards to keep more pleasant their competent employees.

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