EFFECTS OF MOTIVATIONAL INCENTIVES ON EMPLOYEES' PERFORMANCE: A CASE STUDY OF BANKS OF KARACHI, PAKISTAN

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ABSTRACT

The present study was conducted on the Effects of Motivational Incentives on Employees' Performance. The main objective of the study was to find out level of motivational incentives and to analyze the impact of those incentives on the performance of employees. The variables which were the focus of the study were level of job Satisfaction, level of performance, efficiency, organizational productivity, employees' loyalty and professionalism. 15 different banks of Karachi were as target population. The sample size of the study was 154. The research was based on simple random sampling where 15 banks were selected from 41 banks. Equal proportionate stratified sampling was used for the distribution of the respondents. Data was collected through a questionnaire. The data was analyzed with the help of SPSS. The study established the various ways employees' were motivated including both monetary and non-monetary recognition based incentives. The results of the hypotheses indicated that motivational incentives had impact on employees' performance. The study concluded that though incentives had impact on employees' performance; the employees' were not loyal to their organizations and were willing to switch their jobs if better opportunities came their way. The study recommends that only monetary incentives were not enough. The capacity building programs should be initiated for the employees which will not only make their work challenging but will also increase commitment towards their organizations.

Key words: Motivational Incentives, Level of job satisfaction, Organizational Productivity, Employees' Performance, Employees Loyalty

Introduction

The success and promotion of any company or organization can be evaluated in terms and conditions of various things, such as well planning, better administrative system, system of working of employees, follow up rules and regulations, management of resources and many others. These are the some of the basic tips for the promotion of any company. But there are some other components must to be keeping in mind that is concern to human resource management (H.R.M) an organization is majorly depended upon the human resources' available to it. Human resources are everything for any company /organization, although a company needs many other resources for its promotion and success but without human resources they are useless. It is the man who operates the machines and utilizes other resources for development. (Hitt, Miller, & Colella, 2006, 524-526).

Every person has his own wants and desires, for that purpose he/she works to get fulfill them. It is not enough for an employee to be satisfied materially but non material aspects are as essential as material aspects, an employee need both to be fulfilled. Material means his salary, bonuses, allowances, job security and other facilities. While non-material aspect includes leaves, excellent working environment, good understanding among other fellow workers and top management, all these elements have much to do with motivation of employee. Employees play very important part in the daily operations of any organization especially where the markets are very competitive and have ever-changing environment which is supported by majority of the theorists. The fate of an organization is usually determined by its employees so it sounds logical to understand how employees can be motivated. As far as the employee's motivation is concerned, employee motivational incentive programs have been found to be the most commonly adopted technique among organizations. The purpose of the program is to reward productive performance, reinforce positive behaviour and stir interest in employee. Performance and how it could it could be enhanced is central to the concern of industries and organizations, therefore many organizational scientists, are very much interested in different schemes and techniques related to performance and its growth incentives are one of those techniques used in workplaces to stimulate employees in order to get desired performance.

Money is considered to be the universal motivator although other financial and non-financial incentives and benefits create a very special relationship between organization and employees. Employees preform certain tasks; fulfill goals in exchange of money and other incentives packages.

Some types of incentive plans are available in industries in which bonuses, conveyance allowance, medical allowance, increase salary, monthly leaves, promotion, recognition are included. These incentives encourage the employees and hence productivity enhances by affecting the performance, efficiency, satisfaction, responsibility, effectiveness and commitment of employees.

In fact the whole thrust of incentive plans is to build the sort of highly trained, empowered, self-governing and flexible work force that companies today need as a competitive advantage. Employees desire appreciation and other monetary and non-monetary incentives in exchange for a job done well. This trend is becoming more popular as businesses explore ways to motivate employees.

In any organization, workers need something to keep them at work. Most of the times the salary of the employee works as a stimulus; though to keep him or her working constantly for an organization other incentive packages and programs are also necessary. An employee must be motivated to work for a company, if not then that employee's quality of work, or all work in general will deteriorate so it is necessary and compulsory need of today's competitive era to provide different desired incentives and benefits to employees to keep their goal-directed performance on track.
Therefore, incentives can really work to accomplish the goals of an organization. Some of the needs for incentives for an organisation are:

1. To increase productivity,
2. To drive or arouse a stimulus work,
3. To enhance commitment in work performance,
4. To psychologically satisfy a person which leads to job satisfaction and avoid turnover,
5. To shape the behaviour or outlook of subordinate towards work increasing efficiency,
6. To inculcate zeal and enthusiasm towards work,
7. To get the maximum of their capabilities so that they are exploited and utilized maximally to achieve their personal goals as well as organizational goals (Management Study Guide, 2013).

Employee monetary incentives and recognition programs:
Several incentive plans are particularly suited to motivate individual employees. Piecework is the oldest and still most popular individual incentive plan where the worker is paid a sum (*piece* rate) for each unit he or she produces. Straight piecework and standard hour plan are some of the plans used by organizations.

Merit pay or a merit raise is any salary increase the firm awards to an individual employee based on his or her individual performance. It is different from a bonus in that it usually becomes part of the employee's base salary, whereas a bonus is a one-time payment. Advocates argue that awarding pay raises across the board (without regard to individual merit) may actually detract from performance, by showing employees they'll be rewarded regardless of how they perform. Detractors present good reasons why merit pay can backfire. One, certainly, is the dubious nature of many appraisal processes. If appraisals are unfair, then the merit pay one base them on would be unfair too (Dessler, 2011). A survey of 300 IT departments found that 77% were paying bonuses and incentives, including stock options and profit sharing, to IT professionals. Many are also offering benefits that are highly attractive to professionals, including better vacations, more flexible work hours, equipment for home offices and improved pension plans. Presently, formal organizations are using teams in order to manage most of their work. They use different types of incentive plans that not only encourages teamwork but it also focuses on team members' attention on their performance.

Besides the above mentioned monetary incentives; there are many incentive plans in different organizations here employees also participate. These different plans include profit sharing plans, employee stock ownership plan (ESOP), Scanlon/gain sharing plans and at risk variable pay plans.

Employee non-monetary incentives and recognition-based awards:

Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self- actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of "Non- monetary incentives". Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non-financial incentives. Studies show that recognition has a positive impact on performance, either alone or in conjunction with financial rewards." Employees are therefore increasingly using performance-based recognition programs today. According to one survey, 78% of CEOs and 58% of HR vice presidents said their firms were using performance recognition programs.

Organizations use non-monetary incentives to increase their employees' efficiency and performance to achieve their goals and in turn organizations' productivity also increases. Those incentives include; job security, pension plans, insurance (both life and medical), training, suggestion schemes, praises, job enrichment, promotion opportunities, vacations & holidays, leaves (sick, medical leave, prenatal leave, flexible timings, retirement benefits etc. Most employers combine financial and nonfinancial awards. One survey of 235 managers found that the most-used rewards to motivate employees (top-down, from most used to least) were: Employee recognition, Gift certificates, Special events, Cash rewards, Merchandise incentives, E-mail/print communications, Training programs, Work/life benefits, Variable pay, Group travel, Individual travel and Sweepstakes (McShane & Glinow, 2010).

Performance in relation to effectiveness:
Formal Organizations are intricately linked with the environment around them as they are not working in a vacuum. The environment around work organizations affects how does an organization operates, what it produces and what is its performance (Nabli & Nugent, 1989).

Classical management theorists were of the view that there was only one purpose of the organization (Etzioni, 1964), which was to work efficiently to achieve organizational goal by utilizing its resources. Although, the times have shown that that work organizations serve many goal and sub-goals (Quinn & Rohrbaugh, 1983). Early organizational theories, in the 1940s, were focusing on organizational performance through abstract concepts (Likert, 1957). Slowly effectiveness, employees' morale and efficiency were the focus of attention of the theorists in the 1960s and were considered integral part of any organization (Campbell, 1970).

Profit became one of the many indicators of the performance of an organization once managers realized and started to recognize that when the organization has attained its goals (effectiveness) by using very limited resources (efficiency).
In order to determine organizational performance, effectiveness and efficiency were used as standards. However, now many other standardized concepts have been used to analyze organizational performance including innovation, adaptability, morale, turnover and orientation. The requirement of each organization and its stakeholders are different therefore demanding different forms of performances from those organizations. The flow of these ideas and creativity has made these formal organizations able to achieve sustainability which is referred to as "on-going relevance to stake- holders" (Lusthaus et al, 2002).

Effect of monetary and non-monetary incentives on employees' performance in Pakistan:
In Pakistan monetary incentives are more important for employees than non-monetary incentives. Pakistan is a developing country and its rank in Human Development Index has declined from 146 to 147 putting Pakistan in low human development category (HDR, 2015). According to the HDR 2015, 23.7% of Pakistan's population is in severe poverty while 52.1% of population is suffering from multiple deprivations. These figures indicate that in Pakistan money is the basic motivating factor in employees' performance in all types of organizations. The bank employees' in Pakistan are not only getting better salaries' than other organizations but they are also being provided with other monetary incentives especially bonuses and other paid awards. Literature review of Pakistan banking sector also strongly confirms these findings not only in banking sector but also in other sectors. The employees' are aware of the fact that if they do not deliver good performance then they will be replaced. This social factor is playing a pivotal role in employees' mind, therefore motivating them even more to perform better. Banking sector in Pakistan as compared to other sectors is giving their employees more monetary and non-monetary incentives than other sectors of Pakistan. This has not only improved employees' performance but has also enhanced employees' productivity in achieving organizational goals which in turn has boosted the organizational productivity.

Literature review:
Compelling evidences have been found in the literature about the significance of the relationship between compensation & reward and the employee behavior and organizational performance. Pritchard et al, (1988) study indicated that group-level feedback increased productivity an average of 50% over baseline, group goal setting increased productivity 75% over baseline, and group incentives increased productivity 76% over baseline.. In addition, work attitudes such as job satisfaction, turnover intentions, and morale were better after the interventions. Jenkins et al, (1990) studied whether financial incentives were related to quality and quantity of performance or not. Results showed that financial incentives were not related to the quality of performance rather it had a correlation with quantity of performance. Bonner et al (2000) findings suggested that the type of task being performed and the type of incentive scheme being employed affected the efficacy of financial incentives and therefore influenced the design of management accounting and control systems. The results of the study conducted by Stajkovic & Luthans (2001) showed that the money intervention based on the O.B. Model outperformed routine pay for performance (performance increase = 37% vs. 11%) and also had stronger effects on performance than social recognition (24%) and performance feedback (20%). Condly et al (2003) studies 600 studies which revealed that the overall average effect of all incentive programs in all work settings and on all work tasks were a 22% gain in performance. Milne (2007) research results revealed that reward and recognition programs had positive effects on motivation, performance and interest within an organization. Weibel et al (2009) study demonstrated (a) that motivation was the key influence on the effect of performance-related pay on performance, and (b) that pay for performance was generally more costly as it appeared to have hidden costs of rewards. Nawab & Bhatti (2011) conducted research on influence of employee compensation on organizational commitment and job. In their research attention was drawn on the role of each component of financial & non-financial reward towards organizational commitment, which they can implement and increase their practices to maximize the employees contribution and production. They also revealed in their research study that organizational setups in Pakistan normally focus on increasing the productivity without paying attention toward compensation and its significance. After highlighting the drawback they suggested to concentrate over different compensation plans to increase or decrease the size of both financial and non-financial rewards to achieve the desired result from work force. Hameed & et al (2013) conducted their research on impact of motivators on employees' performance. They developed a model explaining the association between incentive motivators, organization-based self-esteem and employee performance in private banking sector of Pakistan. The outcomes revealed positive and significant impact of incentive motivators and organization based self-esteem on employees' performance. Khan & et al (2013) investigated different factors determining intrinsic and extrinsic rewards in the light of Herzberg's two factor theory and their impact on banking employees' job satisfaction and job performance and endeavors to influence overall performance of the commercial banks of Pakistan. The study revealed that both intrinsic and extrinsic rewards had significant impact on employees' performance. Hameed & et al (2014) studied the impact of compensation on employee performance in private banking sector of Pakistan. It was revealed in the study's results that Compensation had progressive impact on employee performance. It was proved from correlation analysis that indirect compensations (non-monetary) had weak relationship to performance whereas monetary compensations had significant and positive impact on employee performance. Gichuru (2015) paper showed relationship between motivational incentives and employee performance. The study highlighted that motivation improved level of efficiency of employees where the level of a subordinate or an employee did not only depend upon his qualifications and abilities. The findings further suggested that motivational incentives affected employee performance in an organization in various ways as increased output, boosting employee morale, improved participation and improved employee relations.

Objectives:

- To explore the numerous types of motivational incentives received by employees in banking sector of Pakistan.
- To analyze the impact of those motivational incentives on employees' work performance; that either their performance after getting different incentives increases or not.

Research design:
In the present study quantitative approach was used. The universe of the study was Banks of Karachi, Pakistan. 15 banks with different organizational managements were chosen through simple random sampling method. There were 512 employees in the selected banks. The sample size of 154 was calculated at 95% confidence level out of 512 employees. The researchers used proportionate stratified sampling technique to allocate research units to each bank. In the last step the employees were selected by systematic sampling from the sampling frame of each bank. Data was collected through administration of a questionnaire. Close-ended questions were used in the questionnaire and matrix questions were made for the purpose of operational definitions of the concepts. The scales were constructed for; level of employees' satisfaction, motivational incentives, levels of efficiency, production, levels of organization and effectiveness of an employee. Scales were used to categorize the levels and scores were given to each category for the purpose of hypotheses testing. SPSS was used for the analysis of the data. Chi-square test and p-value were applied to analyze the hypotheses of the study from which the conclusion was drawn.

Major findings:
The table no. 1 indicates that 79.87% of employees were male and 20.13% were female. 51.29% of employees belonged to age 20-30 and 33.12% workmen were of age 31-40 years. Majority of the employees (57.14%) were graduates whereas 35.71% of employees were post-graduate. Table also points out that 51.95% of them had monthly incomes from Rs. 20,000-30,000 and 20.13% respondents had monthly income of Rs. 31,000-40,000 while 27.92% had income of more than Rs.40, 000. Majority of the employees (53.90%) belonged to sales team while 42.86% were in operations team. 68.18% of the employees were with their current organizations with up to 5 years and 23.38% had worked more than 5 years in their current organizations. Majority of the employees (50.65%) were working 7-9 hours whereas 42.21% were working long hours with more than 9 hours. Scores in the level of motivational incentives indicated that 49.35% of the employees were being awarded with moderate incentives while 48.05% were getting high incentives from their organizations. Majority of the employees i.e. 76.62% scores in the scales showed that incentives had influence on their performance while only 5.8% had no effect on their performances. The table no. 1 also shows that 55.84% employees were satisfied with the incentives awarded by their workplace, 20.13% were highly satisfied while approximately 24% were dissatisfied with incentives given at their organizations. The level of motivational incentives increasing efficiency showed that majority of the employees 81.82% efficiency has increased whereas 18.18% had no effect on their efficiency in their organizations.

Table no. 1

Characteristics of Subjects (N = 154)

Indicators	Frequency	Percentage	Cumulative %
Gender			
Males	123	79.87	79.87
Females	31	20.13	100.0
Age Group			
20-30	79	51.29	51.29
31-40	51	33.11	84.40
41-50	16	10.38	94.78
51+	8	5.19	100.0
Educational Qualification			
Intermediate	11	7.15	7.15
Graduate	88	57.14	64.29
Post-Graduate	55	35.71	100.0
Family Income (In Rupees)			
11,000-20,000	36	23.38	23.38
21,000-30,000	44	28.57	51.95
31,000-40,000	31	20.13	72.08
More Than 40,000	43	27.92	100.0
Employees' job Designation			
Sales Team	83	53.90	53.90
Operation Team	66	42.86	96.76
Supporting Staff	5	3.24	100.0
Employees' Working Period			
Up To 5 Years	105	68.18	68.18
6-10 Years	36	23.38	91.56
11 Years & Above	13	8.44	100.0
Employees' Working Hours			
4-9 Hours	78	50.65	50.65
10-12 Hours	65	42.21	92.86
More Than 12 Hours	11	7.14	100.0
Incentives Awarded To Employees'			
Low Incentives	4	2.60	2.60

Moderate Incentives	76	49.35	51.95
High Incentives	74	48.05	100.0
Influence Of Incentives On Employees' Performance			
Influence	118	76.62	76.62
No Influence	9	5.84	82.46
No Opinion	27	17.53	99.99
Employees' Level Of Satisfaction			
Highly Satisfied	31	20.13	20.13
Satisfied	86	55.84	75.97
Dissatisfied	37	24.02	99.99
Employees' Level Of Efficiency			
Increased	126	81.82	81.82
No Effect	28	18.18	100.0
Employees' Performance And Effort Quality			
Yes	125	81.17	81.17
No	10	6.49	87.66
To Some Extent	19	12.34	100.0
Organization Production Level			
Below Average	6	3.90	3.90
Average	95	61.69	65.59
Above Average	53	34.41	100.01
Employees' Level Of Commitment To Meet Organizational Goals			
High	121	78.57	78.57
Low	33	21.42	99.99
Rise In Employees' Morale In Relation To Incentives			
Yes	105	68.18	68.18
No	9	5.84	74.02
To Some Extent	28	18.18	92.20
Don't Know	12	7.79	99.99
Employees' Work With Responsibility/Professionalism			
Yes	137	88.96	88.96
No	17	11.14	100.0
Employees' Intention To Continue Working			
Yes	141	91.56	91.56
No	13	8.44	100.0
Employees' Loyalty Towards Organization			
Yes	112	72.73	72.73
No	16	10.39	83.12
No Response	26	16.88	100.0

The above table indicates that cumulative percent of 93.50% of workers performed their best at their workplaces while only 6.49% of employees were not doing well in their jobs. Majority of the employees (96.11%) organizations' had average and above average production and only 3.90% of the banks were not doing well in the market. 78.57% workers' scores suggested that they were committed to their organizational goals while 21.42% were not working harder to meet the required goals of the organization. The table also highlights that 86.36% employees' morale was getting higher with proper incentives or with increasing incentives and 5.84% employees' morale didn't get enhanced with or without incentives awarded to them by their organizations. Cumulative percent of 98.05% showed that workers were doing their jobs with responsibility and accountability while only 1.95% did not work with responsibility. 91.56% workers intended to keep working at their current organizations, while 8.44% employees were not willing to keep working in their existing organizations. 72.73% employees were willing to switch to other workplace with better incentives package, whereas 10.39% were not willing to switch their organizations in future even with a better package.

Discussion and conclusion:

Table no. 2: Contingency table showing relationship between the level of motivational incentives received and employees' performance

Impact on Employees' level of performance	Level of Motivational Incentives		Total
	Moderate	High	
Yes	58 (64.93)	67 (60.06)	125
No	22 (15.06)	07 (13.93)	29
Total	80	74	154
Pearson's Chi-Square= 8.185, p > 0.004			

The Pearson's chi-square statistic with p-value of 0.004, which is significant shows there is evidence to reject the null hypothesis of no association between level of incentives and benefits and employees' level of performance. Hence, relationship exists between the level of motivational incentives and their impact on employees' level of performance. Motivational incentives are the major drives for employees' to improve their performance in the organization which in turn leads to achievement of organizational goals in the profitable manner.

Table no. 3: Contingency table showing relationship between the level of motivational incentives received and employees' level of job satisfaction

Level of Job Satisfaction	Level of Motivational Incentives		Total
	Moderate	High	
Highly satisfied	15(16.10)	16(14.89)	31
Satisfied	36(44.67)	50(41.32)	86
Dissatisfied	29(19.22)	8(17.77)	37
Total	80	74	154
Pearson's Chi-Square= 14.018, p > 0.001			

The Pearson's chi-square value and p-value of 0.001 suggests that there is evidence to reject the null hypothesis between level of motivational incentives and level of job satisfaction. Thus the statistics concludes that the employees who get higher motivational incentives are highly satisfied with their jobs as compared to others. Motivational incentives are increasing in the banks day-by-day hence increasing the employees' satisfaction levels too.

Table no. 4: Contingency table showing relationship between the level of motivational incentives received and employees' level of efficiency

Level of employee efficiency	Level of Motivational Incentives		Total
	Moderate	High	
Increased	74(65.45)	52(60.54)	126
No effect	6(14.54)	22(13.45)	28
Total	80	74	154
Pearson's Chi-Square= 12.77, p > 0.001			

The output in table 4 states that the Pearson chi-square statistic is 12.77 and p-value is < 0.001 meaning the null hypothesis of no association between level of motivational incentives and level of employee efficiency is rejected. P-value of 0.001 shows significant relationship between level of motivational incentives and level of employee efficiency. Banks employees' efficiency has increased with the increase in the level of motivational incentives showing the value of incentives in the growth and development of the organizations.

Table no. 5: Contingency table showing relationship between the level of motivational incentives received and employees' intention to continue working

Employees' Intention to Continue Working	Level of Motivational Incentives		Total
	Moderate	High	
Yes	72(73.24)	69(67.75)	141
No	8(6.75)	5(6.24)	13
Total	80	74	154
Pearson's Chi-Square= 0.513, p > 0.469			

The findings of chi-square (0.513) and p-value > 0.469 in table 5 shows that there is evidence of no association between level of motivational incentives and employees' turnover. Thus relationship does not exist between the level of motivational incentives and employees' intention to continue working. The employees' were satisfied with their current organisation however, if the opportunity ill arise with better incentives they were willing to switch their organizations.

Table no. 6: Contingency table showing relationship between the level of motivational incentives received and employees' work responsibility/professionalism

Work responsibility/ Professionalism	Level of Motivational Incentives		Total
	Moderate	High	
Yes	69 (71.16)	68 (65.83)	137

No	11 (8.83)	6 (8.16)	17
Total	80	74	154
Pearson's Chi-Square=1.246, p > 0.254			

The results in the table 6 suggest that the null hypothesis is accepted; therefore relationship does not exist between the level of motivational incentives and their impact on employee work responsibility and professionalism. The employees of the banks were committed to their profession so whether they received good incentives package or not they performed their tasks and job responsibly.

Table no. 7: Contingency table showing relationship between the level of motivational incentives received and level of productivity of the organization

Level of productivity	Level of Motivational Incentives		Total
	Moderate	High	
Average	61(52.46)	40(48.53)	101
Above average	19(27.53)	34(25.46)	53
Total	80	74	154
Pearson's Chi-Square= 8.391, p > 0.004			

The value of chi-square of 8.391 and p-value < 0.004 indicates that there is a significant association between the level of motivational incentives and the level of productivity of the organization. The bank with high levels of incentive packages for their employees had above average productivity as compared to those banks that had moderate incentive packages.

Table no. 8: Contingency table showing relationship between the level of motivational incentives received and employees' effectiveness (commitment to meet organizational goals

Level of employees' Commitment	Level of Motivational Incentives		Total
	Moderate	High	
High	54(62.85)	67(58.14)	121
Low	26(17.14)	7(15.85)	33
Total	80	74	154
Pearson's Chi-Square= 5.943, p > 0.018			

The output in table 8 states that the Pearson chi-square statistic is 5.943 and p-value is < 0.018 meaning the null hypothesis of no association between level of motivational incentives and level of employee efficiency is rejected. P-value of 0.018 shows significant relationship between level of motivational incentives and level of employees' commitment. Banks employees' commitment was high with the increase in the level of motivational incentives showing the incentives are extremely valuable for the increase in the productivity and efficiency of the organisations.

Table no. 9: Contingency table showing relationship between the level of motivational incentives received and employees' loyalty towards organization

Employees' loyalty (Switched to other org. with better opportunity)	Given incentives and benefits		Total
	Moderate	High	
Yes	59 (61.25)	53 (50.75)	112
No	11(8.75)	05 (7.25)	16
Total	70	58	128
Pearson's Chi-Square= 14.018, p > 0.001			

The Pearson's chi-square statistic of 14.018 with p-value of 0.004, which is significant shows there is evidence to reject the null hypothesis of no association between level of incentives and employees' loyalty towards their organization. Hence, relationship exists between the level of motivational incentives and employees' loyalty. To conclude, banking is a field which provide its employees many facilities and incentives and empirical findings indicate that these incentives also increase employees' efficiency and performance in turn the productivity of the organization also boosts up. Although, despite of all these packages; employees were not loyal with their organizations. If the better opportunity or job offers will come their way, they were willing to switch their loyalties to other organizations.

The above findings of the hypotheses clearly reveals that higher the level of incentives; better will be employees' performance. The results also highlights that not only employees' performance was increasing but also their commitment and loyalty towards their organizations was also growing. This study revealed that both monetary and non-monetary incentives had effect on level of performance and productivity of employees. This has increased their job satisfaction level which has led towards improvement in their responsibility towards their organizations, less turnover, loyalty, employees' retention towards their jobs and their efficiency has progressed in their organizational setup. This had led to considerable decrease in turnover benefitting the organizations in successfully attaining their targets and long term objectives.

Recommendations:

- It is very important to extent this research and discover new facts because motivational incentives are very basic element of any job (the desire to receive something beneficial in exchange of one's effort). This research should be extended to other manufacturing organizations.
- Article 17 of Labor rights in the constitution provides for a fundamental right to exercise the freedom of association and the right to form unions; so bank employees should be given the right to form their unions.
- Incentives are there, although working hours are also long. So under the Factories Act, 1934 no adult employee, defined as a worker who has completed his or her 18th year of age, can be required or permitted to work in any establishment in excess of nine hours a day and 48 hours a week. Therefore, bank employees' working hours should be according to this act.

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