

Perception of Motivators-A Study of Public Sector Banks in Bangalore

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Abstract--- At the outset, the research embarks on the importance of the contribution of the service sector, especially public sector banks, to the development of the Indian economy. An overview of banking scenario, banking challenges and human resource challenges of banks in the Indian context is discussed. A large number of employees have started to retire, and new recruits are joining the public sector banks. The new recruits have to be equipped well to face the challenges and need to be motivated in order to be retained. Based on the above statement of the problem, the researcher has stated the objectives of the study. The primary objective is to find out the perception of motivators. The primary data were collected from 403 respondents from the population of officers with less than 10 years of experience from select public sector banks in Bangalore. The sampling test was conducted to test the statistical validity. Appropriate statistical tools were utilized to test the sample. From the data analysis, it was found that the motivators namely achievement, responsibility and nature of work showed better satisfaction than other motivators namely promotion opportunity, respect and recognition and advancement. The study was helpful in identifying the motivators which have better effect on performance and modify the human resource policy to get better results.

Keywords--- Motivation, Public Sector Banks, HR Challenges, promotion opportunity, Respect and Recognition, Responsibility, Achievement, Advancement and Nature of Work

I. INTRODUCTION

Service sector in India contributes 55.2 percent to Gross Value added (GVA) as of 2017 [Ministry of Finance, 2019]. The banking sector contributes to 7.7 per cent of GDP. The banking sector is one of the vital areas in the services sector which contributes to the development of the Indian economy.

The Indian banking sector contributes to more than fifty percent of financial sources in Indian economy.

The banking sector continues to be an important source of employment, and the details are furnished in the forthcoming paragraphs. The key factor that distinguishes the Indian banking sector is that it has different types of organizations to serve to the requirements of the sector.

Since 1985, Reserve Bank of India has allowed the public sector banks to diversify their operations from conventional loans to new areas like mutual funds, investment banking, housing finance, venture capital finance, credits cards, merchant banking and factoring services.

In the recent years, a large number of officers have retired from the public sector banks, and new recruits are joining

the banks. In order to handle complex banking functions, the new and the existing officers need to be motivated to a higher level for improving performance.

II. BANKING SCENARIO

Current Indian Banking Scenario

As per the financial report of the Reserve Bank of India, as of December 2018, the credit growth has improved largely driven by private banks. The asset quality in terms of GNPA (Gross Non-performing assets) ratio declined from 11.5 per cent to 10.8 percent in September 2018. There is shrinkage of interbank market, and banks have started linking with Asset Management Companies for raising funds and with NBFC (Nonbank financial companies) and Housing Finance Companies for lending [Reserve Bank of India, 2018].

Public sector Banks in India

Public Sector banks (PSBs) in India are those banks where more than fifty percent of the capital is held by the Government of India.

As of March 2018, there are 21 PSBs operating in India. State Bank of India (SBI) was nationalized in 1955, another 14 in 1969 and 6 more in 1980. Of those nationalized in 1980, one bank, namely New Bank of India, was merged with Punjab National Bank in 1993. IDBI Ltd. was formed in 2004 and later merged with the commercial wing i.e., IDBI in 2005. Bharatiya Mahila Bank Ltd. was established in 2013 exclusively for women and later merged with SBI in 2017.

In 2017, associates of SBI were merged with State Bank of India [Reserve Bank of India, 2019].

The PSBs played a major role in the development programmes under Five Year Plans, and a greater role in alleviating poverty, creating employment and generating fresh resources for development [Suryachandra Rao, D, 2008]

Contribution of Public Sector Banks in India

The banking sector in India and worldwide continues to contribute to the growth of a country's economy.

Contribution of Public Sector Banks in India towards providing employment.

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Table 1: Details of employees of scheduled commercial banks (2016-2017)

Sl.No	Type of banks	Officers	Total employees	Percentage of officers among employees
1	Public sector banks (21)	382403	826840	46 %
2	Private banks (21)	378741	413989	92%
3	Regional Rural banks and foreign banks	67450	109062	62%
3	Total	828594	1349891	61%

Source: Reserve Bank of India, 2017

Table 1 shows manpower in scheduled commercial banks in India continues to be an important source of employment. As on March 2017, there were more than 13.49 lakh employees working in banks. The employees in the public sector banks account for around 61.00 percent of the total employees. As of March, 2017, there are 8.29 lakh officer employees in the banking system, of which, officer cadre in public sector banks accounts for nearly 46 percent of the employees in banks. [Reserve Bank of India, 2017]

Challenges of public sector banks

- Banks are orienting towards universal banking where new channels are designed with competitive pricing and adopting cross-selling practices. The young customers need to be served with latest Information Technology (IT) techniques. The retail loans are growing at a fast pace.
- The cost of funds needs to be reduced. So, strong asset liability management techniques need to be put in place.
- Customer retention is a challenge especially when the capital and money markets are growing.
- The Basel III norms need to be complied with in the future.
- Inclusive growth is a challenge where the public sector banks have to gear up to extend banking facilities to unbanked areas.
- A large number of employees are retiring in the next few years leaving a gap in expertise and training. So, the banks, especially public sector banks, have to gear up for professional recruitment and train and develop them to retain their services[Suryachandra Rao, D,2008],[Benson Kunjukunju,2008], [Kanhaiya Singh and Vinay Kumar Dutta,2013].
- As a result of demonetization exercise, there is much push towards digital banking. The challenges that public sector banks need to face are internet penetration, adequate infrastructure, financial literacy, prevention of cybercrime and security[Dheeraj Kumar Pradhan,2019]
- The demands and expectations have been increasing day by day. The human resources need to enhance the knowledge of sophisticated technological products frequently to meet the needs and requirements of customers.
- Technology, soft skills and HRM practices hold key in achieving the goals of the banks.
- The PSBs need to identify the areas which motivate the young staffs to perform well.

Significance of motivation

Staff motivation is the main factor to improving the employee performance in an organization [Ghafoor, M.D, 2011]. Many researchers confirm that the staffs are a critical valuable organisational resource and occupy an important position for enhancing the organisational performance [Pfeffer,1994];[H.G.Rainey,H.G,1997];

[Judge,T&Ilies,R,2002].Employee behavior, including loyalty, commitment and job performance levels, is essential to employee motivation [T.S.Bateman, S.A.Snell, 2007]. Employee motivation assumes a key role in an organization’s success, and when managers know the reasons for motivation, they are empowered. [Kim, P. S, 2003].

From the above literature, it is observed that motivation plays a significant part in the performance of the organization.

Considering the present human resource challenges of Indian banks, especially public sector banks, and also the significance of motivation in mitigating the challenges, the researcher has studied the perception of motivators among the officers with less than ten years of experience. The sample unit of analysis consists of officers of select public sector banks in Bangalore City, and the sample frame is confined to the banks’ data. Bangalore is known as the “Silicon Valley of India” and also known as IT (Information Technology) capital. It is considered to be the main profit centre of all public sector banks with a variety of customer base and business that form the basis for customer service and product innovation. Hence, the selection of Bangalore is a very appropriate choice as the study area.

Background of the study

A large number of public sector bank employees have started to retire, and it will continue for the next 5-10 years, leaving a huge gap in talent, expertise and experience in the banking industry. Globally the banks have to face challenges including the change in the organisational structure, process, technology, complex products, human resource management, and competition. In future, banks have to be managed with a majority of young employees with less experience. The young workforce will be given challenging assignments that they need to handle amidst demanding situations.

The human resource management functions like recruitment, management and development will be a challenge to all banks, especially PSBs, because of the competition to get the best human resource available. Moreover, the efficiency of the banks is determined by the talent of the workforce that can learn quickly and realign with the development of the organizations. To survive in the competitive environment, the banks need to increase their business, control the risks and maintain the asset quality. For this, the organizations need to create a positive perception of motivators which will motivate the employees, specifically young officers, to orient them towards the organization and participate in the development process.



Statement of the problem

Indian banks are facing the challenges of the pressure of technological developments, demand from the customers for various services developed by the banks at one stop shop and under a single window. There is competition among the banks for business performance, even while they have to handle normal or voluntary retirement of a vast number of employees and recruitment and training of new ones [Al-Mansour, A.H, 2007]. [McKinsey, 2010] acknowledges that the Indian banks have to face the challenges from foreign players too; the entry of new Corporates in Banking, including postal department etc., small finance banks, payment banks and changes in demographic and income profile of customers will demand improved and innovative services from the existing banks.

Apart from the above, the financial sector reforms have pushed all banks, especially public sector Banks, to create new strategies to maintain the asset quality, improve profitability, follow prudential norms and improve a share in business. To achieve all the above parameters, the banks need to have well trained and motivated manpower to be competitive and survive in the market.

To mitigate these challenges, banks need to have innovative recruitment methods and develop and maintain the existing and newly recruited employees to retain them. Banks need to motivate the young employees who have less than ten years of experience, for creating job satisfaction that will lead to organisational performance.

In Bangalore city, there is a substantial increase in the number of customers with high income who demand innovative technological products and improved customer service. Moreover, Bangalore city also contributes a significant share of profit to PSBs. Catering to the growing demands from customers and also framing suitable strategies for motivating the young bank officers is a real challenge for the public sector banks under the present competitive environment especially in Bangalore city.

III. OBJECTIVES OF THE STUDY

To find the perception of employees with respect to motivators

Limitations

The present study was conducted only on selected public sector banks limited to the metropolitan city of Bangalore. Though motivation is a vast area, the study was restricted to perception of motivators on public sector banks based on the evidence from the literature review. The study was conducted on a target group of officers who have less than ten years of experience. The periodicity of data collection also needs to be taken into consideration as it may vary due to economic conditions.

Concept of Motivation

The term motivation is derived from Latin word "movere" which means to move, the word motivation implies to move, push or persuade towards satisfying a need that is a fundamental psychological process [Kaleem Ullah Khan, Syed Umar Farooq & Zilakat Khan, 2010]. Motivation is a process of arousing and sustaining goal-directed

behaviour [Shadare, O. A., & Hamed, T. A, 2009]. Motivation denotes that facet that energizes, directs and sustains behaviors. The variables that have impact on an employee's motivation could include the characteristics of an individual, his job, work environment and external environment [Perry, J. L., & Porter, L. W, 1982].

Motivation is classified as intrinsic and extrinsic types [Sansone, C., & Harackiewicz, J. M, 2000]. The intrinsic and extrinsic motivational factors show an important function in determining the employees' work performance [Chowdhury, M.S, 2007]. Extrinsic motivation relates to the behaviour acted upon by the hope of getting external rewards [Shadare, O.A., & Hamed, T.A, 2009], e.g., praise or positive feedbacks, money, absence of punishment; intrinsic motivation happens when a person performs a task by himself [Van Yperen, N. W., & Hagedoorn, M, 2003]. [Perry, J. L., & Porter, L. W, 1982] found variables like the characteristics of an individual, his job, work environment and external environment having a bearing on his motivation.

According to [Kreitner, R, 1995], "Frederick Herzberg proposed an employee motivation theory during the 1950s based on satisfaction. Frederick's theory connoted that a satisfied employee was motivated from within to work hard and that a dissatisfied employee was not self-motivated.

Motivators or intrinsic variables such as achievement and recognition resulted in job satisfaction.

Motivation assumes a very prime place in the performance of employees. Considering the present scenario, where there is growing competition and demand from the customers and the need to recruit new officers, this study finds out the motivators which motivate the officers. Various studies have shown results on the most important factors that motivate employees across different sectors.

Organizational policy was an important factor of motivation [Jeyapragash, A & Rani Chandrika, P, 2013]. Employee remuneration and recognition continue to be the dominant factor of motivation [Kovach, K.A, 1995; Jeyapragash, A & Rani Chandrika, P, 2013; Qayyum, A., Sukirno & Mahmood, A, 2011; Kaleem Ullah Khan, Syed Umar Farooq & Zilakat Khan, 2010; Quratul-Ain Manzoor, 2011; Sadia Rashid & Uzma Rashid, 2012; Ankita Srivastava & Pooja Bhatia, 2013; Bergstrom, Andreas & Ternehall, Mattias, 2005]; unmet career expectations and professional growth influence intrinsic motivation [Ankita Srivastava & Pooja Bhatia, 2013], support environment, social support, co-worker relations and task Variety [Sadia Rashid & Uzma Rashid, 2012; Jeyapragash, A & Rani Chandrika, P, 2013], work contents and task Variety [Sadia Rashid & Uzma Rashid, 2012], promotion [Kaleem Ullah Khan, Syed Umar Farooq & Zilakat Khan, 2010], interesting job [Saradindu Bhaduri & Hemant Kumar, 2011; Isiaka Sulu Babaita, 2011; Bergstrom, Andreas & Ternehall, Mattias, 2005], fringe benefits [Sadia Rashid & Uzma Rashid, 2012; Kaleem Ullah Khan, Syed Umar Farooq & Zilakat Khan, 2010], quality supervision [Sadia Rashid & Uzma Rashid, 2012], job security [Gabriela Rusu and Silvia Avasilcai, 2014] and managerial competence [Gabriela Rusu and Silvia Avasilcai, 2014].



The review of the literature, with the majority of them in banking, identified motivators.

Hence, we hypothesize thus:

Hypothesis

Ho1: There is no significant difference in the perception of motivators.

Ha1: There is significant difference in the perception of motivators.

Research gap and need for the study

Various studies have been done to identify various factors that motivate the bank employees. For the present study, a comprehensive review of literature in banking and other sectors was carried out on the above lines, and it was observed that most of the studies were done on motivation. It has been found that limited studies have been conducted on finding the perception of motivators, specifically concerning young officers of PSBs in Bangalore city.

The current work would help to identify important motivators that help the organizations devise suitable strategies to manage the young employees in the future.

IV. RESEARCH DESIGN AND METHODOLOGY

Design and Data Sources

The primary data collected were from select public sector banks in Bangalore. The public sector banks were selected based on certain criteria that would be helpful to carry out the research work namely, large number of employees, good presence and branches well spread across major areas of Bangalore city.

Secondary data were collected from various sources. The primary sources were online database, books, magazines, newspapers articles, journals, Reserve Bank of India (RBI) and selected bank websites, reports and internet.

Data collection

The data were collected based on different demographics. The samples consisted of Junior Management (Assistant Manager-Scale I) and two Middle Management level officers (Managers (Scale II) and Senior Managers (Scale III) having up to 10 years of experience, with different level of experience, in the age group from 20-45 years and of different genders.

Sample size and techniques

For the purpose of study, the target population was 540 from the identified banks. The researcher was able to collect 403 usable responses from the target population. Cluster sampling technique was adopted for the data collection. Cluster sampling was used if the total area of interest was big. In this method the area was divided into a number of smaller non overlapping ones and then randomly smaller areas were selected (usually called clusters), with the ultimate sample consisting of all (or samples of) units in these small areas or clusters [Kothari, C.R, 2009].

Data collection procedures and instruments used

Primary data collection method was used for collecting an unbiased response. A self-completion survey with the structured questionnaire was used for collecting quantitative

data. The hard copy of the questionnaires was administered to the target population through personal visits. Also, soft copy was sent to some of them through emails. Out of 540 questionnaires administered, 403 completely filled responses were received (25.37% response error).

For the purpose of finalizing the questionnaire, instrument was chosen from the past research studies for the motivation (motivators) [Kanungo, R.N., Misra,S&Dayal,I,1975]. After conducting the pilot study and reliability test, the suitable instrument was adopted.

Research variables

Motivators: (six factors) [Kanungo, R.N., Misra,S&Dayal,I,1975]. The factors used for the motivators were promotion opportunity, respect and recognition, responsibility, achievement, advancement and nature of work.

We furnish the operational description of the constructs of motivators

Table 2: Operational description of motivators

s.no.	Name of the factor	Operational Description
1	Promotion opportunity	The employee should achieve development through tasks and work to develop his own skills and professional knowledge
2	Respect and recognition	Acknowledging a good work from the management and fellow-workers and respecting them
3	Responsibility	The employee needs to have responsibility and control of working situations. Responsibility should be given by managers. The employee should be responsible for his own work and having responsibility for others (his team)
4	Achievement	The sense of satisfaction about performing a job successfully, work out problems and determination to get the result
5	Advancement	Work will progress either by increased status or in position
6	Nature of work	The task should be interesting, varying and demanding

Statistical Techniques used

For the study, various statistical techniques were adopted by the researcher based on the requirement. They have been listed below:

- Descriptive statistics and graphs were used for summarizing the variables/ constructs.
- Cronbach’s alpha was used for checking the reliability of the customized new instrument and it was found suitable to take care of measurement errors.
- One sample Kolmogorov-Smirnov test was used to test the applicability of the non-parametric test.



- Friedman Tests were used for comparison of factors. As Post-hoc test, a set of Wilcoxon Tests was conducted to confirm the significant difference.

Software used

Computer application packages MS-Excel and SPSS 17.0 were used for analyzing the data.

V. FINDINGS AND INTERPRETATION

Hypothesis: 1:

H₀: There is no significant difference in the perception of Motivators

Table 3: Perception of motivators

	Mean Rank
Promotion opportunity	3.31
Respect and recognition (from peers, supervisors, subordinates)	3.50
Responsibility	3.69
Achievement (to achieve excellence in work)	3.70
Advancement (Professional growth)	3.30
Nature of work	3.51

Test Statistics (a)

N	403
Chi-Square	34.116
Df	5
Asymp. Sig.	.00001*

Source: Field survey

a Friedman Test

* Significance @0.05 level

From Table 3, the results show that there is a significant difference in the perception of motivators (significance @ 0.05 level). From the mean values, we infer that the top three motivators are achievement (mean rank 3.70) followed by responsibility (mean rank .69) and nature of work (mean rank 3.51). The bottom three motivators were advancement (lowest with mean rank 3.30) followed by promotion opportunity (mean 3.31) and respect and recognition (mean rank 3.51).

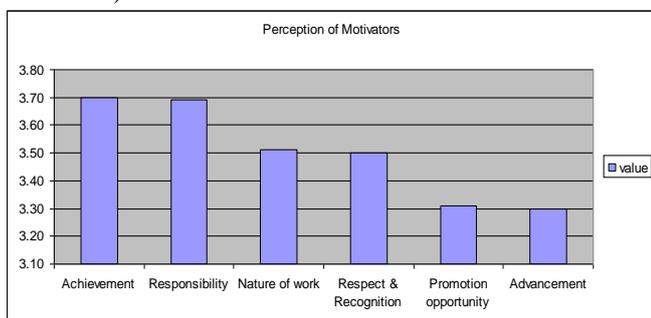


Figure 1: Diagrammatic representation of perception of motivators

From Figure 1, it is seen that the top motivator perceived is achievement followed by responsibility, nature of work, respect and recognition, promotion opportunity and advancement.

Post-hoc Wilcoxon Signed Ranks Test is done to confirm a significant difference among the motivators.

The results of the post-hoc Wilcoxon Signed Ranks Tests for the significant difference in motivators is summarized and tabulated as follows:

Table 4: Summary of post-hoc Wilcoxon Signed Ranks Test for the significant difference in the perception of motivators

Motivators	Significant difference @ 0.05 level (Post-hoc Wilcoxon Signed Ranks Test)					
	Promotion opportunity	Respect and recognition	Responsibility	Achievement	Advancement	Nature of work
Promotion opportunity						
Respect and recognition	0.084					
Responsibility	0.00001 *	0.013 *				
Achievement	0.00001 *	0.006 *	0.587			
Advancement	0.743	0.071	0.00001 *	0.00001 *		
Nature of work	0.026 *	0.624	0.040 *	0.013 *	0.018 *	

Source: Field survey

*significance @ 0.05 level

From Table 4, it is found that there is a significant difference in the perception level of motivators, i.e., promotion opportunity significantly differs with responsibility, achievement and nature of work. Respect and recognition significantly differ with responsibility and achievement. Responsibility significantly differs with advancement and nature of work, promotion opportunity and respect and recognition. Achievement significantly differs with advancement and nature of work, promotion opportunity and respect and recognition and advancement differs significantly with the nature of work, responsibility and achievement.

It is also observed that promotion opportunity does not have a significant difference with respect and recognition and advancement. Respect and recognition also do not have a significant difference with advancement and nature of work. Responsibility does not have a significant difference with achievement.

The results show that the top three motivators are achievement, responsibility and nature of work and the bottom three motivators are advancement, promotion opportunity and respect and recognition. The post-hoc results also show that top motivators significantly differ with the bottom three motivators. It is also observed that within the top motivators, the nature of work significantly differs with achievement and responsibility. It indicates that the young officers are motivated by factors like achieving excellence in work, assuming responsibility for work and the nature of their work. It also means that promotion opportunity does not necessarily motivate the young officers. Moreover, the young officers do not show so much importance for respect and recognition and advancement (Professional growth).



Hence, the public sector banks need to focus on strategies to improve professional growth, increase promotion opportunity and find out ways to see that the officers are respected well and their performance recognized.

The findings also show that there is a significant difference in the perception of motivators. The post-hoc results show that the majority of the variables are significantly different. But there is no significant difference among a few variables.

The results indicate that H_{01} is rejected thereby indicating that there is a significant difference in the perception of motivators.

VI. DISCUSSION ON PERCEPTION OF MOTIVATORS

The results of the study show that the top three motivators are achievement followed by responsibility and nature of work. The bottom three motivators are advancement (lowest) followed by promotion opportunity and respect and recognition. It is found that the top two motivators like achievement and responsibility significantly differ with all the bottom three motivators like promotion opportunity, respect and recognition and nature of work. The nature of work significantly differs only with two motivators namely promotion opportunity and advancement. The nature of work does not significantly differ with respect and recognition. Hence, the perception of the nature of work and respect & recognition is statistically similar.

The results show that young officers of public sector banks want to achieve excellence in work. Moreover, they like to be given responsibilities in the job. [Qayyum, A, Sukirno & Mahmood, A, 2011] in their study investigated the variation in importance and availability of various motivational variables among 165 employees of public and private sector banks in Pakistan. It was established that the PSB employees ranked factors like relaxed working environment as one of the important motivating factors. The result of the present study is in conformity with the above results in considering the nature of work as one of the top motivators. In a survey conducted in large Dutch Bank, it was found that the intrinsic work motivation results out of task variety and task significance. Lack of social support also creates emotional exhaustion, and unmet career expectations lead to turnover intention [Houkes, Inge Janssen, Peter P MdeJonge, Jan Bakker, Arnold B, 2003]. The present study also confirms the above findings. The young officers of public sector banks express dissatisfaction in respect and recognition received from their colleagues. Moreover, they perceive that the scope for advancement is less in the organization. The present results also conform to the expectancy theory in understanding motivation wherein it has been explained that a person's motivation to perform is determined by his belief that efforts can be changed to performance, and that the net attractions of the outcomes root from his performance [Nadler, D.A., and Lawler, E.E, 1983]. The present study shows that the young officers perceive less regarding promotion opportunity. This finding does not conform to the results of [Kaleem Ullah Khan, Syed Umar Farooq & Zilakat Khan, 2010] who found that promotion was the factor among variables like payment, promotion, benefits and recognition

that showed better effect in detailing variability among employees in motivation. The study was conducted among 167 employees of commercial banks of Kohat, Pakistan. In a study carried out in public sector banks in Khyber Pakhtun-Khawaprovence of Pakistan, it was found that the work contents and work in supportive environment motivated highly and the employees were less motivated by career development opportunities [Sadia Rashid & Uzma Rashid, 2012]. These findings are in confirmation of our findings. [Bergstrom, Andreas & Ternehall, Mattias, 2005] identified the most important motivating factors among bank employees in Jonkoping from four banks: interesting job including responsibilities and development of the individuals. The present study also confirms the above findings. [Gabriela Rusu and Silvia Avasilcai, 2014] found work conditions and managerial competence as the important motivating factors among employees and managers of industrial firms from Romania. [Kovach, K.A, 1995] identified factors like full appreciation of work done by supervisors, promotion and growth and respect from the supervisors. We observe that promotion and growth have been found to be an important motivating factor. In the present study, the young officers are not satisfied enough with the available promotion and growth. Hence, the managements need to improve the strategies for better promotion opportunities and professional growth. If these factors are also taken care of, efforts can be made to create awareness about better prospects in the banks through training and communication programmes.

The Post-hoc study of the perception of motivators confirms the results of the ranking of perception of motivators. When we analyzed the mean ranks, achievement which was perceived as the top motivator was showing better satisfaction than other five motivators, followed by responsibility that showed better satisfaction than promotion opportunity, advancement, and respect and recognition and nature of work. Nature of work showed better satisfaction than promotion opportunity and advancement and respect and recognition. The mean ranks also showed that respect and recognition showed better satisfaction than promotion opportunity and advancement

VII. CONCLUSION, SUGGESTIONS AND SCOPE FOR FURTHER STUDY

Conclusion

In the present study, it has been found that the top three motivators are achievement followed by responsibility and nature of work, and the bottom three motivators are advancement followed by promotion opportunity and respect and recognition among officers with less than 10 years of experience in public sector banks in Bangalore. The study clearly helps us introspect on the respondents (target group of officers) and give priority only to selective motivational factors. It also gives a broad direction to the public sector bank managements to focus on the key motivators.



The researcher would conclude that there are key motivators perceived by the respondents which show significant differences.

The researcher feels that the current work with reference to select public sector banks in Bangalore city would help the bank managements to create / modify their human resource policies to suit the current requirement and challenges to manage the present workforce.

Suggestions

The public sector banks need to frame a suitable action plan in order to improve the perception of motivation factors for getting better results. So, they have to focus on providing these factors for bringing motivation among the young officers. This shows that a clean and safe working environment, recognition for the work with realistic expectations and involvement of young officers in the development of process and decision-making are some organizational climate factors which are associated with motivation. But at the same time, the management needs to give importance to increase the perception of advancement followed by promotion opportunity and respect and recognition.

The perception of motivators like achievement, responsibility and nature of work shows that young officers prefer quality measures to increase their achievement drive, be given more responsibility be recognized on the basis of their nature of work.

VIII. SCOPE FOR FURTHER STUDY

Contribution to Academic Literature

The present study focused on the perception of motivators among the young officers of public sector banks in Bangalore. In future the study of perception of motivators can be explored with other related parameters including organizational climate, job satisfaction, commitment and performance.

Contribution to managerial practice

The present study focused on selected public sector banks limited to Bangalore city. In future the present research work can be extended by covering more public sector banks in other cities. The study can also be conducted for different category of branches like rural, semi urban, urban and metro. The same study can be conducted specifically focusing on private sector banks with reference to various category of branches. The same study can be conducted in other sectors wherein the nature of business and environment is completely different. The study has been conducted for officers with less than 10 years of experience. In future, the study can be conducted for different hierarchical levels based on experience. Since limited studies have been conducted on the banking sector in India, the present research work helps to identify the important factors of motivation. These factors and other parameters will help the selected public sector banks to modify their human resource strategies for various groups of officers depending upon their age, experience, gender and level of management so as to get the maximum performance.

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