

Exploring Achievement of Motivation in the Nepalese Banks Post-Merger View

Ajaya Kumar Khadka 

Faculty of Management, Tribhuvan University, Nepal

Email: ajaya.khadka@ncc.tu.edu.np

Srijana Khadka* 

Departments of Statistics, Tribhuvan University, Nepal

Email: srijana.khadka@sdcc.tu.edu.np

Corresponding author*

Types of Research: Original Research

Received: March 22, 2024; Revised & Accepted: June 05, 2024

Copyright: Khadk & Khadka (2024)



This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.

Abstract

Background: Employee motivation and achievement factors play an essential role in corporate decisions. This study examines the motivational factors that drive employees' motivation after a merger or acquisition. Its main objective is to explore the determinants of employees' motivation.

Methods: The study employs a descriptive and causal-comparative research design. The study used a non-probability convenience sampling design of 235 employees from commercial institutions in Nepal.

Results: Study findings reveal that employee achievement motivation is significantly positively correlated with personal factors, job characteristics, relationships with managers, and remuneration, as evidenced by correlation analysis.

Conclusion: The impact of these factors on achievement motivation is determined by regression analysis, with job characteristics showing a primary significant influence.

Novelty: The study suggests that human resource managers and decision-makers should consider the importance of incorporating a variety of factors to foster motivation in commercial institutions after the merger and to develop strategies for better employee engagement and performance.

Keywords: Corporate culture; Employee engagement; Management; Performance appraisal; Work environment

Introduction

Achievement motivation significantly influences job performance and satisfaction, a fundamental psychological construct. To optimize workforce potential, it is essential to comprehend the interplay between personal factors, job characteristics, remuneration, and relationships with managers. Effective relationships with managers accentuate the critical role of leadership in fostering AM, as [Nienaber et al. \(2015\)](#) emphasized the significance of supervisor-subordinate dynamics—job characteristics, such as task nature, autonomy, and skill variety influence intrinsic motivation. [Grant et al. \(2010\)](#) and [Parker et al. \(2017\)](#) pointed out that remuneration, a form of financial compensation associated with performance, is an essential external motivator. The importance of a motivated workforce is emphasized by the highly competitive banking sector, which is characterized by technological advancements and regulatory shifts ([Jones & Critchfield, 2005](#); [Kalleberg, 2016](#)). In this sector, employees must operate in a complex environment where individual drive and commitment are essential for attaining organizational objectives ([Ahmed et al., 2018](#); [Dahal, 2021](#)). Studies related to banking institutions after post-merger can enhance management efficiency.

An individual's dedication to professional excellence is significantly influenced by personal factors, including personality, values, and career aspirations ([Ashforth & Humphrey, 1993](#); [Ghimire et al., 2021](#)). Effective leadership and interpersonal dynamics substantially impact employee motivation, as these intrinsic elements are interwoven with external factors such as relationships with managers ([Rothwell & Arnold, 2007](#)). The motivational condition in banking may be influenced by job characteristics, which include the nature of tasks and the level of autonomy. Also, remuneration significantly impacts employee motivation, a tangible indicator of organizational recognition and appreciation ([Karki et al., 2023](#); [Kressler, 2003](#)).

Achievement motivation is fundamental to employee satisfaction and performance in commercial institutions ([Mehta et al., 2006](#)). The industry is confronted with various obstacles that can impede the development of a motivated workforce, such as the evolution of customer expectations, heightened competition, and rapid technological advancements ([Dahal et al., 2020](#); [Wójcik & Ioannou, 2020](#)). It is essential to comprehend these obstacles to develop strategies to increase motivation and improve the organization's overall performance ([Fasnacht, 2018](#)). Achievement motivation is substantially determined by personal factors, including values, aspirations, and attributes ([Lee et al., 2010](#)). Nevertheless, additional investigation is necessary to identify potential obstacles to motivation in the context of commercial banking ([Steinmayr & Spinath, 2008](#)). By addressing these challenges, it is possible to create

interventions that are specifically designed to meet the motivational requirements of bank employees ([Ghimire et al., 2024](#); [Wang & Degol, 2013](#)). What are the primary determinants of achievement motivation among employees in the banking sector following a merger and acquisition? Are personal factors, job characteristics, remuneration, and relationships with managers substantially associated with achievement motivation?

The relationship with managers significantly influences employee motivation within commercial institutions ([Saeed et al., 2014](#)). Leadership styles and interpersonal dynamics can influence achievement motivation within the hierarchical structure in a manner distinct from other industries ([Madlock, 2008](#)). Creating a positive work environment per the motivational requirements of banking professionals necessitates understanding how administrators either facilitate or impede motivation. Furthermore, intrinsic motivation is contingent upon job attributes, including autonomy, task diversity, and skill requirements ([Al Khalil, 2017](#); [Ghimire et al., 2024](#); [Hackman & Lawler, 1971](#)). It is essential to understand the impact of these characteristics on achievement motivation in the ever-changing commercial banking environment ([Li et al., 2023](#)). Efforts to customize job roles to improve intrinsic motivation and overall job contentment can be guided by identifying discrepancies between job attributes and employee expectations.

Also, remuneration encompasses financial incentives contingent upon performance and is an external motivator in the banking sector ([Elrayah & Semlali, 2023](#)). On the other hand, the effectiveness of remuneration as a motivational instrument may be compromised by discrepancies in reward structures and the alignment of incentives with organizational objectives ([Armstrong & Murlis, 2007](#); [Dahal, 2022](#); [Kathombe, 2018](#); [Natividad-Franco et al., 2023](#)). It is essential to investigate these issues to ensure that compensation strategies are to the expectations of commercial bank employees and to optimize the influence of financial incentives on achievement motivation.

The primary goal of this research is to examine the motivational factors that drive accomplishment within Nepalese banks in the aftermath of mergers and acquisitions. The study's objective is to investigate the primary factors that influence the motivation of employees after mergers and acquisitions, analyze the correlation between personal factors, relationships with managers, job characteristics, remuneration, and motivation, and identify and investigate the most influential factors that underlie motivation in Nepalese banks following mergers and acquisitions.

This study has significant implications for academic research and practical implementation in the commercial banking sector. Study results can inform human resources strategies, allowing banks to develop targeted approaches for attracting, retaining, and cultivating motivated employees. This will ultimately improve organizational performance and competitiveness. The study results can inform leadership development initiatives, enhance decision-making processes concerning compensation scales and job designs, and significantly contribute to the broader disciplines of human resource management and organizational behavior. Results may

not be generalizable to all commercial bank employees because the study employed only 235 employees as a sample.

The study begins with an introduction that covers the study's background, problem statement, goals, justification, and limitations. A literature review is also included, thoroughly analyzing previous theories and empirical research pertinent to the research question. This analysis includes the creation of theoretical and conceptual frameworks and research hypotheses. The study design, demographic and sample selection, data sources, collecting strategies, and data analysis processes are only a few topics in the methodology section. Presenting the study's research understandably and briefly, using tables, this part will include respondent frequencies, demographic profiles, descriptive statistics, correlation and regression analyses, and a summary of the key results. Finally, the study includes implications of the study.

Literature Review

The expectancy theory, which is the basis for this research and is led by Victor Vroom, asserts that a person's motivation to complete a task is impacted by their expectations for the activity's result and the perceived relationship between effort and performance ([Shang et al., 2023](#)). According to this hypothesis, people are driven to work hard when they think their efforts will produce the desired results and can accomplish those results.

McClelland's motivation Theory posits that various wants, including the desire for accomplishment, influence an individual's behavior. According to this theory, those who have a strong need for success are probably driven by internal variables, including a feeling of duty, a desire for achievement, and a readiness to take chances to reach their objectives ([Rybnicek et al., 2019](#)). According to this hypothesis, accomplishment motivation in the banking industry is significantly influenced by individual characteristics. To satiate their need for success, these people might actively pursue complex tasks or objectives and try to succeed above expectations ([Abdullah et al., 2019](#)).

The Job Characteristics Model established five fundamental job characteristics—autonomy, feedback, task relevance, task identity, and skill variety—that affect worker motivation, satisfaction, and performance. Achievement motivation in the banking industry may be impacted by work features such as decision-making autonomy, performance feedback, and chances for skill improvement ([Ali et al., 2014](#); [Joshi et al., 2023](#)). Workers are more likely to be driven to accomplish their objectives if they feel their job is relevant and challenging, have a high degree of autonomy, and get timely feedback on how they are doing ([Aloysius, 2011](#)).

The psychological concept of achievement motivation is the inner drive or desire to set and achieve challenging objectives, perform well, and succeed in one's activities. People driven by achievement often look for challenges and chances for personal development, and they consider failure and setbacks as teaching moments rather than obstacles to overcome ([Brunstein & Heckhausen, 2018](#)). Internal and external elements, such as goals, values, beliefs, and social surroundings, impact motivation. Ambition, tenacity, fortitude, and a willingness to take chances to attain their objectives are traits often shown by people with high achievement

motivation ([Adil Albalush & Devesh, 2023](#)). Achievement motivation is essential to shape behavior, affect performance results, and promote personal and professional success. This section critically examines the key theoretical ideas, paradigms, and structures that inform the study's theoretical framework and conceptualization.

[McKinney \(2000\)](#) discovered that the presence of career pay incentives had no discernible impact on student achievement and that teachers who received career pay did not demonstrate higher levels of intrinsic or extrinsic motivation than their counterparts. [Yildizeli \(2002\)](#) found that job satisfaction was positively and significantly impacted by pay, promotion, and recognition, with recognition having the most significant impact. Notably, promotion and recognition were given equal weight with compensation.

[Collins et al. \(2004\)](#) showed a strong relationship between achievement motivation, the decision to pursue an entrepreneurial career, and business performance. Interestingly, they discovered the validity of projective and self-report achievement motivation measures. Furthermore, reputable group studies showed a more significant validity coefficient than studies on individual differences. [Wargborn \(2008\)](#) revealed that conventional motivation theories that are universally applicable frequently overlook individual variations, leading to a reduction in workers' energy consumption. [Komarraju and Karau's \(2008\)](#) found that three instructional techniques' perceived values positively correlated with engagement, but avoidance did not significantly correlate with any of them. It is interesting to note a positive correlation between achievement motivation and traditional lectures' perceived value.

[Honore \(2009\)](#) discovered that although compensation was a significant factor in employee motivation, it was not the only one. Crucial contributors included personal elements like job satisfaction and intrinsic motivation. Meaningful job characteristics and a positive relationship with managers strongly influenced achievement motivation. [Barrick et al. \(2013\)](#) state that essential relationships between motivational strivings, job characteristics, and personality traits validate the theory's claims. More specifically, extroverted people were more likely to choose jobs that allowed them more autonomy, which increased their sense of experienced meaningfulness and, ultimately, their motivation for the tasks at hand. For more, workers with positive manager-employee relationships showed higher levels of achievement motivation, which was mediated by perceived feedback and support. Reward was a weaker predictor of experienced meaningfulness and motivation than job characteristics like task variety and feedback mechanisms.

[Baba \(2015\)](#) found that both achievement motivation and compensation significantly impacted employee performance, partially or simultaneously, with the latter being the most essential factor. [Dani and Moqtaderzadeh \(2016\)](#) found that perfectionism and achievement motivation have a strong positive association, and the regression coefficients show that both variables are significantly impacted. Moreover, the study found a strong relationship between spiritual health and elements of confidence, management techniques, and achievement motivation, such as reward and punishment.

[Sudiardhita et al. \(2018\)](#) found a positive relationship between pay and work motivation and between compensation and job satisfaction. The study also shows that pay, work motivation, and job satisfaction positively and significantly impact employee performance. [Asaari et al. \(2019\)](#) study results show a positive and significant correlation exists between rewards and motivation, indicating that employee motivation increases as rewards increase. This study emphasizes how crucial it is to use incentives like pay raises, promotions, and recognition as essential motivators to boost worker productivity and coordinate their efforts with company objectives.

[Osano and Ayienda \(2020\)](#) found that improving job attributes—like providing room for advancement, guaranteeing job stability, and establishing specific objectives—favorably impacted teacher motivation, which affected student academic performance. [Rasheed et al. \(2020\)](#) indicate a positive correlation between job design, employee job motivation, and perceived compensation fairness. Furthermore, they found that the working environment significantly mediated the relationships between job design, job motivation, and compensation fairness and motivation.

[Adekanmbi and Ukpere \(2021\)](#) discovered that independently, gender, marital status, educational attainment, and work experience significantly impacted achievement motivation. Self-efficacy accounted for approximately 22% of the influence, while social adjustment explained approximately 82% of the variance in achievement motivation among bank employees. [Khanh and Thuy \(2021\)](#) showed that five main factors affect employee motivation differently: job characteristics, working environment, reward policy, compensation and benefits, and development opportunities.

[Leuherly and Nahumury \(2022\)](#) pointed out that pay and achievement motivation both had favorable and noteworthy effects on lecturers' performance. [Az-zaakiyyah et al. \(2022\)](#) found that remuneration is crucial, especially for businesses that have not received any awards recently. Management must prioritize fair and competitive compensation to improve human resources' efficiency and effectiveness. Higher salaries were linked to higher employee achievement, which could decrease non-essential work costs as the number of high-performing workers increases.

[Adil Albalush and Devesh \(2023\)](#) study results showed that 89% of employees are motivated by financial incentives, demonstrating the substantial impact of financial motivators like pay, bonuses, and allowances on employee performance. Performance was strongly impacted by non-financial factors like job security, work-life balance, and appreciation; 76% of employees confirmed that non-financial incentives motivated them. Based on theoretical guidelines and empirical findings, the research framework for the study is as follows:

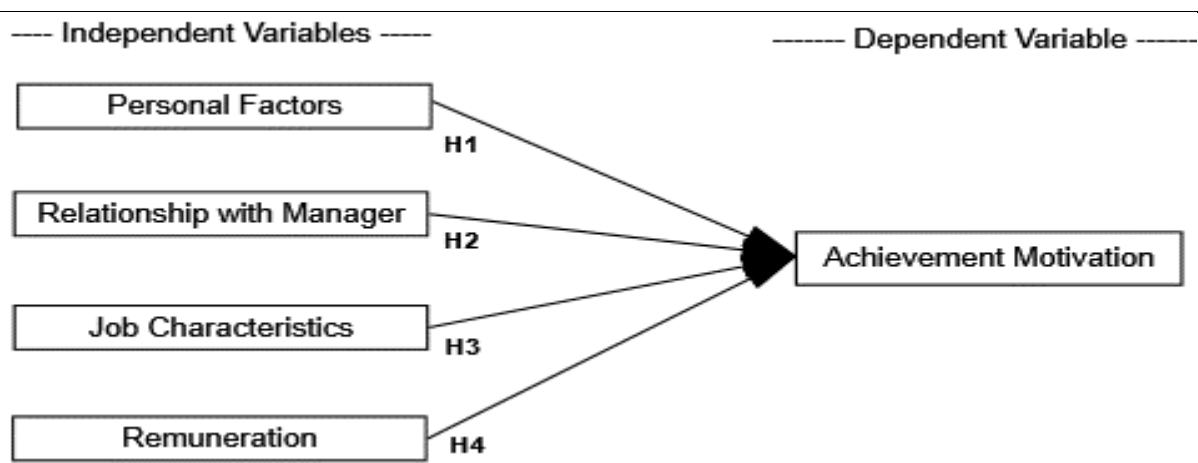


Figure 1 Research Framework

The study has the following hypothesis statements:

- H1: There is a significant positive relationship and effect of personal factors of employees on achievement motivation.
- H2: There is a significant positive relationship and effect of the relationship with employees' managers on their motivation to achieve.
- H3: Job characteristics have a significant positive relationship and effect on employee achievement motivation.
- H4: There is a significant positive relationship and effect of job characteristics on achievement motivation.

Methodology

The methodology provides an overview of the strategy used to carry out the investigation. The research design, sample description, instrumentation, data collection process, validity and reliability measures, and analysis plan are all covered in detail in this chapter. This study uses a mixed-methods research approach to thoroughly examine the determinants impacting AM among workers of commercial banks. It includes both descriptive and causal-comparative research parts. The descriptive component of the research design entails gathering and evaluating qualitative and quantitative data to provide a comprehensive picture of the studied variables. This methodology makes it possible to identify variables that could be involved in variations in the motivation levels of workers at commercial banks to accomplish their goals. The population in a non-probability convenience sample strategy consists of people who are easy to reach or convenient for the researcher to include in the research. 235 sample workers from Nepal's commercial banks were employed in the research. Access availability and simplicity are considered when choosing participants rather than using random sample procedures. When a researcher's capacity to apply more rigorous sample techniques is limited by time, finances, or practical considerations, convenience sampling is often used. Employees in the commercial banking industry make up the population under examination, and the sample

was chosen without using randomization but rather based on accessibility and convenience. Certain commercial banks or branches are identified within a predetermined geographic area during selection. Workers from these banks make up the available participant pool.

Measures

The study is measured in two sections. In Section A, the demographic information of the people who took part in the study is shown. Information about a person's age, gender, and educational background. Section B contains statements about personal factors, job characteristics, pay, achievement motivation, and relationships with managers. This study changed the scale from a 7-point scale (1 = not accurate to 7 = very accurate) to a 1-point scale (1 = strongly disagree to 5 = strongly agree). The personal factors instruments used by [Sung and Choi \(2009\)](#). The study used six statements about openness, agreeableness, conscientiousness, extraversion, and emotional stability. Relationship with managers: Five statements were used from Wargborn's (2008) list of managing employee relationships: pay, training, career development, communication within the company, and performance reviews. The study also used and changed six statements from [Sims Jr. et al. \(1976\)](#). These were task complexity, role ambiguity, conflict/ambiguity, and organization climate. Six modified statements from [Cahyanugroho et al. \(2016\)](#) are used to figure out pay: wages based on job performance, wages based on old work, wages based on seniority, wages based on needs, and wages by considering individual differences. Finally, the achievement motivation scale's five statements. To make the questionnaire more valid and reliable, it was pre-tested with a small group of participants to see if there were any problems with how the questions were worded or how people answered them. The goals of the study were met with correlation analysis and regression analysis. The SPSS V26 tool is used to look at the data for the study.

Demographics of the Study

In this section the respondents' profile comprises personnel from various departments and levels within that have witnessed mergers and acquisitions.

Table 1: Demographic Results

Group	No.	Percentages (%)
Age	20	8.5
19-26 Years	90	38.3
27 to 34 Years	97	41.3
35 to 42 Years	28	11.9
Above 43 Years	20	8.5
Gender		
Male	128	54.5
Female	107	45.5
Education Level		

Intermediate (+2)	50	21.3
Bachelors	92	39.1
Masters	79	33.6
Others (Diploma / PHD etc.)	14	6.0
Total	235	100.00

Table 1 shows the basic information about the people who participated in the study. In the table, ages, genders, and education levels are distributed. The ages range from 19 to over 43, with most people between the ages of 27 and 34. The group mainly comprises men (54.5%), which is a small majority. Regarding schooling, the group with the most people have a bachelor's degree, followed by those with a master's degree. Not as many people have intermediate or other skills.

Validity and Reliability

According to data analysis, professional opinion, and trial testing, this part shows data validity.

Table 2: Cronbach's Alpha

Variables	Number of Items	Cronbach's Alpha
Personal Factors	6	0.768
Relationships with Managers	5	0.741
Job Characteristics	6	0.797
Remuneration	6	0.720
Achievement Motivation	5	0.803
Total	28	0.949

Table 2 shows that the scale is very reliable, which means that the questionnaire can regularly measure the factors that affect the success drive in Nepali banks after the merge.

Results

This section contains the results and concludes with summaries.

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	SD
Personal Factors	235	1.67	5.00	3.61	.749
Relationships with Managers	235	1.80	5.00	3.58	.790
Job Characteristics	235	2.00	5.00	3.63	.766
Remuneration	235	1.83	5.00	3.59	.734
Achievement Motivation	235	2.00	5.00	3.68	.833

Table 3 displays descriptive data for the study's variables. The mean values for personal factors, relationship with managers, job characteristics, remuneration, and motivation achievements are all higher than usual, suggesting that respondents had a good impression. The standard deviations indicate moderate diversity in replies, reflecting variations in personal experiences and views. The range of each variable indicates that replies spanned the whole scale from the least to the most significant possible values. The results show the interdependence of the factors, allowing us to understand better the dynamics that drive employee motivation in the post-merger setting in the following test.

Table 4: Correlation Analysis

Code	PF	RWM	JC	RE
AM	.916**	.819**	.941**	.875**

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the correlation analysis findings, which show substantial positive correlations between accomplishment motivation and the other variables: personal traits, relationships with managers, work characteristics, and compensation. This suggests that when personal elements, quality of connections with managers, job characteristics, and compensation improve, employees' accomplishment motivation tends to rise. The substantial correlations show that these characteristics are closely related to and considerably influence staff motivation levels in Nepali banks after the merger. The significance at the 0.01 level demonstrates the dependability of these results, also, as objective to know the influence of the independent factors for achievement motivation tested by regression analysis by identifying unique factors of determinants.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965	.930	.929	.22206

a. Dependent Variable: Achievement Motivation
b. Predictors: (Constant), Personal Factors, Relationships with Managers, Remuneration, Job Characteristics

Table 5 depicts the regression model investigating the influence of personal traits, connections with managers, salary, and work features on achievement motivation. The model has a high degree of explanatory power since these variables explain a considerable percentage of the variation in accomplishment motivation. The adjusted R square value demonstrates that the model is still robust after controlling for the number of predictors. The standard error of the

estimate indicates a small average gap between the observed and anticipated values, suggesting a good match.

Table 6: Analysis of Variance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.394	.076		-5.164	.000		
	PF	.201	.056	.180	3.559	.000	.118	8.485
	RWM	.122	.032	.116	3.796	.000	.325	3.076
	JC	.520	.057	.477	9.128	.000	.111	9.030
	RE	.287	.038	.253	7.631	.000	.277	3.614
a. Dependent Variable: Achievement Motivation Predictors: (Constant), Personal Factors, Relationships with Managers, Remuneration, Job Characteristics								

Table 6 shows the regression analysis findings for the influence of personal traits, connections with managers, work features, and compensation on achievement motivation. Every predictor has a considerable significant impact on accomplishment motivation. Personal factors, connections with managers, job characteristics, and salary contribute to accomplishment motivation, as shown by large t-values. The correlations indicate that job characteristics have the most significant influence, followed by compensation, personal factors, and connections with managers. Collinearity statistics, such as tolerance and VIF values, indicate that multicollinearity is not an issue, indicating that the predictors contribute independently to the model. These findings emphasize the need to consider various variables when analyzing and developing motivation among Nepali banks after the merger. Furthermore, the lack of multicollinearity, as shown by the tolerance and VIF values, supports the predictors' independence in explaining variance in accomplishment motivation.

Discussions

[Assefa \(2018\)](#) previously emphasized the importance of employee motivation on organizational success, which is consistent with the results of [Asaari et al. \(2019\)](#), [Shahi et al.](#)

(2022), and [Sudiardhita et al. \(2018\)](#), who found that motivation has a beneficial effect on employee performance and work satisfaction. These studies emphasize recognizing and managing motivational variables to improve individual and organizational results. [Assefa \(2018\)](#) and [Sudiardhita et al. \(2018\)](#) emphasize the need for appropriate motivational packages and compensation systems. [Asaari et al. \(2019\)](#) highlight incentives, such as pay increases and promotions, as significant drivers of motivation, which is consistent with the current results. These research results imply that a multimodal strategy, including financial and non-financial incentives, is critical for promoting employee engagement and, ultimately, enhancing organizational success.

Similarly, research by [Leuherly and Nahumury \(2022\)](#), [Az-zaakiyyah \(2022\)](#), show that salary has a substantial influence on employee motivation and performance, especially in academic and rural banking environments. These results are consistent with those of [Adekanmbi and Ukpere \(2021\)](#), who emphasize the role of self-efficacy and social adjustment in determining achievement motivation among bank workers. Notably, the research by [Leuherly and Nahumury \(2022\)](#) reveals that both financial incentives and intrinsic motivational elements lead to improved lecturer performance, emphasizing the need for a comprehensive strategy for managing staff motivation within educational institutions.

[Rasheed et al. \(2020\)](#) and [Arimie and Oronsaye \(2020\)](#) look at the difficulties of employee motivation in various organizational settings such as public-sector commercial banks and healthcare organizations. [Rasheed et al. \(2020\)](#) identified the working environment as a mediating factor in the link between remuneration fairness, job design, and employee motivation, emphasizing the necessity of developing supportive organizational climates to generate motivation. Similarly, [Arimie and Oronsaye \(2020\)](#) emphasize the importance of meeting workers' psychological needs, such as recognition and respect, in improving achievement motivation and organizational success. These results are consistent with [Khraisat et al. \(2023\)](#), who identified human resource practices, communication, and trust as essential aspects of employee relationship management that favorably affect ambition and mastery in private hospitals. While most research demonstrates a favorable association between motivational variables and employee performance, there are subtle differences in results between sectors and organizational contexts. [Ningsih et al. \(2021\)](#) emphasize the combined effect of both extrinsic rewards and intrinsic motivating elements on teacher performance, implying that a holistic strategy that considers both kinds of incentives is required to enhance educational results.

[Yildiz \(2020\)](#) stresses the importance of tailoring motivational strategies to employees' unique needs and preferences in specific contexts, citing challenges and office environment as key motivators in a private financial organization. There is agreement that motivating variables drive employee performance and happiness, but outcomes vary, underscoring the necessity for personalized methods that consider each organization's unique traits and dynamics.

Conclusion

Following organizational behavior and human resource management theories, the study has exposed the multidimensional nature of success motivation among the workers of the Nepalese banks post-merger. Analyzing personal traits, relationships with managers, work features, and compensation revealed the complex elements affecting employee motivation in this environment. These substantial associations emphasize aligning organizational practices with motivational theories to boost employee engagement and performance. Based on Herzberg's Two-Factor Theory and Self-Determination Theory, our results support a comprehensive management strategy that prioritises intrinsic motivators like meaningful work and autonomy while providing fair and competitive remuneration. By incorporating these ideas into their initiatives, banks may create a work culture that promotes intrinsic motivation, employee well-being, and post-merger success.

Implications

The study's results have many effects and can help managers in Nepali banks move forward after the merger. To begin, realizing that personal factors, relationships with managers, job traits, and pay all significantly impact success motivation makes it clear that employee involvement and happiness need to be looked at from a wide range of angles. Targeted treatments that address these factors, like personalized development programs, encouraging helpful leadership styles, improving job designs, and ensuring competitive pay rates, can boost employee happiness and performance. The study also shows how important it is to keep an eye on these strategies and make changes as needed to keep them relevant to changing organizational factors and employee needs. This will help create a culture of continued improvement and adaptability to change.

References

- Abdullah, H., Adnan, A. A., Salleh, A. M. M., Muda, M. S., Omar, K., Karim, F., & Hamzah, M. H. (2019). How do employees' big five personality traits explain innovative work behavior? An original needs theory approach from McClelland and Maqasid Al Sharia. *International Journal of Innovation, Creativity and Change*, 7(7), 212-227. https://www.ijicc.net/images/vol7iss7/7716_Abdullah_2019_E_R.pdf
- Adekanmbi, F. P., & Ukpere, W. (2021). Self-efficacy and social adjustment as predictors of achievement motivation among bank employees. *Banks and Bank Systems*, 16(2), 190-199. [https://doi.org/10.21511/bbs.16\(2\).2021.18](https://doi.org/10.21511/bbs.16(2).2021.18)
- Adil Albalush, A., & Devesh, S. (2023). Employees motivation for better job performance: importance of financial and non-financial incentives in banking systems? Case of Oman. *QScience Connect*, 2023(1), 5. <https://doi.org/10.5339/connect.2023.spt.5>
- Ahmed, F., Manwani, A., & Ahmed, S. (2018). Merger and acquisition strategy for growth, improved performance, and survival in the financial sector. *Jurnal Perspektif*

- Pembiayaan Dan Pembangunan Daerah, 5(4), 196-214. <https://doi.org/10.22437/ppd.v5i4.5010>
- Al Khalil, A. H. (2017). Effects of job characteristics on employee satisfaction in the public radio stations in Syria. *International Journal of Academic Research in Business and Social Sciences*, 7(9), 294-304. <https://doi.org/10.6007/ijarbss/v7-i9/3325>
- Ali, S. A. M., Said, N. A., Abd Kader, S. F., Ab Latif, D. S., & Munap, R. (2014). Hackman and Oldham's job characteristics model to job satisfaction. *Procedia-Social and Behavioral Sciences*, 129(2), 46-52. <https://doi.org/10.1016/j.sbspro.2014.03.646>
- Aloysius, S. (2011). The relationship between perceived job characteristics and job satisfaction among bank employees. Available at SSRN 2137515. <https://doi.org/10.2139/ssrn.2137515>
- Arimie, J. C., & Oronsaye, A. O. (2020). Assessing employee relations and organizational performance: A literature review. *International Journal of Applied Research in Business and Management*, 1(1), 1-17. <https://doi.org/10.51137/ijarbm.2020.1.1.1>
- Armstrong, M., & Murlis, H. (2007). *Reward management: A handbook of remuneration strategy and practice*. Kogan Page Publishers.
- Asaari, M. H. A. H., Desa, N. M., & Subramaniam, L. (2019). Influence of salary, promotion, and recognition toward work motivation among government trade agency employees. *International Journal of Business and Management*, 14(4), 48-59. <https://doi.org/10.5539/ijbm.v14n4p48>
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18(1), 88-115. <https://doi.org/10.5465/amr.1993.3997508>
- Assefa, H. (2018). Impact of motivation on employee's performance: Case study in Bank of Abyssinia selected Addis Ababa branches [Doctoral dissertation, St. Mary's University].
- Az-zaakiyyah, H. K., Hidayat, F., Ausat, A. M. A., & Suherlan, S. (2022). Islamic rural bank employee performance: Role of motivation, compensation, and work environment. *EkBis: Journal Ekonomi Dan Bisnis*, 6(1), 44-58. <https://doi.org/10.14421/ekbis.2022.6.1.1551>
- Baba, A. (2015). Effect of remuneration and achievement motivation to be sar center employee performance industries results plantation Makassar. *Journal of Economics and Sustainable Development*, 6(5), 217-224.
- Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of Management Review*, 38(1), 132-153. <https://doi.org/10.5465/amr.2010.0479>
- Brunstein, J. C., & Heckhausen, H. (2018). Achievement motivation. *Motivation and Action*, 221-304. https://doi.org/10.1007/978-3-319-65094-4_6
- Cahyanugroho, A., Hubeis, M., & Wijayanto, H. (2016). The effect of remuneration on motivation that implicates employee's performance in XYZ company. *Indonesian*

Nepal Journal of Multidisciplinary Research (NJMR)

Vol. 7, No. 2, June 2024. Pages: 70-87

ISSN: 2645-8470 (Print), ISSN: 2705-4691 (Online)

DOI: <https://doi.org/10.3126/njmr.v7i2.68247>

- Journal of Business and Entrepreneurship (IJBE), 2(2), 112-112.
<https://doi.org/10.17358/ijbe.2.2.112>
- Collins, C. J., Hanges, P. J., & Locke, E. A. (2004). The relationship of achievement motivation to entrepreneurial behavior: A meta-analysis. *Human Performance*, 12(1), 95-115.
https://doi.org/10.1207/s15327043hup1701_5
- Dahal, R. K., Bhattarai, G., & Karki, D. (2020). Determinants of technological and innovation performance of the Nepalese cellular telecommunications industry from the customers' perspective. *Advances in Science, Technology and Engineering Systems Journal*, 5(6), 1013–1020. <http://dx.doi.org/10.25046/aj0506122>
- Dahal, R. K. (2021). Performance score as a measure of organizational effectiveness. *Pravaha*, 27(1), 131–138. <https://doi.org/10.3126/pravaha.v27i1.50628>
- Dahal, R. K. (2022). Effectiveness of learning and growth performance metrics in the Nepalese telecommunications industry for organizational success. *Problems and Perspectives in Management*, 20(4), 238–249. [http://dx.doi.org/10.21511/ppm.20\(4\).2022.18](http://dx.doi.org/10.21511/ppm.20(4).2022.18)
- Dani, M., & Moqtaderzadeh, A. (2016). Consideration the relationship between achievement motivation, perfectionism and creating spiritual fitness among bank employees: a case study in Melli bank branches in the southern province of western Azerbaijan. *European Online Journal of Natural and Social Sciences: Proceedings*, 4(1), 1389.
- Elrayah, M., & Semlali, Y. (2023). Sustainable total reward strategies for talented employees' sustainable performance, satisfaction, and motivation: evidence from the educational sector. *Sustainability*, 15(2), 1605. <https://doi.org/10.3390/su15021605>
- Fasnacht, D. (2018). *Open innovation in financial services*. Springer International Publishing, 2(14), 97-130. https://doi.org/10.1007/978-3-319-76394-1_4
- Ghimire, B., Rai, B., & Dahal, R. K. (2021). Corporate culture and organizational performance in the banking industry of Nepal. *Management Dynamics*, 24(2), 1–8. <https://doi.org/10.3126/md.v24i2.50031>
- Ghimire, B., Dahal, R. K., Rai, B., Upadhyay, D. (2023). Employee performance factors in the Nepalese commercial banks: Insights from emerging markets. *Journal of Logistics, Informatics and Service Science*, 10(2), 29–42. <http://dx.doi.org/10.33168/JLISS.2023.0203>
- Ghimire, B., Dahal, R.K., Joshi, S.P., & Shrestha, I. (2024). Factors affecting virtual work arrangements and organizational performance: Assessed within the context of Nepalese organizations. *Intangible Capital*, 20(1), 89–102. <https://doi.org/10.3926/ic.2513>
- Grant, A. M., Fried, Y., Parker, S. K., & Frese, M. (2010). Putting job design in context: Introduction to the special issue. *Journal of Organizational Behavior*, 31(2-3), 145-157. <https://doi.org/10.1002/job.679>
- Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55(3), 259. <https://doi.org/10.1037/h0031152>
- Honore, J. (2009). Employee motivation. *Consortium Journal of Hospitality & Tourism*, 14(1), 111.

- Jones, K. D., & Critchfield, T. (2005). Consolidation in the US banking industry: Is the long, strange trip about to end? *FDIC Banking Review*, 2(17), 31. <https://doi.org/10.2139/ssrn.686101>
- Joshi, S. P., Dahal, R. K., Ghimire, B., & Karki, D. (2023). Self-control and job-seeking behaviors among Nepalese Fresh Graduates. *Hong Kong Journal of Social Sciences*, 61(Spring/Summer), 2023, 826–836. <https://doi.org/10.55463/hkjs.issn.1021-3619.61.73>
- Kalleberg, A. L. (2016). Good jobs, bad jobs. *The Sage Handbook of the Sociology of Work and Employment*, 3(5) 129-147. <https://doi.org/10.4135/9781473915206.n7>
- Karki, D., Bhattarai, G., & Dahal, R. K. (2023). Human resource management practices and performances in Nepalese financial institutions. *Quest Journal of Management and Social Sciences*, 5(2), 316–330. <https://doi.org/10.3126/qjmss.v5i2.60930>
- Kathombe, M. W. (2018). Reward management strategies on employee performance in selected Nakuru County, Kenya universities. [Doctoral dissertation, Egerton University].
- Khanh, P., & Thuy, N. (2021). Factors affecting task special employee’s motivation at the State Bank of Vietnam. *Management Science Letters*, 11(6), 1927-1938. <https://doi.org/10.5267/j.msl.2021.1.008>
- Khraisat, A. M., Al-Weshah, G. A., & Al-Ma'aitah, N. (2023). Employee relationship management and achievement motivation: insights from hospitals. *International Journal of Management Practice*, 16(6), 727-743. <https://doi.org/10.1504/ijmp.2023.133943>
- Komarraju, M., & Karau, S. J. (2008). Relationships between the perceived value of instructional techniques and academic motivation. *Journal of Instructional Psychology*, 35(1), 11-12. <https://doi.org/10.1037/e578392006-001>
- Kressler, H. (2003). *Motivate and reward*. Basingstoke: Palgrave Macmillan. <https://doi.org/10.1057/9781403937711>
- Lee, J. Q., McInerney, D. M., Liem, G. A. D., & Ortiga, Y. P. (2010). The relationship between future goals and achievement goal orientations: An intrinsic–extrinsic motivation perspective. *Contemporary Educational Psychology*, 35(4), 264-279. <https://doi.org/10.1016/j.cedpsych.2010.04.004>
- Leuhery, F., & Nahumury, H. (2022). Effect of remuneration and achievement motivation on lecturer performance in the management department, Faculty of Economics and Business, [Universitas Pattimura, Ambon City]. <https://doi.org/10.52403/ijrr.20220922>
- Li, Y., Tuckey, M. R., Bakker, A., Chen, P. Y., & Dollard, M. F. (2023). Linking objective and subjective job demands and resources in the JD-R model: A multilevel design. *Work & Stress*, 37(1), 27-54. <https://doi.org/10.1080/02678373.2022.2028319>

- Madlock, P. E. (2008). The link between leadership style, communicator competence, and employee satisfaction. *The Journal of Business Communication* 45(1), 61–78. <https://doi.org/10.1177/0021943607309351>
- McKinney, P. A. (2000). A study to assess the relationships among student achievement, teacher motivation, and incentive pay. [Doctoral dissertation, Virginia Tech].
- Mehta, A., Armenakis, A., Mehta, N., & Irani, F. (2006). Challenges and opportunities of business process outsourcing in India. *Journal of Labor Research*, 27(7), 323-338. <https://doi.org/10.1007/s12122-006-1026-8>
- Natividad-Franco, V. D., & Cruz, M. N. D. (2023). The influence of pay as a motivator on the research productivity of educators. *Journal of Higher Education Theory and Practice*, 23(9). <https://doi.org/10.33423/jhetp.v23i9.6134>
- Nienaber, A. M., Romeike, P. D., Searle, R., & Schewe, G. (2015). A qualitative meta-analysis of trust in supervisor-subordinate relationships. *Journal of Managerial Psychology*, 30(5), 507-534. <https://doi.org/10.1108/jmp-06-2013-0187>
- Ningsih, S. F., Arafat, Y., & Mulyadi, M. (2021). The effect of rewards and achievement motivation on teachers' performance. *Jurnal Penelitian Guru Indonesia*, 6(2), 559-565. <https://doi.org/10.29210/021089jpgi0005>
- Osano, N. M., & Ayienda, C. M. (2020). Influence of job characteristics as a motivation strategy on the academic achievement of teachers in secondary schools in Kisii Central Sub-County, Kenya. *IJRDO. Journal of Educational Research*, 5(7), 90-104.
- Parker, S. K., Van den Broeck, A., & Holman, D. (2017). Work design influences: A synthesis of multilevel factors that affect the design of jobs. *Academy of Management Annals*, 11(1), 267-308. <https://doi.org/10.5465/annals.2014.0054>
- Rasheed, M. I., Jamad, W. N., Pitafi, A. H., & Iqbal, S. M. J. (2020). Perceived compensation fairness, job design, and employee motivation: The mediating role of working environment. *South Asian Journal of Management*, 14(2), 229-246. <https://doi.org/10.21621/sajms.2020142.05>
- Rothwell, A., & Arnold, J. (2007). Self-perceived employability: Development and validation of a scale. *Personnel Review*, 36(1), 23-41. <https://doi.org/10.1108/00483480710716704>
- Rybnicek, R., Bergner, S., & Gutschelhofer, A. (2019). How individual needs influence motivation effects: A neuroscientific study on McClelland's need theory. *Review of Managerial Science*, 13(11), 443-482. <https://doi.org/10.1007/s11846-017-0252-1>
- Saeed, T., Almas, S., Anis-ul-Haq, M., & Niazi, G. S. K. (2014). Leadership styles: Relationship with conflict management styles. *International Journal of Conflict Management*, 25(3), 214-225. <https://doi.org/10.1108/ijcma-12-2012-0091>
- Shang, C., Moss, A. C., & Chen, A. (2023). The expectancy-value theory: A meta-analysis of its application in physical education. *Journal of Sport and Health Science*, 12(1), 52-64. <https://doi.org/10.1016/j.jshs.2022.01.003>

- Shahi, B. J., Dahal, R. K., & Sharma, B. B. (2022). Flourishing organisational citizenship behaviour through job characteristics. *Journal of Business and Social Sciences Research*, 7(2), 29–46. <https://doi.org/10.3126/jbssr.v7i2.51490>
- Sims Jr, H. P., Szilagy, A. D., & Keller, R. T. (1976). The measurement of job characteristics. *Academy of Management Journal*, 19(2), 195-212. <https://doi.org/10.2307/255772>
- Steinmayr, R., & Spinath, B. (2008). Sex differences in school achievement: What are the roles of personality and achievement motivation? *European Journal of Personality: Published for the European Association of Personality Psychology*, 22(3), 185-209. <https://doi.org/10.1002/per.676>
- Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance Pt. Bank Xyz (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1-14.
- Sung, S. Y., & Choi, J. N. (2009). Do big five personality factors affect individual creativity? The moderating role of extrinsic motivation. *Social Behavior and Personality: An International Journal*, 37(7), 941-956. <https://doi.org/10.2224/sbp.2009.37.7.941>
- Wang, M. T., & Degol, J. (2013). Motivational pathways to STEM career choices: Using expectancy–value perspective to understand individual and gender differences in STEM fields. *Developmental Review*, 33(4), 304-340. <https://doi.org/10.1016/j.dr.2013.08.001>
- Wargborn, C. (2008). *Managing motivation in organizations. Why employee relationship management matters* [Master's Thesis, University of Nairobi].
- Wójcik, D., & Ioannou, S. (2020). COVID-19 and finance: market developments so far and potential impacts on the financial sector and centres. *Tijdschrift Voor Economische En Sociale Geografie*, 111(3), 387-400. <https://doi.org/10.1111/tesg.12434>
- Yildiz, E. (2020). *Impact of motivation on employee performance at a bank in Estonia*. Department of Business Administration. [Tallinn University of Technology].
- Yıldızeli, M. S. (2002). *An analysis of pay and benefits as motivational tools in the banking and it sector in Turkey* [Doctoral dissertation, Marmara University, Turkey].