

## EFFECTS OF NEED FULFILLMENT DEFICIENCIES ON EMPLOYEE MOTIVATION: AN EMPIRICAL STUDY OF COMMERCIAL BANKS IN BANGLADESH

*Mohd. Shariful Islam*

*Assistant Professor, Department of Business Administration, Times University Bangladesh*

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### **ABSTRACT**

*The banks play pivotal role in a country's economy. In Bangladesh, they are playing a decisive role in the development of the industry and trade through the financial service and international business affairs. Motivated bank employees are the best source of delivering good service which leads to customers' satisfaction as well as bank's performance. At present, there are 61 scheduled banks in which 58 commercial banks are operating in Bangladesh. This paper focuses on the effects of need fulfillment deficiencies on the employees' motivation who are working in commercial banks. In this study, the sample consisted of 408 respondents, which are randomly selected from generation wise 3 private and 3 state owned commercial banks. These employees were surveyed through convenience sampling with structured questionnaire and the collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) software. The study revealed that the perceived degree of need fulfillment deficiencies for each of the 12 specific factors related to employees' job has significant negative effects on the levels of employee motivation. Again, the largest deficiency in need fulfillment was found on 'chances of promotion' and smallest deficiency lies on 'job security' for the bank employees. Finally, the recommendations were provided based on the findings of the study.*

**KEYWORDS:** *Employee Motivation, Need fulfillment Factors, Private and State Owned Commercial Banks, Scheduled Banks*