

ABSTRACT

This research work is done on *“An analysis of ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector.”*

Employee holds a central position in any organization all over the world. Any department in any organization will not run efficiently without the quality and committed employees. But to retain & attract efficient and committed employees towards organization, Management needs to keep the employees happy and satisfied which is only possible through combination of satisfactory rewards, timely recognition, leader’s support & guidance, and social support from both inside and outside the organization. This research studies various criteria of Rewards, different leadership models and sources of social support which majorly effects employee’s productivity & performance in Banking sector. Mainly researchers focus here is on three parameters i.e., Rewards, Leadership and Social Support because that have more influence on the performance of the employee.

Rewards are directly connected with motivation and performance of the employee. Financial rewards have more impact on performance of employee compared to non-financial rewards. Majority of employees suggested that bonus & incentives must be linked with the annual performance of the employees which will increase their motivation to perform better. Most of the employees agreed that positive rewards influence employee’s performance by developing team spirit, sense of belongingness & healthy work culture.

Leadership has direct impact on productivity of the employees. According to employees a quality leader can help them in enriching their skills & capabilities and he does have major impact in creating harmony among various members of the organization. Immediate boss is in direct touch with employees they can build good relation with employees and enhance their motivation & also they are link between top management & employees. As majority of employees said leader also give them flexibility to present their thoughts in decision making as their will help management in concrete decision making. Now a days management is putting trust on employee’s decision making as they are giving enough authority with various responsibilities.

Social Support has arrived as a new factor in the employee motivation. Though it is present from many generations but importance has widely increased in this generation. Social support impact employee from both inside and outside the organization. Most respondents said that co-worker and immediate boss support help in reducing their stress and improve their productivity. On the other hand, Family, Friends, and Relative support have positive impact on employees physical and mental health. Immediate boss and peer support are highly ranked as employee spend their majority of time in the organization. Social support leads to better morality in the workplace.

Private sector banks are facing more employee turnover than Public Sector Banks because of job stress & job security. Management should think about it as an important matter as it will impact the business & reputation of organization. On the other hand, Public Sector Bank management should focus on better reward policy to employees. Reward policy have important role to play in enhancing employee performance so it must be communicated to employees well in advance to influence & motivate them. Employee turnover is the burning issue all over the world due to Job stress, management should give some focus on it so employee can maintain work-life balance.

Researcher has developed here models in all the three parameters based on personal knowledge and responses of employees to sort out various issues between management and employees. These models and suggestion given by researcher is not only applicable to Banking Sector but applicable to all the organizations in all sectors all over the world. Also, researcher here suggested various important factors from Reward, Leadership and Social support are more impacting positively. This research work fulfill maximum gaps that have been identified in previous researches. Management should always try to satisfy employees in best possible way to get best out of them.

The research work is conducted by considering various literature reviews done by time to time, studying data from various banks, using statistical tools, collecting primary data through questionnaires, and using appropriate research methodology. The results indicated that non-monetary rewards have long term impact while monetary rewards have immediate effect on Employee's performance. Various Leadership style adopted by managers & top management constitute a major portion to reduce stress of employees. Social support from family, organization, immediate boss, colleagues, friends & relatives help improve physical & mental health of employees. Research gaps are identified and addressed. This research satisfies objectives which are set as per Bloom Taxonomy that is to understand impact, analyse effectiveness, to evaluate the gap and create new models & matrix of Rewards, Leadership &

Social Support. New models are developed as per EIC & CSR concept & are suggested to apply in Banking sector. New models are developed to understand Human's performance parameters at workplace and improve employee's productivity, reduce employees' stress & turnover. Researcher has identified factors that influence Performance, Productivity & Competency (PPC).

Also models & matrix can be applied to all sectors to increase nation's overall income.