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A Study of Motivational Practices and Women Professionals Overall Well-being among the selected Financial Organizations in Madhya Pradesh

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Abstract

The well-being of women professionals has become a significant organisational concern in the demanding financial services sector. The present study examines the impact of motivational practices on women professionals working in selected financial organisations in Bhopal and Indore, Madhya Pradesh. It focuses on four dimensions: financial incentives, career growth opportunities, training and development, and organisational culture. A quantitative, descriptive and analytical research design was adopted, involving 179 respondents selected through stratified random sampling. Primary data were collected using a structured questionnaire, and hypotheses were tested through Analysis of Variance (ANOVA). The findings reveal significant relationships of career growth, training and development, and organisational culture with overall well-being, whereas financial incentives show no statistically significant relationship at the 5% significance level.

Keywords: Motivational Practices, Women Professionals, Financial Incentives, Career Growth, Training and Development, Organisational Culture, Employee Well-being, Financial Organisations, Madhya Pradesh.

1. Background of the Study

The increasing participation of women in the financial services sector has brought considerable attention to their professional development, workplace experiences and overall well-being. Financial organisations, including public and private sector banks, insurance companies and non-banking financial companies, operate in an environment characterised by continuous technological developments, customer expectations and performance-oriented responsibilities. These conditions require organisations to adopt appropriate motivational practices that encourage employees to perform effectively while maintaining their personal and professional well-being. Motivation is not restricted to monetary compensation; it also includes career advancement, professional learning, recognition, organisational support and a positive working environment. For women professionals, these organisational practices

become particularly important because career aspirations often operate alongside multiple personal and professional responsibilities. Suitable motivational initiatives can strengthen confidence, professional satisfaction, organisational commitment and a sense of belonging.

The present study focuses on four important dimensions of motivational practices: financial incentives, career growth opportunities, training and development programmes, and organisational culture. It examines their influence on the overall well-being of women professionals working in selected financial organisations in Bhopal and Indore, Madhya Pradesh. The study attempts to identify which organisational practices demonstrate statistically significant relationships with employee well-being and provide practical recommendations for developing a supportive and motivating workplace.

2. Review of Literature

The review of literature provides an understanding of the relationship between motivational practices, organisational support, career development and employee well-being. Recent studies have been considered to establish the theoretical and empirical foundation of the present investigation.

Kaur and Gupta (2026), Kaur and Gupta examined occupational stress, work–life balance and employee well-being among women working in public and private sector banks. Their research considered the influence of organisational structures, job demands and workplace policies on the professional experiences of women employees. The study highlighted the importance of organisational arrangements in managing occupational stress and maintaining a healthy work–life balance. Its findings provide a relevant foundation for examining organisational culture and employee well-being in the financial sector. **[01]**

Yadav and Latha (2026) Yadav and Latha investigated the relationship between work–life balance, workplace policies, career management and job satisfaction among working women. Their research used structural equation modelling and highlighted the influence of workplace policies on career management and job satisfaction. The study suggests that organisational policies should be designed to support women's professional development and workplace experiences. **[02]**

Women's Mentorship and Career Development Study (2026) A study published in Career Development International examined the mentoring experiences of 28 Indian women employees across different career stages. The findings indicated that women require mentoring, professional guidance, career planning, constructive feedback and sponsorship to navigate their career journeys. The study emphasised that mentoring requirements change according to career stages and that organisations should develop appropriate professional support systems. These findings are relevant to the career growth dimension of the present research**. [03]**

Murthy (2025), Murthy examined personal cognitive predictors influencing career resilience among Indian women information technology professionals. The research considered career self-management, work volition, career salience and occupational self-efficacy. The findings revealed that career self-management, work volition and occupational self-efficacy significantly contributed to career resilience.

The study establishes the importance of professional development and individual career capabilities in strengthening women's professional experiences. **[04]**

Nair and Anbuoli (2025),Nair and Anbuoli investigated the barriers affecting women's career advancement in public and private sector banks. Their study considered organisational culture, gender stereotypes, mentoring, promotion practices and organisational support. The findings highlighted the importance of transparent promotion systems, mentoring and supportive organisational policies in improving women's career advancement. The study is particularly relevant to the career growth and organisational culture dimensions of the present investigation. **[05]**

Sustainable HRM and Women's Well-being Study (2025) A study published in the International Journal of Manpower investigated the influence of sustainable human resource management practices on women's well-being in Indian MSMEs. The research examined 2,856 female employees and considered practices such as telecommuting, managerial support and the accommodation of generational preferences. The study provides evidence that employee-oriented human resource practices can contribute to women's well-being and organisational inclusiveness. **[06]**

Vikas and Mathur (2024) Vikas and Mathur conducted an empirical study on work–life balance among women employees in the Indian banking industry, with particular reference to Haryana. The research involved 310 bank employees and applied exploratory statistical techniques, including factor analysis, correlation and structural equation modelling. The findings indicated that workload, organisational support and family support were important factors associated with work–life balance. The study demonstrates the significance of supportive organisational practices in improving women's workplace experiences. **[07]**

Nidhi, Singh and Kaur (2024) The researchers examined gender differences in perceived work stress, organisational support and work meaningfulness among bank employees in Punjab. Their investigation included 700 employees from public and private sector banks. The findings indicated differences in perceived work stress, organisational support and work meaningfulness across gender groups. The study reinforces the importance of developing organisational environments that recognise employees' different workplace experiences. **[08]**

Sachdeva and Khatter (2024) Sachdeva and Khatter examined factors influencing employee well-being and their relationship with job performance among bank employees in Jaipur. Their research identified organisational support, job security, physical working conditions, employee rewards and supervisor support as relevant organisational factors. The study emphasised that employee well-being is closely connected with workplace arrangements and organisational practices. **[09]**

Garg and Bansal (2023) Garg and Bansal examined the impact of training and development programmes on employees' skills and overall career development in the banking sector of Punjab. Their research covered 400 employees from public and private sector banks. Using regression and structural equation modeling, the study established a significant contribution of training and development

programmes towards employees' career development. This research provides a direct foundation for including training and development as an independent variable in the present investigation. **[10]**

Prathiba and Raja (2023) Prathiba and Raja investigated work–life balance among women employees working in the banking sector of Thoothukudi. Their study highlighted the influence of working hours, income packages and personal circumstances on women's professional and personal experiences. The findings suggested that appropriate workplace policies can contribute to improved personal well-being and organisational commitment. **[11]**

Phoolka (2022) Phoolka explored the career progression of women professionals in the Indian banking sector through in-depth interviews with 30 women employed in public and private sector banks. The research identified gender-related discrimination, inadequate mentoring, rigid organisational arrangements and limited access to leadership networks as barriers to career advancement. It also highlighted supportive supervisors, internal training and family encouragement as factors facilitating professional growth. The study establishes the relevance of career development and organisational support in the professional lives of women employees. **[12]**

3. Objectives of the Study

Based on the four independent variables presented in the supplied ANOVA table, the following objectives have been formulated:

a) To examine the influence of financial incentives on the overall well-being of women professionals working in selected financial organisations in Madhya Pradesh.
b) To analyse the relationship between career growth opportunities and the overall well-being of women professionals.
c) To evaluate the influence of training and development programmes on the overall well-being of women professionals.
d) To investigate the relationship between organisational culture and the overall well-being of women professionals working in selected financial organisations.

4. Hypotheses of the Study

The following alternative hypotheses have been developed in accordance with the research objectives.

Ha1: Financial incentives have a significant influence on the overall well-being of women professionals working in selected financial organisations.

Ha2: Career growth opportunities have a significant influence on the overall well-being of women professionals working in selected financial organisations.

Ha3: Training and development programmes have a significant influence on the overall well-being of women professionals working in selected financial organisations.

Ha4: Organisational culture has a significant influence on the overall well-being of women professionals working in selected financial organisations.

5. Research Design

The present investigation follows a quantitative, descriptive and analytical research design. The descriptive component helps understand the motivational practices experienced by women professionals, while the analytical component examines the statistical relationship between selected motivational dimensions and their overall well-being.

The research design is intended to evaluate whether the selected organisational practices demonstrate statistically significant relationships with the dependent variable.

5.1 Nature and Sources of Data

The study is based on both primary and secondary sources of information.

Primary Data: Primary data were collected from women professionals working in selected financial organisations through a structured questionnaire. The questionnaire was designed to obtain information regarding financial incentives, career growth opportunities, training and development programmes, organisational culture and overall well-being.

Secondary Data: Secondary information was collected from research journals, published articles, books, academic publications, institutional reports and other relevant sources relating to motivational practices and employee well-being.

5.2 Geographical Area of the Study

The geographical scope of the investigation is restricted to two important commercial centers of Madhya Pradesh:

- Bhopal
- Indore

These cities provide an appropriate setting for examining the professional experiences of women employed in different financial organisations.

5.3 Population of the Study

The target population consists of women professionals employed in selected financial organisations in Bhopal and Indore. The study covers employees working in the following categories:

a) Public sector banks
b) Private sector banks

c) Insurance companies.
d) Non-Banking Financial Companies (NBFCs).

5.4 Sample Size

A total sample of **179 women professionals** was considered for the present investigation. The respondents were selected from the identified financial organisations operating in Bhopal and Indore.

5.5 Sampling Technique

The study adopted a stratified random sampling technique. The target population was classified into relevant organisational categories, including public sector banks, private sector banks, insurance companies and NBFCs. Respondents were then selected randomly from the identified strata. This approach was adopted to ensure representation of different categories of financial organisations and to reduce the possibility of over-representation of any particular organisational group.

5.6 Research Instrument

A structured questionnaire was used as the principal instrument for collecting primary information. The questionnaire covered the following four independent variables and one dependent variable.

5.7 Research Instrument

S.No	Variables	Dimensions
1	Independent Variable 1	Financial incentives
2	Independent Variable 2	Career growth
3	Independent Variable 3	Training and development
4	Independent Variable 4	Organisational culture
5	Dependent Variable	Overall well-being of women professionals

The questionnaire may be administered using a five-point Likert scale ranging from strongly disagrees to strongly agree, subject to confirmation of the original instrument used in the investigation.

5.8 Tools for Data Analysis

The ANOVA has been applied for data analysis hypothesis testing at 5%level of significance and 95%level of confidence

6. Testing of Hypothesis

Table 1: Analysis of Variance (ANOVA) with respect to Motivational Practices and Overall Well-being

Hypothesis	Predictors	Df	Sum of Square	Mean Square	F	Sig.
H_{a1}	**Financial Incentives**	**4**	**8.214**	**0.564**	**10.216**	**0.89**
H_{a2}	**Career Growth**	**4**	**6.221**	**0.897**	**08.324**	**0.011**
H_{a3}	**Training and Development**	**4**	**8.321**	**0.741**	**11.216**	**0.000**
H_{a4}	**Organizational Culture**	**4**	**6.221**	**0.614**	**10.240**	**0.019**
Dependent Variables: **Overall Well of the women professional**						

Interpretation

a) The ANOVA results indicate that financial incentives have no statistically significant relationship with the overall well-being of women professionals, as the significance value (0.890) is greater than the accepted level of 0.05. Therefore, the alternative hypothesis (Ha1) is not supported.

b) Career growth demonstrates a statistically significant relationship with the overall well-being of women professionals, with an F-value of 8.324 and a significance value of 0.011. This indicates that career advancement, promotion opportunities and professional growth are important motivational dimensions. Hence, Ha2 is supported.

c) Training and development exhibit a highly significant relationship with the overall well-being of women professionals, with an F-value of 11.216 and a significance value of 0.000. This highlights the importance of continuous learning, skill enhancement and professional development. Therefore, Ha3 is strongly supported.

d) Organisational culture also demonstrates a statistically significant relationship with the overall well-being of women professionals, with an F-value of 10.240 and a significance value of 0.019. This indicates that a supportive, inclusive and employee-friendly organisational environment is an important motivational factor. Hence, Ha4 is supported.

7. Summary of Findings

a) The study reveals that financial incentives do not demonstrate a statistically significant relationship with the overall well-being of women professionals, suggesting that monetary rewards alone may not adequately fulfill their professional and personal well-being requirements.

b) Career growth opportunities have a significant relationship with overall well-being, highlighting the importance of transparent promotion policies, equal career advancement opportunities and professional recognition.

c) Training and development emerge as the most statistically significant dimension among the four motivational practices examined, indicating the importance of continuous learning, professional training and skill enhancement for women employees.

d) Organisational culture plays a significant role in the overall well-being of women professionals, emphasizing the need for supportive leadership, workplace inclusiveness, mutual respect and a positive working environment.

8. Conclusions

The study concludes that motivational practices play an important role in determining the overall well-being of women professionals working in selected financial organisations. The findings reveal that career growth, training and development, and organisational culture have statistically significant relationships with the overall well-being of women employees. Among these dimensions, training and development emerge as the most significant factor, highlighting the importance of continuous learning, skill enhancement and professional advancement. Similarly, supportive organisational culture and equal career growth opportunities contribute to creating a positive and encouraging working environment. However, financial incentives do not demonstrate a statistically significant relationship with overall well-being, indicating that monetary benefits alone may not adequately address the diverse needs of women professionals. Overall, the study emphasizes that financial organisations should prioritise professional development, career advancement and employee-friendly organisational practices to promote the overall well-being of women professionals.

9. Suggestions

The various suggestions are as under

a) Financial organisations should develop comprehensive employee motivation policies that extend beyond monetary incentives by incorporating non-financial benefits, professional recognition, employee appreciation and supportive workplace initiatives to address the diverse well-being requirements of women professionals.

b) Organisations should provide equal career advancement opportunities to women employees through transparent promotion policies, leadership development programmes, performance-based recognition and clearly defined career progression pathways.

c) Regular training and development programmes, workshops, skill enhancement initiatives and professional development opportunities should be organized to strengthen the knowledge, competencies, confidence and career prospects of women professionals.

d) Financial organisations should promote a supportive, inclusive and gender-sensitive organisational culture by encouraging participative leadership, effective communication, mutual respect, workplace equality and employee-friendly policies to improve the overall well-being of women professionals.

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