

# Motivation for Making Job Interesting

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## Abstract

Employees are regarded as a most valuable resource and the main driver for organizational success. In order to be successful, an organization needs to consistently motivate employees so that they can act toward the goals of the organization and have a strong desire to remain in the organization. This study attempted to draw influences of different motivational factors such as salary adequacy, future security, social dignity/status, career ambition, training and development, comfortable physical environment,

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*Index terms*— motivation, employee, commercial bank, job interesting, motivational factors

## 1 Introduction

otivation in simple terms may be understood as the set of forces that cause people to behave in certain ways. A motivated employee generally is more quality oriented. Highly motivated employees are more productive than apathetic employee, one reason why motivation is a difficult task is that the workforce is changing. Employees join institutions with different needs and expectations. Their values, beliefs, background, lifestyles, perceptions and attitudes are different. Not many institutions have understood these and not many HR experts are clear about the ways of motivating such diverse workforce (Goswami G.T. and Harsh Dwivedi H., 2011).

Motivation has been recognized as a dilemma that managers must face because what motivates one individual may not motivate another (Geren B., 2011). Motivation is a very interesting topic for research, though numerous research studies have been conducted by organizational behavior experts at many times. Now a day's employees have been hired, trained and remunerated and also need to be motivated for better performance. Motivation agenda become a driving force for managing a diverse workforce in organizational interfaces. Motivated Employees are laborious and ambitious for organizational success. Employees and their behavior represent strong forces that can enhance or diminish the effectiveness of the organization (Hasebur Rahman, M., 2013).

According to theory Y employees are ambitious and self-motivated, exercise self-control; enjoy their mental and physical work duties. According to Douglas M. McGregor (1957) to their work is as natural as play. Employees possess the ability for creative problem solving, but their talents are underused in most organizations. In light theory Y this study is initiated to explore how motivational factors in commercial banks in bangladesh influence in making job interesting. Employees regarded as a distinctive resource is a strategic advantage of an organization. so organizations need to constantly motivate their employees for exerting maximum efforts from them. It becomes obvious when employees feel an interest in doing their jobs. On the basis of previous research indicated by Hasebur Rahman, M. (2013) motivational factors such as salary adequacy, future security, social dignity/status, career ambition, training and development, comfortable physical environment, mutual cooperation and management relation influence on making job interesting have been taken for that study.

## 2 Literature Review and Hypotheses Development a) Concept of Motivation

Motivation becomes an important agenda for managers and management scholars nowadays and it will remain in the future (Hasebur Rahman, M., 2013). Motivation is defined as the force or forces that arouse enthusiasm and persistence to pursue a certain course of action (Daft & Marcic, 2008). Motivation, derived from the Latin word

## 6 II. SOCIAL DIGNITY/STATUS

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44 meaning "to move" represents those psychological goals directed processes (Kreitner & Kinicki, 2007). Motivation  
45 is a general term applying to the entire class of drives, desires, needs, wishes, wants, aims, goals, motives, and  
46 incentives. It is a basic psychological process that includes the need-driveincentive sequence or cycle. Motivation  
47 is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive  
48 that is aimed at a goal or incentive (Luthans, 1998). It also refers to the processes that account for an individual's  
49 willingness to exert a high level of effort to reach organizational goals, conditioned by the effort's ability to satisfy  
50 needs (Robbins & Coulter 2006).

51 The motivation remains a key secret of managing people at organizational interfaces. Different people from  
52 differing background come together within an organization having different aims incompatible to organizational  
53 aims. Motivation acts as key forces to drive diversified workforce to meet organizational objectives (Hasebur  
54 Rahman, M., 2013). The success of any organization falls back upon its competent and motivated human  
55 resources (Mohiuddin, 2008). Human resources regarded as the most valuable assets and sometimes irreplaceable  
56 assets in the organization. It is human resources who set organization's objectives and strategies, design and  
57 produce goods and services, quality control and market goods and services. It is simply impossible on the part of  
58 an organization to get these activities performed efficiently and effectively, unless the people of the organization  
59 extend their sincere and voluntary cooperation depending upon the level of motivation an individual has with his  
60 or her job, to put forth his or her best to the organization (Hasebur Rahman, M., 2013). Motivated employees  
61 in the workplace can be termed as those who willingly and voluntarily extend their best efforts in order to help  
62 the organization attaining its goal. Motivated employees are sincere, dutiful, and laborious; therefore, need less  
63 supervision of expert best performance out of them (Hasebur Rahman, M., 2013).

64 Individuals differ not only in their ability to do, but also in their determinations to do, or motivates managers  
65 who are successful in motivating employees are often providing an environment in which appropriate goals are  
66 available for needs satisfaction. Retaining and motivating workers require special attention and the responsibility  
67 falls squarely on all levels of management. Management have to create a work environment where people enjoy  
68 what they do, feel like they have a purpose and have pride in the mission of the organization. It requires more  
69 time, more skill, and managers who care about people. It takes true leadership. By giving employees with special  
70 tasks, you make them feel more important. When your employees feel like they are being trusted with added  
71 responsibilities, they are motivated to work even harder so they won't let the company down. Motivation is  
72 essential for any institution because employees are the pertinent intellectual assets of the company. Motivation  
73 is important for the growth of employees as well as for contributing organizational productivity (Goswami G.T.  
74 and Harsh Dwivedi H., 2011).

### 75 3 b) Motivational Factors for making Job Interesting

76 To keep the people working efficiently, they need to consistently motivate. Money is not a sole motivating factor.  
77 Besides money, there are many other financial and non-financial factors that can keep people happy. Good  
78 interpersonal relations, prestige and social dignity, open communication, training and development, job security,  
79 reward and recognition, security for the future, growth/promotion are perceived as keys motivating factors in  
80 commercial banks in Bangladesh (Hasebur Rahman, M., 2013). Research suggests that as employees' income  
81 increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work  
82 becomes more of a motivator (James R. Lindner, 1998).

### 83 4 i. Salary/Pay

84 Salary plays a significant role in motivation level of employees, but motivation is determined by a number of  
85 contributing variables and salary is one of them (Arshad M. et al., 2012) as Bown, Cattell, Michell and Edwards  
86 (2008) conducted research on the quantity surveying profession in South Africa and found that salary, promotion  
87 prospects, personal satisfaction and recognition etc. are motivating factors for employees in that particular case.  
88 The amount of money a person receives monthly can be best predictor of his/her motivation level. The employees  
89 who are efficient and effective in achieving tasks and goals deserve a good salary package (Igalens and Roussel,  
90 1999). One of the major criteria for the quality of work life is adequate and fair compensation. Compensation  
91 broadly refers to all the ways in which an organization may reward employees for the services that they render  
92 (Sethi & Pinzon, 1998). For maintaining a higher level of motivation, it is very important to maintain a reasonable

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94 Volume XIV Issue I Version I Year ( ) A level of salaries. If an organization combines few other positive factors  
95 with better salary levels, then it can produce very highly motivated work force which can guarantee a glorious  
96 future for workers and the organization (Arshad M. et al., 2012). Therefore, the 1st hypothesis of this study is:  
97 H 1 : There is a positive/significant relationship between the salary adequacy and the interesting job.

### 98 6 ii. Social dignity/status

99 Social status can then be considered an ultimate motive for human action. Since people are social beings, they  
100 need to belong, to be accepted by others (A. H. ??aslow, 1943). Employees' perception of their own socioeconomic

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101 status depends on their employment status. The literature review section shows that social distinction and status  
102 are among the strongest motivations of human behavior. Therefore the 2nd hypothesis of the study is:H 2 :  
103 There is a positive/significant relationship between the social dignity/status and the interesting job.

### 104 **7 iii. Career ambition**

105 Research evidence (Amy Wrzesniewski et. al., 1997) suggested that most people see their work as either a Job  
106 (focus on financial rewards and necessity rather than pleasure or fulfillment; not a major positive part of life), a  
107 Career (focus on advancement), or a Calling (focus on enjoyment of fulfilling, socially useful work). The work is  
108 not an end in itself, but instead is a means that allows individuals to acquire the resources needed to enjoy their  
109 time away from the Job. The major interests and ambitions of Job holders are not expressed through their work  
110 (Bellah et al., 1985). Therefore the 3rd hypothesis of the study is:H 3 :

111 There is a positive/significant relationship between the career ambition and the interesting job.

### 112 **8 iv. Training and development**

113 One key factor in employee motivation and retention is the opportunity employees want to continue to grow  
114 and develop job and career enhancing skills. In fact, this opportunity for employees to continue to grow and  
115 develop through training is one of the most important factors in employee motivation (Susan M. Heathfield,  
116 2013). Therefore the 4th hypothesis of the study is:H 4 :

117 There is a positive/significant relationship between the training and development and the interesting job.

### 118 **9 Comfort**

119 The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number  
120 working alternatives, then the environment in the workplace becomes a critical factor for accepting and/or keeping  
121 the jobs. The quality of the environment in the workplace may simply determine the level of employee motivation,  
122 subsequent performance and productivity. A widely accepted assumption is that better workplace environment  
123 motivates employees and produces better results (Demet Leblebici, 2012). The physical environment is a tool  
124 that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson  
125 and Chang, 2004). Therefore the 5th hypothesis of the study is:H 5 :

126 There is a positive/significant relationship between the comfortable physical environment and the interesting  
127 job.

### 128 **10 vi. Mutual cooperation**

129 According to McClelland's Theory of Needs (1961) The Need for affiliation (nAff) is the desire for friendship and  
130 close and close interpersonal relationships. There for the 6th hypothesis of the study is:H 6 :

131 There is a positive/significant relationship between the mutual cooperation and the interesting job.

### 132 **11 vii. Management relation:**

133 Managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce  
134 the best results for business in the most efficient and effective manner. The manager must identify what actually  
135 motivates associates. People tend to do their best work when they are in an environment that makes them feel  
136 valued for a job well done. These courtesies may seem simple that can have a great impact on organizational  
137 morale to motivate associates to "go the extra mile" (Ian Bessel et. al., 2012). There for the 7th hypothesis of  
138 the study is:H 7 :

139 There is a positive/significant relationship between the management relation and the interesting job.

## 140 **12 IV.**

### 141 **13 Research Methodology**

142 This study is initiated for measuring motivational impact on employees of commercial bank in Bangladesh for  
143 making their job interesting. The said factors responsible for making job interesting are salary adequacy, future  
144 security, social dignity/ status, career ambition, training and development, comfortable physical environment,  
145 mutual cooperation and management relation. This study is hypotheses testing in nature. The hypothesis  
146 testing is explaining the relationship between the independent and dependent variables. In this study, the  
147 hypothesis have been selected based on the literature review mentioned above to describe the relationship  
148 among those variables that salary adequacy, future security, social dignity / status, career ambition, training  
149 and development, comfortable physical environment, mutual cooperation and management relation influence on  
150 making job interesting.

151 For questionnaire survey, convenient method of sampling have used. There is no available source for the

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153 Volume XIV Issue I Version I Year ( ) address of employees of a commercial bank. Therefore, friends, relatives,  
154 and other informal reference group were used to locate the potential respondents in Bangladesh. Questionnaires  
155 were sent by email, postal mail and directed to 100 respondents. The number of initial replies received was 70.  
156 After a screening first round replies a second round personal contract conducted by a researcher and finally 80  
157 respondents were taken for this study.

158 This study mainly based on primary data originating from a survey during the period of July-November, 2013.  
159 For this purpose a constructed questionnaire was developed. The questionnaire was constructed, measured and  
160 investigated through 2 point Scale. The scale consists two options/ points such as strongly yes/ 2, no/ 1. The  
161 SPSS Statistics software package was used for statistical analysis. Reliability of data was measured by using the  
162 Chronbach's Alpha ??Cornbach, 1951). Chronbach Alpha was 0.648. Alpha is higher than that is suggested by  
163 Nunnally (1978) and therefore data collected can be considered reliable. Pearson Correlation is used to indicate  
164 correlations among the variables, Linear Regression analysis is used to test the hypothesis.

165 V.

166 **15 Findings and Data Analysis a) Respondent's Demographic**

167 **b) Correlations among Variables**

168 The Pearson's correlation is used to measure the significance of linear bivariate correlation between the  
169 independent and dependent variables. Variable association refers to a wide variety of coefficients which measure  
170 the strength of a relationship. Theoretically, the higher value of the correlation between two variables, the more  
171 related these variables are to each other (these values show the strength of relationships among variables). The  
172 direction of relationships among variables is another issue that should be considered in analyzing the correlations  
173 between variables. A positive correlation indicates that the direction of the relationship is positive (if one  
174 increases, the other one increases). A negative correlation indicates an inverse relationship between variables  
175 (if one increases, the other one decreases). Bivariate Correlations are used to know the nature, direction and  
176 significance of the bivariate relationship of the variables of this study. Therefore, the Bivariate Correlations  
177 procedures have used to compute Pearson's correlation coefficient. A rule of thumb is that multicollinearity may  
178 be a problem if a correlation is > .90, in the correlation matrix formed by all the independent variables (Coakes,  
179 S. J. and L. G. ??teed, 2000). Based on the analysis presented in Table 02 the result shows correlation between  
180 the variables, the V1 and V2,  $r = .390$  at  $p < .000$  level, V1 and V3,  $r = .224$  at  $p < .046$  level, V1 and V4,  $r = -.044$   
181 at  $p < .696$  level, V1 and V5,  $r = .153$  at  $p < .177$  level, V1 and V6,  $r = .054$  at  $p < .637$  level, V1 and V7,  $r = .379$   
182 at  $p < .001$  level, V1 and V8,  $r = -.161$  at  $p < .154$  level, V1 and V9,  $r = .032$  at  $p < .776$  level, V2 and V3,  $r = .132$   
183 at  $p < .242$  level, V2 and V4,  $r = .198$  at  $p < .078$  level, V2 and V5,  $r = .356$  at  $p < .001$  level, V2 and V6,  $r = .306$   
184 at  $p < .006$  level, V2 and V7,  $r = .198$  at  $p < .078$  level, V2 and V8,  $r = .131$  at  $p < .247$  level, V2 and V9,  $r = .328$  at  
185  $p < .003$  level, V3 and V4,  $r = .079$  at  $p < .487$  level, V3 and V5,  $r = -.013$  at  $p < .910$  level, V3 and V6,  $r = .145$  at  
186  $p < .201$  level, V3 and V7,  $r = .321$  at  $p < .004$  level, V3 and V8,  $r = .087$  at  $p < .444$  level, V3 and V9,  $r = -.059$  at  
187  $p < .602$  level, V4

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189 Volume XIV Issue I Version I Year ( ) and V5,  $r = .093$  at  $p < .411$  level, V4 and V6,  $r = .330$  at  $p < .003$  level, V4  
190 and V7,  $r = .050$  at  $p < .662$  level, V4 and V8,  $r = .130$  at  $p < .251$  level, V4 and V9,  $r = .212$  at  $p < .060$  level, V5  
191 and V6,  $r = .303$  at  $p < .006$  level, V5 and V7,  $r = .152$  at  $p < .177$  level, V5 and V8,  $r = .021$  at  $p < .852$  level, V5  
192 and V9,  $r = .275$  at  $p < .014$  level, V6 and V7,  $r = .276$  at  $p < .013$  level, V6 and V8,  $r = .124$  at  $p < .274$  level, V6  
193 and V9,  $r = .358$  at  $p < .001$  level, V7 and V8,  $r = .050$  at  $p < .660$  level, V7 and V9,  $r = .102$  at  $p < .366$  level and  
194 V8 and V9,  $r = .254$  at  $p < .023$  level.

195 **18 c) Regression Analysis**

196 The multiple regression analysis determines which variables (independent variables) explain variability in the  
197 outcome, how much variability in the dependent variables is explained by the independent variable(s), and which  
198 variables are significant (over other variables) in explaining the variability of the dependent variable. Multiple  
199 regression estimates the coefficients of the linear equation, involving one or more independent variables that best  
200 predict the value of the dependent variable (Hashed Ahmed Nasser M. et al., 2012). H 1 : Result shows (Table  
201 03) the value of R is (.054), the value of R square is (.003) and the standard error of the estimate was (.502). In  
202 this case multiple regressions were used to study the effect of the independent variables salary adequacy (V1) to  
203 dependent variable interesting job (V6). 4 shows analysis of variance test statistics (ANOVA) indicates that the  
204 model is insignificant at  $? = .637$ . Findings that the independent variable has insignificant relationships with  
205 interesting job ( $F = .224$ ) ( $Sig.637$ ). 05 shows the value of the T-statistic is insignificant for salary adequacy. The  
206 hypothesis is rejected because the result of insignificance is more than 0.05 (Significance requirement standard  
207  $< 0.05$ ).

208 H 2 : Result shows (Table 06) the value of R is (.306), the value of R square is (.093) and the standard error  
209 of the estimate was (.478). In this case multiple regressions were used to study the effect of the independent

210 variables future security (V2) to dependent variable job interesting (V6). Table 07 shows analysis of variance test  
211 statistics (ANOVA) indicates that the model is significant at  $\alpha = .006$ . Findings that the independent variable  
212 has significant relationships with interesting job ( $F=8.029$ ) (Sig.006). In this case multiple regressions were used  
213 to study the effect of the independent variables Dignity and Status (V3) to dependent variable Interesting job  
214 (V6). 11 shows the value of the T-statistic is insignificant for social dignity/status. The hypothesis is rejected  
215 because the result of insignificance is more than 0.05 (Significance requirement standard  $< 0.05$ ). H 4 : Result  
216 shows (Table 12) the value of R is (.330), the value of R square is (.109) and the standard error of the estimate  
217 was (.474). Table 07 shows analysis of variance test statistics (ANOVA) indicates that the model is significant  
218 at  $\alpha = .006$ . Findings that the independent variable has significant relationships with interesting job ( $F=8.029$ )  
219 (Sig.006). 13 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at  $\alpha = .003$ .  
220 Findings that the independent variable has significant relationships with interesting job ( $F=9.514$ ) (Sig.003).  
221 14 shows the value of the T-statistic is significant for Career ambition. The hypothesis is accepted because the  
222 result of significance is less than 0.05 (Significance requirement standard  $< 0.05$ ).

223 H 5 : Result shows (Table 15) the value of R is (.303), the value of R square is (.092) and the standard error  
224 of the estimate was (.479). In this case multiple regressions were used to study the effect of the independent  
225 variables Comfortable physical environment (V7) to dependent variable job interesting (V6). 20 shows the value  
226 of the T-statistic is significant for Comfortable physical environment. The hypothesis is accepted because the  
227 result of significance is less than 0.05 (Significance requirement standard  $< 0.05$ ).

228 H 7 : Result shows (Table 21) the value of R is (.124), the value of R square is (.015) and the standard error  
229 of the estimate was (.449). In this case multiple regressions were used to study the effect of the independent  
variables Mutual cooperation (V8) to dependent variable interesting job (V6). <sup>1 2 3</sup>

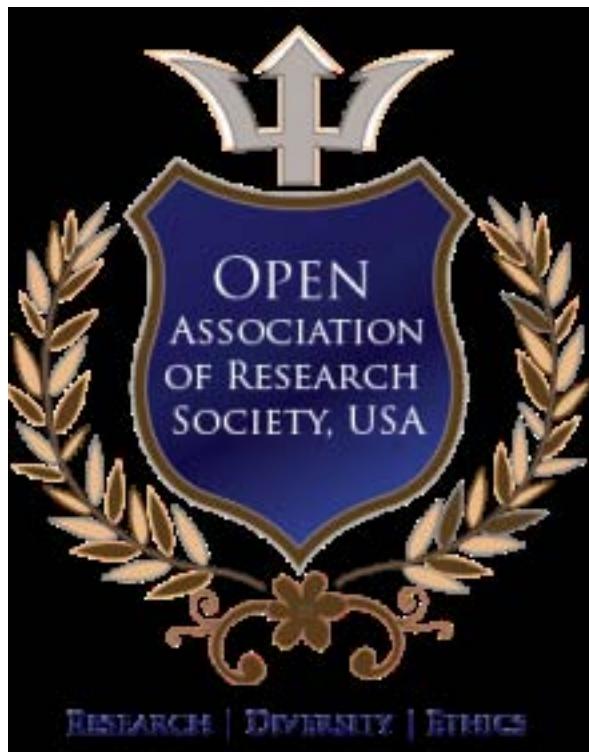


Figure 1:

230

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<sup>3</sup>© 2014 Global Journals Inc. (US) estimate was (.483).

1

Respondent's Demographic		Frequency	Percent	Cumulative Percent
Sample	Public Commer-	40	50	50
	cial Bank			
	Private Commer-	40	50	100
	cial Bank			
	Total	80	100	
Income Level	15000-30000	28	35.0	35.0
	31000-50000	29	36.3	71.3
	51000 and above	23	28.8	100.0
	Total	80	100.0	
Designation	Junior Officer	14	17.5	17.5
	Officer	29	36.3	53.8
	Officer	25	31.3	85.0
	Principal Officer	7	8.8	93.8
	Senior Principal	4	5.0	98.8
	Officer			
	Senior Principal	1	1.3	100.0
	Officer			
	Total	80	100.0	
Age	20-30 years	50	62.5	62.5
	31-40 years	12	15.0	77.5
	41-50 years	18	22.5	100.0
	Total	80	100.0	
Experience	1-5 years	43	53.8	53.8
	6-10 years	11	13.8	67.5
	Above 11 years	26	32.5	100.0
	Total	80	100.0	
Gender	Male	73	91.3	91.3
	Female	7	8.8	100.0
	Total	80	100.0	
Marital Status	Married	68	85.0	85.0
	Unmarried	12	15.0	100.0
	Total	80	100.0	
Education	SSC	1	1.3	1.3
	HSC	5	6.3	7.5
	Bachelor	11	13.8	21.3
	Master	63	78.8	100.0
	Total	80	100.0	

80 samples have been drawn from commercial bank of Bangladesh among them public commercial banks have 50% and private commercial banks have 50% sample. 35% respondent's have a monthly salary within Tk. 15000-30000, 36.3% respondent's have a monthly salary within Tk. 31000-50000, 28.8% respondent's have a monthly salary above Tk. 51000.

17.5% junior officer, 36.3% officer, 31.3% officer, 8.8% principal officer, 5% senior principal officer and 1.3% have AGM rank. 62.5% respondents are 20-30 within years, 15% respondents are within 31-40 years and 22.5% are within 41-50 years. 53.8% respondents have 1-5 years, 13.8% respondents have 6-10 years and 32.5% respondents have above 11 years job experien-

Figure 2: Table 1 :

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**2**

	V1	V2	V3	V4	V5	V6	V7	V8V9
V1 Pearson Correlation 1								
Sig. (2-tailed)								
N		80						
V2 Pearson Correlation .390** 1								
Sig. (2-tailed)	.000							
N	80	80						
V3 Pearson Correlation .224*			.132	1				
Sig. (2-tailed)	.046	.242						
N	80	80	80					
V4 Pearson Correlation -.044			.198	.079	1			
Sig. (2-tailed)	.696	.078		.487				
N	80	80	80	80				
V5 Pearson Correlation .153			.356**	-.013	.093	1		
Sig. (2-tailed)	.177	.001		.910	.411			
N	80	80	80	80	80			
V6 Pearson Correlation .054			.306**	.145	.330**	.303**	1	
Sig. (2-tailed)	.637	.006		.201	.003	.006		
N	80	80	80	80	80	80		
V7 Pearson Correlation .379** .198					.321**	.050	.152	.276* 1
Sig. (2-tailed)	.001	.078		.004	.662	.177	.013	
N	80	80	80	80	80	80	80	
V8 Pearson Correlation -.161			.131	.087	.130	.021	.124	.050 1
Sig. (2-tailed)	.154	.247		.444	.251	.852	.274	.660
N	80	80	80	80	80	80	80	80
V9 Pearson Correlation .032			.328**	-.059	.212	.275*	.358**	.102 .254* 1
Sig. (2-tailed)	.776	.003		.602	.060	.014	.001	.366 .023
N	80	80	80	80	80	80	80	80

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

\* . Correlation is significant at the 0.05 level (2-tailed).

V1=Salary adequacy, V2= Future security, V3= Social dignity and Status, V4= Career Ambition, V5= Training and development, V6= Interesting job , V7=Comfortable physical environment, V8= Mutual cooperation, V9= Management relation.

Figure 3: Table 2 :

**3**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.	.003			-.502
054a					.010
a.	Predictors:	(Constant), Salary adequacy			

Figure 4: Table 3 :

## 18 C) REGRESSION ANALYSIS

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4

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression .056		1		.056.224	
				637a	
Residual	19.631	78	.252		
Total	19.688	79			
a. Predictors: (Constant), Salary adequacy					
b. Dependent Variable: Interesting job					
Table					

Figure 5: Table 4 :

5

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	1.483	.176		8.424 .000
Salary adequacy .053		.112	.054 .474	.637
a. Dependent Variable: Interesting job				
Table				

Figure 6: Table 5 :

6

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.306a	.093	.082 .478
a. Predictors: (Constant), Future security			

Figure 7: Table 6 :

8

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	.950	.223		4.266
				.000
Future security .350		.124	.306	2.834
				.006
a. Dependent Variable: Interesting job				

Figure 8: Table 8 :

08

H 3 :

Figure 9: Table 08

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**9**

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145a	.021	.008 .497
a. Predictors: (Constant), Social dignity and Status			

Figure 10: Table 9 :

**10**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.411	1	.411	1.664	
Residual	19.276			78 .247	
Total	19.688			79	
a. Predictors: (Constant),					
b. Dependent Variable: Interesting job					

Figure 11: Table 10 :

**10**

Figure 12: Table 10

**11**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.921	.500			1.841	
Dignity and Status	.329	.255	.145	.1290	.069	.201

a. Dependent Variable: Interesting job  
Table

Figure 13: Table 11 :

**12**

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330a	.109	.097 .474
a. Predictors: (Constant), Career Ambition			

Figure 14: Table 12 :

## 18 C) REGRESSION ANALYSIS

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7

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.838	1	1.838	8.029	.006a

[Note: (V4) to dependent variable Interesting job (V6).]

Figure 15: Table 7 :

13

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.140	1	2.140	5.14	.003a
Residual		17.547	78	.225		
Total		19.688	79			
a. Predictors:	(Constant), Career ambition					
b. Dependent Variable:	Interesting job					
Table						

Figure 16: Table 13 :

14

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B		Std.	Beta		
1	(Constant)	.987		.194		5.094	
					Error	.000	
	Career ambition	.346		.112		.330	3.084
							.003
a. Dependent Variable:	Interesting job						
Table							

Figure 17: Table 14 :

15

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.303a	.092	.080479
a. Predictors: (Constant), Training and development			
In this case multiple regressions were used to study the effect of the independent variables Training and development (V5) to dependent variable Interesting job (V6).			

Figure 18: Table 15 :

---

**16**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.811	1	1.811	7.903	.006a
Residual	17.876	78	.229		
Total	19.688	79			
a. Predictors: (Constant), Training and development					
b. Dependent Variable: Interesting job					

Figure 19: Table 16 :

**06**

Figure 20: Table 06

**17**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	.981	.214	4.594	.000
Training and development	.337	.120	.303	2.811
				.006

a. Dependent Variable: Interesting job

Figure 21: Table 17 :

**17**

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[Note: A]

Figure 22: Table 17

**18**

1	.276a	.076	.065	.483
a. Predictors: (Constant), Comfortable physical environment				

Figure 23: Table 18 :

## 18 C) REGRESSION ANALYSIS

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19

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.504	1	1.504	6.453	.013a
Residual	18.183	78	.233		
Total	19.688	79			
a. Predictors: (Constant), Comfortable physical environment					
b. Dependent Variable: Interesting job					

Figure 24: Table 19 :

19

Figure 25: Table 19

20

Model	Unstandardized Coefficients	B	Standardized Coefficients	Std. Error	t	Sig.
1 (Constant)	1.080	.197			5.475	.000
Comfortable physical environment	.290		.114	.276	2.540	.013
a. Dependent Variable: Interesting job						
Table						

Figure 26: Table 20 :

21

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.124a	.015	.003 .499
a. Predictors: (Constant), Mutual cooperation			

Figure 27: Table 21 :

22

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.302	1	.302	2.214	.274a
Residual	19.386	78	.249		
Total	19.688	79			
a. Predictors: (Constant), Mutual cooperation					
b. Dependent Variable: Interesting job					

Figure 28: Table 22 :

Figure 29: Table 22



231 ??3  
232 shows the value of the T-statistic is insignificant for Mutual cooperation. The hypothesis is rejected because  
233 the result of insignificance is more than 0.05 (Significance requirement standard < 0.05).  
234 H 8 : Result shows (Table ??4) the value of R is (.358), the value of R square is (.128) and the standard error  
235 of the estimate was (.469). ??5 shows analysis of variance test statistics (ANOVA) indicates that the model is  
236 significant at ? = .001. Findings that the independent variable has significant relationships with interesting  
237 job (F=11. 454) (Sig.001). ??6 shows the value of the T-statistic is significant for Management relation. The  
238 hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard <  
239 0.05).

240 .1 Table 27 : The Summary of Hypotheses Results

241 .2 Hypotheses Results

242 H 1 : There is a positive/significant relationship between the salary adequacy and the interesting job. Rejected  
243 H 2 : There is a positive/significant relationship between the future security and the interesting job Accepted H  
244 3 : There is a positive/significant relationship between the social dignity/status and the interesting job. Rejected  
245 H 4 : There is a positive/significant relationship between the career ambition and the interesting job. Accepted  
246 H 5 : There is a positive/significant relationship between the training/development and the interesting job.  
247 Accepted H 6 : There is a positive/significant relationship between the comfortable physical environment and  
248 the interesting job. Accepted H 7 : There is a positive/significant relationship between the mutual cooperation  
249 and the interesting job.

250 Rejected H 8 : There is a positive/significant relationship between the management relation and the interesting  
251 job. Accepted The study is significant for future security in making job interesting; it indicates that for making  
252 job interesting to them security for the future is crucially important. The study is significant for career ambition  
253 in making job interesting; it indicates that they have joined in that organization have fulfilled their career so  
254 that they feel interested in the job. The study is significant for training/development in making job interesting;  
255 it indicates that training and development program can enable them to acquire knowledge in organizational  
256 problem solving which make their job interesting to them. The study is significant for comfortable physical  
257 environment in making job interesting; it indicates that the working environment has a significant impact on  
258 employee motivation for making job interesting. The study is significant for management relation to making job  
259 interesting; it indicates that management care on employees have significant impact on their work motivation  
260 which make the job interesting to them and they find they have strong ownership in the organization. The study  
261 is insignificant for salary adequacy for making job interesting; it indicates that their present salary does not meet  
262 their expectation for which they have joined.

263 Here management should have to take responsibility for the redesigned salary structure for making them happy  
264 for which job is becoming interesting to them. The study is insignificant for social dignity/status for making  
265 them interesting in the job; it indicates that social dignity and status not related to making their job interesting.  
266 Off the job interesting. The study is insignificant for mutual cooperation for making job interesting; it indicates  
267 that this interpersonal relationship with colleagues have minimal impact on doing their job interesting. Here  
268 management should take care of conducting different social events on organizational interfaces for making job  
269 interesting for employees well being through interaction and cooperation. job motivational factor have minimal  
270 impact on making Motivated employees are ambitious and exercise self-control. Motivated employees enjoy their  
271 mental and physical work is as natural as play. Given the proper conditions, theory Y managers believe that VI.

272 .3 Conclusion and Managerial

273 Implication

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