

Exploring Effective Factors in the Demographic and Motivation Issues of the Banking Sector of Bangladesh

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Received: 13 December 2019 Accepted: 3 January 2020 Published: 15 January 2020

Abstract

The paper attempted to explore the most effective factors of demographic outlined affecting employees' motivation. With a view to empirical analysis data were collected from 400 bank employees. In the demographic issues gender, age, experience, pay, type and name of the bank, present and prior designations etc. were considered. For inferential statistics there were five regression models with ANOVA and coefficients models developed in the study

Index terms— age, gender, work experience, initial salary, gross salary, motivation.

1 Introduction and Review Context

Human Resource Management (HRM) is regarded as the significant department for talent management.

The talented employees compulsorily considered as assets in the organization which can be effective through acquisition, development, motivation and maintenance integrated from all units of the bank. HRD selects the right kind of personnel for the committed posts. In addition to this, HRD maintains talent human resources for the bank by applying various motivational techniques and HRs considered as soft assets (www.ventureline.com). Since bank is a service industry, this is why, its sustainability and competitive opportunities depends on how HR Department utilize their potentialities and competencies. The need of talent employees is well recognized in all events of global financial crisis (2007–2008) that was mostly connected with ambitious and ineffectual investment decision by the banks (Islam et al, 2017). Bangladesh Bank (BB) and Ministry of Finance (MoF) emphasized to ensure better HRM in the banking sector of Bangladesh through circulars (BB & MoF, 2015). The circulars are associated with rules and regulations, maintaining banking hours, salaries and incentives, leave and performance appraisal of female employees.

Motivation means inspiring people to work continuation. Motivated employees do have best quality of performance. Employees' motivation is affected by various factors. The total environment of the banking industry has become changed due to face the competitive sustainability. Basic pay, gross pay, designation, promotion, scoring of banking diploma for promotion, experiences, location or posting, types of bank etc. are the issues of demographic factors. Designation and gross pay are highly correlated for motivation.

Different emerging theories of motivation support that age, experience, pay, designation etc. affect the motivation. Work experience relates the holding position through up gradation in the organization. Maslow's need hierarchy theory proves the said issues of demographic (Maslow, 1954). On the other supportive part of the Two-Factor Model namely Hygiene and Motivating factors. Employees can enjoy these factors related to opportunities over a long-term service the organization (Herzberg, 1959 (Herzberg, , 1987)). The Two Factor Theory states that human needs are ordered in a series of levels of the hierarchy accordance to importance which creates motivation. Alderfer's (1969) ERG theory chains Need-Hierarchy and Two-Factor Theory of motivation. Existence (E) chains the basic need and job security, relatedness (R) actually related to social needs and growth (G) is supportive with status and highest level achievement. If a higher order need constants or unfulfilled, an individual can degenerate to lower order needs which cause satisfy easily. McClelland's Three Needs Model (1961) is also supportive to Needs Theory of Maslow whereas it can be seen that need for affiliation (social need), need for power related to ego/status and remaining one that is need for achievement connected to challenging

7 REMARKS:

achievement. An employer does have the ability to understand the needs so as to meet these needs having a better chance of involving and retaining talent employees. A survey conducted by Watson Wyatt Worldwide showed that 71% people deliberate money as the main reason to stay as followed by promotion prospect (33%) (Endress, 2007). Abraham Harold Maslow suggested a theory that delineated five hierarchical needs which could also be functional to an organization and its employees' performance (Gordon, 1965). Without one of the lower ones the second need could be achieved or satisfied. Maslow's needs theory is static imperative and applicable in today's business organizations, for every organization that seek to obtain success and excellence reflects positively the organizational culture, HRM and the employee's productivity, to attain organizational excellence and create good environment, better and enjoyable work environment and achieve goal at the right time then a effort and application of the theory is supreme (Jerome, 2013). When an organization tries to know what drives personnel to work more, it is in a better position to influence them to perform well (Kovach, 1987). Again it clarifies that employees performance can be examined by three indicators namely ability, workplace environment, and motivation (Griffin, 1990). It is critical job for the managers in terms of motivating subordinates since it is noticed that there globally changes in demographic factors, as well as highly advanced technology (Wiley, 1997). This only emphasized the need to explore what motivates employees in order to get better performance. The author highlighted the most and less important factors of motivation in workplace from the earlier management. The most important factors in 1946 (appreciation), 1980 (interesting work), 1986 (interesting work) and 1992 (good wages) and less important factors were in 1946 (discipline), 1980 (discipline), 1986 (personal problems), and 1992 (personal problems). The study received the most striking findings that money and job security are the clear indicators of motivation. The effective pay program, a primary motivating factor is critical due to individuals and psychological possessions. It is does have immaterial value of the reward, but the increase in self-regard that public recognition accompanying with monetary compensation affords ??Dawson and Dawson, 1990). In the past, huge numbers of research studies on employee motivation in the different perspectives already conducted. Very few of them were conducted relating to demographic composition with motivation. The present paper stressed to observe the influential factors of motivation with the sources variables of demographic issues among the employees in the sampled banks. The study also designed to explore the most effective factors in motivation.

Research questions: Does demographic composition affect employee motivation in the banking sector?

Objective of the study: The main objective of the study was to scan effective factors in demographic and motivating focuses among the employees of the banking sector in Bangladesh.

2 II.

3 Research Framework

4 Results and Discussion

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Volume XX Issue XIII Version I Year 2020 () Remarks: The fitted linear regression model for working experience (year) and other independent variables listed. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.942 (Table 2). Since the $R^2 \sim 0.94$ then the dependent variable work experience 94% explained by the independent variables/predictors. Hypothesis: The null hypothesis, $H_0 : B_0 = B_1 = B_2 = \dots = B_{13} = 0$

The alternative hypothesis, $H_1 : B_0 = B_1 = B_2 = \dots = B_{13} \neq 0$

Remarks: From the Table 3 ANOVA table the fitted regression model F-test statistic value is 483.944 and the significance value (p value) 0.000 which is less than 0.05 (p value<?). Then all the regression coefficients were statistically highly significant at 5% level of significance. That is the null hypothesis is rejected and alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0).

6 Remarks:

The above fitted linear regression model (Table 5) for present basic salary and other independent variables listed. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.769. Since the $R^2 \sim 0.769$ then the dependent variable present basic salary 76.9% or about 77% explained by the independent variables/predictors mentioned above. Hypothesis: The null hypothesis, $H_0 : B_0 = B_1 = B_2 = \dots = B_{13} = 0$

The alternative hypothesis, $H_1 : B_0 = B_1 = B_2 = \dots = B_{13} \neq 0$

Remarks: From the (Therefore, all the regression coefficients were not zero (0). Remarks: From the fitted histogram (Figure ?? & 4) showed the bell shape curve and Q-Q (quantilequantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable Present Basic Salary is normally distributed and the linear regression model best fit for this dataset.

7 Remarks:

The fitted linear regression model (Table 8) for Present Gross Salary and other independent variables listed above. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.682.

Since the $R^2 \sim 0.682$ then the dependent variable present gross salary 68.2% explained by the independent variables/predictors. Remarks: From the (Table 9) ANOVA (Analysis of Variance) table the fitted regression model F-test statistic value is 63.742 and the significance value (p value) 0.000. Then all the regression coefficients were statistically highly significant at 5% level of significance. That is, alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0). Remarks: From the ANOVA Table 12 the fitted regression model F-test statistic value is 26.857 and the significance value (p value) 0.000. Then all the regression coefficients were statistically significant at 5% level of significance. That is the null hypothesis is rejected and alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0). Remarks: From the Figure ?? & 8 depict that the fitted histogram showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable initial basic salary is normally distributed and the linear regression model best fit for this dataset. Overall it can be explained that employees are in the service of the banking sector influenced by the age, experience, present designation, joining post, type of bank, present and initial gross. There were strong relationships among these control or sources variables in the study. Gender did not affect the satisfaction of the bank employees. Among these factors the most effective factors were age and present designation (standardized Beta coefficient value 0.663 and 0.571). On the other hand, banking diploma mostly affects the promotion in case of public bank.

8 First joining designation

It is evident from the Table 18 work experience is 94% explained by variance whereas age is strongly associated with job experience. Present basic salary 77% is explained by total predictors and it is highly affected by present designation of the existing employees. Present gross salary 68.2% is varied by the estimators and it is mostly influenced by present position of an employee. Initial basic salary is 47.5% ~48% explained by variance and is prejudiced by first joining designation. Initial gross salary 35.1% is explained by total variance and it is strongly affected by employees' first joining designation. Therefore, employees' motivation of the banking sector of Bangladesh is highly associated with work experience, present and initial salaries which are mostly modified by age, present and initial designation. Finally, equation may be Employee Motivation = f (Age + Present designation + Initial designation).

V.

9 Concluding Remarks

Motivation is a complex to determine its level. The study found from the empirical analysis based on demographic outlined that the most effective factors age, present designation, first joining designation were explored and strongly associated with employee motivation in the banking sector of Bangladesh. Sample area, job experience and pay were considered only which may confine the scope of the study. Lack of huge context of the research is another limitation in the paper. Further study should emphasize in a larger scale of employee perception concentrating on job security and money or pay intrinsically as well as extrinsically.

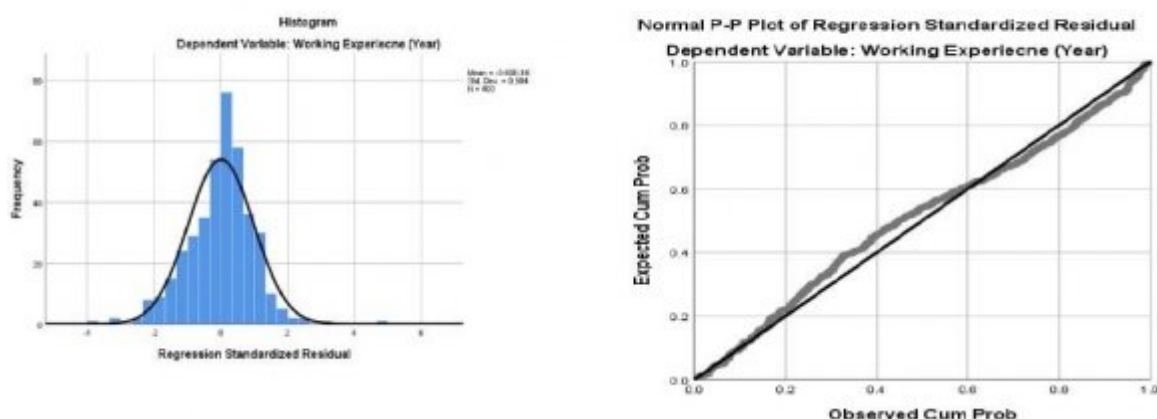


Figure 1: 4

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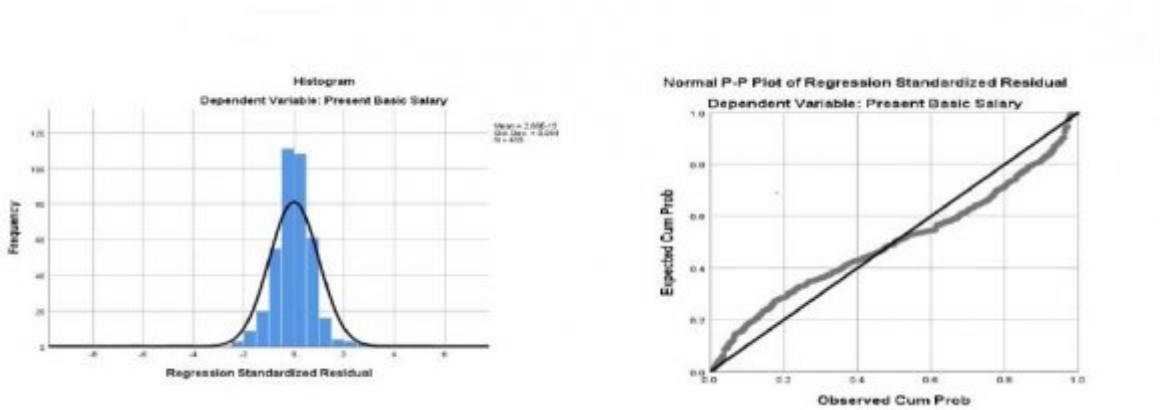


Figure 2: 5 GlobalFigure 1 & 2 :

634

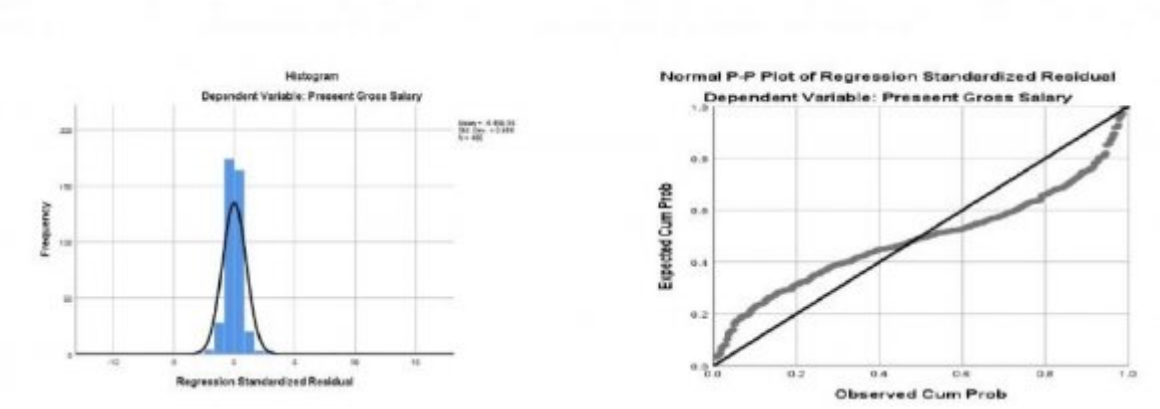


Figure 3: 6 GlobalFigure 3 & 4 :

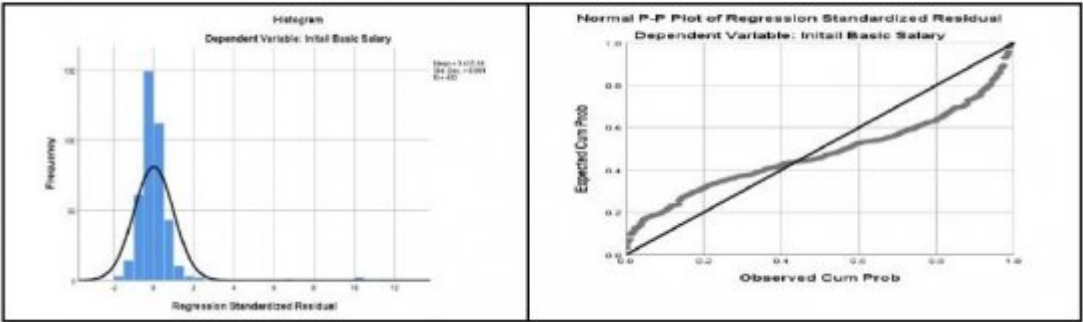


Figure 4: Hypothesis:

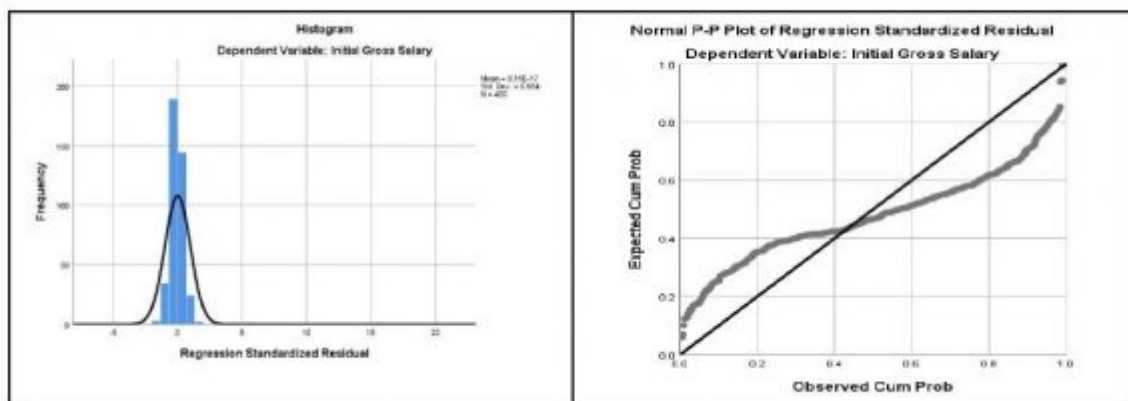


Figure 5:

9 CONCLUDING REMARKS

1

Demographic issues					Percent		Mean	SD	CV
Sex	Male		Female		83.5	16.5	1.165	0.372	31.93%
	<30-40 years				59.5				
Age group	41-50 years				13.8		2.633	0.922	35%
	>50 years				26.8				
Marital status	Married		Single		99.0	1.0	1.010	0.100	9.86%
Religion	Islam		Hindu		89.3	10.75	1.110	0.321	18.94%
Type of bank	Public		Private		80.0	20.0	1.200	0.401	33.38%
Location (District)	Rangpur				41.5				
	Dinajpur				42.8		1.743	0.712	40.88%
	Nilphamari				15.8				
Educational Qualification	Bachelor		Master		17	83	2.660	0.749	28.15%
Discipline/ Group	Science				31.8				
	Humanities				50		1.865	0.695	37.26%
	Business				18.3				
	Nil				62.3				
Bank Diploma	Part-1				21.3		0.543	0.761	140.34%
	Part-2				16.5				
	1-5				11.3				
Job Experience (Year)	6-10 Years	11-15 Years	16-20 Years	45.5	8.0	4.0	2.985	1.483	49.70%
Present Designation/ Post	20 Years (more)				31.3				
	Entry Level Officer		Executive Level Officer		77.4	22.9	5.505	1.319	23.96%
Present Basic Pay (Tk.)	<10000-300000/-		300000/- (more)		49.0	511.0	35512	14246	40.12%
Present Gross Pay (Tk.)	<20000-40000/-		>40000-60000/-		19.0	38.0	60945	26809	44%
First Joining Designation	Entry Level Officer		Executive Level Officer		99.5	0.5	4.110	1.925	46.85%
Initial Basic Pay (Tk.)	<10000-20000/-		>20000-30000/-		96.6	3.5	35512	1424	40.12%
Initial Gross Pay (Tk.)	<20000-40000/-		40000-60000/- (more)		98.8	1.2	13401	16433	122.63%

[Note: Regression Models (Table 2,5,8,11, & 14)]

Figure 6: Table 1 :

2

Model	R	Adjusted R Square	Std. Err. of R Change	2	Change Statistics F	df1	df2	Sig. F
1	0.971	0.942	2.741	0.94	483.94	13	386	0.000
a								

[Note: a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla). b. Dependent Variable: Working experience (year).]

Figure 7: Table 2 :

3

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	47261.760	13	3635.520	483.944	0.000 b
1	Residual	2899.737	386	7.512		
	Total	50161.498	399			

[Note: a. Dependent Variable: Working experience (year) b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).]

Figure 8: Table 3 :

4

	Model	Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant: Experience)	-16.110 (B 0)	2.519	-	6.395
	Gender	0.664 (B 1)	0.402	0.022	1.652
	Age	0.800 (B 2)	0.034	0.663	23.649
	Marital status	0.697 (B 3)	1.417	0.006	0.492
	Religion	-0.535 (B 4)	0.439	-	-
	Present designation	1.294 (B 5)	0.181	0.152	7.150
	First joining post Type of Bank	-1.663 (B 6)	0.147	-	-
		-0.567 (B 7)	0.636	0.286	11.334
	Name of the Bank	-0.192 (B 8)	0.113	-	-
	Location (District)	0.341 (B 9)	0.665	0.039	1.697
	Location (Upazilla)	-0.055 (B 10)	0.098	0.020	0.512
	Educational qualif.	-0.860 (B 11)	0.257	-	-
	Group/ Subject	0.001 (B 12)	0.206	0.057	3.343
	Banking Diploma	0.013 (B 13)	0.223	0.000	0.005

a. Dependent Variable: Working experience (year).

The fitted regression model can be defined as,

??

$$\begin{aligned}
 &= -16.110 * (????????????????) + 0.664 * ?????????????? + 0.800 * ?????? + 0.697 * ?? \\
 &* ?????????????????? + 1.294 * ??? \\
 &* ?????????????????????? ? 0.192 * ??? \\
 &* ?????????????????????(????????????????????) ? 0.860 * ??? \\
 &* ???
 \end{aligned}$$

Remarks: From the fitted (Table 4) the age, present designation, first joining designation, educational qualification were statistically significance at 5% level of significance. Therefore, employees' motivation is exaggerated by the control variable namely age, designation, and educational qualification. The subject

or major discipline does not directly affect the dependent variable working experience (? 12) =0.001 and p value is 0.996. All independent predictors age (0.800) and present designation (1.294) were positive contributors to the dependent variable working experience.

Figure 9: Table 4 :

Model	R	R 2	Adjusted R 2	Std. Err. of the Estimates	R 2	Change Statistics F change	df1	df2	Sig. F
1	0.877	0.769	0.762	6987.86	0.769	99.1	13	386	0.000

a.
a. Predictors: (

[Note: (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla). a. Dependent Variable: Present Basic Salary.]

Figure 10:

6

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	62872948092.258	13	4836380622.481	99.045	0.000
1	Residual	18848472031.68	386	48830238.424		
	Total	81721420123.94	399			

a. Dependent Variable: Present Basic Salary
b. Predictors: (

Figure 11: Table 6 :

6

) ANOVA (Analysis of Variance) table the fitted regression model F-test statistic value is 99.045 and the significance value (p value) 0.000. Then all the regression coefficients were statistically strongly significant at 5% level of significance. That is alternative hypothesis is accepted.

Figure 12: Table 6

7

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Cons: Present basic pay)	-38670.051 (B 0)	6422.814		-6.021	0.000
1 Gender	554.461 (B 1)	1024.262	0.014	0.541	0.589
Age	709.891 (B 2)	86.209	0.461	8.235	0.000

[Note: © 2020 Global Journals]

Figure 13: Table 7 :

5

Marital Status	-5124.611(B 3)	3613.823	-0.036	-1.418	0.157
Religion	1360.314 (B 4)	1118.681	0.031	1.216	0.225
Present designation	6201.641(B 5)	461.322	0.571	13.443	0.000
First joining post	1902.867 (B 6)	374.125	0.256	5.086	0.000
Type of Bank	1834.212 (B 7)	1621.950	0.051	1.131	0.259
Name of the Bank	282.551 (B 8)	289.017	0.045	0.978	0.329
Location (District)	-1672.287 (B 9)	1695.606	-0.078	-0.986	0.325
Location (Upazilla)	74.986 (B 10)	250.856	0.024	0.299	0.765
Educational qualifi.	1623.504 (B 11)	656.077	0.085	2.475	0.014
Group/ Subject	-323.377 (B 12)	525.967	-0.016	-0.615	0.539
Banking Diploma	878.569 (B 13)	569.666	0.047	1.542	0.124

a. Dependent Variable: Present Basic Salary (B 0)

The fitted regression model can be defined as,Model:

Present Basic Salary =

?38670.051

[Note: * (????????????????) + 554.461 * ????????????? + 709.891 * ?????? ?
5124.611 * ????????????????????????????? + 1360.314 * ????????????????????? + 6201.641 *
?? + 1902.867 * ???
+ 1834.212 * ????????????????????????? + 282.551 * ?????????????????????????? ? 1672.287 *
????????????????????(????????????????????) + 74.986 * ?????????????????(????????????????????) + 1623.504 *
??? ? 323.377 * ????????????????????????????????? +
878.569 * ?????????????????????????????????????? Remarks: From the fitted (Table 7) the age, present designation, first
joins designation, educational qualification were statistically significance at 5% level of significance. Among the
significant independent predictors age (709.891), present designation (6201.641) and first joining designation/post
(1902.867) were positive contribution to the dependent variable present basic salary.]

Figure 14: Table 5 :

8

Model	R	R ²	Adjusted R ²	Std. Err. of the Estimates	R	Change Statistics	F	cha
1	0.826	0.680	0.672	15365.25	0.680	0.742	13	38

a.

a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Location (Upazilla)

b. Dependent Variable: Present gross salary

Figure 15: Table 8 :

9

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	195635872639.298	13	15048913279.950	63.7	
Residual	91131097363870236090925.805				
Total	286766970000.000	399			
a. Dependent Variable: Present gross salary					
b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)					

Figure 16: Table 9 :

10

	Model	Unstandardized Coefficients		Standardized Coefficients Beta
		B	Std. Error	
1	(Constant: Present gross)	-76402.124	14122.791	-5.4
	Gender	1172.807	2252.196	0.016
	Age	1244.412	189.561	0.432
	Marital Status	-9286.091	7946.247	-0.035
	Religion	1028.259	2459.809	0.012
	Present designation	10226.033	1014.378	0.503
	First joining design. Type of Bank	3129.422	822.645	0.225
		15523.420	3566.423	0.232
	Name of the Bank	420.502	635.505	0.036
	Location (District)	-4565.112	3728.379	-0.113
	Location (Upazilla)	326.900	551.594	0.057
	Educational qualification	2791.159	1442.615	0.078
	Group/ Subject	-282.423	1156.521	-0.007
	Banking Diploma	1700.733	1252.610	0.048

a. Dependent Variable: Present gross salary

The fitted regression model can be defined as,

Present Gross Salary

$$= -76402.124 + 1172.807 \text{ Gender} + 1244.412 \text{ Age} - 9286.091 \text{ Marital Status} + 1028.259 \text{ Religion} + 10226.033 \text{ Present designation} + 3129.422 \text{ First joining design. Type of Bank} + 15523.420 \text{ Name of the Bank} + 420.502 \text{ Location (District)} - 4565.112 \text{ Location (Upazilla)} + 326.900 \text{ Educational qualification} + 2791.159 \text{ Group/ Subject} - 282.423 \text{ Banking Diploma} + 1700.733 \text{ Banking Diploma}$$

Remarks: From the (Table 10) fitted the age, present designation, first joins designation, educational qualification were statistically significance at 5% level of significance. Among the significant independent predictors age (1244.412), present designation

[Note: (10226.033), first joining designation/post (3129.422) and type of bank (15523.420) were positive contribution to the dependent variable Present Gross Salary. Therefore, there is a strong association among age,]

Figure 17: Table 10 :

11

Model	R	R 2	Adjusted R 2	Std. Err. of the Estimates	R 2	Change Statistics	F change	df1	df2	Sig. F
1	0.689	0.475	0.457	5713.00316	0.475	26.857		13	386	0.000

a. Predictors: (

[Note: b. Dependent Variable: Initial basic salaryRemarks:The fitted linear regression model (]

Figure 18: Table 11 :

11

)

Figure 19: Table 11

13

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Volume XX Issue XIII										
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)										
A										
(										
Global Journal of Management and Business Research	Model	Unstandardized Coefficients	Standardized Coefficients							Sig.
	B	Std. Error	Beta							
	(Constant: Initial Basic Pay)	6234.435	5244.365			1.189		0.235		
1	Gender Age	-350.697	838.100	-0.017	-			0.676		
		-121.912	71.022	-0.146	0.418			0.087		
					-			1.717		
	Marital Status	1247.972	2977.753	0.016	0.419			0.675		

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Figure 20: Table 13 :

9 CONCLUDING REMARKS

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Religion	-21.884	918.839	-0.001	-0.024	0.981
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[Note: * ?????????? ??? ? ?????????????? ? 199.290 * ?????????????? ?????????????? Comment: From the fitted coefficients (Table13) the, first name of the bank were statistically significance at 5% level of significance. Among the significant independent predictors first joining designation/post (2220.853) and name of bank (1064.391) were positive contribution to the dependent variable Initial Basic Salary.]

Figure 21: Table 12 :

14

Model	R	R 2	Adjusted R 2	Std. Err. of the Estimates	R 2	Change Statistics	F change	df1
1	0.592	0.351	0.329	13459.34450	0.351	16.058		13
a. Predictors: (								

Figure 22: Table 14 :

15

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	37815785084.065	13	2908906544.928	16.058	0.000
						b
1	Residual	69925426394.726	386	181153954.390		
	Total	107741211478.791	399			
a. Dependent Variable: Initial gross salary						
b. Predictors: (						

Figure 23: Table 15 :

18

Dependent variable	R 2	Standardized coefficient	Effective factors	Motivation
Work experience	94%	Age (?=0.663), present designation (? = 0.152)	Age	Therefore, social and geographic
Present basic pay	77%	Present designation (?=0.571), age 68.2%(?=0.461), and first joining designation 47.5%(?=0.256)	Present designation	mo- and ef- in
Present gross pay	35.1%	Present designation (?=0.503), age (?=0.432), type of bank (?=0.232)and first joining designation (?=0.225)	Present designation	ti- mod-fec- col-va- i- tive umn
Initial basic pay		First joining designation (?=0.551), and Name of the bank (?=0.326)	First joining designation	tion fied fac- 4.
Initial gross pay		First joining designation (?=0.519), and Name of the bank (?=0.337)	First joining designation	is by tors highly al-ready

Figure 24: Table 18 :

.1 Acknowledgement

The author of this article is grateful to the honorable Professor Dr. Md. Omar Faruk Sarker (PhD Supervisor of the author), Marketing Department, & Dr. Md. Kamruzzaman (PhD Co-Supervisor of the author), Associate Professor (Statistics), IBS, University of Rajshahi, Bangladesh.

Remarks: From the Table ??5 (ANOVA) the fitted regression model F-test statistic value is 16.058 and the significance value (p value) 0.000. Then all the regression coefficients were statistically significant at 5% level of significance. That is the null hypothesis is rejected. Therefore, all the regression coefficients were not zero (0). ??6 the study observed that present designation, first joining and name of the bank were statistically significance at 5% level of significance. Among the significant independent predictors first joining designation/post (4425.217) and name of bank (2449.083) were positively affected the dependent variable Initial Basic Salary.

Remarks: From the fitted histogram (Figure ?? & 10) showed the bell shape curve and Q-Q (quantilequantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable initial gross salary is normally distributed and the linear regression model best fit for this dataset.

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