Motivation for Making Job Interesting

By Md. Hasebur Rahman & Dr. Md. Mushfiqur Rahman

Pabna University of Science and Technology, Bangladesh

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, mutual cooperation among employees and management relation on making job interesting of organizational participant in commercial banks in Bangladesh. Supportive hypotheses have been drawn from a review of literature and study reveals for making job interesting for employees; future security, career ambition, training/development, comfortable physical environment and management relation have positive significant influence. On the other hand; salary adequacy, social dignity/status and mutual cooperation among employees have insignificant influence on making job interesting.

Keywords : motivation, employee, commercial bank, job interesting, motivational factors.

GJMBR-A Classification : JEL Code: M12, L20.

MOTIVATION FOR MAKING JOB INTERESTING

Strictly as per the compliance and regulations of:

Motivation for Making Job Interesting

Md. Hasebur Rahman [α] & Dr. Md. Mushfiqur Rahman [σ]

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, mutual cooperation among employees and management relation on making job interesting of organizational participant in commercial banks in Bangladesh. Supportive hypotheses have been drawn from a review of literature and study reveals for making job interesting for employees; future security, career ambition, training/development, comfortable physical environment and management relation have positive significant influence. On the other hand; salary adequacy, social dignity/status and mutual cooperation among employees have insignificant influence on making job interesting.

Keywords: motivation, employee, commercial bank, job interesting, motivational factors.

I. Introduction

Motivation 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.

II. Objective of the Study

a) To investigate the respondent's demographic;
b) To investigate the correlations among motivational factors;
c) To investigate the relationship between the salary adequacy and the interesting job;
d) To investigate the relationship between the future security and the interesting job;
e) To investigate the relationship between the social dignity/status and the interesting job;
f) To investigate the relationship between the career ambition and the interesting job;
g) To investigate the relationship between the training/development and the interesting job;
h) To investigate the relationship between the comfortable physical environment and the interesting job;
i) To investigate the relationship between the mutual cooperation and the interesting job and

Author α: Assistant Professor Department of Business Administration Pabna University of Science and Technology Pabna-6600, Bangladesh. e-mail: hasebur7208@yahoo.com

Author σ: Associate Professor Department of Business Administration Pabna University of Science and Technology Pabna-6600, Bangladesh. e-mail: drmushfiqur@gmail.com

j) To investigate the relationship between the management relation and the interesting job.

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

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

Individuals differ not only in their ability to do, but also in their determinations to do, or motivates

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

b) Motivational Factors for making Job Interesting

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

i. Salary/Pay

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

level of salaries. If an organization combines few other positive factors with better salary levels, then it can produce very highly motivated work force which can guarantee a glorious future for workers and the organization (Arshad M. et al., 2012). Therefore, the 1st hypothesis of this study is:

H_1: There is a positive/significant relationship between the salary adequacy and the interesting job.

ii. Social dignity/status

Social status can then be considered an ultimate motive for human action. Since people are social beings, they need to belong, to be accepted by others (A. H. Maslow, 1943). Employees' perception of their own socioeconomic status depends on their employment status. The literature review section shows that social distinction and status are among the strongest motivations of human behavior. Therefore the 2nd hypothesis of the study is:

H_2: There is a positive/significant relationship between the social dignity/status and the interesting job.

iii. Career ambition

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

H_3: There is a positive/significant relationship between the career ambition and the interesting job.

iv. Training and development

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

H_4: There is a positive/significant relationship between the training and development and the interesting job.

v. Comfort

The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, then the environment in the workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of the environment in the workplace may simply determine the level of employee motivation, subsequent performance and

productivity. A widely accepted assumption is that better workplace environment motivates employees and produces better results (Demet Leblebici, 2012). The physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004). Therefore the 5th hypothesis of the study is:

H_5: There is a positive/significant relationship between the comfortable physical environment and the interesting job.

vi. Mutual cooperation

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

H_6: There is a positive/significant relationship between the mutual cooperation and the interesting job.

vii. Management relation:

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

H_7: There is a positive/significant relationship between the management relation and the interesting job.

IV. Research Methodology

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

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

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

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

V. Findings and Data Analysis

a) *Respondent's Demographic*

Table 1 : Respondent's Demographic (Survey, 2013)

Respondent's Demographic		Frequency	Percent	Cumulative Percent
Sample	Public Commercial Bank	40	50	50
	Private Commercial Bank	40	50	100
	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 Officer	4	5.0	98.8
	Senior Principal Officer	1	1.3	100.0
	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 experience

in banking. It comprises 91.8% male and 85% married respondents. 78.8% respondents have mastered, 13.8% respondents have bachelor, 6.3% and 1.3% respondents have HSC and SSC educational degree.

b) *Correlations among Variables*

The Pearson's correlation is used to measure the significance of linear bivariate correlation between the independent and dependent variables. Variable association refers to a wide variety of coefficients which measure the strength of a relationship. Theoretically, the higher value of the correlation between two variables, the more related these variables are to each other (these values show the strength of relationships among variables). The direction of relationships among variables is another issue that should be considered in analyzing the correlations between variables. A positive correlation indicates that the direction of the relationship is positive (if one increases, the other one increases). A negative correlation indicates an inverse relationship between variables (if one increases, the other one decreases). Bivariate Correlations are used to know the nature, direction and significance of the bivariate relationship of the variables of this study. Therefore, the Bivariate Correlations procedures have used to compute Pearson's correlation coefficient. A rule of thumb is that multicollinearity may be a problem if a correlation is >.90, in the correlation matrix formed by all the independent variables (Coakes, S. J. and L. G. Steed, 2000).

Table 2 : Correlations

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

Based on the analysis presented in Table 02 the result shows correlation between 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 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 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 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 at p<.006 level, V2 and V7, r =.198 at p<.078 level, V2 and V8, r =.131at p<.247 level, V2 and V9, r =.328 at 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 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 p<.602 level, V4

and V5, r =.093 at p<.411 level, V4 and V6, r =.330 at p<.003 level, V4 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 and V6, r =.303 at p<.006 level, V5 and V7, r =.152 at p<.177 level, V5 and V8, r =.021at p<.852 level, V5 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 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 V8 and V9, r =.254 at p<.023 level.

c) *Regression Analysis*

The multiple regression analysis determines which variables (independent variables) explain variability in the outcome, how much variability in the dependent variables is explained by the independent variable(s), and which variables are significant (over other variables) in explaining the variability of the dependent variable. Multiple regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable (Hashed Ahmed Nasser M. et al., 2012).

H_1: Result shows (Table 03) the value of R is (.054), the value of R square is (.003) and the standard error of the estimate was (.502).

Table 3 : Model Summary

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

In this case multiple regressions were used to study the effect of the independent variables salary adequacy (V1) to dependent variable interesting job (V6).

Table 4 : ANOVAb

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 4 shows analysis of variance test statistics (ANOVA) indicates that the model is insignificant at α =. 637. Findings that the independent variable has insignificant relationships with interesting job (F=. 224) (Sig.637).

Table 5 : Coefficients[a]

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 05 shows the value of the T-statistic is insignificant for salary adequacy. The hypothesis is rejected because the result of insignificance is more than 0.05 (Significance requirement standard < 0.05).

H_2: Result shows (Table 06) the value of R is (.306), the value of R square is (.093) and the standard error of the estimate was (.478).

Table 6 : Model Summary

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

In this case multiple regressions were used to study the effect of the independent variables future security (V2) to dependent variable job interesting (V6).

Table 7 : ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.838	1	1.838	8.029	.006a
	Residual	17.850	78	.229		
	Total	19.688	79			

a. Predictors: (Constant), Future security
b. Dependent Variable: Interesting job

Table 07 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at α =.006. Findings that the independent variable has significant relationships with interesting job (F=8.029) (Sig.006).

Table 8 : Coefficients[a]

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

Table 08 shows the value of the T-statistic is significant for future security. The hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard < 0.05).

H_3: Result shows (Table 09) the value of R is (.145), the value of R square is (.021) and the standard error of the estimate was (.497).

Table 9 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145a	.021	.008	.497

a. Predictors: (Constant), Social dignity and Status

In this case multiple regressions were used to study the effect of the independent variables Dignity and Status (V3) to dependent variable Interesting job (V6).

Table 10 : ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.411	1	.411	1.664	.201a
	Residual	19.276	78	.247		
	Total	19.688	79			

a. Predictors: (Constant),
b. Dependent Variable: Interesting job

Table 10 shows analysis of variance test statistics (ANOVA) indicates that the model is insignificant at α =.201. Findings that the independent variable has insignificant relationships with interesting job (F=1.664) (Sig.201).

Table 11 : Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.921	.500		1.841	.069
	Dignity and Status	.329	.255	.145	1.290	.201

a. Dependent Variable: Interesting job

Table 11 shows the value of the T-statistic is insignificant for social dignity/status. The hypothesis is rejected because the result of insignificance is more than 0.05 (Significance requirement standard < 0.05).

H_4: Result shows (Table 12) the value of R is (.330), the value of R square is (.109) and the standard error of the estimate was (.474).

Table 12 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330a	.109	.097	.474

a. Predictors: (Constant), Career Ambition

In this case multiple regressions were used to study the effect of the independent variables Career ambition (V4) to dependent variable Interesting job (V6).

Table 13 : ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.140	1	2.140	9.514	.003a
	Residual	17.547	78	.225		
	Total	19.688	79			
a. Predictors: (Constant), Career ambition						
b. Dependent Variable: Interesting job						

Table 13 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at α =. 003. Findings that the independent variable has significant relationships with interesting job (F=9.514) (Sig.003).

Table 14 : Coefficients[a]

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

Table 14 shows the value of the T-statistic is significant for Career ambition. The hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard < 0.05).

H_5: Result shows (Table 15) the value of R is (.303), the value of R square is (.092) and the standard error of the estimate was (.479).

Table 15 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.303a	.092	.080	.479
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).

Table 16 : ANOVA[b]

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						

Table 06 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at α =.006. Findings that the independent variable has significant relationships with interesting job (F=7.903) (Sig.006).

Table 17 : Coefficients[a]

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						

Table 17 shows the value of the T-statistic is significant for Training and development. The hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard < 0.05).

H_6: Result shows (Table 18) the value of R is (.276), the value of R square is (.076) and the standard error of the estimate was (.483).

Table 18 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276a	.076	.065	.483
a. Predictors: (Constant), Comfortable physical environment				

In this case multiple regressions were used to study the effect of the independent variables Comfortable physical environment (V7) to dependent variable job interesting (V6).

Table 19 : ANOVA[b]

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						

Table 19 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at α =.013. Findings that the independent variable has significant relationships with interesting job (F=6.453) (Sig.013).

Table 20 : Coefficients[a]

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

Table 20 shows the value of the T-statistic is significant for Comfortable physical environment. The hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard < 0.05).

H_7: Result shows (Table 21) the value of R is (.124), the value of R square is (.015) and the standard error of the estimate was (.449).

Table 21 : Model Summary

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

In this case multiple regressions were used to study the effect of the independent variables Mutual cooperation (V8) to dependent variable interesting job (V6).

Table 22 : ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.302	1	.302	1.214	.274a
	Residual	19.386	78	.249		
	Total	19.688	79			
a. Predictors: (Constant), Mutual cooperation						
b. Dependent Variable: Interesting job						

Table 22 shows analysis of variance test statistics (ANOVA) indicates that the model is insignificant at α =.274. Findings that the independent variable has insignificant relationships with interesting job (F=1.214) (Sig.274).

Table 23 : Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.214	.321		3.784	.000
Mutual cooperation	.186	.169	.124	1.102	.274
a. Dependent Variable: Interesting job					

Table 23 shows the value of the T-statistic is insignificant for Mutual cooperation. The hypothesis is rejected because the result of insignificance is more than 0.05 (Significance requirement standard < 0.05).

H_8: Result shows (Table 24) the value of R is (.358), the value of R square is (.128) and the standard error of the estimate was (.469).

Table 24 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358a	.128	.117	.469
a. Predictors: (Constant), Management relation				

In this case multiple regressions were used to study the effect of the independent variables Management relation (V9) to dependent variable Interesting job (V6).

Table 25 : ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.521	1	2.521	11.454	.001a
Residual	17.167	78	.220		
Total	19.688	79			
a. Predictors: (Constant), Management relation					
b. Dependent Variable: Interesting job					

Table 25 shows analysis of variance test statistics (ANOVA) indicates that the model is significant at α =. 001. Findings that the independent variable has significant relationships with interesting job (F=11. 454) (Sig.001).

Table 26 : Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.967	.184		5.262	.000
Management relation	.367	.108	.358	3.384	.001
a. Dependent Variable: Interesting job					

Table 26 shows the value of the T-statistic is significant for Management relation. The hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard < 0.05).

Table 27 : The Summary of Hypotheses Results

Hypotheses	Results
H_1: There is a positive/significant relationship between the salary adequacy and the interesting job.	Rejected
H_2: There is a positive/significant relationship between the future security and the interesting job	Accepted
H_3: There is a positive/significant relationship between the social dignity/status and the interesting job.	Rejected
H_4: There is a positive/significant relationship between the career ambition and the interesting job.	Accepted
H_5: There is a positive/significant relationship between the training/development and the interesting job.	Accepted
H_6: There is a positive/significant relationship between the comfortable physical environment and the interesting job.	Accepted
H_7: There is a positive/significant relationship between the mutual cooperation and the interesting job.	Rejected
H_8: There is a positive/significant relationship between the management relation and the interesting job.	Accepted

VI. Conclusion and Managerial Implication

Motivated employees are ambitious and exercise self-control. Motivated employees enjoy their mental and physical work is as natural as play. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives which they are committed. A Theory Y manager believes that, given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation (Wikipedia, 2013). However this study is conducted in light of theory Y. It is assumed thought the study that management should have to have an intense focus on employees well being in maximizing their fullest potential by creating a positive environment through motivational mix. The study shows that for making job interesting for employees; future security, career ambition, training/development, comfortable physical environment and management relation have positive significant influence. On the other hand; salary adequacy, social dignity/status and mutual cooperation among employees have insignificant influence on making job interesting.

The study is significant for future security in making job interesting; it indicates that for making job interesting to them security for the future is crucially important. The study is significant for career ambition in making job interesting; it indicates that they have joined in that organization have fulfilled their career so that they feel interested in the job. The study is significant for training/development in making job interesting; it indicates that training and development program can enable them to acquire knowledge in organizational problem solving which make their job interesting to them. The study is significant for comfortable physical environment in making job interesting; it indicates that the working environment has a significant impact on employee motivation for making job interesting. The study is significant for management relation to making job interesting; it indicates that management care on employees have significant impact on their work motivation which make the job interesting to them and they find they have strong ownership in the organization. The study is insignificant for salary adequacy for making job interesting; it indicates that their present salary does not meet their expectation for which they have joined. Here management should have to take responsibility for the redesigned salary structure for making them happy for which job is becoming interesting to them. The study is insignificant for social dignity/status for making them interesting in the job; it indicates that social dignity and status not related to making their job interesting. Off the job motivational factor have minimal impact on making job interesting. The study is insignificant for mutual cooperation for making job interesting; it indicates that this interpersonal relationship with colleagues have minimal impact on doing their job interesting. Here management should take care of conducting different social events on organizational interfaces for making job interesting for employees well being through interaction and cooperation.

References Références Referencias

1. Goswami G.T. and Harsh Dwivedi H. 2011. The Motivation Level of Male and Female Academicians a Comparative Study (Special Concernto Professional Academicians). International Journal of Trade, Economics and Finance, (2)2, 171-174.
2. Geren, B. 2011. Motivation: Chinese theoretical perspectives. Journal of Behavioral Studies in Business, 1-10.
3. Hasebur Rahman, M. 2013. Employees' Motivation in Public and Private Commercial Banks in Bangldesh: A Study on Need-Based Approach. Global Disclosure of Economics and Business, (2)2, 98-91.
4. Douglas M. McGregor, 1957. The Human Side of Enterprise. Management Review.
5. Daft, R. L., & Marcic, D. 2008. Understanding management (3rd Ed.). Harcourt College Publishers.
6. Kreitner, R. & Kinicki, A. 2007. Organizational Behavior. (7th Ed.). McGraw-Hill, New York.
7. Luthans F., Organizational Behavior. 1998. Eighth Edition, Irwin -McGraw Hill, India.
8. Robbins, Stephen P. & Coulter, Mary. 2006. Management, Prentice-Hall of India, New Delhi,
9. Khan Mohiuddin.2008. Job Satisfaction of the Public Sector Industrial Managers in Bangladesh: A Case Study of Rajshahi Jute Mills, Rajshahi University Journal of Social Science and Business Studies, 16, 165.
10. Kovach, K. A. 1987. What motivates employees? Workers and supervisors give different answers. Business Horizons, 30, 58-65.
11. James R. Lindner. 1998. Understanding Employee Motivation. Journal of Extension, 36 (3). H. Maslow. 1943. A Theory of Human Motivation. Psychological Review, 370-396.
12. Amy Wrzesniewski et. al. 1997. Jobs, Careers, and Callings: People's Relations to Their Work. Journal of Research in Personality, 31, 21–33.
13. Bellah, R. N., Madsen, R., Sullivan, W. M., Swidler, A., & Tipton, S. M. 1985. Habits of the heart. Harper & Row, New York.
14. Susan M. Heathfield. 2013. Training Employees for Motivation and Retention: Help Employees Continue to Develop Their Skills, Retrieved from

http://humanresources.about.com/od/training/a/training_dev.htm

15. Demet Leblebici. 2012. Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey. Journal of Business, Economics and Finance, 1 (1), 38-49.

16. Mohr, R. 1996. Office Space is a Revenue Enhancer, Not an Expense. National Real Estate Investor, 38 (7), 46-47.

17. Huang, Y. H., Robertson, M. M., and Chang, K. I. 2004. The role of environmental control on environmental satisfaction, communication, and psychological stress: effects of office ergonomics training. Environment and Behavior, 36 (1), 617-638.

18. D. C. McClelland. 1961. The Achieving Society. Van Nostranhold, New York.

19. Ian Bessel et. al. 2012. HR017 Understanding Motivation: An Effective Tool for Managers. IFAS Extension, University of Florida.

20. Arshad M. et al., 2012. Does Salary Work as a Motivational Agent? A Study of Airport (Ground Handling) Services Sector of Pakistan. School of Doctoral Studies (European Union) Journal, 171-175.

21. Bowen, P., Cattell, K., Michell. K., Edwards, P. 2008. Job Satisfaction of South Africa Quantity Surveyors: Are Employers Happier than Employees? Journal of Engineering, Design & Technology, 6 (2), pp. 124-144.

22. Igalens, J., & Roussel, P. 1999. A Study of the Relationships between Compensation Package, Work Motivation & Job Satisfaction. Journal of Organizational Behavior, 20 (7), 1003-1025.

23. Sethi, D., & Pinzon, B. 1998. A seven-step strategy to help retain your company's high-impact performers. Human Resource Planning, 21 (4), 16.

24. Cronbach L.J .1951. "Coefficient Alpha and Internal Structure of Test". Psychometrika. 16, 297-334.

25. Nunnally, J. L. 1978. Psychometric Theory. McGraw Hill Company, New York.

26. Coakes, S. J. and L. G. Steed .2007. SPSS: Analysis without anguish: Version 14.0 for windows, John Wiley & Sons, Australia.

27. Hashed Ahmed Nasser M. et al .2012. Factors Affecting Customer Satisfaction of Mobile Services in Yemen. American Journal of Economics, 2 (7).

28. http://en.wikipedia.org/wiki/Theory_X_and_Theory_Y . Retrieved on 27 November 2013.