CHAPTER VI

SUMMARY OF FINDINGS AND SUGGESTIONS

6.1 INTRODUCTION

Education is considered to be a valuable asset to human beings. Education is the key to the development of any country/society/family. Quality education is a pre-requisite for national, regional and global development. Education is a continuous process of imparting knowledge, developing skills, inculcating values and promoting the overall personality development of human beings. Imparting quality education is greatly influenced by different factors like curriculum, faculty and information source, teaching methods, examination systems, evaluation mechanism and infrastructure. Among all the components, faculty assumes a vital role in imparting quality education to student community. For delivery of quality education, teachers with motivation are inevitable.

A highly motivated teacher is a source of inspiration and a boon to the society. Hence the researcher has attempted to assess the level of motivation and identify the factors motivating women college teachers. Further an attempt has been made by the researcher to find out the impact of motivation on job involvement and organisational commitment.

In the present study, 450 women teachers were chosen as sample respondents from Arts and Science Colleges, Engineering College and Medical Colleges by stratified sampling method.
In this chapter an attempt is made to recapitulate the major findings for the objectives dealt within the study and suggestions are presented to improve the motivation of women college teachers in Madurai district.

The present study examines the perception of motivational level among women college teachers in Madurai district. The major factors reducing job dissatisfaction and factors building motivation among women college teachers is determined and is discussed.

In addition, the study investigated the perception of the respondents on their job by applying Herzberg’s Two Factor theory.

The relationship between Motivational level on individual, family, career and organizational variables has been analysed by using Kruskall-Wallis test, Mann-Whitney’s test and Multiple Regression analysis.

The study has further identified the impact of motivation on job involvement and organisational commitment. Finally observations and suggestions are presented.

6.2 SUMMARY OF FINDINGS

The study has identified fourteen factors by using Factor Analysis. The motivators identified are being Responsibility, Recognition, Work Itself, Achievement, Possibility of Growth and Scope for Advancement. Hygiene factors which are to be satisfied before motivation can be activated are also
identified. They are Interpersonal Relations, Reward, Job Security, Working Condition, Supervision, Status, Personal Life, College Policy and Administration. It has been further identified that Responsibility is the most dominating factor among fourteen factors for building motivation among women college teachers.

The researcher has employed/applied a 49 item measures based on Herzberg’s Two Factor Theory, mostly based on the assessment developed by Mc Neil (1974) to measure women teachers’ perception on hygiene factors: College Policy and Administration, Supervision, Interpersonal Relations, Reward, Working Condition, Personal Life, Status and Job Security and Motivators: Achievement, Recognition, Responsibility, Work Itself, Scope for Advancement and Possibility of Growth.

6.2.1. Hygiene Factors:

Hygiene factors considered for study are College Policy and Administration, Supervision, Interpersonal Relations, Reward, Working Condition, Personal Life, Status and Job Security. The researcher made an attempt to assess respondents level of perception on hygiene factors.

6.2.1.1. College Policy and Administration:

The study has identified that 47.7 per cent of respondents in the age group of above 50 years had high level of persuasion with regard to College Policy and
Administration. The study has also revealed that 52.1 per cent had low level of persuasion in the age group of 30-40 years.

Among the total respondents, 48.1 per cent and 45.2 per cent possessing M.Phil. Degree and Ph.D Degree perceived low and high level of persuasion respectively.

Regarding the level of persuasion with regard to College policy and administration, 42.9 per cent and 46.5 per cent of the respondents belonging to the income group of less than ₹20000 and ₹60000-80000 respectively perceived low and high level.

The study reveals that 51.2 per cent in the category of HOD revealed high level of persuasion and 48.3 per cent in the cadre of Assistant Professor revealed low level of persuasion as far as College Policy and Administration is concerned.

Among the respondents, 51.0 per cent having an experience of less than 5 years have high level of persuasion and 69.6 per cent of the respondents having an experience of above 20 years have low level of persuasion.

The study has identified that 44 per cent of respondents in the temporary and probationary job had low level of persuasion with regard to College Policy and Administration. The study has also revealed that 41.7 per cent had high level of persuasion in the consolidated job with regard to College Policy and Administration.
The study reveals that 39.4 per cent receiving Government Pay and 43.8 per cent receiving Management Pay revealed high and low level of persuasion respectively with regard to College Policy and Administration.

The study reveals that 73.2 per cent in the category of Government Colleges revealed low level of persuasion and 50.6 per cent employed in the Self Financing Colleges have high level of persuasion as far as College Policy and Administration is concerned.

Among the respondents employed in Professional colleges, 47.2 per cent have high level of persuasion and 41.3 per cent of the respondents working in Arts and Science Colleges have low level of persuasion.

The study identified that 53.8 per cent of respondents in the men’s college revealed low level of persuasion with regard to College Policy and Administration. The study also revealed that 39.5 per cent employed in co-educational colleges have high level of persuasion.

**Supervision:**

The study identified that 71.7 per cent of respondents in the age group of less than 30 years low level of persuasion with regard to Supervision. The study has also revealed that 39.5 per cent had high level of persuasion in the age group of 30-40 years.
Among the total respondents 39.2 per cent and 45.7 per cent possessing P.G Degree and M.Phil. Degree have high and low level of persuasion respectively.

Regarding the level of persuasion with regard to Supervision 61.3 per cent and 39.3 per cent of the respondents belonging to the income group of above ₹80000 and ₹60000-₹80000 respectively have low and high level.

The study reveals that 53.6 per cent in the category of Associate Professor revealed low level of persuasion as far as Supervision is concerned. The study also identified that 40.2 per cent of the respondents holding the post of Assistant Professor revealed high level of persuasion.

Among the respondents 63.8 per cent having an experience of less than 5 years have low level of persuasion and 45.2 per cent of the respondents having an experience of 10-15 years have high level of persuasion.

The study has identified that 68 per cent of respondents in the Probationary job revealed low level of persuasion with regard to Supervision. The study also revealed that 35.9 per cent had high level of persuasion in the Permanent job.

The study reveals that 34.5 per cent receiving Government Pay and 43.3 per cent receiving Management Pay revealed high and low level of persuasion respectively with regard to Supervision.
The study reveals that 41.5 per cent in the category of Government Colleges revealed high level of persuasion and 44.8 per cent employed in the Self Financing Colleges revealed high and low level of persuasion as far as Supervision is concerned.

Among the respondents employed in Professional Colleges, 39 per cent revealed high level of persuasion and 42.8 per cent of the respondents working in Arts and Science Colleges have high level of persuasion.

The study has identified that 53.8 per cent of respondents in the men’s colleges revealed low level of persuasion with regard to Supervision. The study has also revealed that 39.5 per cent employed in co-educational colleges have high level of persuasion.

6.2.1.3. Interpersonal Relations:

The study has identified that 49.6 per cent of respondents in the age group of 30-40 years revealed low level of persuasion with regard to Interpersonal Relations. The study also reveals that 34.6 per cent have high level of persuasion in the age group of above 50 years.

Among the total respondents 51 per cent and 30.2 per cent possessing PG Degree and Ph.D Degree have low and high level of persuasion respectively.
Regarding the level of persuasion with regard to Interpersonal Relations 51.6% and 31.8% of the respondents belonging to the income group of above ₹80000 and ₹20000-₹40000 respectively have low and high level.

The study reveals that 48.3% in the category of Assistant Professor revealed low level of persuasion and 25% in the cadre of Associate Professor have high level of persuasion as far as Interpersonal Relations is concerned.

Among the respondents 44.9% having an experience of 5-10 years have low level of persuasion and 26.5% of the respondents having an experience of 5-10 years have high level of persuasion.

The study has identified that 46.4% of respondents in the Temporary job revealed low level of persuasion with regard to Interpersonal Relations. The study also revealed that 26.5% have low level of persuasion in the Consolidated job.

The study reveals that 43.4% receiving Government Pay and 43.8% per cent receiving Management Pay have low level of persuasion respectively with regard to Interpersonal Relations.

The study reveals that 80.5% in the category of Government Colleges revealed low level of persuasion and 56.6% per cent employed in the Self
Financing Colleges have high level of persuasion as far as Interpersonal Relations is concerned.

Among the respondents employed in Professional Colleges, 46.2 per cent revealed low level of persuasion and 36.5 per cent of the respondents working in Arts and Science Colleges have low level of persuasion.

The study has identified that 38.5 per cent of respondents in the men’s college have high level of persuasion with regard to Interpersonal Relations. The study also revealed that 48 per cent employed in co-educational colleges have low level of persuasion.

6.2.1.4. Reward:

The study has identified that 56.5 per cent of respondents in the age group of less than 30 years revealed high level of persuasion with regard to Reward. The study also revealed that 34.3 per cent have high level of persuasion in the age group of 40-50 years.

Among the total respondents 54.9 per cent and 27.9 per cent possessing PG Degree and M.Phil Degree have high and low level of persuasion respectively.

Regarding the level of persuasion with regard to Reward 51.6 per cent and 29.6 per cent of the respondents belonging to the income group of above ₹80000 and less than ₹20000 respectively have high and low level.
The study reveals that 48 per cent in the category of Associate Professor revealed high level of persuasion and 31.1 per cent in the cadre of HOD have low level of persuasion as far as Reward is concerned.

Among the respondents 51.0 per cent having an experience of less than 5 year have high level of persuasion and 29 per cent of the respondents having an experience of 10-15 years have low level of persuasion.

The study has identified that 48.6 per cent of respondents in the Consolidated category have high level of persuasion with regard to Reward. The study also revealed that 27.1 per cent revealed low level of persuasion in the Permanent job.

The study reveals that 27.7 per cent receiving Government Pay and 47.3 per cent receiving Management Pay have low and high level of persuasion respectively with regard to Reward.

The study reveals that 80.5 per cent in the category of Government Colleges revealed low level of persuasion and 56.6 per cent employed in the Self Financing Colleges have high level of persuasion as far as Reward is concerned.

Among the respondents employed in Professional Colleges, 35.2 per cent revealed low level of persuasion and 47.4 per cent of the respondents working in Arts and Science Colleges have high level of persuasion.
The study has identified that 38.5 per cent of respondents employed in men’s college revealed low level of persuasion with regard to Reward. The study also revealed that 48.5 per cent employed in co-educational colleges have high level of persuasion.

6.2.1.5. Working Condition:

The study has identified that 63.5 per cent of respondents in the age group of 40-50 years perceived low level of persuasion towards Working Condition. The study also revealed that 39.2 per cent have high level of persuasion in the age group of above 50 years.

Among the total respondents 59.7 per cent and 22.5 per cent possessing P.G. and M.Phil Degree have low and high level of persuasion respectively.

Regarding the level of persuasion with regard to Working Condition 67.7 per cent and 22.2 per cent of the respondents belonging to the income group of above ₹80000 and less than ₹20000 respectively have low and high level.

The study reveals that 55.5 per cent in the category of Assistant Professor revealed low level of persuasion and only 21.4 per cent in the cadre of Associate Professor have high level of persuasion as far as Working Condition is concerned.
Among the respondents 55.8 per cent having an experience of 5-10 years have low level of persuasion and 27.4 per cent of the respondents having an experience of 10-15 years have high level of persuasion.

The study has identified that 68 per cent of respondents in the Probationary job revealed low level of persuasion with regard to Working Condition. The study also revealed that 26.5 per cent have low level of persuasion in the Temporary job.

The study reveals that 53.8 per cent receiving Government Pay and 50.2 per cent receiving Management Pay have high level of persuasion respectively with regard to Working Condition.

The study reveals that 80.5 per cent in the category of Government Colleges have low level of persuasion and 56.6 per cent employed in the Self Financing Colleges have high level of persuasion as far as Working Condition is concerned.

Among the respondents employed in Professional Colleges, 51.4 per cent have low level of persuasion and 54.5 per cent of the respondents working in Arts and Science Colleges have low level of persuasion respectively.

The study has identified that 100 per cent of respondents in the men’s college perceived low level of persuasion with regard to Working Condition. The
study also revealed that 22.5 per cent employed in women’s college have low level of persuasion.

6.2.1.6. Personal Life:

The study has identified that 58.7 per cent of respondents in the age group of less than 30 years revealed low level of persuasion with regard to Personal. The study also revealed that 26.2 per cent have high level of persuasion in the age group of above 50 years.

Among the total respondents 59.4 per cent and 27.9 per cent possessing Ph.D Degree and M.Phil Degree have low and high level of persuasion respectively.

The study revealed that 67.9 per cent and 27.3 per cent of the respondents belonging to the income group of ₹60000- ₹80000 and ₹20000- ₹40000 respectively have low and high level of persuasion.

The study reveals that 55.5 per cent in the category of Assistant Professor revealed low level of persuasion and 26.7 per cent in the cadre of Head of the Department have high level of persuasion.

Among the respondents 66 per cent having an experience of less than 5 years have low level of persuasion and 31.3 per cent of the respondents having an experience of 5-10 years have high level of persuasion.
The study has identified that 68 per cent of respondents in the Temporary job revealed low level of persuasion with regard to Personal Life. The study also revealed that 25.6 per cent have low level of persuasion in the Permanent job.

The study reveals that 53 per cent receiving Government Pay and 61.2 per cent receiving Management Pay have low level of persuasion respectively with regard to Personal Life.

The study reveals that 80.5 per cent in the category of Government Colleges have low level of persuasion and 56.6 per cent employed in the Self Financing Colleges have high level of persuasion as far as Personal Life is concerned.

Among the respondents employed in Professional Colleges, 58.5 per cent have low level of persuasion and 19.5 per cent of the respondents working in Arts and Science Colleges have high level of persuasion.

The study has identified that 59.3 per cent of respondents in the women’s college have low level of persuasion with regard to Personal Life. The study also revealed that 46.2 per cent employed in men’s colleges have high level of persuasion.

6.2.1.7. Status:

The study has identified that 58.7 per cent of respondents in the age group of less than 30 years have low level of persuasion with regard to Status. The
The study also revealed that 43.3 per cent have high level of persuasion in the age group of 40-50 years.

Among the total respondents 42.6 per cent and 38 per cent possessing M.Phil Degree have low and high level of persuasion respectively.

Regarding the level of persuasion with regard to Status 42.9 per cent and 43.4 per cent of the respondents belonging to the income group of ₹ 60000-₹ 80000 and ₹ 40000-₹ 60000 respectively have low and high level.

The study reveals that 44 per cent in the category of Assistant Professor revealed low level of persuasion and 43.8 per cent in the cadre of Associate Professor have high level of persuasion as far as Status is concerned.

Among the respondents 59.6 per cent having an experience of less than 5 years have low level of persuasion and 46.8 per cent of the respondents having an experience of 10-15 years have high level of persuasion.

The study has identified that 44 per cent of respondents in the Probationary job have low level of persuasion with regard to Status. The study also revealed that 41.7 per cent have high level of persuasion in the Temporary job.

The study reveals that 53 per cent receiving Government Pay and 61.2 per cent receiving Management Pay have low level of persuasion respectively with regard to Status.
The study reveals that 42.6 per cent and 36.1 per cent in the category of Government Colleges and Self Financing Colleges have low and high level of persuasion as far as Status is concerned.

Among the respondents employed in Arts and Science Colleges, 46.5 per cent revealed low level of persuasion and 43.1 per cent of the respondents working in Professional Colleges have low and high level of persuasion respectively.

The study has identified that 46.2 per cent of respondents in the men’s college revealed low level of persuasion with regard to Status. The study also revealed that 38.6 per cent employed in co-education colleges have high level of persuasion.

6.2.1.8. Job Security:

The study has identified that 61.2 per cent of respondents in the age group of 40-50 years revealed low level of persuasion with regard to Job Security. The study also revealed that 38.6 per cent have high level of persuasion in the age group of 30-40 years.

Among the total respondents 25.6 per cent and 45.7 per cent possessing M.Phil. Degree and Ph.D. Degree have low and high level of persuasion respectively.
Regarding the level of persuasion with regard to Job Security, 54.5 per cent and 32.6 per cent of the respondents belonging to the income group of less than Rs 20000 and Rs 40000-60000 respectively have low and high level.

The study reveals that 44.5 per cent in the category of Assistant Professor revealed low level of persuasion and 24.5 per cent in the cadre of Associate Professor have high level of persuasion as far as Job Security is concerned.

Among the respondents, 57.1 per cent having an experience of above 20 years have low level of persuasion and 38.3 per cent of the respondents having an experience of less than 5 years have high level of persuasion.

The study has identified that 56 per cent of respondents in the Temporary job have low level of persuasion with regard to Job Security. The study also revealed that 32 per cent have high level of persuasion in the Probationary job.

The study reveals that 47.4 per cent receiving Government Pay and 45.3 per cent receiving Management Pay have low level of persuasion respectively with regard to Job Security.

The study reveals that 80.5 per cent in the category of Government Colleges have low level of persuasion and 56.6 per cent employed in the Self Financing Colleges have high level of persuasion as far as Job Security is concerned.
Among the respondents employed in Professional colleges, 48 per cent have low level of persuasion and 45.6 per cent of the respondents working in Arts and Science Colleges have low level of persuasion.

The study has identified that 61.5 per cent of respondents in the men’s college have low level of persuasion with regard to Job Security. The study also revealed that 46.1 per cent employed in women’s colleges have low level of persuasion.

6.2.2. Motivators:

Motivators considered for study as per Herzberg Theory are Achievement, Recognition, Work Itself, Responsibility, Scope for Advancement and Possibility of Growth. The researcher made an attempt to assess respondents level of perception on motivators.

6.2.2.1. Achievement:

The study has identified that 57.9 per cent of respondents in the age group of above 50 years perceived low level of motivation with regard to Achievement. The study also revealed that 43.5 per cent perceived high level of motivation in the age group of less than 30 years.

Among the total respondents 31.5 per cent and 51 per cent possessing M.Phil Degree and PG Degree perceived high and low level of motivation respectively.
Regarding the level of motivation with regard to Achievement 49.7 per cent of the respondents belonging to the income group of less than ₹20000 perceived low level of motivation. 35.5 of the respondents receiving income of above ₹80000 respectively perceived high and low level.

The study reveals that 48.9 per cent in the category of Assistant Professor perceived low level of motivation and 33.3 per cent in the cadre of HOD perceived high level of motivation as far as Achievement is concerned.

Among the respondents 55.4 per cent having an experience of above 20 years have low level of motivation and 29 per cent of the respondents having an experience of 10-15 years have low level of motivation.

The study has identified that 58.3 per cent of respondents in the Temporary category perceived low level of motivation with regard to Achievement. The study also revealed that 30 per cent perceived high level of motivation in the Permanent job.

The study reveals that 27.7 per cent receiving Government Pay and 53.2 per cent receiving Management Pay perceived low and high level of motivation respectively with regard to Achievement.

The study reveals that 49.4 per cent, 47.7 per cent, 41.5 per cent in the category of Self Financing Colleges aided colleges and Government Colleges
perceived low level of motivation respectively as far as Achievement is concerned.

Among the respondents employed in Arts and Science Colleges, 30.1 per cent perceived low level of motivation and 48.9 per cent of the respondents working in Professional Colleges have high level of motivation.

The study has identified that 27 per cent of respondents in the co-education perceived high level of motivation with regard to Achievement. The study also revealed that 49.4 per cent employed in co-education colleges perceived low level of motivation.

6.2.2.2. Recognition:

The study has identified that 64.7 per cent of respondents in the age group of 30-40 years perceived medium level of motivation with regard to Recognition. The study also revealed that 32.6 per cent perceived high level of motivation in the age group of less than 30 years.

Among the total respondents 26.5 per cent and 62.7 per cent possessing P.G Degree perceived high and medium level of motivation respectively.

Regarding the level of motivation with regard to Recognition 64.5 per cent of the respondents belonging to the income group of ₹20000- ₹40000 perceived medium level of motivation. 39.3 of the respondents receiving income of ₹60000- ₹80000 perceived high level of motivation.
The study reveals that 62.7 per cent in the category of Assistant Professor perceived medium level of motivation and 26.6 per cent in the cadre of Head of the Department perceived high level of motivation as far as Recognition is concerned.

Among the respondents 33.9 per cent having an experience of above 20 years have high level of motivation and 71 per cent of the respondents having an experience of 10-15 years have medium level of motivation.

The study has identified that 72 per cent of respondents in the Probationary category perceived medium level of motivation with regard to Recognition. The study also revealed that 30.9 per cent perceived high level of motivation in the Consolidated job.

The study reveals that 58.6 per cent receiving Government Pay and 61.2 per cent receiving Management Pay perceived medium level of motivation respectively with regard to Recognition.

The study reveals that 80.5 per cent in the category of Government Colleges perceived low level of motivation and 56.6 per cent employed in the Self Financing Colleges perceived high level of motivation as far as Recognition is concerned.
The study indicated that 60.6 per cent and 57.7 per cent of the respondents serving in Arts and Science College and professional Colleges perceived medium level of motivation respectively.

The study has identified that 69.2 per cent of respondents in the men’s college perceived medium level of motivation with regard to Recognition. The study also revealed that 27.9 per cent employed in co-education colleges perceived high level of motivation.

6.2.2.3. Work Itself:

The study has identified that 44.4 per cent of respondents in the age group of 40-50 years perceived low level of motivation with regard to Work Itself. The study also revealed that 28.3 per cent perceived high level of motivation in the age group of less than 30 years.

Among the total respondents 47.1 per cent and 28.8 per cent possessing P.G Degree and Ph.D. Degree perceived low and high level of motivation respectively.

Regarding the level of motivation with regard to Work Itself 64.5 per cent of the respondents belonging to the income group of above ₹80000 perceived low level of motivation. 50 per cent of the respondents receiving income of ₹60000- ₹80000 perceived medium level of motivation.
The study reveals that 27.2 per cent in the category of Assistant Professor perceived high level of motivation and 62.2 per cent in the cadre of HOD perceived low level of motivation as far as Work Itself is concerned.

Among the respondents 51.8 per cent having an experience of above 20 years have low level of motivation and 42.5 per cent of the respondents having an experience of less than 5 years have high level of motivation.

The study has identified that 51.2 per cent of respondents in the Temporary category perceived low level of motivation with regard to Work Itself. The study also revealed that 44 per cent perceived high level of motivation in the Probationary job.

The study reveals that 46.6 per cent receiving Government Pay and 42.3 per cent receiving Management Pay perceived low and medium level of motivation respectively with regard to Work Itself.

The study reveals that 80.5 per cent in the category of Government Colleges perceived low level of motivation and 56.6 per cent employed in the Self Financing Colleges perceived high level of motivation as far as Work Itself is concerned.

The study indicated that 41.9 per cent and 41.5 per cent of the respondents employed in Arts and Science College and Professional Colleges perceived low level of motivation respectively.
The study has identified that 53.8 per cent of respondents in the men’s college perceived low level of motivation with regard to Work Itself. The study also revealed that 25.3 per cent employed in co-education colleges perceived high level of motivation.

**6.2.2.4. Responsibility:**

The study has identified that 45.7 per cent of respondents in the age group of less than 30 years perceived low level of motivation with regard to Responsibility. The study also revealed that 47.1 per cent perceived high level of motivation in the age group of 30-40 years.

Among the total respondents 44.1 per cent and 29.7 per cent possessing M.Phil Degree and Ph.D. Degree perceived high and low level of motivation respectively.

Regarding the level of motivation with regard to Responsibility 38.7 per cent of the respondents belonging to the income group of above ₹80000 perceived low level of motivation. 42.9 per cent of the respondents receiving income of less than ₹20000 perceived high level of motivation.

The study reveals that 26.8 per cent in the category of Assistant Professor perceived low level of motivation and 43.4 per cent in the cadre of Associate Professor perceived high level of motivation as far as Responsibility is concerned.
Among the respondents 32.1 per cent having an experience of above 20 years have low level of motivation and 45.6 per cent of the respondents having an experience of 5-10 years have high level of motivation.

The study has identified that 32.4 per cent of respondents in the consolidated category perceived low level of motivation with regard to Responsibility. The study also revealed that 45.2 per cent perceived high level of motivation in the temporary job.

The study reveals that 45.8 per cent receiving Government Pay and 32.3 per cent receiving Management Pay perceived high and low level of motivation respectively with regard to Responsibility.

The study reveals that 80.5 per cent in the category of Government colleges perceived low level of motivation and 56.6 per cent employed in the Self Financing colleges perceived high level of motivation as far as Responsibility is concerned.

The study indicates that 31.5 per cent and 49.6 per cent of the respondents employed in Arts and Science colleges and Professional colleges perceived medium and high level of motivation respectively.

The study has identified that 30.4 per cent of respondents in the women’s college perceived low level of motivation with regard to Responsibility. The
study also revealed that 42.5 per cent employed in co-education colleges perceived high level of motivation.

6.2.2.5. **Scope for Advancement:**

The study has identified that 35.4 per cent of respondents in the age group of 40-50 years perceived low level of motivation with regard to Scope for Advancement. The study also revealed that 63 per cent perceived medium level of motivation in the less than 30 years.

Among the total respondents 34.9 per cent and 34.7 per cent possessing M.Phil Degree and Ph.D Degree perceived low and high level of motivation respectively.

Regarding the level of motivation with regard to Scope for Advancement 38 per cent of the respondents belonging to the income group of ₹40000-₹60000 perceived low level of motivation. 40.8 per cent of the respondents receiving income of less than ₹20000 perceived high level of motivation.

The study reveals that 44.4 per cent in the category of HOD perceived low level of motivation and 37.8 per cent in the cadre of Assistant Professor perceived high level of motivation as far as Scope for Advancement is concerned.
Among the respondents 40.4 per cent having an experience of less than 5 years have low level of motivation and 50 per cent of the respondents having an experience of above 20 years have high level of motivation.

The study has identified that 35.5 per cent of respondents in the Permanent category perceived medium level of motivation with regard to Scope for Advancement. The study also revealed that 48 per cent perceived high level of motivation in the Probationary job.

The study reveals that 36.5 per cent receiving Government Pay and 35.8 per cent receiving Management Pay perceived medium and high level of motivation respectively with regard to Scope for Advancement.

The study reveals that 31.7 per cent in the category of Government Colleges perceived low level of motivation and 38.4 per cent employed in the Self Financing Colleges perceived high level of motivation as far as Scope for Advancement is concerned.

The study indicates that 33 per cent and 36.6 per cent of the respondents employed in Arts and Science Colleges and Professional Colleges perceived low and high level of motivation respectively.

The study has identified that 46.2 per cent of respondents in the men’s college perceived low level of motivation with regard to Scope for Advancement.
The study also revealed that 26.6 per cent employed in co-educational colleges perceived high level of motivation.

6.2.2.6. Possibility of Growth:

The study has identified that 47.8 per cent of respondents in the age group of less than 30 years perceived low level of motivation with regard to Possibility of Growth. The study also revealed that 31.1 per cent perceived high level of motivation in the age group of 30-40 years.

Among the total respondents 48.1 per cent and 29.6 per cent possessing M.Phil Degree and Ph.D Degree perceived low and high level of motivation respectively.

With regard to Possibility of Growth, 67.7 per cent of the respondents belonging to the income group of above 80000 perceived low level of motivation. 31.2 per cent of the respondents receiving income less than 20000 perceived high level of motivation.

The study reveals that 42.3 per cent in the category of Associate Professor perceived low level of motivation and 33.3 per cent in the cadre of Head of the Department perceived high level of motivation as far as Possibility of Growth is concerned.

Among the respondents 48.2 per cent having an experience of above 20 years have low level of motivation and 29.8 per cent of the respondents having an experience of less than 5 years have high level of motivation.
The study has identified that 45.6 per cent of respondents in the consolidated category perceived low level of motivation with regard to Possibility of Growth. The study also revealed that 32 per cent perceived high level of motivation in the Probationary job.

The study reveals that 32.5 per cent receiving Government pay and 40.6 per cent receiving management pay perceived medium and low level of motivation respectively with regard to Possibility of Growth.

The study reveals that 80.5 per cent in the category of Government Colleges perceived low level of motivation and 56.6 per cent employed in the Self Financing Colleges perceived high level of motivation as far as Possibility of Growth is concerned.

The study indicates that 42.2 per cent and 29.3 per cent of the respondents employed in Arts and Science Colleges and Professional Colleges perceived low and high level of motivation respectively.

The study has identified that 46.2 per cent of respondents in the men’s college perceived low level of motivation with regard to Possibility of Growth. The study also revealed that 27.9 per cent employed in women’s colleges perceived high level of motivation.
6.2.3. IMPACT OF INDIVIDUAL, FAMILY, CAREER AND ORGANISATIONAL VARIABLES ON HYGIENE FACTORS AND MOTIVATORS

The analysis revealed the impact of individual, Family, Career and Organisational variables of hygiene factors and motivators by using Kruskal – Wallis test and Mann-Whitney’s test.

6.2.3.1 Impact of Individual, Family, Career and Organisational Variables on Hygiene Factors

The analysis of hypothesis revealed the following findings. The relationship between perception on hygiene factors and the respondents individual, family, career and organizational variables were analysed by using Kruskal – Wallis test and Mann-Whitney’s test.

- The analysis of relationship between hygiene factors and Personal variables reveals that, out of five Personal variables namely, age, education, marital status and monthly income:

Age had significant association with College Policy and Administration, Supervision, Interpersonal Relations, Working Condition, Status and Job Security levels. Education had significant influence on College Policy and Administration, Supervision, Inter Personal Relations and Reward. Survey results indicate that, Marital Status had association with College Policy and Administration, Supervision, Interpersonal Relations, Reward, Personal Life, Status and Job Security levels. Number of Dependents had significant association with College Policy and Administration, Supervision, Interpersonal Relations,
Reward and Personal Life levels. Monthly Income had significant influence on Job Security level.

- The analysis of relationship between Hygiene Factors and Family variables reveals that, there are three Family variables namely: Type of Family Structure, Earner Status and Number of Children,

Family structure had significant influence on Supervision and Reward. Earner status had significant association with College Policy and Administration and Personal Life. Number of children had significant influence on Working Condition level.

- The analysis of relationship between hygiene Factors and career variables indicates that, out of six organisational variables namely Designation, Experience, nature of Employment and Nature of Salary of the respondents.

Designation had significant association with College Policy and Administration, Supervision and Status levels. It was found that, Teaching Experience had influence on College policy and administration, Supervision, Personal Life and Status levels. Nature of Employment had significant association with College Policy and Administration and Supervision levels. Nature of Salary had influence on Personal Life level.

- The analysis of relationship between hygiene factors and Personal variables reveals that, out of six organisational variables namely, Type of
management, Type of College, Status of the College, Location of the College and Nature of the College.

Type of Management had significant association with College policy and administration, Interpersonal Relations, Reward, Working Condition, Personal Life and Status levels. Status of the college had influence on Working Condition and Status levels. Location of college had significant association with College Policy and Administration, Working Condition and Status levels. Nature of College had influence on Reward and Status levels.

Type of college had influence on College Policy and Administration, Supervision, Working Condition, Personal Life, and Status Levels.

6.2.3.2 Impact of Individual, Family, Career and Organisational Variables on Motivators

The relationship between perception on motivators and the respondents individual, family, career and organizational variables were analysed by using Kruskal – Wallis test and Mann- Whitney’s test.

- The analysis of relationship between motivator sand organizational variables reveals that, out of five Personal variables namely, Age, Education, Marital status, Number of Dependents and Income:

  Age had significant association with Achievement and Responsibility Levels. Education had significant influence on Recognition and Work Itself levels. Survey results indicate that, Marital Status had association with Responsibility and Scope for Advancement levels. Number of Dependants had
significant association with Achievement and Possibility of Growth levels. Monthly Income had significant influence on Work Itself and Possibility of Growth level.

➢ The analysis of relationship between Motivators and Family variables reveals that, out of three Family variables namely: Type of Family Structure, Earner Status and Number of Children,

Family structure had significant influence with Recognition level. Earner status had significant association with Achievement and Scope for Advancement levels. Number of children had significant influence on Achievement and Responsibility level.

➢ The analysis of relationship between Motivators and career variables indicates that, out of four career variables namely Designation, Experience, nature of Employment and Nature of Salary of the respondents.

Designation had significant association with Work Itself and Scope for Advancement levels. It was found that, Teaching Experience had influence on Work Itself and Scope for Advancement levels. Nature of Employment had significant association with Achievement and Work Itself levels. Nature of Salary had influence on Responsibility level.

➢ The analysis of relationship between Motivators and organizational variables reveals that, out of six Personal variables namely, Type of
management, Type of College, Status of the College, Location of the College and Nature of the College.

Type of Management had significant association with Responsibility level. Type of College had influence on Recognition and Scope for Advancement. Status of the college had influence on Recognition and Possibility of Growth levels. Location of college had significant association with Recognition, Work Itself and Possibility of Growth. Nature of College had influence on Recognition and Responsibility levels.

It was identified that significant relationship exists between Personal variables: Age, Marital Status and Number of Dependents; Family Variables: Type of Family Structure; Organisational Variables: Type of Management and Nature of College and overall hygiene factors.

While, it is noted that, there is no significant relationship between Personal Variables: Education and Monthly Income; Family Variables: Earner Status and Number of Children; Career Variables: Designation, Experience, Nature of Employment and Nature of Salary and Organisational Variables: Type of College, Status of College, Location of the College and Overall Hygiene Factors.

It is inferred that significant relationship exists between Personal Variables: Age and Number of Dependents; Career Variables: Experience and
Nature of Employment and Organisational Variables: Type of College and Overall motivators.

The study further revealed that there is no association between Personal Variables: Education, Marital Status and Monthly Income; Family Variables: Type of Family Structures, Earner Status and Number of Children, Career Variables: Designation and Nature of Salary; Designation Variables: Type of Management, Status of the College, Location of the College, Nature of College and Overall motivators.

Three Motivators namely “Interesting Work”, “Feeling of being on things” and “Appreciation for Job Well Done” were identified as just three motivators among the ten by using Garrett Ranking Technique.

6.2.4. IMPACT OF MOTIVATION:

An effort has been made to study the impact of motivation, using two factors namely Hygiene and Motivators, on job involvement and organisational commitment.

6.2.4.1. Impact of Motivation on Job Involvement:

The findings show that job involvement is affected by College Policy and Administration to the extent of 1.588 times, Working Condition to the extent of -1.965 times, Personal Life to the extent of 0.245 times, Job Security to the extent of .386 times, Recognition to the extent of -0.121 times Responsibility to the
extent of 0.070 times Possibility of Growth of to the extent of 0.541 times whereas Supervision, Interpersonal Relations, Reward, Status, Achievement, Work Itself and Scope for Advancement do not contribute towards Job Involvement.

6.2.4.2. Impact of Motivation on Organisational Commitment:

This findings reveal that Organisational Commitment is affected by Supervision to the extent of -0.964 times, Interpersonal Relations -0.332 times, Reward to the extent of 0.618 times, Personal Life to the extent of 1.088 times, Status to the extent of 1.182 times, Job Security to the extent of 1.522 times, Work Itself to the extent of 0.297 times and Responsibility to the extent of -0.135 times whereas College Policy and Administration, Working Condition, Achievement, Recognition, Scope for Advancement and Possibility of Growth do not contribute towards Organisational Commitment.

6.3. SUGGESTIONS

Let us build teachers; they will build organizations, institutions and the whole nation. On the basis of the findings, the following suggestions are made:

College policy And Administration:

➢ The College Policy and Administration can be enhanced to help the teachers’ work with ease.

➢ The College Policies and Administration should be made flexible so that it may permit the teachers to do the job effectively.
The policies and the norms of the colleges should be in tune with the internal motivation of the teachers at ease and inspiration.

**Supervision:**

- The Supervision should not be partial / biased, favourism should not predominate.
- Supervision should play the role of a helpful friend and not a demanding employer.

**Interpersonal Relations:**

- Formal and informal meetings and get-together within the colleges can be arranged.
- The management should come forward to have a smooth relationship with the teachers.
- A separate grievance cell should be formed to address the problems smoothly.

**Reward:**

- Pay and promotion policies should be revised for self financing college teachers that would be in tune with the rapid hike is the cost of living.
- A dose of non monetary benefits should be given along with monetary benefits.

**Working Condition:**

- Improving the working environment and work place morale is of vital importance.
- Management may provide a conducive inspiring working environment
- Teachers must be trained to use Information and communication Technology ICT enabled teaching methods. Principals should ensure the availability of materials relating to instructional technology.

**Personal Life:**
- Flexible timing can be introduced to enable the teachers contribute their knowledge to a large number of students.

**Status:**
- Teachers should be made to feel proud of taking part in nation building by conducting programmes that boosts their morale.

**Job Security:**
- Job Security should be guaranteed which will result in better input from teachers.

**Achievement:**
- Teachers may be given opportunities to achieve.

**Recognition:**
- Superiors are expected to recognize /praise the work of teachers which will improve the level of motivation.

**Work Itself**
- Management must make the work interesting.
- Management must take steps to create involvement in the job.
Responsibility

- Teachers should be delegated to do important tasks.
- Teachers must be given the responsibility of designing the curriculum.
- Seminars must be conducted to make the teachers realise their responsibility.

Scope for Advancement

- Staff development programmes must be designed to help teachers enhance their knowledge.

Possibility of Growth:

- Teachers should be offered opportunities for professional and educational growth.
- The management can encourage teachers to acquire new skills.
- Professional support can be given to teachers through training opportunities.

6.4. SCOPE FOR FUTURE RESEARCH

The conclusion of the study throws light for further research in the field of education and human resource management. The areas of motivation, job involvement and organizational commitment are ever changing depending on periodic changes, attitudinal changes and the job nature. A conclusion in this field may be valid only under unchanging conditions. If change occurs they have to be researched on a periodical basis. Similarly the motivation, job involvement, organizational commitment varies from field to field. So this type of analysis can
be carried out for workers in other fields like manufacturing, banking and the like.

The students motivation, which is equally the purview of this study as it falls under a different area. This can be undertaken as a topic for future research.

6.5. CONCLUSION

In the prevailing scenario the motivation level of women teachers is rather inadequate and it depends on various Personal and socio-economic conditions. The burning desire within the teachers is the starting point of all accomplishment. Hence it is essential to induce this desire. The fuel to induce them to accomplish better could be hygiene factors and motivators. Motivated teachers, indeed become committed to the organization and involve themselves whole heartedly in their work.