With an increasingly interdependent society, performance of the government sector is essential for the long term success of any country. The present study attempted to understand factors that affect the human resources in government organization.

A review of the existing research indicated a lack of empirical data concerning the persons functioning in government sector. To overcome this lacuna, this study was undertaken. The study was at three levels. At the individual level the relation between climate, personality, stress, locus of control and education, with motivational satisfaction/dissatisfaction was studied. At the group level, the significant differences of persons at different levels of hierarchy, (staff, officers promoted from the staff level and direct recruits) were examined and discussed. From the organizational view point, the significant differences between high performers and low performers were studied.

Climate, role stress, locus of control, personality and experience and educational qualifications were the independent variables and motivational/hygience satisfaction-dissatisfaction were the dependent variables.

One of the administrative government organizations was selected for this research. Individuals were selected randomly from three levels of the hierarchy. The questionnaires were administered separately to each individual and the response sheets collected. After collection of data, statistical analysis was carried out. Mean, standard deviation, correlation, analysis of variance, regression analysis and Kruksale Wallis tests were carried out. The significant results of the study are:

Motivational satisfaction is significantly positively related to surgency (Factor F), Motivation & Distortion Scale (M.D.) of 16 P.F. scale; Role Challenge and Alienation Content of Climate Scale; Role erosion and Role isolation of stress scale and experience. It is significantly negatively correlated to Intelligence (B Factor) and Radicalism (Q.1 Factor) of 16 P.F. scale, and educational qualifications.

Hygienic satisfaction is significantly positively related to Motivation and distortion scale (M.D.), Surgency (F Factor), Positive character integration (Factor G), sophistication (Factor N), Freedom from
anxiety (Factor D) of 16 PF scale, Role erosion and personal inadequacy of stress scale and experience. It is negatively significantly related to Radicalism (Q.1 Factor) and Intelligence (B Factor) of 16 P.F. scale and educational qualifications.

Six of the ten role stress factors are correlated to motivational dissatisfaction and four with Hygienic dissatisfaction.

The three groups of staff members, officers and direct recruit officers significantly differed from each other on motivational factors, stress factors, climate factors, locus of control and personality. These differences give an insight into the specific deficiencies and also expectations of various groups which call for different interventions.

The comparative study of the high performers and the low performers revealed that the high performers perceived more stress than low performers. The only significant personality factor that they differed from low performers was Q.2. They were more group dependent. The high performers also experienced significantly more motivational and hygienic satisfaction.

These results indicate that necessary interventions are called for to improve the motivational/hygienic satisfactions of the individuals functioning in the organization.

For this the climate of the organization has to be improved. As the persons opting for the government institutions are highly qualified and intelligent, their innate potential must be maximally utilized; thus not only enabling the organizations to become effective but also for the overall development of the individuals functioning in these organizations.