PROCEDURE

From the preceding section it is quite clear that our study stands divided into two parts.

**Part A:** Ascertaining the components of conscious motivational aspects for employment.

**Part B:** Ascertaining the components of unconscious motivational aspects for employment.

In order to obtain and accomplish the subsequent objectives of the two parts, the following steps have been followed:

**PART-A**

(Steps related to study of conscious Extrinsic and Intrinsic motivational aspects)

1. Ascertaining the components of "composite" criterion for conscious motivational aspects of employment.
2. Construction of the questionnaire for Extrinsic and Intrinsic conscious aspects.
3. Selection of the rural and urban areas for study.
4. Obtaining samples.
5. Collection of the relevant data with necessary precautions.

**PART-B**

(Steps related to study of unconscious Intrinsic and Extrinsic aspects)

(a) Unconscious Intrinsic Aspects:

1. Selection of the T.A.T. cards for final study.
2. Collection of the responses with necessary precautions.
(b) Unconscious Extrinsic Aspects:

Step i) Selection of the unconscious extrinsic aspects.
Step ii) Preparation of the interview schedule.
Step iii) Collection of the relevant data.
Step iv) Analysis of the interview schedule responses.

PART - A

i) Ascertaining the components of a composite criterion for conscious motivational aspects:

This phase of the study proceeded through the following steps:

(a) Review of the related literature.

(b) A comprehensive list of authorities, of different institutes for motivating self-employment, of the self-employment schemes of the different Nationalized Banks, of other agencies which give assistance to the self-employed, as also of the different employment areas and employment exchange offices of West Bengal was prepared. It was decided to treat the enlisted persons as a "pool of experts" who can give an outline of the general trends of the conscious motivational aspects for the people engaged in the different types of employment areas.

Only 20 professionals were selected randomly from the total list. After making prior appointments, an informal discussion was held with each of them in order to derive the guideline about the probable psychological climate related to motivating the people towards a particular field. Along with the motivational climate of a particular field, some information about
the demographic aspects — such as the age limit, educational qualification, socio-economic background etc. of the people under survey were selected.

(c) Simultaneously, interviews were held with 60 employed people (either engaged in self-employment or in a salaried job) of rural and urban areas to reveal what they feel about the motivational aspects operating in the selection process of their respective jobs. Information was also gathered from their family members to reveal what they feel about the probable causes for employment motivation.

(d) Taking ideas from the above three aspects, a semi-structured open-ended interview schedule was prepared. A pre-pilot survey with a total of 40 members was conducted. Some statistical analyses were made on their given responses.

On the basis of the statistical analysis and with experts' opinion 45 items were selected as conscious motivational aspects. All these steps give an overall view of the subcriteria of employment motivational aspects. For this purpose a preliminary collection of 68 items were reduced to 45 usable items by a panel of 5 judges according to the following criteria:

1) Items should be relevant to the conscious correlates of employment motivation.
2) They should be relevant to the Indian employment situation.
3) The items should be of a fairly general nature, relevant to workers in as many types of organizations and industries as possible.
4) They should be equally relevant to Rural and Urban people.
5) The items should have a low verbal level so that they could be readily understood.
6) They should be reducible to a single adjective or a short unambiguous phrase.
These 45 items were grouped into subcriteria. All the criteria are supplemented by findings from survey of literature, in order to arrive at a set of operationally definable components of the composite. In 90% cases, the items of circumstantial presses are expressed by the group in a negative (motive to avoid failure) way. For this reason, items in this subcriterion were arranged in terms of the conscious feelings as revealed by the group. List of the subcriteria for conscious motivational aspects were then prepared considering all the depicted aspects.

An information schedule was next drafted. To identify the specific factors and at the same time to measure the degree of importance of each such specific factors, all the items were arranged in a rating scale. After a preliminary survey with 25 people of all groups, a five point rating scale was selected for the purpose. It required the respondent to reflect how much importance he personally attached to each of the subcriteria with regards to its contribution in motivating him to an employment situation or his engagement in an active role of a particular employment field. The respondents had to express their opinion on the rating scale, the 5 equidistant points describing opinion categories — "Very important", "Important", "Neither important nor unimportant", "Unimportant" and "Not important at all" with scale value ranging from 5 through 1.

The schedule was then administered individually in 25 members for each group. For this purpose data was collected from 100 subjects. Their responses were then utilized for deciding which subcriteria would be finally retained. For this purpose, the middle point opinion continuum was arbitrarily selected and assumed as important enough for motivating one to a particular
area. Considering the responses of the four groups of subjects, the subcriteria which received an average score above 3.00, at least from any of the four groups were selected for the study. The subcriteria, whose average score from all groups were below 3.00, were rejected. Adoption of this principle resulted in the retention of the subcriteria for the final schedule and final study.

Upto this step, the subcriteria of conscious motivational aspects for employment were depicted.

ii) Construction of the questionnaire for extrinsic and intrinsic conscious aspects:

A questionnaire was prepared with the guidance of Likert's (1961; Lawler's (1969); Porter's (1962, 1963); Maslow's (1954, 1970); Vroom's (1964) and Lewin's (1957) ideas concerning the conscious motivational aspects of work. The questionnaire was written in Bengali (Appendix A).

Though the items of this schedule were selected on the face validity of the experts' opinion, yet to minimize the errors of subjective judgement and at the same time to obtain the more precise state of conscious motivational aspects, content validity of the items should be tested. To test the content validity, the 'item total correlation' was computed. Computing the 'item total correlation' only 38 items were selected. Out of them 14 were of extrinsic conscious motivational aspects and rest 24 were of intrinsic conscious motivational aspects. Out of 24 items, only 20 items were categorically arranged according to Maslow's (1954, 1970) specific need categories (security need, esteem need, social need, and self-actualization need). The rest of the four highly correlated items of this questionnaire did not fit neatly into a specific need area but they were retained for final study as they revealed the conscious feelings of the people under study and could be thought of as multiple needs or non-specific
needs (Maslow, 1970; Porter, 1962; 1963). The items having the 'item total correlation' value significant at .05 level were only selected. 7 items of the previous pilot survey were rejected for low correlation value. Testing of the validity of the questionnaire as well as its reliability were determined before actual study. Before testing the reliability and validity one of the important steps of this questionnaire construction was to test its objectivity. Objectivity is of two types — objectivity of the items and objectivity of scoring. Former implies items bearing the same meaning of each test to the constructor, administrator, testees and the scorer. This step was followed strictly in selecting the items for a subcriterion. The latter was found to be inherently present in the nature of the questionnaire (Marshall, 1949).

After testing the objectivity, validity and reliability of the questionnaire, the final study should be made with it.

iii) Selection of Rural and Urban areas for study:

Before taking samples of the research population, rural and urban areas for the study were selected. For this purpose the following Districts of West Bengal were considered:

1. Burdwan
2. Calcutta
3. Midnapur
4. Nadia
5. 24-Parganas
### List of the Urban & Rural Areas:

<table>
<thead>
<tr>
<th>Urban Areas</th>
<th>Rural Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Asansol</td>
<td>Bhawanipur (Near Bogula of Nadia)</td>
</tr>
<tr>
<td>2. Burdwan</td>
<td>Kumarpara</td>
</tr>
<tr>
<td>3. Barasat</td>
<td>Damani (Burdwan)</td>
</tr>
<tr>
<td>4. Calcutta</td>
<td>Kals</td>
</tr>
<tr>
<td>5. Ridnapur</td>
<td>Neamotpur</td>
</tr>
</tbody>
</table>

List of the villages were greater than urban areas because the research population specially the graduate self-employeds were very limited for rural areas and for this reason survey had to be conducted on a large range of villages. All these villages and urban areas were selected by considering demarcation in the nature of the values of second independent variable as proposed by Indian Postal Department, 1979.

#### iv) Procedure for obtaining sample:

200 employees (self-employed and salaried) were selected categorically of which one hundred were from RURAL AREA and the other hundred from the URBAN AREA. Under each area of living, 50 Ss were engaged in salaried jobs while the other 50 were engaged in self-employment. Thus we have four groups.

<table>
<thead>
<tr>
<th>Group I</th>
<th>Urban self-employed people (N=50)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group II</td>
<td>Rural self-employed people (N=50)</td>
</tr>
<tr>
<td>Group III</td>
<td>Urban salaried people (N=50)</td>
</tr>
<tr>
<td>Group IV</td>
<td>Rural salaried people (N=50)</td>
</tr>
</tbody>
</table>
All of the Ss were Bengalees people, selected from Rural and Urban areas of West Bengal. The whole population had the (i) common educational background (graduate level of education), (ii) common age level of 24 years to 34 years, (iii) 2 to 6 years of employment experience, (iv) averagely enjoyed the same earning structure (Rs. 500/- to Rs. 1200/-).

For collection of the research population, lists of names of self-employed from different nationalized Banks, motivational institutes and from other unorganized common sources were collected. From this collected list at first interviews were made with them to gather the nature of the controlled conditions. Then a list of the population under controlled background conditions were only considered. 100 self-employed were selected randomly for the study from the specific control groups. 100 salaried people were selected in the same random manner from their respective employment areas.

v) Collection of the relevant data:

Each of the randomly selected individuals were interviewed with the questionnaire after making prior appointments with them. The questionnaire was administered individually to each S after giving the necessary instructions. Each individual was requested to give his own ideas freely and correctly as far as possible. Before administration of the questionnaire an inquiry was made on the predetermined controlled condition of intervening variables. Subjects responses were carefully collected with the necessary precautions.
vi) Statistical treatment of the questionnaire responses:

The responses collected through the questionnaire were quantified according to Likert's method and these formed the raw scores of the criterion measures. Here conversion to the standard score was not necessary, because ordinary summed ratings bear 0.99 correlation with that of the standard scores. Summed scores thus obtained were grouped for the different sub-criteria as well as for composite criterion. The effectiveness of a particular sub-criterion was assessed from the "mean value" of the criterion in terms of a 5-point rating scale.

Firstly, it was necessary to determine whether there existed any differences between the nature of the matched conditions for the four groups. Though sufficient care was taken in controlling the nature of the intervening variables, yet a statistical test was necessary to prove the validity of the controlled intervening conditions. For this purpose Duncan's Range Test (McGuigan, 1969) was found to be most suitable statistical technique.

A general rule for testing group differences is that if the differences between two extreme means appear to be insignificant, there would be no need for further testing of lesser differences among other groups.

After ascertaining by Duncan's Range Test the influence of the intervening variables the data were arranged for application of a two way ANOVA.

Before actual analysis, the choice of correct error term was considered. For this purpose characteristics of independent variables of the factorial design was considered. Considering the independent variables, model of factorial design was prepared.

The two-way ANOVA had to be used in order to test the hypotheses.
(a) **Unconscious Intrinsic Aspects**

1) **Selection of the T.A.T. Cards**

After review of the previous research works (McClelland & Atkinson, 1948; 1953; McClelland, Clark, Roby & Atkinson, 1949; Shipley & Veroff, 1952; Veroff, 1957; McClelland, 1955; 1956; 1965; Murray, 1938; 1943; Hartman, 1970; Murstein, 1963, etc.) and with experts' opinion 14 cards were selected for pilot study.

All these selected cards were presented to the subjects individually with standard instructions of Murray (1943). From the analysis of the projected materials the following cards were selected for the final study. They are as follows:

1, 2, 3BM, 4, 6BM, 7BM, 8BM, 12K, 13MF and 17BM (of Murray's T.A.T. card series). These cards were presented to the subjects in this serial order (Bellak, 1975, Hartman, 1970, etc.).

The reasons behind using all of these cards are given below:

1. To estimate the reliability of the identified projected needs by making the correlation among the analysed content of the projected materials of different cards.

2. To identify the degree of intensity of a particular dynamic need within a person by analysing the projected contents of all these cards (Reitman & Atkinson, 1966).
3. "... for practical reasons it has become more and more customary to use only 10 or 12 pictures" (Bellack, 1975) for identifying the personality structure of a person, i.e. his unconscious drives, conflicts, anxieties, defensive style, ego strength etc.

ii) Collection of the responses with necessary precautions:

The T.A.T. was administered to randomly selected 35 members of each group. Data was collected from a total of 140 members out of a total of 200 members selected from the population. The basic design of the study was a 2X2 factorial design. All the selected cards were presented to the subjects individually with the standard instructions of Murray (1943).

As in every testing situation, the subject was put at ease and a proper non-committal rapport was established before starting the test. Administration of the test was started only after a clear perception of the instructions by the subject. Then ten T.A.T. plates were administered one by one (in a pre-determined serial order) giving 5 minutes time to each picture and the subject was asked to tell a story following the necessary instructions (Murray, 1943). The instructions were presented in such a manner that it initiated the subject to express his imagination freely and spontaneously.

The subject was given encouragement every moment without any kind of suggestions or help. Care was taken in the nature of his expressions and ways of story construction. When the subject became involved in too long descriptive stories, or gave only a brief story, he was reminded of the general instructions.

The story was recorded separately on the record booklet and preserved carefully for analysis of the responses.
iii) Analysis of the T.A.T. responses:

The collected T.A.T. stories were analysed **qualitatively** on the basis of the revised short form of Bellack (1975) and it led to an examination of 10 variables:

- Main theme
- Hero
- Conception of the environment
- Relationship with others
- Significant conflicts
- Nature of anxieties
- Main defences
- Super ego structure
- Integration and Strength of the Ego

Qualitative analysis helps to identify individual's personality as being composed of many divergent and often conflicting needs which have the potential of motivating human behaviour (Murray, 1938).

The list of needs included for this purpose was selected with reference to Murray (1943) and Bellack (1975). 'Achievement need' of this study was the combination of Murray's (1943) list of needs of 'abasement' and 'achievement'. The other needs of the study were the same as Murray's (1943) original list. The nature of the anxieties, conflicts and defences were selected by following Bellack (1975), Brown (1969) and Freud (1933, 1938, 1956).

Analysis of the components of the dependent variables led to a complete structure of the individual personality dynamics which were to be depicted. Systematically analysing unconscious causal chains, of the total personality structure, the underlying unconscious chain of events that led to the behaviour could be traced and causal relations were cleared. Such analysis of projected fantasies in terms of causal relations of the latent aspects would supply the unconscious motivational bases (Freud, 1956). Identifying the locus or mode of operation of the unconscious causal chain we could fit them in different
levels of psychosexual development as proposed by Freud for interpreting the unconscious motivational variables. For this purpose some suggestions were taken from Brown's (1969) concept of normal development. His suggestions, helped to identify the different interdependent functional factors of unconscious motivation. The total unconscious drives of a subject was finally determined in terms of the nature of functional relationships among the interdependent components of the unconscious variables.

At first responses for each story was analysed. On the basis of a total of 10 stories, a summary of the 10 variables were made. This summary helped to construct the final report about an individual.

On the basis of each of the final reports an integrated summary for a particular group were prepared. 35 final reports thus constituted an integrated summary of responses for a particular group. In this way, four integrated summaries of the T.A.T. responses were prepared for four different groups. The detailed description of the integrated summary is presented in Chapter V.

(b) Extrinsic Unconscious Aspects:

1) Selection of the unconscious extrinsic aspects:

This phase of the study proceeded through following steps:

a) Review of related literature,
   b) Informal interviews with employees and their family members.

Taking ideas from the above two aspects, an interview schedule was prepared. The schedule was constructed to get information about three main back-
grounds and was divided into three parts accordingly:

Part A — **FAMILY BACKGROUND** consists of variables related to (i) family history & (ii) employee-family relationship.

Part B — **ACADEMIC BACKGROUND** consists of variables related to (i) early academic phase of development and (ii) late academic phase of development.

Part C — **EMPLOYMENT BACKGROUND** consists of variables related to (i) early phase of the employment-related background and (ii) late phase of the employment-related background.

ii) Preparation of the Interview Schedule:
Taking each of these aspects into consideration a good number of questionnaires were prepared and circulated among some experts in the line for their comments, alterations, and additions. Then the items were incorporated and a survey was carried out to know which responses were ambiguous and irrelevant for the purpose. After careful scrutiny 44 items were selected for final use.

iii) Collection of the relevant data:
The interviews with the structured schedule were conducted with all the subjects after T.A.T. administration. The subjects were asked to express the necessary information as correctly as possible. The instructions were given in such a manner that it initiated the subjects to express freely the necessary information.

The information was recorded separately on a record booklet and preserved carefully for analysis of the responses.
(iv) Analysis of the response:

The collected information were analyzed qualitatively and quantitatively in terms of percentage of cases for a particular group. The results of the quantitative analyses were considered for testing of the hypotheses.

At first responses for each of the subjects were analyzed. On the basis of these, a final report was constructed for each of these interviewed individuals. Fifty final reports constituted an integrated summary of responses for a particular group. In this way four integrated summaries of the interview responses were prepared and the results have been discussed in the next chapter.