CHAPTER I

INTRODUCTION

This chapter contains the background, conceptual as well as theoretical framework on which the thesis is embedded. It presents the objectives, hypothesis, research questions and significance of the study. At the end, it also explains the limitations and an overview of the remaining chapters of the thesis.

1.1 Background of the study

According to Craig C. Pinder, work motivation is defined as the set of internal and external forces that helps to initiate employees' work-related behavior, and determine its form, direction, intensity, and duration (2008, p. 11). Similarly, (Parrey & Bhasin, 2012) added work motivation, should be reflected in "what a person does (direction), how hard a person works (intensity) and how long a person works (duration)". Motivation exerts a driving force on employees' action and work efforts. The definition views work motivation as an invisible, internal and hypothetical construct. It predicts attitudinal outcomes (e.g. job satisfaction, job performance, job commitment) and different work-related behavior (e.g. turnover intention and absenteeism) of employees'.

Various scholars of psychology, economics, and management have tried to find out the sources of motivation on different work efforts in spite of working together under the same level of environment and supervision (Morris, 2009). The amount of efforts, employees are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied (Mukammad, Mahum, Rabab, & Amna, 2014). Thus, the success of an organization in realizing its objectives heavily depends on the motivation level of its employees'. The motivation level of an individual
is also significantly different as how they perceived the job, their individual interest, knowledge gained and working environment of the organization. To enhance the work efforts and motivation level of employees', it is necessary to understand the factors that affect at work places which is an important area in research (Parrey & Bhasin, 2012). Following such a definition of Craig C. Pinder, there are divergent factors that affect in some ways and other an individual's desire to provide efficiency on organizational performance. Motivation is reflected by connectedness to one’s work, it may foster a mental frame in which one’s role is perceived to include a wider array of behaviors that could ultimately benefit the organization (Kinger & Mesci, 2010).

Organization behavior and human resource management theorist universally accepted that employees (human resource) are more important assets especially in service industry compared to production industries (Mukammad, Mahum, Rabab, & Amna, 2014). Employees have own conceptualization of the factors that drive the process by which behavior is energized, directed and sustained in organizational setting. The changing view of organizational environment and employee motivation has led to a multitude of theories how the job, rewards and environment influences the motivation and performance of employees'. The study (Steers & Porter, 1991) stated that “a comprehensive theory of motivation at work must address itself to at least three important sets of variables which constitute the work situation” i.e. the characteristics of the job and the characteristics of the work environment. Positive job characteristics and work environment help to lead greater effort that would have been the case in their absence (Bonner & Sprinkle, 2002) although the ways these schemes work differ greatly. Working conditions and work forms are constantly changing new studies that are called for in order to increase the understanding of factors and processes and
influence an employees' motivational level. Thus, this research aims to explore the
determinants and outcomes of work motivation in Nepalese context in present situation.

High level of employee motivation and individual interest on the organization
show better performance whereas the low interest of the employees reduces the
performance of the organization. Thus, motivation is an important determinant of
organization performance of employee at the workplace. A study on effective factors
on employee motivation on 151 employees who were working in public offices in the
city of Kashan, Iran found the linear relationship between employee motivation and job
performance (Ghodratia & Tabarb, 2013).

The classical theory of management portrayed that employee working behavior
has been determined by rational economic behavior and believed that their workforce
is driven by the desire to earn the money most (Fre47). There after a new theory was
put forward (Mayo, 1949) proposing that the reason why some workers slowed down
their effort towards the end of their day must result from some factor which was
preventing these workers from keeping up their effort in working environment. Then
the concept of other factors has also important role in motivating employee and to
increase the efforts of employee in the organization has been accepted along with the
money matter (Lathman, 2007).

The working environment includes all the conditions, circumstances and
influences surrounding a person who is doing a specific task. Better workplace
environment motivates employees and help to produce better results which includes
physical environment, co-workers support, supervisor's behavior and incentive systems
etc. The high levels of employee productivity depend (Vischer, 2007) on the conducive
physical environment of the organization. Similarly, another study, (Taiwo, 2010) on
"The influence of work environment on worker's' productivity" in Lagos, Nigeria found
that the work environment is poor to enhance their productivity and 70.49% of the respondents were of the opinion that high pay and encouraging work environment are the factors that leads to improvement in workers’ performance. Similarly, the high-quality relationship of co-workers existed to share the resource and support exchanges between team members help the workers to exert more efforts on the organization (Liden, Wayne, & Sparrowe, 2000).

Jobs that are meaningful, interesting and challenging motivate greater efforts and enhance employees' performance, satisfaction and commitment (Hackman & Oldham, 1976). The study indicates that variation in the nature of task itself can influence performance and satisfaction. A study conducted by (Mukul, Rayhan, Hoque, & Islam, 2013) concluded that job characteristics play an important role to determine workers’ job satisfaction and performance that increase productivity, commitment in pursuing the goal of the organization. The presence of positive job characteristics (perks) is believed to be reinforcing and serves as rewarding employee to continue to carry out the task assigned, thus contributing towards organizational effectiveness and vice versa.

It is widely accepted that the high payment to employee is the first factor to motivate them for the better performance, however, it is necessary to go beyond this narrow conception of human beings (Sorauren, 2000). Empirical evidence indicates the monetary incentives that have widely varying effects on effort and, consequently, oftentimes do not improve the performance (Bonner & Sprinkle, 2002, p. 303). Apart from the monetary incentives, there are various other organizational dimensions to motivate the employees that can be reflected on work performance of the employee.

Work activities have been reshaped due to the globalization and technology development. Working environment and work forms are also constantly changing especially in-service industry. New studies are called for in order to increase the
understanding of the determinants and output of work motivation in such industry. Thus, this study selected a comprehensive model of work motivation such as environment and job characteristics to study the changed behavior of the faculty in their working places.

1.2 Statement of the problem

Motivating the employee to work more effectively towards the organization's goals is perhaps the most fundamental task of management (Elding, 2008). The globalization of businesses, the advancement of information technologies, nature of job, working environment and individual needs have brought changes that are reshaping the work globally (Bjorklund, 2001). These factors alter the ways of employee behave and the way managers manage their employees. Organizations are motivating their employee to perform effectively by offering rewards for satisfactory performance and perhaps punishing them for unsatisfactory performance. Thus, for the better performance of the organization, the management should always be keen on assessment of employees’ motivational level and their needs, desires and expectation except the existing salaries and benefits.

Many researchers concluded that most of the practices used to motivate employee in the organizations are in use because those have always been in place, because others do so or because the organizations simply lack the correct information, resources or measurement tools to evaluate whether their practices are efficient or not (Sorauren, 2000). Thus, the changing view of organizational rewards and employee expectation has enhanced organizational behavior and human resource management researcher to search new direction and ways on the influence of various factors of employee motivation.
The empirical study of (Adhikari & Gautam, 2011) shows the challenges of different types of Nepalese organizations that have been found to be unable to motivate their employees to enhance the quality of work. Similarly, the study further shows that leaders have poor performance and competencies, employees are highly dissatisfied with pay management and benefit as a result, the working environment does not support to keep qualified staff permanently in their organizations.

As the various challenges are found in different Nepalese other organizations, the same types of challenges are found in higher educational institutions of Nepal. Except few technical institutions, public is raising serious questions on its quality, academic standards and faculty” dedication on most of constituent and affiliated campuses of TU. University classes mostly consist of lecture methods, and learning is simply the passive absorption of facts rather than any active intellectual discourse, participation or research. Seminars and discussions rarely take place and reading assignments, drafting term-papers, project work, and case studies are unheard (Mathema, 2007).

The roles and responsibilities assigned to lecturers and professors is rarely fulfilled being serious in the appointed institutions rather the qualified faculty’ move around in different other consultancies and private institutions due to unsatisfactory working motivation and environment although Tribhuvan University and its constituent campuses get 3,91,55,00,000 out of which 5,14,78,27,500 total budget of the Nepal government in higher education Nepal (Annual report 2012/2013). Tribhuvan University and its campuses are unable to motivate faculty providing the sufficient exposure even getting the huge amount of budget from Nepal government which has resulted the low pass rate i.e. only 28% in average including technical subject (EMIS 2012/2013).
The consequences of excessive moonlighting and absenteeism among faculty members is that the country’s elite scholars and scientists slowly become isolated from the international community of academics and scholars and lose their ability to keep up with developments in their own field. As the university loses its ability to act as a reference point for the rest of the education system, the country suffers as it finds it harder to make key decisions on matters of national interest also (Mathema, 2007).

The study of Nepalese organization by (Agrawal, 2005) found that motivational aspects of employee are completely ignored. Thus, these organization generally complain poor motivation and gross under-utilization of employee. Further he added work environment and job characteristics are totally neglected in Nepalese organization for employee motivation because every manager thinks employee works only for money.

While studying Nepalese and international researches that have been already carried out in similar topics of this study, no identical research was found till date in the impact of environment and job characteristics on attitudinal and work-related behavior of higher educational institutions of Nepal. With these caveats in mind, this study aims to identify and address these issues especially in Nepalese higher educational institutions of Nepal.

1.3 Significance of the study

Individual’s achievement and the goals of organization are independent process linked by employee work motivation. Individuals invest and direct their efforts to achieve organizational objectives and their personal needs motivating themselves in the workplace. Thus, organizational goals are directly or indirectly linked to the individual needs and their motivation level.
The interest in work motivation has been increased due to higher globalization, changes in work environment, changing composition of work force and growing service industry globally. Employees are the main assets especially in-service industry (Bjorklund, 2001). Work activities have been reshaped by computer technology and the trend have been shifted from manual labor to specialized service (Alder, 1992) have contributed to the emergence of a large percentage of high performance jobs (Skinner, 2000) and this trend is continuing. This situation has reduced the employer power and managerial control over employees, thereby placing greater work efforts in the hands of employee (Morris, 2009). Thus, the growing sector of service industries, new horizon has emerged for the study of work motivation in education industry.

The organization which follows the mechanical process at least which defines the production capacity that can be compared with efforts of employees but the work efforts of employee working in service industries exert on employee himself/herself. The determination of the efforts of the employee in work place, depends on various motivational factors that not only energize the employee but also create the motivational environment for the better performance that should be considered by the organization. Thus, in this study an attempt is made to analyze the various determinants of employee motivation and their effect on job performance in the selected government, community and private education sectors.

Unless and until the pleasant working environment provided, employees of any organization are not satisfied / motivated for the supply of maximum work efforts. It encourages employee to supply more efforts which ultimately helps to increase the effectiveness and efficiency of the organization. All these issues call for research efforts, so as to bring to focus how an appropriate work situation can influence
employee to develop positive attitude towards their job and thereby increase their performance.

Similarly, this study focuses on individual differences in terms of their interest, needs, preferences, and motivation matters. What motivates one employee may not similarly motivate another. The preference of rewards and perceived achievement also differ greatly. The organization achievement is greatly depending on individual interest and needs.

In the same way, the job characteristics provided to the individual in the workplace determine the motivational level of employees. The job characteristics that provide regular feedback as well as a sense of task completion, and for employees to monitor their own behavior and gain an increased sense of individual that increase the individual efforts on the workplace. Thus, the job has assumed unique characteristics that can have an important impact on his/her work behavior.

In conclusion, this study has been selected the environment and job characteristics as a system perspective i.e. instead of viewing these variables as three static lists of items, consideration has been given to how they affect one another and change over time in response to circumstance. Thus, the inclusion of all these variables would explain unique variance in determinants and attitudinal outcomes of work motivation among the faculty members of the campuses of Tribhuvan University.

1.4 Objectives of the study

The overall objective of this study is to explore the determinants of work motivation and their impact with work-related and attitudinal behavior of the faculty members. The positive perception of the employee regarding the determinants of motivation has been taken as a source of work motivation and negative perception of employee towards the determinants has been taken as a source of demotivation. For the
explanation of the relationship between these variables a comprehensive motivational approach has been selected including the variables such as environmental and job characteristic as an independent variable, and attitudinal and work-related behavior as a dependent variable.

The specific objectives of this study are:

1. To examine the relationship between current and expected perception of faculty members towards supervisor's behavior, co-worker's behavior, physical environment, incentive system and job characteristics in their working places.

2. To examine the relationship between perks with attitudinal and work-related behavior of the faculty members'.

3. To examine the relationship between irks with work attitudinal and work-related behavior of the faculty members'.

1.5 Research hypothesis

The following hypothesis were formulated to achieve the objectives:

H01: There is no significant difference between current and expected perception of faculty members towards supervisor's behavior, co-worker's behavior, physical environment, and incentive system and job characteristics in their working places of faculty members of higher educational institutions of Nepal.

1.1 There is no significant difference between current and expected supervisor's behavior of faculty members'.

1.2 There is no significant difference between current and expected co-worker's behavior of faculty members'.

1.3 There is no significant difference between current and expected physical environment of faculty members'.
1.4 There is no significant difference between current and expected incentive system of faculty members'.

1.5 There is no significant difference between current and expected characteristics of job of faculty members'.

H02: There is no significant difference between perks with attitudinal (job satisfaction, job commitment and job performance) and work-related behavior (turnover intention and absenteeism) of the faculty members'.

2.1 There is no significant difference between participative supervisor's behavior with attitudinal and work-related behavior of the faculty members'.

1.2 There is no significant difference between team support co-worker's behavior with attitudinal and work-related behavior of the faculty members'.

1.3 There is no significant difference between infrastructure development with attitudinal and work-related behavior of the faculty members'.

1.4 There is no significant difference between personal safety measures with attitudinal and work-related behavior of the faculty members'.

1.5 There is no significant difference between incentive system with attitudinal and work-related behavior of the faculty members'.

1.6 There is no significant difference between one's positive evaluation of job characteristics with attitudinal and work-related behavior of the faculty members'.
H03: There is no significant difference between irks with work attitudinal (job satisfaction, job commitment and job performance) and work-related behavior (turnover intention and absenteeism) of the faculty members’.

3.1 There is no significant difference between autocratic supervisor’s behavior with attitudinal and work-related behavior of the faculty members’.

3.2 There is no significant difference between lack of co-workers’ support with attitudinal and work-related behavior of the faculty members’.

3.3 There is no significant difference between one's negative evaluation of job characteristics with attitudinal behavior and work-related behavior of the faculty members’.

1.6 Research questions

Based on the research objectives a set of research questions were formulated for assisting in collection of information from the respondents. This study was conceptually categorized into three components based on the research question. The first component was precisely related to measure the present and expected perception of the faculty members towards the independent variable observed by faculty in different campuses. The second was the exploration of causal relationship between the perks with attitudinal and work-related behavior of faculty in their work place. Next one was related to explore the relationship between irks with attitudinal and work-related behavior.

1. Is there significant difference between current and expected perception of faculty members towards supervisor's behavior, co-worker's behavior, physical environment, and incentive system and job characteristics in their working places?
2. How do the perks affect on attitudinal and work-related behavior of faculty members’?

3. How do irks affect on attitudinal and work-related behavior of the faculty members’?

1.7 Theoretical framework

This study is based on the expectancy theory of motivation. This theory (Vroom, 1964) introduced new concepts of Valence, Instrumentality and Expectancy. Valence means the strength of the individual's preference for a particular outcome (Khan & Mansoor, 2013, p. 42). Instrumentality refers to such a condition in which a person is sure that he/she will receive a reward if he/she performs well. Expectancy refers to the certainty that the work performed by individual would help him to achieve desired performance (Sengupta, 2010). This theory (Vroom, 1964) depicts a process of cognitive variables that reflects individual differences in work motivation and efforts. It has served as a rich source of theoretical innovation in domain of organization behavior (Naylor, Pritchard, & Ilgen, 1980). Therefore, expectancy theory provides a useful common ground to explain the employee motivation by bringing together individual, job and environment characteristics.

Expectancy theory proposes that an individual act to maximize his/her accepted satisfaction with outcomes. It is related to rational behavior and about choice of an individual. This theory recognizes individual variations in need strengths by recognizing that everyone does not value the same rewards equally; employee attach with different valance to potential outcomes. Employee also differ in their perception of how equitable a given level of reward is. The theory emphasizes that individuals
have differing beliefs or expectancies that certain actions on their part will ultimately lead to desired rewards (Steers & Porter, 1991).

It also includes job related variables that job attributes can at time serve as a source of intrinsically valued notion of the role clarity; that is, performance can often be improved by specifying more carefully the direction of behavior. Job characteristics provide regular feedback as well as a sense of task completion. Thus, specific characteristics of a job can increase an employee's sense of attachment to the organization. Understanding how one's job contributes to interdependent outcomes enhances feelings of embedment and accountability. Similarly, awareness of outcomes (feedback) can lead to a strong feeling of mutual responsibility. A job that allows a high degree of autonomy and the absence of close supervision suggests a situation characterized by trust (Coetzee & Rothmann, 2005).

Finally, the theory focuses on explicitly on several work environment influences on employee performance. This theory focuses the necessity of analyzing relationship between variables as a prerequisite to an understanding motivational process.

This theory suggests that people not only are driven by needs but also make choices about what they will or will not do. The theory proposes that individuals make work-related decisions on the basis of their perceived abilities to perform tasks and receive rewards. Expectancy, instrumentality and valence are given probability values. Because the model is multiplicative, all three variables must have high positive values to imply motivated performance choices. If any of the variables approaches zero, the probability of motivated performance also approaches zero. When all three values are high, motivation to perform is also high. Vroom’s expectancy theory suggests that both situational and personality variables produce motivation (Sengupta, 2010).
1.8 Conceptual framework

As the definition given by (Pinder, 2008) work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to establish work related behaviors, and to determine the form, direction, duration and intensity of these behaviors of an employee. It is the degree and type of effort that an individual exhibit in a behavioral situation. There are many aspects of motivation in an organization, a person motivated by those aspects may not necessarily motivate another person gives reasons, because there are many different factors that affect motivation level of different employees. Employees are naturally motivated, and organization simply provides the environment for their motivation to be enhanced and improved. For the base of employee motivation in organizational settings, the proper consideration should provide on several set of variables that influence motivation (Perry & Porter, 1982) for example job and environmental characteristics.

The first variable that is changed or modified to affect motivation, involve what the person does at the work that is the nature of the job or the collection of tasks that compromise the job (Perry & Porter, 1982). For example, the skill variety, task identity, task significance, autonomy and feedback are also important job determinants to motivate employee in the work place as they promote work satisfaction, internal work motivation, performance and reduced absence and employee turnover intention.

The second variable that is changed or modified to affect motivation, involve work environment characteristics (Perry & Porter, 1982). The modified model of Steers (1987) was used to explore the characteristics of environment. Work environmental factors include supervisor's support, co-worker's support, physical working condition, and incentives system in the determination of employee work performance. Mitchell & Daniels (2003), because of the motivation's role in influencing workplace performance
and behaviors, it is a key factor for any organizations to understand and to restructure the work environment to encourage productive behaviors; and discourage the unproductive behavior. It means that an organization is a better environment and working atmosphere provider which only needs to believe that the people have the motivational behavior.

The employee is considered as the best performer in any organization when she/he works voluntarily more than the minimally explained in the job description that has been provided him/her. It is a theoretically and practically important construct which is directly related to performance of an organization. The positive internally motivated employee can spend more efforts. Work motivation and work efforts are not synonyms, but they are closely related construct and are often used interchangeably (Morris, 2009) and in the same way these two words have been used in this study.

This study tries to show by broadening the scope of the economic assumptions, it would be possible to develop a richer model of work motivation and, consequently, to reach better and more comprehensive results. By considering more human dimensions than just the extrinsic one, it will help to explain some economic facts that are unexplainable under the current assumptions. The positive characteristics (perks) of these variables provoke negative performance on employee that leads to increase job commitment, job performance and job satisfaction meanwhile the negative characteristics (irks) of these variables create de-motivation on employee which help to turnover and absenteeism. The conceptual framework of this study has been shown in figure 1:
1.9 Limitations of the study

This study had several limitations though it was carried out in a systematic manner. There is always some type of bias associated with the responses given by respondents mainly because of different perceptions. Furthermore, due to the time and budget constraints, the study population was limited to the campuses of Mid-Western Development Region of Tribhuvan University (TU). So, the findings of this study cannot be generalized in all conditions and circumstances.

1.10 Delimitations of the study

The study has following delimitations:
1. The Mid-western Development Region was selected because of its poor educational background, less focused areas in the research and geographically remote and backward.

2. The study used the cross-sectional design, so it may differ with other designs.

3. The survey was limited to the faculty members of the campuses.

1.11 Key terminology

The following key terminologies were used in the study:

**Employee motivation**

As the definition given by (Pinder, 2008) work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to establish work related behaviors, and to determine the form, direction, duration and intensity of these behaviors of an employee. It is a source of inspiration of employee to their work.

**Supervisor's behavior**

Supervisor is the first level of management where they are given major tasks and duties and responsibilities to form and lead work groups in organizations (Ali, Elm, & Mohamad, 2013). Supervisor is responsible for the day-to-day performance of a small group. Supervisor's behavior plays an important role in motivation their subordinate. In this study management committee members, campus chief, assistant campus chief and head of the department are assumed different level of supervisor of the faculty.

**Co-worker's behavior**

Co-worker can refer to any individual with whom one works. In other words,
Co-workers are the friends and peer workers working together in the same level in an organization (Wainaina, Kipchumba, & Kombo, 2014). They are working on same hierarchical level who have no formal authority over one another. Employees who have supportive co-workers will be more satisfied with their jobs. This is mainly because “the work group normally serves as a source of support, comfort, advice and assistance to the individual worker.

**Physical environment**

Physical environment consists the available facility such as standards architectural design, appropriate lighting for screen-based work, ergonomic furniture, necessary equipment, facility of drinking water, toilet and enclosed rooms available for meetings, and other similar types of facility (McGuire & Mclaren, 2009). These physical work environments help for both personal comfort and for facilitating good job performance (Leblebici, 2012).

**Incentive system**

Incentive is defined the amount of compensation received for a specific job by the employee (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012). The incentive which is provided in terms of cash and kind is called monetary incentive and incentive which is provided in the form of material and facility is called non-monetary incentives.

**Job characteristics**

Job characteristics are the extent that a job is structured to provide regular feedback as well as a sense of task completion, and for employees to monitor their own behavior and gain an increased sense of personal control. The perceived job characteristics are those attributes of job, which have motivational functions for employees (Harryobi, Joe, & Oguegbe, 2013). The core job characteristics described by (Hackman & Oldham, 1976) are;
**Skill variety**: The degree to which a job requires a worker to use different skills, abilities, or talents;

**Task identity**: The degree to which a job involves performing a whole piece of work from start to finish;

**Task significance**: The degree to which a job has an impact on the lives or work of other individuals;

**Autonomy**: The degree to which a job allows a worker the freedom and independence to schedule work and decide how to carry it out;

**Feedback**: The degree to which performing a job provides a worker with clear information about his / her effectiveness.

**Job satisfaction**

Job satisfaction is the feelings and thoughts of employees about his/her job, work and work place. It is all about to satisfy of what an employee wants to receive compared with what he/she actually receive (Rizwan, et al., 2012).

**Job performance**

Every employee working within the organization is expected to perform his / her job in an independent way. He/she is responsible for successful performance of tasks and duties involved in the job according to the employment contract. Employees accept certain job assignments and agree to do them independently. Job performance is the accomplishment of those tasks that comprise a person's job effectively and timely (Naharuddin & Sadegi, 2013).

**Job commitment**

Commitment is a force that binds an individual to a course of action that is of relevance to a particular target (Prabhakar & Ram, 2011). Organizational commitment is a measure of willingness to remain with the firm in the future. It often reflects the
employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organization.

**Turnover intention**

Turnover intention refers a psychological response to specific job and organizational conditions. (Slatten, Svensson, & Svaeri, 2011) It is a conscious willfulness of an employee to seek for other alternatives jobs in advance in other organization (Samad, 2006). Thus, it is the intention of employee that have highlighted intent to leave rather than actual turnover.

**Absenteeism**

Employee absenteeism is defined the absence from his/her regular task when he/she is normally scheduled to work.

**Employee attitudes**

Employee attitudes is defined as the mental states of readiness for motive arousal.

**Perquisite**

The bundle of benefit (tangible and intangible) that motivates the employee in the working place. Perquisite have been taken as a positive perceived towards the working environment, situations and job characteristics (Morris, 2009). In short, the perquisite has been used in this study as "Perks".

**Irksome**

The negative perceived from working environment and job characteristics that irritates the employee in the working places are irksome (Morris, 2009). In short, the irksome has been used in this study as "Irks".
1.12 Assumptions

The main assumption of this study was that the respondents selected were a representative sample in the campuses, located at Mid-Western Development Region under TU and they understood the determinants of work motivation and its attitudinal and work-related behavior. It was assumed that the respondents were cooperative, did not have any political and reporting unbiased in their opinion regarding work environment, job and individual characteristics and they did not feel any difficulty to express them fully. Similarly, common terms of employee have been used simultaneously instead of the faculty.

1.13 Organization of the study

This thesis has been divided into five chapters. The first chapter describes the introductory part and overview of the thesis and the second is concerned with the literature review. Chapter three describes the methodology in detail and chapter four contains the data analysis and presentation. Chapter five summarizes the findings, draws conclusions and provides recommendations. The final part of this report includes references cited in this study and a series of appendices. The summary of the chapter plan is as follows:

**Chapter one** deals with the background, conceptual as well as theoretical framework on which the thesis is embedded. It presents the objectives and significance of the study. At the end, it also explains the limitations, key terminology and an overview of the remaining chapters of the thesis.

**Chapter two** includes details review of relevant literature to build a framework for understanding the determinants of work motivation and work-related behavior. This chapter commences with the discussion and conceptualization of work motivation, its determinants. This is followed by a discussion of the different views on the
determinants of work motivation (work environment characteristics and job characteristics) with attitudinal output (e.g. job performance, job satisfaction and job commitment) and work-related behavior (e.g. absenteeism and turnover intention) within available literature. The review of prior research on these literatures of work motivation helps to identify the gaps of current literature that aims to fulfill this research work.

Chapter three deals with the overall methodology of the research work. This chapter commence with the research design of the study. The development and administration of questionnaire have also been discussed. The strategy of sampling design (i.e. universe of population, sampling frame, and sample selection technique and sample size) also discussed in this chapter. It also includes the participating organization and outlines of methods gathering the data, characteristics of data and statistical tools to be employed to analyze the data.

Chapter four deals with the data analysis and presentation of the study. This chapter commences with the presentation of demographic information of respondents and presentation of data using descriptive as well as inferential statistics. Then it describes the data analysis software and data reduction through factor analysis. At last the result of inferential statistics using pair t-test, one-way analysis of variance and multivariate analysis of variance are included.

Chapter five devotes the concluding summary of the whole thesis. The key findings based on the study objective are elaborated in this chapter. The further research direction has been included in this chapter.