CHAPTER - III
REVIEW OF LITERATURE

3.1 Introduction

Motivation involves the basic belief, values and perception of workforce towards their activities and actions which is closely interrelated. An assortment of approaches can have a focal point towards the cognitive and non-cognitive behaviour of individuals. Gottfried (1990) characterizes employee motivation as inquisitiveness, perseverance, challenges in learning and task behaviour. On the other hand, Turner (1995) believes motivation as identical to cognitive engagement by use of self-regulated learning strategies.

According to Stipek (1996) deliberated on the literature on motivation about extrinsic reinforcement, and how behaviour is synchronized by reinforcement eventualities. B.F. Skinner, identified the different types of reinforcement such as positive (rewards, recognition) and negative (punishment, pay cut), which influence the behaviour of the workforce by negative or positive stimulus. New theories based on self-efficacy, attributions, and self-worth evolved. Bandura (1982) defined self-efficacy as how individuals can execute action in prospective situations. Eccles and Wigfield (2002) elaborated self-efficacy as how individual can solve problems, develop confidence in organising and executing a task. A number of studies which support this concept of higher self-efficacy lead to higher level of employee motivation. (Pintrich & DeGroot, 1990.) and achievement. Eccles & Wigfield, (2002) identified that the factor locus of control also influence the level of individual motivation which have a control over individual activities in determining the level of success or failure. Broussard and Garrison (2004) also studied about the importance of expectancy-value theories, intrinsic motivation theories, and self-determination
theory. The studies also support the importance of the values of the individuals. Eccles & Wigfield, (2002) has a hold for the participation level of the individual in various types of activities. The intrinsic motivation is closely related to values of the individual. Intrinsic motivation means the individual orientation towards personal enjoyment, interest, or pleasure (Guay et al., 2010). Based on the belief and values of the individual, the organisation can outline the goals, which is classified as mastery goals and performance goals, which can be compared with extrinsic motivation (Broussard & Garrison, 2004).

Another important aspect of motivation research is motivational aspect and cognition which promote self regulatory strategies (Broussard and Garrison, 2004) among individual to set appropriate and achievable goal , and to monitor the progression of employees towards goal (Schunk & Zimmerman, 2007).Similarly, Linnenbrink and Pintrich (2002) proposed a model for understanding the relationship between cognitive behaviour of the employees and their level of achievement through motivation. The motivational factors expectancies and values have an impact towards employee motivation.

### 3.2 Content Theories and Motivation of Government employees

The research on the determinants of the employee work motivation in public sector can be classified in to two major streams, one is employee characteristics and the other is factor influencing organizational environment. The two basic factors that determine employee characteristics and motivation are employee motives and satisfaction.

Employee Motives are the basic expectation whereas the job satisfaction is the reaction towards the job. The organisational work environment includes job characteristics and work context, Baldwin 1984; Perry and Wise 1990. It is also

3.2.1 Employee Motives

Most of the studies have been focusing on individual differences in needs, values, rewards which influence the level of motivation, and an essential factor in designing organisational environment (Wittmer 1991). Few studies have measured the work motivation differences between public and private sector employees (Baldwin 1984 and 1987; Emmert and Taher 1992; Posner and Schmidt 1982; Rainey 1979 and 1983). Much of the research on motivation in the public sector has been grounded in humanistic theories such as need hierarchy of Maslow (1954) or two-factor theory (Herzberg, Mausner, and Snyderman 1959). They also focus on measuring the level of employee motives and behaviour and are discredited by contemporary researches (Gibson and Teasley 1973)

Recent reviews of work motivation theories (Kanfer 1992; Katzell and Thompson 1990; Mitchell 1997) explained about the work motivation and goals (goal content and goal commitment) of the organisation.

3.2.2 Goal Content

Numerous reviews (Locke and Latham 1990) and Meta analyses of motivation (Latham and Lee 1986; Mento, Steel, and Karren 1987; Tubbs 1986) have supported the importance of goal specification and task behaviour (Locke and Latham 1990) inclusive of appropriate feedback or rewards (Kernan and Lord 1990). But the uniqueness with the public sector organisation is unattainable, difficult goals (Baldwin 1987) with little empirical support (Rainey 1983) Goal ambiguity has curvilinear effect on performance (Rainey, Pandey, and Bozeman 1995). Goals are standards for self evaluation and self contentment, and if the goals are difficult and
conflicting greater individual effort is needed (Bandura 1986).

3.2.3. GOAL COMMITMENT

It is essential for all organisations to have goals for motivating individuals and individuals should be loyal towards the goal and make efforts to achieve it (Erez, Earley, and Hulin 1985). Goal formulation is an important task which needs to be job specific and should not be conflicting, (Bandura 1986; Bandura and Wood 1989). Assigning challenging and attainable goals improve the individual self efficacy (P.C. Earley and Lituchy 1991), and individual performance is based on the level of goal determination, (Bandura 1986; Eden 1988; Salancik 1977). It is indicated from many studies that public sector employees experience difficulties with goal and task ambiguities than private companies (Rainey 1983, Posner and Schmidt 1982) and greater job challenges (Posner and Schmidt 1982). The organisation which exercise more control show a strong self efficiency and challenging goals Bandura and Wood (1989). It is also found that more procedural formalities Baldwin 1990; Bozeman, Reed, and Scott 1992; Rainey 1983; Rainey, Pandey, and Bozeman 1995) in public sector which lead to less self efficacy, which impacted motivation (Baldwin 1990). The conflicting and inconsistent (Emmert and Taher 1992) task significance, and personal significance reinforcement (Buchanan 1974) lead to goal incongruity.

Motivation may be developed as autonomous types with varied theoretical framework. Intrinsic motivation (Ryan and Deci 2002) is one such which engaged people and end in fixing the behaviour of the people and their tangible rewards (Gagn´e and Deci 2005). Based on self-determination theory, intrinsic and extrinsic motivation determine the role of individual performance in the organisation (Ryan and Deci 2002) and the commanding authority in the organisation may lead to lesser fulfilment of assigned task (Frey 1993). If employees feel commanding authority and
positive crowding is supportive (Frey 1993) then employees are expected to have better performance.

3.2.4 Public Service Motives (PSM) among Governmental Employees

Based on research outputs, there exists a commonality that any individual who was motivated to serve public might possess certain service motives. Interestingly there must be priority of serving the public above personal expectation (Frederickson and Hart 1985; Holzer 1999). Both researchers and academicians have an opinion that most of the people serving in public sector have high norms and passion about providing service to the public (Brewer et al. 2000; Wilson 2003; Pattakos 2004). Considering Perry’s (1996) original survey of 40 statements to calculate PSM, they expressed four different notions of PSM: samaritans, communitarians, patriots and humanitarians. Samaritans are very empathetic and service minded and ready to serve the underprivileged people even if they are not paid for their service. The communitarians had an opinion that if they felt it is to serve and give back to the society, then they extent their help. Patriots are interested in service but not at the cost of their own and they will never accept any personal loss for the sake of the society. Humanitarians are driven by social justice. Le Grand’s (2003) ‘knaves’ and ‘knights’ offer another dimension of categorising public employees towards the service rendered to public. Knaves are self-motivated people and ready to provide service and still expecting little personal gain and Knights are people who might assume responsibilities towards public service for no gain for them self and mainly motivated to do so based on their own self interest. Knights are further classified into “act-irrelevant knights and act-relevant knights”.

A study was conducted to identify the social interactions and services rendered by civil servants and the outcome of the study provides a light on practices as well (Farrell and Rabin 1996) and converted in to genuine actions (Houston 2006), (Robertson and Tang 1995). People may choose public sector job not only for serving the public but also a few reasons might be of good pay, assured job and the respect they have got from the public (Crewson 1997; Jurkiewicz et al. 1998). According to various researchers(11,7),(992,992), job satisfaction can make employees to realise their intrinsic work attitude and made a change in their mind set that serving public should be autonomous motivation rather than under controlled environment. People working in government sector perceived a value in their work by way of serving the underprivileged community, they listen to their problems; provide solutions and hence assuring the closeness with the public (Richer and Vallerand 1998; Hollembeak and Amorose 2005). It assures the trustworthy relationship with the public and even with their own colleagues. Since relationship with people assist controlled feeling of motivation into autonomous and flexible motivation, higher officials found that trust based relationship is a sign of enhancing the public service motive which could promote organisation citizenship behaviour and a kind of work spirituality at workplace (Kim 2006). The fundamental reason behind this is that empathetic approach and self motivation at workplace leads to real and true behaviours (Choi and Mai-Dalton 1999; Lilius et al. 2008). To represent the same, the Organisational Citizenship Behaviour (OCB) are playing a vital role in motivation (McAllister 1995).

PSM also persuade the different aspects of human resources management related to job performance (Naff and Crum 1999; Lewis and Alonso 2001). Like Sectoral interest (Lewis and Frank 2002); labour turnover and enhanced job
satisfaction (Naff and Crum 1999); incentive schemes (Rainey 1982; Houston 2000); and dual player (Brewer and Selden 1998). It is mostly found in the initial stages of recruitment. Reduction of public trust (Volcker 1989; Perry and Wise 1990), competition in the labour market (Äijaälä 2000) and the nature of workforce related to demographical factors have contributed a lot to public service motives.

Lewis and Frank (2002) have confirmed that the acceptance of government as an employer is also an important factor in PSM. Unfortunately, the research paper has given a view that PSM has an impact over the choice of government employer by the employees. Depending on various grounds, Perry (1996) identified four dimensions of PSM, “(1) attraction to policy-making; (2) Commitment to the public interest and civic duty; (3) compassion; and (4) self-sacrifice”. Conversely, another review pointed out that in a European context, various other dimensions have also contributed a lot for public service motives (Hondeghem and Vandenabeele 2005; Vandenabeele et al. 2006). In addition to these, Perry originated that customer focus, basic democratic values and good corporate governance are also included in the public values according to the research conducted in US.

Research suggests that public service motivation is related to “work-related attitudes and behaviors such as job satisfaction (Bright 2008; Liu 2009; Liu, Tang, and Zhu 2008; Taylor 2007; Wright and Pandey 2008), intentions to retain (Steijn 2008), organizational commitment, interpersonal citizenship behaviors (Pandey, Wright, and Moynihan 2008), job performance (Frank and Lewis 2004; Leisink and Steijn 2009), and organizational performance (Ritz 2009)”. People employed in public services are more satisfied with their job with high level of motivation and more committed which will lead to improve the organisation productivity.
3.3 Job Satisfaction and Motivation

It is a positive state of mind from the present job one has received from his own job experiences, evaluation etc., and it is one of the most studied variable in the employee motivation literature (Rainey 2003). Satisfied employees tend to exhibit realistic behaviors that sometimes even beyond the required commitments like organizational citizenship behaviors (Smith, Organ, and Near 1983). When employees are specifically dissatisfied with their present job tend to exhibit a counterproductive behaviours at workplace (Cohen-Charash and Spector 2001; Tang and Chiu 2003). This job satisfaction is showing the ultimate relationship between an individual’s values and the different nature of workplace. Compared to employees in a private sector, those who are engaged in public service are highly motivated based on their desire to serve the public (Frederickson and Hart 1985; Houston 2005; Perry 1996; Rainey 2003, Gabris and Simo 1995). The organisation and employee fit (Edwards 1994) or “person–organization fit” (Jansen and Kristof-Brown 2006) components further argued that when the organisation fulfils the needs of individuals, their value expectation and the job satisfaction is higher (Resick, Baltes, and Shantz 2007). Over a period of time, the job satisfaction is measured by “attraction-selection-attrition (ASA) cycle” (Schneider, Goldstein, and Smith 1995). Because the public service gives numerous prospects to serve the public expectation, in turn it is assumed that employees having high level of service motivation are probably to have higher order of job satisfaction with the reason that the role and goal clarity go hand in hand (Liu, Tang, and Zhu 2008; Tang and Baumeister 1984). It is further assuring that government employees with high service motivation may also have high job satisfaction. Though money is one of the motivators, various researches have been conducted to moderate the relationship between public service and job satisfaction.
In contrast to organizational commitment - this emphasizes attachment to the organization, including its goals and values - job satisfaction focuses on employees’ response to the experience of their job (Mowday et al. 1982). Job satisfaction is defined as a positive emotional state resulting from employees’ appraisal of their jobs (Locke 1976; Agho et al. 1993). In their review of the field, Schneider and Vaught (1993) concluded that public sector employees are more satisfied with their jobs compared to their private sector counterparts primarily because of the intrinsic aspects of their work. In fact, most efforts to explain job satisfaction are based on the person-environment fit paradigm. Put simply, workers with higher satisfaction levels are those who have developed a better fit psychologically between their personal needs or values and the characteristics of their jobs (Kristof 1996; Brief 1998; Traut et al. 2000; Ellickson 2002). Employees who are satisfied with their jobs will perceive that their job fulfils or allows for the fulfilment of values that are important to them. Job satisfaction is thus based on the employees perceptions of the present job situation and their values, the latter of which is a function of what they consciously or unconsciously desire to obtain (Locke 1976). Assuming that government work provides ample opportunities to serve the public interest, employees whose motives are anchored in needs for pursuing the common good are likely to be satisfied with their jobs.

The other three motives, while important, are hypothesized to play a comparatively minor role in influencing job satisfaction. It would be logical to presume that employees would need to possess a strong desire to serve the public before they can, for example, be willing to sacrifice their tangible for intrinsic rewards or become emotionally sensitized to their social context. Since job satisfaction is modelled as a function of job experience, particularly the capacity of the job to satisfy
the employees’ desires, it is likely to be driven more by a desire to help the community (normative motives) for those high in PSM, and less to do with meeting personal needs (rational motives). Let us take financial rewards as an example that can satisfy an employee’s self-interests. Although monetary compensation is an important antecedent of job satisfaction (Herzberg et al. 1959; Schwab and Wallace 1974), employees with high PSM are less likely to be influenced by pay but more by their intrinsic need to further the public interest (Pratchett and Wingfield 1996; Crewson 1997). In a six-year study of public- and private-sector employees, DeSantis and Durst (1996) noted that private sector employees were more satisfied with their jobs when they perceived that their pay was high, but public sector employees were reportedly less satisfied with their jobs when their income rose. Self-sacrifice is also likely to have a weaker influence than normative motives in affecting satisfaction because these people are not highly driven by extrinsic rewards in the first place. If employees who have an overriding motive for wanting to serve the public are satisfied with their jobs, it would suggest that their values or the values that they regard as important have been fulfilled rather than compromised or sacrificed.

3.4 Monetary (vs) Public Service Motive of Government Employees:

Government employees with service motive are assumed to be satisfied with their job; mean while the same was intervened by the interest over monetary benefits. Employees keep money as their prime factor for managing their livelihood as well as it acts as a reference to decide the person’s position in the society (Tang 1992). Thus the money attitude has a strong impact over employee’s attitudes and actions. As everyone generally spends most of their time working for money, the perception of money may not be ignored (Rynes and Gerhart 2000). Various money related factors (Lim and Teo 1997; Mitchell and Mickel 1999; Yamauchi and Templer 1982), Tang’s
factor with three components were suitable and later they developed “Love of Money Scale”. Available literature (Mickel and Barron 2008) shows that it was found in 33 countries around the world and the same was published (e.g., Du and Tang 2005; Gbadamosi and Joubert 2005; Tang et al. 2006; Wong 2008, Kish-Gephart, Harrison, and Trevino 2010; Lea and Webley 2006; Mitchell and Mickel 1999; Zhang 2009), and in books (Furnham and Argyle 1998; McShane and Von Glinow 2008; Milkovich and Newman 2008; Rynes and Gerhart 2000).

Satisfaction towards pay provides a base to show how this factor ensures the significance of money in a social culture (Tang 2007; Tang, Luna-Arocas, and Sutarso 2005).

Research pinpointed that workers who do more mental and less physical work having higher love of money assumed the change of work place often irrespective of their motivation (Tang, Kim, and Tang 2000). Most of the individuals thought that time they are investing is money (DeVoe and Pfeffer 2007). This outcome is related with the type of people who is with self motivation can extend their assistance to public and person with strong notion towards money can mislead public and even they can go to the extent of showing their unethical behaviour towards the public (Tang and Chen 2008, Perry and Hondeghem 2008, Benabou and Tirole 2006). In general the government servant’s motivation is coupled with monetary and self, (Frey and Jegen 2001), based on the tight budgetary limitations, they do not have the public sector, because of rigid budget limitations (strong bureaucratic control) and pecuniary incentives are limited. Civil servants do not anticipate to receive higher salaries (Schneider, Goldstein, and Smith 1995). As government servants are more tuned to provide service, they have lesser interest towards money compared to their counter parts. Though the salary structure may not be attractive with very limited rewards, the
job security is high and comparatively easy for the government employees (Staw (1976) Delfgaauw and Dur (2008). Various research evidences showed that some public sector units have considered the merit based pay and promotion in a very little way (Milkovich and Newman 2008; Tang 1996), which will benefit a group of employees and increase their morale and improve their performance which could motivate again a small group (Marsden and Richardson 1994). It is common understanding that when pay increases, the expectation of their output will also increase which was mentioned by the equity theory (Adams 1964).

A notable research outcome was interesting to note that government employees with high love of money are likely to work slowly and in turn their output is also diminishing which gives a stereotyped impression that public servants are always lazy (Delfgaauw and Dur 2008) and sometimes even they have got a brand that they are hard workers rather than smart workers (Perry and Hondgeme 2008a, vii). Mean while, the public service motive is described as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry and Wise 1990, 368). Later, Brewer and Selden defined as “the motivational force that induces individuals to perform meaningful public service” (1998, 417). Rainey and Steinbauer viewed that “a general altruistic motivation to serve the interests of a community of people, a state, a nation or mankind” (1999, 23). Lastly to consolidate all these notions, Vandenabeele showed that “the belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate” (2007, 547).

Much research was conducted in US regarding the public service motives, but recent studies have shown that perceptual differences in different countries (Perry and
Though these terms are different, concepts are the same and chronological and culture differences exhibit the same (Vandenabeele and Van de Walle (2008). “Motivation” is a common term that includes the overall thought processes wherein energising and achieving the predetermined behaviour was the crux of it (Heckhausen 1991). Based on this, motivation is possible only when the individual values and attitude and work environment coincide with each other (Vandenabeele, Scheepers, and Hondeghem 2006).

Finally, PSM consists of three types of motives involved such as individual value oriented, inspiring and credentials. Credential motives provide various methods to conduct their service based on their own values and energising behaviour in the work place. When individuals take part in community activities, programs from the policy process and community activities, society development programmes will make them to realise that they are serving for public (Bozeman 2007; Jørgensen and Bozeman 2007) As a result, their social service, accountability, social equity will rise simultaneously (Frederickson 1997; Moe and Gilmour 1995; Rosenbloom 1996). Though the basic principles of public service are different, this unified approach visualises the nature of the country people’s behaviour (Raadschelders 2003).

In the recent years in most of the Asian countries, the blend of liberal Western and native cultural Confucianism provides an enthralling new creation. The ideas of constitutionalism, human rights, equality, and law of the land, free markets and democratic principles reverberate in Confucian cultures and are adopted in the West. Civilizations other than the West have made an attempt to trail along the paths of modernization with a mixture of influence from the West and their own native culture (Yun 2006). Thus, basic values of the public are commonly followed in the global
scenario. The significance and precedence of these values differ in accordance with national and societal conditions, but individuals are most likely to place these values prior to personal values. Identification motives involve concern for people, groups and objects that individuals prefer to serve. Affective bonding with fellow people forms the emotional bases of behaviour intended to serve others (Knoke and Wright-Isak 1982). Frederickson and Hart (1985) suggest that “a special relationship” need to prevail between the government servant and the general public, flavoured with the commitment to right principles. They also recommend public servants to take genuine care of their fellow citizens. Individuals are likely to identify themselves with others, such as vulnerable people, the disadvantaged, the public, community, society, country, and so on. The identification of oneself with others instills in the individual to do and be good to others and go to the extent of sacrificing oneself for the person or object identified. Subsequent to the definitions of Rainey and Steinbauer (1999) and Vandenabeele (2007), it is concluded that, affective motives directed to the “other,” PSM involves members of the social or political system with whom individuals identify themselves. Thus we see that the developed three motivational components focus on value (for what), attitude (for whom), and behaviour (how): instrumental motives are connected to behaviour or value-based.

Behavioural process which includes PSM enhances service motives of public which to a larger extent is beneficial to the public. With regard to literature on motivation, Perry (2000) highlights the significance of PSM as an option to sensible and self-absorbed motivation theories, which focus on monetary rewards. Public service motives are based on the ethical principle of helping the public. The drivers of public service demand self-sacrifice on individual’s part which means that there must be willingness from the individual to serve others for concrete personal rewards
To gratify the value-linked, instrumental, and recognition of public service motives, a person may accept to sacrifice some private interests and agree to less financial rewards, and therefore put in more effort and be committed to public service. Hence personal-sacrifice forms the foundation of understanding public service motives (Batson and Shaw 1991; Piliavin and Charn 1990). In another review by Koehler and Rainey (2008), philanthropy and self-sacrificial behaviour were considered as inter-related disciplines of PSM. Evolutionary psychology also account for these studies. (Sober and Wilson 1998; Talbot 2003),

According to (Organ, Podsakoff, and MacKenzie 2006) in their organizational behaviour theory, and (Frank 1998) in economics, highlight that self-sacrifice is the basic criteria to service orientation than all other dimensions, and hence is regarded as the foothold on which PSM rests. Thus we see that self-sacrifice enables the individuals to perform acts that are intend good for others and thereby mould the well-being of the larger society which in turn satisfies ones individual needs. Individuals with the greater strength of public service motives are likely to engage in acts that profit the public, in spite of losing substantial personal rewards (Wise 2000). Firstly, the aspect of attraction to policy making requires a redefinition so as to attraction to public participation. It was found that the items of the original dimension were not suitable to measure personal attraction to public policy making as the items may dissatisfy the politicians more than the idea of interest in public policy making (Coursey and Pandey 2007; Coursey et al. 2008); this unique dimension has not been considered in Maltese and Korean research (Camilleri 2006; Kim 2009b). The dimension of attraction to participation of public has to focus more on the outlook to work in public sector and contribute to the public policy process by actively involving in community and social development activities; hence the need to expand the items
as indicators becomes essential. (Kim 2009a; Taylor 2007). Secondly, the aspect of commitment to public interest requires a redefinition as commitment to public values. It has to focus on an individual’s outlook to follow public values. A few of the items require to be excluded as they overlap with the self-sacrifice dimension. (Castaing 2006; Leisink and Steijn 2009; Taylor 2007; Vandenabeele 2008c; Wright and Pandey 2008), and newly developed items need to represent motives which are value-based. Hence the issue of overlap with the dimension of self-sacrifice could be rectified. Vandenabeele’s (2008b) “democratic governance,” refers to the public values that are linked with the operations of government administration, viz., equality or accountability serve as a supplement to the dimension of self-sacrifice. To study the dimension of compassion the need to develop new and more suitable items pertaining to Instrumental Motives, Value-Based Motives, Identification Motives and Self-Sacrifice motives becomes essential, since the items of compassion do not represent an unique and relevant quality of affective motives. Earlier studies have reported this weakness in the dimension of compassion to have been forceful across samples and techniques of estimation (DeHart-Davis, Marlowe, and Pandey 2006; Moynihan and Pandey 2007a; Wright 2008; Wright and Pandey 2005), while it was not confirmed in China (Liu, Tang, and Zhu 2008). The study stressed the need to revise the original items of compassion to represent affective motives, which will have to focus on affective bonding which relates to the social and political system. Fourthly, it is suggested in the study that a difference in the third and fourth dimensions of PSM needs to be addressed which would seek to refine the PSM concept and it has been proposed that public service motives are founded on self-sacrifice (Batson and Shaw 1991; Dividio 1984; Hoff man 1981; Piliavin and Charng 1990) have classified motives into three categories: instrumental, value-based, and
identification motives. They established self-sacrifice to be the basic construct of PSM, and insisted it should to be a component of the functioning dimensions. Each of the motives of public service motives represents a unique aspect of PSM, and therefore has to be independently included for operational purposes. Theoretically speaking, this seems to be better than other models in which self-sacrifice and public interest are distorted (Perry 1996; Vandenabeele 2008c), or in which the element of self-sacrifice is neglected altogether (Coursey and Pandey 2007; Moynihan and Pandey 2007a; Scott and Pandey 2005). Although it is not important to develop a dialogue between the theoretical components and the functioning dimensions, there is no mutually exclusive relationship, hence the four-dimension model is more fitting than the three-dimension model, as each dimension is able to capture a diverse and unique element of PSM, and the four-dimension model could be better explained and predicted to the various aspects of service–related to public behaviour. This summarizes, that the conceptual components are to be estimated experimentally with operational definition. It also suggests that operational dimensions have to be backed up by conceptual components based on supporting theory. They have put forward that public service motives are based on self-sacrifice and grouped into three categories namely instrumental, value-based, and identification motives. These dimensions of the PSM construct are distinguished as “attraction to public participation, commitment to public values, compassion, and self-sacrifice”. It is suggested that developing apt items is indispensable for the dimensions (cf. Kim 2009a; Taylor 2007; Vandenabeele 2008b).

3.5 Public Service Motives and Work-Related Factors

Public service motives according to Perry (1997) are a collection of motives which consists of “rational motives, normative motives, affective motives and self-
sacrifice”. There exists lots of literature relating to job-related factors such as affective and organizational commitment, job satisfaction and performance with public service motives (Perry and Wise 1990; Brewer and Selden 1998) and various facets of PSM construct was also associated with job related factors. Even though organizational commitment and job satisfaction is a well researched area, the prime cause to create positive dispositional feelings such as commitment and work engagement is ‘motivation’. The employees who are highly motivated and committed with extreme involvement in job are considered to be an imperative asset to the organization (Denton, 1987). The current study is an attempt to measure motivation among public service employees because motivation is constantly reported as the prime predictor of job performance, especially in public sector organizations (Rainey and Steinbauer 1999; Brewer 2002).

The employee’s expectations differ from person to person and they tend to have more than one motive to portray specific attitude such as work engagement and commitment. Each individual will have a mix of motives which constitutes his PSM grid. To examine and analyze the impact of PSM over job-related factors it is necessary to analyze all the PSM dimensions concurrently. Because, when combined together, the result may not give the full result as it may show an identical relationship with the job-related factors. Instead, if all the facets of PSM were analyzed with the job related factors, some PSM dimensions can become prime predictor of the dependent variable.

The authors (Mansbridge 1990; Monroe 1994; Brewer and Selden 1998) assured that employees who possess pro social behaviour should have the mix of PSM motives and also some degree of altruism and self interest. Another study by Wright (1997) has taken job goal importance, perceived importance of organizational
mission, extrinsic rewards, self efficacy, job-goal difficulty and job-goal specificity as factors which influence motivation level of employees. The crux of that study was to confirm whether organization’s mission played a decisive role in escalating work motivation in the public sector. The study exclusively used goal theory of motivation as a theoretical model to empirically confirm the hypothesis framed in that study. Another report from UNDP (2014) depicted that there are various studies which confirmed that reduced salaries, insufficient equipment in order to perform the duties, low government budgets, work pressures are the most important factors which affects motivation among public service employees. It also emphasised that both intrinsic and extrinsic motivation were key components in determining the effectiveness of public service they render to the public. If an employee possesses higher PSM values then their immediate preference will be to work as a government servant. Another study by (Georgellis.Y ,Lossa.E & Tabvuma.V 2011) found that public sector employees pull towards rendering services to the public mainly due to intrinsic rewards and it was the prime concern to make the employees a committed workforce. Another study by Perry.J.L.(1996) diagnosed factors that motivates employees to become public servant namely participation in public policy making, committing themselves to solve public issues, altruism and empathy. Behn (1995) has posed a strong question concerning motivation which is “how public managers [can] motivate public employees (and citizens too) to pursue important public purposes with intelligence and energy”.

3.6 Organizational Commitment & Public Service Motive

Organizational commitment is the tendency of employees to portray their involvement with the job or organization (Mowday et al. 1982). Various research works have been carried out by the researchers to explore the relationship between
PSM and organizational commitment. Hall et al. (1975), in his study on US Forest Service disclosed that individuals who are service minded can develop a positive attitude like organizational identification. An empirical study by Perry and Wise (1990) also concluded that PSM demonstrated positive relationship with organizational commitment. Even though some employees are not satisfied with the pay and fringe benefits (Crewson 1997), they still exhibit their positive participation if they are highly committed to their organization. After analysing the relationship between PSM and organizational commitment some scholars have concluded that PSM acts like other forms of commitment (Romzek 1990; Dilulio 1994; Crewson 1995).

Rational motives are considered to have high influence towards organizational commitment. Some researchers have also concluded that reciprocity is also a factor influencing commitment (Scholl 1981; Angle and Perry 1983; Lee and Olshfski 2002). This means that if the psychological contract between employer-employee relationships was in a satisfactory level, the employees will remain committed to their organization (Angle and Perry 1983; Robinson et al. 1994). Organizational commitment in some studies (O’ Reilly and Chatnam 1986; Allen and Meyer 1990) was viewed as an attachment created by the employee who was based on the extrinsic rewards the employee receives and also the threat he develops when he loses extrinsic rewards. This approach was entirely a reciprocity approach which does not work all the time; but all the time rational motives are considered to be the strongest influencing factor towards developing organizational commitment. Contrary to this approach, self-sacrifice also had significant impact towards organizational commitment. Government employees who are highly committed tend to have a value based system which in turn a smooth relationship will be developed between
organization and the employee to serve public interest (Wright 2001). Employees who pursue common goal may make them to sacrifice their own requirements such as tangible and intangible benefits they expect from the organization and they will become altruistic in nature (Coyle-Shapiro and Kessler 2003). Even though the rational motives and self-sacrifice are important factors in determining organizational commitment, it doesn’t mean that other motives such as normative and affective motives are not taking part in influencing organizational commitment. Through empirical study and hypothesis it was confirmed that each PSM dimension showed strong positive relationship with organizational commitment. Government employee expects intrinsic over extrinsic rewards and it was well-documented (Lawler 1971; Rainey 1982, 1991). When comparing normative motives with self-sacrifice and rational motives, the later plays a vital role in explaining exceptional positive outcome such as work engagement and organizational commitment. In a study, two major components namely employee characteristics and organizational environment are considered as main determinants to predict work motivation. The employee characteristics in turn has two determinants namely employee motives and job satisfaction. Another study by Crewson (1997) originated that public sector employees give less importance to job security than private sector employees.

Another study illustrated an evidence that public employees do not show much interest to render service or benefit to the society (Jurkeiwicz, Massey and Brown 1998).

### 3.7 Work Motivation in Indian Context

Some studies have also been carried out in Indian context also, to explore the factors influencing motivation of employees mostly in an industrial setting. For instance during the period 1951-1971, numerous studies have been carried out among
industrial workers which revealed that ample earnings, security in job, relationship with superiors, work life balance are the main factors which determine the positive attitude and behaviour among employees. Sawalapurkar (1968) undertook a study to find out the job-factors and he has also ranked based on the major importance perceived by the employees. Job content occupied first, followed by opportunity for advancement, job security, and relationship with the supervisor, company policies and administrative procedures, working conditions, organizational climate and facilities. In the current study, Government employees also expected the same and have given the same order of importance. The 10th ARC Report titled “Motivating Civil Servants” has illustrated that, incentive structure in government is too weak and inadequate to motivate employees. A study on bank managers by Rao (1970), used Herzberg Two-factor theory and explored job satisfaction factors namely promotion, company policies and procedures and pay benefits as in a dissatisfied continuum end. Another study by Narain (1971) aimed at ranking eight job related factors which includes, emotional feeling of valuable accomplishments, recognition, decision-making power, career advancement and opportunity for personnel growth and development, promotions, organization prestige and brand image, pay and other fringe benefits and security in the job. In this study it has been found that promotion, recognition, advancement and growth are not in a satisfactory position. This research paper (Navdeep Kumar et.al. 2010) examined the influence of motivational factors (salary, facilities and promotion) on employees’ job satisfaction in some selected organizations of Punjab, India. The results indicate a statistical significant relationship between the three independent variables (salary, facilities and promotion) with dependent variable i.e. job satisfaction. Rehman et al. (2006) during research found significant differences among male and female employees’ job satisfaction level in
Pakistani based service organization. According to their reports service based industry is going under tremendous changes for the last few years in Pakistan. Due to these changes not only their transactions are increasing but their range of services is also expanding. As a result different sectors of service industry such as banks, educational institutes and telecommunication firms are experiencing swift turnover. In this study (Azash et.al. 2011) an investigation is made to study the motivational factors and job satisfaction of selected bank employees. This study is based on Harold Koontz Need-Want-Satisfaction Model and Herzberg’s Motivation-Hygiene Theory. These researches investigate motivational factors that affect the job satisfaction and weighting of motivational factors which are consider important at work. Maintenance factors such as job security, company working conditions etc., were satisfiers and motivation to middle level managers (Sawalapurkar, 1968). Motivation-hygiene theory is applicable to Indian context (S.Saiyaddin, 1983). Job context and job content factors were not independent of each other as a source of employee’s satisfaction and dissatisfaction (Chowadary, 1966). Motivators contributed significantly more towards satisfaction than hygiene factors in public enterprises, whereas in the case of private sector enterprises motivators contributed significantly more towards the feeling of dissatisfaction than hygiene factors (G., 1972). S.K. Srivastava (2002) studied the impact of labour welfare on job satisfaction in Public & Private sector in Kanpur city results indicates that welfare activities affect the workers attitude towards management and job satisfaction in both the sectors. If laborers are satisfied their attitudes are also pro and positive attitude pays a great role in the development of an organization. The Sixth central pay commission has recommended some schemes and policies to motivate the government employees such as performance based pecuniary benefit. It has classified the benefits reaped by the employees into two major
categories such as ‘transactional benefits’ and ‘relational benefits’. Transactional benefits are nothing but the monetary benefits, such as “basic pay, dearness allowance, house rent allowance, city” compensatory allowance, conveyance allowance etc. and relational returns include the “pride of having an association with the organization, job satisfaction and challenge, opportunities for learning and advancement, job security and so on”. The non-monetary motivating factors according to the sixth pay commission are Recognition, Job Enrichment, since large number of employees was involved in a large routine and a monotonous job, linking career prospects with performance. Interpersonal relationship, working conditions, grievance handing, job security, opportunity and decision making, nature of work, opportunity for promotional growth, fringe benefits, recognition and salary are identified as the motivating factors for the workers in cement units of Trichirapalli District. (Badrinath, 2001)

3.8. Review Summary

Motivation refers to those reasons that underlie behaviour that is characterized by willingness and volition. Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation. Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. For example, self-efficacy is an individual’s perceived competence in a given area, and people tend to be more motivated to participate in activities at which they excel.

A person’s perceptions of control over their own successes and failures are
known as attributions, with certain types of attributions more likely to stimulate motivation than others. In particular, attributing failure to lack of effort is more motivating than attributing failure to lack of ability, whereas the opposite is true for successful performance. Values are incentives or reasons for engaging in certain activities, with intrinsic values more likely to foster persistence and effort than attainment values or values focusing on costs. Interests are “interactions between an individual and certain aspects of his or her environment.” Interests are content-specific and come in two forms: individual interest and situational interest. Individual interest is a relatively stable trait developed with respect to a particular topic or subject. Situational interest, on the other hand, is immediate, affective, and transitory, and reflects certain environmental factors, such as task characteristics. Individual interest is believed to foster greater long-term persistence than situational interest. Finally, a person’s goals are related to his or her reasons for engaging with a task. Mastery goals focus on learning for the sake of learning, whereas performance goals are concerned with excelling in relation to others. Employees holding mastery goals are more likely than those holding performance goals to have high self-efficacy, to prefer effort attributions, to persist at challenging tasks, and to use cognitive strategies associated with self-regulated learning. Such strategies involve setting achievable goals, monitoring one’s performance, evaluating progress, and framing successes and failures with respect to effort and ability. This review assesses public service motivation as a possible influence in the attractiveness of government as an employer by embedding it into a person-organization fit framework. For government organizations that display a high degree of publicans, the effect of public service motivation as a predictor for employer preference is stronger. Specifically, public employees seem to value the opportunity for advancement within the organization’s
hierarchy, its pension and retirement plan, and the ability to serve the public and the public interest.

The literature on person–organization fit suggests that the fit between organizational values and personal values affects job satisfaction, and thus both one’s performance and willingness to stay in the organization. In particular, the framework provided by goal theory suggests that sector differences in performance rewards, procedural constraints, and goal content may influence work motivation directly as well as indirectly through their effect on goal commitment of government employees. People can have altruistic and non-altruistic motives for seeking a career in the public sector, and these motives can be influenced by workplace experience and culture. Respondents with high public service motives can show a preference for government employment (Perry and Wise 1990), but once they are in their organizations, the workplace culture, including the organizational policies and practices, can influence the strength of the employees’ PSM (Wise 2000; Wilson 2003). The findings demonstrate the importance of a supportive working environment to motivate the respondents to deliver knightly outcomes. Similarly, respondents who have non-altruistic motives for joining the public sector can be encouraged to seek the deeper meaning of government service, with regular exposure to appropriate activities or events in their workplace (Pattakos 2004). This review pointed to the importance of not just effective recruitment and selection strategies to target individuals with high PSM levels, but also equally effective motivational techniques to maintain or increase the strength of their public service motives during employment.

3.9. Conceptual Review

The pilot study and subsequent field survey findings have shown that the Herzberg’s two factor theory has reasonable connection and coincidence with this
study. Hence the preliminary theoretical analysis has been made about the views of respondents on hygiene and motivators which are summarized below.

3.9.1 Government policies and rules:

According to Herzberg, the organizational policies and rules as a factor do have an impact on employee’s day to day performance, satisfaction and motivation. Here the organizational policies refers to Tamil Nadu State Government policies, rules and regulations which covers wide range of topics like recruitment selection, transfer, promotion, compensation, performance appraisal, training, welfare measures, social security etc.,

Here in this study, the Government policies are very clearly laid out and followed by the government for the past few decades on all the above said topics. Unlike private organization, these polices and rules cannot be changed every now and then based on whims and fancies of the executives or workers at the top level or at the junior level.

The government rules need to be followed strictly without any deviations at all levels and on all matters. These police and rules have been framed long back during British region in India, of course with few amendments. While it has some best features, it is also leading to redtapism which means delay in decision making due to cumbersome formalities and processes. Individual’s creativity and innovation can’t be easily applied or appreciated. Each and every action in the Government department is guided by a set of rules and procedures and there is no little flexibility available in operations.

Some of them are highly impractical according to the respondents. But they are helpless as they have no powers to amend the rules at their level or at their office level. The system of internal and external annual audit is aimed at checking and
correcting the deviations. In case an employee or an official takes a decision against the given rules and regulations his motive is likely to be questioned by the auditors.

While there is no open system to reward the employees for their brilliant performance, the system of punishment is active against the employees through issuing of memos, seeking explanation for the deviations, recovery of financial loss from the salary of the decision taker. Demotions, transfers etc., scare the employees from venturing in to any kind of risk or deviation from the stereotype daily routine works even though they are not convinced of an action. Press report says the government is facing a big challenge to pay the monthly salary for the Government servants which increases year after year due to lack of revenue resources.

For example it is said in Tamil Nadu government there are 20 – 40 percent vacancies exist as on date in many departments. The Government is delaying the recruitment process for a long time in different department due to financial scarcity. This leads to increase in work load on the existing staff and create a lot of stress in the daily job.

Similarly, it is a well known fact that seniority is the deciding factor when it comes to promotion of employees for higher position in central and state government service. Even though an employee is enthusiastic and a brilliant performer, he/she cannot be promoted to higher levels by their higher ups as they do not have necessary powers to do it. This affects the commitment, motivation and performance of the individual employees. At the maximum, a supervisor can only ‘pat an employee on his back’ and say few good words about him if he is generous and willing to recognize a good and sincere employee or colleague.
In this study, it is found that the respondents are not very happy and satisfied with the existing compensation policy, performance appraisal, employee reward and recognition system, recruitment procedures, decision making and approval systems.

But the respondents are matured enough to understand the Government policies and realities and are adjusting themselves to carry on day to day work.

3.9.2 Supervision and Relations with supervisors

Now-a-days the employees are better educated, more articulate and demanding. The traditional model of ‘hire and fire’ cannot be practiced in today’s work place just like that. Managers and supervisors need to assert themselves and redefine their roles. The supervisors and department heads are the change agents. The managers of human resources need to enlist employee participation and engagement through friendly approach, constant guidance and support in day to day work, play an active role in solving employee’s problems through mentoring and counseling methods etc. Superiors and managers should act as “force multipliers”. They must educate, motivate, guide, counsel, coordinate their subordinates to motivate and bring out their best.

All organizations are looking for transformational leaders who can provide vision, mission, and instill confidence, provide inspiration and Government machinery cannot be an exemption. Strong communicator promotes creativity, intelligence and learning in workplace by becoming role models to their subordinates and colleagues.

In this study, when the respondents were asked as to what they require to perform in their job, around 114 people said they look forward to “good guidance and support”. Around 376 respondents (around75 percent) said their bosses are not blessed with required administrative skills. Also the respondents have said that their
bosses/superiors have not communicated the performance expectations clearly in an understandable manner to them. Moreover they feel that their superiors have not given proper training and guidance to perform successfully the given work. It is also shocking to note that as many as 382 out of 510 respondents are of the opinion that their bosses do not have required skills and knowledge in all aspects of their daily work. So there seems to be an ambiguity and inefficiency on the part of the supervisors. Around 50 percent of respondents also feel that their bosses not to ready spend time to listen even to their day today problems and good ideas at work.

For an another question about what prevent them from giving their best at work, they cited unnecessary interference of superiors in subordinates work and the behaviour and attitude of their immediate boss/bosses are discouraging. They have a strong feeling that their supervisor is not caring, friendly and supportive.

3.9.3 Relationship with peers & Subordinates

Interpersonal relationship helps the organization to achieve their preset goals. Understanding each other’s feelings and emotions, respecting the organization hierarchy, appreciating workplace diversity, mutual trust and confidence are very essential for a smooth functioning of an organization.

Many of our today’s jobs require team work. It is not possible for our individual to run an organization without the support of people around him.

Generally people wish to have a friendly and cooperative work atmosphere. Employees do expect their bosses, peers and subordinates to appreciate and recognize any good work done by them. When it does not come, it affects motivation of the individual and the group morale.
Providing basic and necessary moral support, suggestions and advices, solving of each other’s problems, mutual encouragement, friendliness etc., will enhance the performance of individual and the groups.

In this study more than 60 percent of respondents said there is no cordial relationship they have with other department colleagues. Their bosses or immediate superior are not listening to their problems, ideas and suggestions and they are not caring and friendly. Though it is subjective and perceptive, the responses are sending a negative signal about the interpersonal relationships that exist in the workplace, which needs special attention of the top bureaucrats and decision makers of the state.

The diversity in the group due to gender, age, occupation, years of work experience, educational qualification, ego of individuals, selfishness of few, ignorance, work stress, work place politics etc., may be some of the reasons for the above said human relationship problems.

3.9.4 Salary and other Financial Benefits

Generally salary or monetary compensation is one of the motivating factors for all types and levels of employees. Whether money motivates everyone or not? To what extent it has impact on employee performance? These questions are continuously asked by the managers and researchers. Some research studies have found the impact of money or salary is over estimated both by the employees and the employers. In a country like India, where a majority of population is either under poverty line or just above the poverty the money has greater influence in motivating the work force. But studies have confirmed that money cannot influence all the people all the time also. It depends on individual needs, aspirations dreams and family situation, personal goals, importance given by the individuals by the money.
In this study, 212 out of 510 surveyed informed that they are not satisfied with their present salary package. Hardly 72 which are just 14 percent of respondents have agreed that they are satisfied when 226 people said neither they are satisfied nor dissatisfied. The neutral group’s opinion can be interpreted in different ways.

For a question on satisfaction of bonus and allowance that they receive currently, 30-40 percent said they are not happy and 30-40 percent said they are neither satisfied nor dissatisfied and remaining 30-35 percent expressed satisfaction.

As far as government employees are concerned, the salary structure is fixed based on pay commission’s recommendations once in ten years. The respondents are given pay hikes in the form of annual increment as well as an increase in dearness allowance (DA) once in every six months. Approximately 10-15 percent hike is guaranteed for these government employees every year in the form of increase in dearness allowance and annual increment which are routine. This kind of guaranteed pay hike cannot be seen in private sector. In private sector periodic performance reviews, individual’s output, profitability, willingness to pay, business environment and competition and many other factors plays a significant role in wage and incentive fixation and increase. The fifth pay commission report (1996) of Government of India also indicated that performance based pay should be introduced in all the departments by introducing suitable performance appraisal and metrics. In fact, the state and central governments wage bills are ballooning. The sixth pay commission recommendation has added another Rs.5155.79 crores to wage bill. In the sixth pay commission, the employee’s allowances like HRA, CCA, TA were almost doubled. Economic Times (2009) and gratuity ceiling enhanced from Rs. 3.5 lakhs to Rs. 10 lakhs. In a nutshell, it is observed that the salary received currently by the respondents is reasonable when compared to their qualification and contribution. Various benefits
enjoyed by the Tamil Nadu Government employees including both monetary and non-monetary are listed in Annexure – II.

3.9.5 Working condition

The working condition or the working climate is another important factor which affects employee’s performance and motivation. Adequate office space, sufficient lighting, proper ventilation, protected drinking water, toilet and wash facilities, dust free and clean and safety rooms are the basic requirement which are directly and indirectly contributes in employees work performance.

In the present study huge dissatisfaction is identified for this factor. As much as 425 out of 510 (80 percent) said one or other equipment and facilities are not provided to them like computers, office space, stationery, telephone, steel almirah, etc., washrooms, protected drinking water, clean toilets etc.,

Because of non availability of basic amenities, they are highly dissatisfied. Lack of basic infrastructure is said to be the fourth important factors among the top ten factors affecting their day to day work performance according to the respondents. Some of the department is functioning in very old buildings or in small houses. There is a shortage of water supply, frequent power failure, lack of availability of generators disturbs their routine work. Stationery shortage is seen widely in many Government offices and are reusing and recycling the available ones.

Respondents said that they are re using the used envelope covers and one side papers for their work. At time, they said that they pay money from their own packet to buy stationery to avoid stoppage of work.

3.9.6 Job Status

The ‘nature of work’ is another interesting factor in employee motivation. Employees spend considerable portion of their life in their job from morning to
evening, say 8 to 10 hours a day. If the job is interesting and enjoyable, it will affect both personal and work life of an employee. A job must be suitable to a person’s abilities, skills and qualification and should have some challenges, task variety and scope for learning something new by otherwise it will be seen as a burden and a lifetime punishment.

But generally, the Government jobs are of routine in nature. They follow same set of practices, procedures and rules and there are lesser or no scope for deviation and for demonstrating individual skills, abilities, creativity and innovation.

But some of the respondents in this study see their job challenging and it gives opportunity to demonstrate their personal intelligence and abilities. Around 12 percent respondents agreed that their job is not challenging and 2 percent said interesting, around 50 percent said work pressure is heavy and ranked as number one factor which affects their work performance. Office rules and regulations (redtapism) also affecting their work interest as it takes lot of time to get approvals or sanctions, through proper channel in the Government administrative systems. Many a times, the decision making is centralized and hence they look up for even smallest decisions. Respondents opined that lack of good and supporting bosses, support peers and subordinates etc., poor infrastructure are the problems they face in present Government system.

**3.9.7 Growth & Achievement**

Generally both individuals, groups and organization suppose to have personal goals to achieve. As David McClelland said individuals may have need for power, need for achievement and need for affiliation.

Employees come to work to satisfy their needs. It can be money, power, satisfying ego, achieving social status, creating friendship and get praise and
recognition from others and so on. Employees normally evaluate whether their actions can satisfy their wants, goals and needs. While some of them wish to achieve only just their basic needs. Some are highly ambitious, aiming for achieving the highest possible in their life. Maslow also in his theory said self actualization or achieving the highest possible in one’s life is very essential. When asked their mental preparedness to achieve the overall goals of the Government their department, shocking percentage of 80 percent of the respondents said that they are not mentally prepared. Only 9 respondents which constitutes less than 2 percent said they are ready, and the remaining were in neutral category. This response sends a strong message to the higher officials that something seriously wrong and it needs immediate attention and correction.

The negative response would have come due to lack of awareness and understanding on the part of employees about the vision, mission and goals and lack of clarity in goal setting and ways to achieve it. It is to be noted that when the goals are not there, or not clear and nothing can be achieved either by an individual or by a group or by an organization.

3.9.8 Recognition

It is quite natural that sincere and hard working people look for recognition in return for their involvement and contribution. The recognition can be monetary or non monetary. Appreciation by the manager, immediate supervisors, colleagues and subordinates and other connected people will enhance motivation of a sincere worker to do more and more good work in their work place.

In the survey, it was found that out of 510 respondents 313 respondents said (60 percent) they did not get any appreciation from their bosses when they do their
work to their best of their ability. Only 14 percent said they got some word of appreciation here and there from their bosses.

In the private sector, recognition programmes are very strong in many organizations. Fast track promotions, performance based variable pays, additional incentives and special allowances, gifts, sponsored family tour, dinner parties etc., were given lavishly to motivate them. In the government set up, this is absent.

The higher officials neither can grant promotion nor cash gift to their subordinates for any outstanding performances from the government exchequer. Very few exemplary staff used to be honored in few departments during district level Independence Day celebrations every year. Example; Best school teacher award, brave policemen award, best fire service personnel award etc., but it is not available in this study departments. For the study category some senior matured employees having understood the limitations of the government system do not care about awards or rewards. But a section of the workforce is demoralized for not being recognized for their individual talent and contribution which has telling effect on motivation.

Around 313 out of 510 respondents also feel that there are no efforts from the government to retain the talented people leaving for other jobs. Nearly one third of the respondents said that there is no system for recognizing the good and sincere efforts in their organization. Another one third feels that they get some kind of appreciation from their bosses colleagues and public in their work. May be a part of the supervisors or colleagues or from general public to whom they provide their service would have given that appreciation.

### 3.9.9 Possibility of Growth and Advancement

Everyone wish to grow to the next better position in life and work.. For an employee, promotion or career progression is a motivating factor. Because, job
promotion satisfies personal ego by way of job title and offers, better salary, social status, respect and dignity in workplace which leads to job satisfaction and motivation.

Here in the Government service ‘seniority’ is the only parameter for giving promotion to an employee. Even a highly meritorious and sincere person can’t be promoted overlooking a senior as the system does not permit it. As much as 50 percent of the respondents said that they thought of moving out of the department or even leaving the government service as they felt that there are less growth opportunities in their job. Of course, various department exams are available for a government servant to write and get better positions directly within and outside their department in the job market for which individual has to put up some additional efforts.

3.9.10 Work itself

The very nature of job or job content has a significant influence in motivation for an employee. If an employee gets a job matching his interest, skill, abilities, qualification and knowledge, he will carry out the job with passion and motivation. Any work carried out with interest will enhance motivation. Task variety, opportunity to learn new things, job autonomy, scope for exploring creativity and innovation, simple challenges etc., enthuses a person to perform his job with a sense of joy. All these responses give a clear picture that the nature of work or working itself does not motivate as of now.