CHAPTER - I
INTRODUCTION AND RESEARCH DESIGN

1.1. Motivation- Introduction

Employee motivation is always an interesting area for researchers, managers and academicians. What really motivates an employee? is a million dollar question. Researchers and practicing managers are in constant search to find a common and globally acceptable answer as to what motivates an employee and how to motivate all types of employees? and How to sustain the motivation level? Several experts have defined the term motivation in their own way. Cherry (2010) defined motivation as “the process that initiates, guides and maintains goal-oriented behaviours. Motivation is to know what makes people to work, whether it is performing a task, learning a work method or anything. It entails the physical, expressive, societal and cognitive forces that stimulate one’s own behaviour. In general, motivation is frequently used to describe “why a person does something?”. Work motivation is a complex set of influences which make one start working and keep the job on a specific post within the organization. From a personal point of view, that is an inner state which leads to goal fulfillment while being influenced by numerous factors. From a manager’s point of view, motivation is an activity, which secures the employees tend to fulfill the predefined goals.

The term motivation derives from the Latin word for movement (mover). Building on this concept, Atkinson (1964) defines motivation as "the contemporary (immediate) influence on direction, vigour, and persistence of action", while Vroom (1964) defines it as "a process governing choice made by persons ... among alternative forms of voluntary activity". Campbell and Pritchard (1976) suggest that “motivation has to do with a set of independent/ dependent variable relationships that
explain the direction, amplitude, and persistence of an individual's behaviour, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment”. The definitions have some commonality in the way of defining. They are primarily concerned with triggering, proposing a path way and prolonging employee behaviour at work place.

There are three major components to motivation: creation, perseverance and passion. Creation triggers an action, such as enrolling in a training class. Persistence is the sustained attempt toward a goal even though obstacles may exist, such as involved in training courses which requires a considerable investment of time, energy and resources. Finally, passion is the basic interest, dynamism and the drive that makes employees to achieve a goal. Motivation may be described in many ways and in general it is of either extrinsic or intrinsic. Extrinsic motivations are “those that arise from outside the individual and often involve rewards such as trophies, money, social recognition or praise” that comes from outside. Intrinsic motivations are “those that arise from within the individual, purely for the personal gratification of solving a problem”. Motivation is also classified as positive and negative and monetary and non-monetary motivation.

Motivation pinpoints the inspired human behaviour which is categorized by their willingness and desires. Organisations need to pay attention to employee motivation with the reason that it is important for “work related behaviour” (Pinder 2008) and “effectiveness” (Rainey and Steinbauer 1999). In governmental organizations, procedure and rule-based commanding systems are practiced to get work done by individual employees (Miller and Whitford 2007) than monetary increments and incentives. Though it has made employees to perform for a short period it is identified as “a type of control” (Ouchi 1978), and in the long run it is
creating an adverse effect on employee intrinsic motivation (Frey 1997).

Various researchers used to denote another scenario ('crowding out') in which any external intervention may affect intrinsic motivation and ‘crowding in’ denotes the opposite effect (Frey 1997). According to motivation crowding theory (Frey 1997; Frey and Jegen 2001), “the perception of external interventions as either controlling or supportive determines whether intrinsic motivation is crowded out or in. Even within the same organization, employees interpret external interventions differently, suggesting that the effect of external interventions depends on individual perception” (Nishii et al. 2008). Empirical research has supported the provision “financial incentives can crowd out intrinsic motivation” (Deci et al. 1999; Jacobsen 2010), but limited studies have supported “the crowding effects for command systems” (Andersen et al. 2011; Jacobsen and Andersen forthcoming; Nielsen et al. 2011).

1.2 Concept of Motivation

Various scholars and the laymen have their own concept to motivation viz., motives, need, wants, drives, desires and wishes, incentives etc., while defining motivation. The term motive has been described restlessness, a lack, a yen, a force. When a person in the grip of a motive, the organism does something to reduce the restlessness, a remedy to lack, to alleviate the yen and to mitigate the force. (Fillmore, 1970). The term motivating implies that one person induces another to engage in an action by ensuring that a channel to satisfy the motive becomes available and accessible to the individual. The term motivation is different from motive and motivating while the motive is energiser of action motivation is the channelisation and activation of motives, motivation is the work behaviour itself. Motivation depends on motives and motivating. (L.M. Prasad, 2004). The relationship between motive, motivating and motivation is presented in the following figure: 1.1.
1.3 Nature of Motivation

L.M. Prasad (2004) as characterised the nature of motivation as follows.

1. Motivation is based on individuals, whereas motives are also quite internal to the individual.
2. Motivation is affected by way the individual is motivated.
3. Motivation leads to achievement of a goal directed by the behaviour.
4. Motivation is related to satisfaction. Satisfaction is a consequence of rewards and punishment received by an individual in the past.
5. When a person is motivated he is motivated in totality and not in part.
6. Motivation is a complex process, because the types of needs and method of achieving the needs differs from person to person and even for the same person changes from time to time.
7. The individuals sometime may not aware of their needs and ways to fulfill their needs.
8. Employee behaviour may not arise because of one specific needs but it may arise due to various other needs.
9. Goal directed behaviour may not lead to goal attainment.

Goal directed behaviour is presented in the figure 1.2:
Employees come to workplace to satisfy one or more needs of them and their family members. Whenever the need is not fulfilled or unable to get satisfaction in the actual outcome, they tend to behave in a different way like quarrelling with their peers and supervisors, showing anger, withdrawing from the serious work and compromising in the quality and quantity of the output. L.M. Prasad has illustrated this as given in figure 1.3

<table>
<thead>
<tr>
<th>Need</th>
<th>Tension</th>
<th>Behaviour</th>
<th>Non fulfillment of need</th>
<th>Frustration</th>
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<td></td>
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<td>Defence Mechanism</td>
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Figure – 1.3 Need non-fulfillment and defence mechanism

1.4. Importance of Motivation

Every organisation is focusing on optimum utilisation of available human, monetary and physical resources. The usage of monetary and physical resources depends on the interest people have on the work assigned to them. Motivation enables people to convert physical and financial resources into useful products and services. It helps the organisation to get the best out of its human resources. Motivation triggers employees to perform their job energetically. Employee performance and outcome is not only based on skill and ability of individuals but also on enthusiasm and willingness. Motivation is an action which links the overall efficiency and output of any work related activity made by individuals. This action keeps on reducing the entire cost of the operations and tasks involved in the organisation. Motivation
sources the committed behaviour among employees and assists employees to show the desired path in their career ladder and assures rewards too. The organisation should understand the priorities and needs of their own employees and design a suitable compensation and other incentive systems and assure the accomplishment of stated goals in a comprehensive manner. If employees are not motivated appropriately, the basic functions of management such as planning, organising and staffing functions will not be translated in to desired action. Motivation engages and makes employees bind closer to their organisation. When the basic needs of employees are satisfied with clear career plans, remuneration package and incentives etc., the commitment towards their work gets multiplied which results in high morale, loyalty and mutual bond with their employers. Employees do their work with a lot of commitment and are dissuaded from leaving their organisation. This ensures reduced employee turnover and focuses on enhanced organisational performance and reduces absenteeism and need for supervision.

### 1.5 Motivating Forces

Creating a work environment that can automatically motivate employees is one of the toughest challenges that every organization faces today. Each employee and their perception towards motivation is unique in nature.

According to the research conducted by Nancy Leonard, Laura Beauvais and Richard Scholl (1999) five basic types of motivation existing among employees are unearthed. They are of ‘intrinsic process’ motivation in which employees get engaged with fun and enjoyment in workplace. Employee who comes under ‘extrinsic motivation’ responds best to direct incentives. For them, rewards and recognition is the prime factor of motivation. ‘External self concept’ based employees thrive on public recognition and feedback. Employees belonging to ‘internal self concept’ are
driven more by their own success and respect. ‘Goal Internalization’ based employees seek motivation through achievement of goals. The research conducted by Ken Sundheim (2013) on “What motivates people” has thrown light on employee expectations in the work place. Various studies have shown that for employees to be motivated, certain factors such as pay, working conditions and job security need to be present in their work. Without these, even a good employee may not produce desired performance results. When employees are having fear of losing their job, they will have less interest and drive to finish their day to day tasks effectively and efficiently.

Even though money is a major motivating factor, studies have shown that how much it is important in doing the work creatively is the most predominant driver. The monetary rewards add value to their performance which assure a unique way of doing things. Next to monetary benefits, some employees are in need of more challenges to express and exhibit their capabilities, and willing to learn and explore new avenues. Laying too many rules and regulations and formal procedures will often hinder the level of employee motivation. “The entire motivation process needs to be structured and systematized. Low compensation may create an unsatisfied and vengeful workforce and also affects employee motivation and performance. When employees feel that they are being inadequately paid and recognized, they will tend to exhibit counter productive work behaviour at work place. Employees who are involved in routine work can be motivated by rewards and punishment. Sometimes higher financial rewards may lead to undesirable performance. Sense of self, self belongingness, self esteem is predominantly motivating compared to external incentives and monetary benefits” (Forbes 2013).

Researchers has differentiated (Deci 1975; Frey 1997; Herzberg et al. 1993; Lawler and Hall 1970), the intrinsic and extrinsic motivation on whether they depend
on external factor or lie within the individual. It has been linked with various theories proposed by researchers (Frey 1997).

Intrinsic motivation is motivation that is dynamic by personal interest, satisfaction, or contentment. As Deci et al. (1999) observe, “Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It get manifested in behaviours such as play, exploration, and challenge seeking that people often do for external rewards” (Deci et al 1999). Traditionally, management considers intrinsic motivation to be more relevant and results in better outcome than extrinsic motivation (Deci et al., 1999). Motivation involves “a constellation of beliefs, perceptions, values, interests, and actions that are all closely related”. Motivation can be a focal point either for individual behaviours or individual’s non-cognitive aspects. For example, Gottfried (1990) defines academic motivation as “enjoyment of school learning characterized by a mastery orientation, curiosity, persistence, task-endogeny, and the learning of challenging, difficult, and novel tasks”. On the other hand, Turner (1995) provides motivation to be identical with cognitive engagement, which he defines as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring”.

1.6 Theories of Motivation

From the advent of the twentieth century, motivation has migrated from the domain of philosophy into the newly emanated science of psychology. Then motivation was viewed with a hedonistic approach, where motivation was a pleasure, and a sense of satisfaction of desires. To empirically confirm the definition of motivation via theories and models, behavioural scientists worked on to solve that issue.
The early models were based on instinct theories, which suggest that all behaviours are driven by instinct. William James (1842-1910) and McDougall (1871-1938) were pioneers in explaining behaviour with the help of instinctual desires. Instincts are innate patterns of behaviour. Since various criticisms emerged out of instinct theories, Murray (1893-1988) restated instinctual desires as a list of psychological needs. Then the approach changed to models based on drives. The drive theorists have initiated the concept of learning to study motivation and finally concluded that the resultant present or future behaviours were largely influenced by the rewards associated with the past behaviour. After this, several new models to define motivation emerged which are collectively called as content theories which are entirely based on drives and needs.

Abraham Maslow (1908-1970) made an important contribution to throw light on motivation. He analysed human behaviour in a different manner and he prioritized the needs such as physiological needs, safety needs, social needs, esteem needs and self-actualization needs. After Maslow’s theory, people came to realize the importance and hierarchy of human needs and its impact on motivation.

Maslow argued that the first three needs on the list represent deficiency needs that people must master before they can develop into a healthy personality, while the last two represent growth needs that relate to individual achievement and the development of human potential.

Vroom (1964) presented the first systematic formulation of expectancy theory as it related to the workplace. He argued that employees tend to rationally evaluate various on-the-job work behaviours (e.g., working harder) and then choose those behaviours they believe will lead to their most valued work-related rewards and outcomes (e.g., a promotion). The attractiveness of a particular task and the energy
invested in it will depend a great deal on the extent to which the employee believes its accomplishment will lead to valued outcomes. Porter and Lawler (1968) expanded Vroom's initial work to recognize the role of individual differences (e.g., employee abilities and skills) and role clarity in linking job effort to actual job performance. Porter and Lawler also clarified the relationship between performance and subsequent satisfaction, arguing that this relationship is mediated by the extent and quality of the rewards employees receive in exchange for good job performance. Finally, Porter and Lawler incorporated a feedback loop to recognize learning by employees from past relationships. That is, if superior performance in the past failed to lead to superior rewards, future employee effort may suffer as incentives and the reward system lose credibility in the employee's eyes.

Alderfer (1972) later tailored this model to encompass three needs namely Existence, Relatedness, and Growth (ERG). McClelland's conceptualization offered new insights for researchers to set clearly defined needs as they related to workplace behaviour, in contrast to Maslow's more abstract conceptualizations (e.g., need for achievement versus need for self-actualization) and, thus, has found considerable popularity in research on individual factors relating to work motivation. While Maslow, McClelland and their colleagues focused on the role of individual differences namely personality and attitudes in determining the motivation level. Herzberg (1966; Herzberg, Mausner, & Snyderman, 1959) sought to understand how work activities and the nature of one's job influence motivation and performance. In his motivation-hygiene theory, Herzberg argued that work motivation is largely influenced by the extent to which a job is intrinsically challenging and provides opportunities for recognition and reinforcement. Herzberg saw the context surrounding a job (which he referred to as hygiene factors) as being far more temporal
in terms of leading to satisfaction and future motivation. Herzberg deserves credit for introducing the field to the role of job design specifically with job enrichment as a key factor in work motivation and job attitudes. Expectancy theory has been used to study forms of work behaviour other than job performance, including employee absenteeism, turnover, and organizational citizenship behaviour (Mobley, 1977; Mowday, Porter, & Steers, 1982; Organ, 1988; Porter & Steers, 1973; Steers & Rhodes, 1978). Researchers have also linked group expectations and social influences to individual work motivation decisions (Porter, Lawler, & Hackman, 1975). Goal-setting theory also emerged in the late 1960s, as researchers began to discover that the simple act of specifying targets for behaviour enhanced task performance (Locke, 1968, 1996; Steers & Porter, 1974). Applications of goal-setting theory in the form of individual and team management-by-objectives programs are now used widely throughout industry (Ambrose & Kulik, 1999).

While theoretical developments on work motivation may have declined in recent years, the world of work has changed dramatically. Indeed, one can argue that the past decade has witnessed greater workplace changes than any other decade in memory. Companies are both downsizing and expanding (often at the same time, in different divisions or levels of the hierarchy). The workforce is characterized by increased diversity with highly divergent needs and demands. Information technology has frequently changed both the manner and location of work activities. New organizational forms (such as those found in e-commerce) are now commonplace. Teams are redefining the notion of hierarchy, as well as traditional power distributions. The use of contingent workers is on the rise. Managing knowledge workers continues to perplex experienced managers across divergent industries.

Globalization and the challenges of managing across borders are now the
norm instead of the exception. Though various motivational theories are available for research and practise, the researcher has focused only content theories in this study.

1.7 Content Theories of Motivation- At a glance

Content theory deals with human needs which change over a period of time. It explains specific factors related to motivation. They are specifically providing focus on contextual framework which deals with individual motivation. Content theory includes the work of Abraham Maslow, Herzberg, David McClelland and Alderfer ERG Theory. All these content theories have some commonalities between them. One is an extension of another. A comparison of these four content theories can be seen in the following figure : 1.4.

![Figure – 1.4 Comparison of Content Motivation Theories](image)

1.7.1. Maslow’s Need Hierarchy Theory

According to Abraham Maslow, human beings rarely reach a state of complete satisfaction and that too for a short time only they stay at that stage. The needs are a never ending process and they can be arranged in a hierarchy. He also stated that all
human beings can have same need hierarchy but the level of need may differ from person to person. The needs will actually cause a particular behaviour and depend upon the gratification and deprivation. Deprivation of a specific need may direct to ‘dominance’ of that particular need. Gratification of the specific need may activate a next higher need which can then become a dominant need. This process will be a never ending process until the entire need hierarchy has been gratified and the ultimate self actualization will get activated at the end.

Fig – 1.5 Maslow’s Theory Need Hierarchy Theory

1.7.2. Herzberg’s Motivation-Hygiene Theory (Two-Factor Theory)

Herzberg extended Maslow’s work and developed a dual factor theory which can also be called as Motivation-Hygiene theory. He felt that job satisfaction and dissatisfaction do not exist on the same continuum, but on dual scales. In other words, certain things, which Herzberg called hygiene factors, could cause a person to become unhappy with their job.

According to him, employees who are satisfied with the job disclosed that it is because of intrinsic factors and employees who are dissatisfied with the job revealed
that it is because of extrinsic factors. The hygiene factors are related to the company policy and administration, supervision and interpersonal relations, working conditions and job security which could never bring about job satisfaction. On the other hand, motivating factors can increase job satisfaction. The motivating factors are sense of recognition, responsibility, or achievement which can bring satisfaction in the job.

ERG Theory was propounded by Clayton Alderfer as an extension to the famous Maslow’s Hierarchy of Needs. His theory is based on “frustration-regression” hypothesis which states that if an individual who got frustrated by not attaining a specific need might revert to other need. For instance, if a person is continually frustrated in trying to satisfy growth needs, relatedness needs will re-emerge. This phenomenon is known as the frustration-regression process.
1.7.4. Need theory

David McClelland proposed a model to understand the needs of the people, which hold significance in understanding the motivation and behavioural aspects. According to his theory individuals acquire three different types of needs namely the Need for Achievement, the Need for Affiliation, and the Need for Power.

The Need for Power is the need to govern, control and influence people. People who are high in this need look for positions to attain leadership. They like to set goals and they like to be decision makers. The next need is the Need for Affiliation. This is the need for companionship and relationship with people. People who are high in this need form new and pleasing relationships with the co-workers. This need often crops up as a measure to avoid boredom and also to share the mutual feelings of the co-workers. The next is the Need for Achievement. People who are high in this need excel in taking responsibility for solving problems and also provide high end solutions. They will take calculated risks to accomplish their moderate goals.
1.8 Motivation and Government Employees

There exists always an assumption of private and government employees differences lies in work culture, work autonomy and decision making which have been accepted generally by various researchers, but very little empirical research has spotted out those differences empirically (Baldwin and Farley 1991; Rainey 1989). Many research studies have exhibited contrasting evidences regarding the issues. For example, while Baldwin (1987) identified that private-sector employees professed more clarity in their work goals than government employees, other studies by Rainey have argued that there is no difference between both sectors in terms of goal clarity and role clarity (Rainey 1983). The same arguments were found in other research studies too which exploded the presence of procedural constraints in both the sectors (Pugh, Hickson, Hinnings, and Turner 1969), where only a few findings suggest that higher procedural constraints have identified with government employees (Baldwin 1990; Bozeman, Reed, and Scott 1992; Rainey 1983; Rainey, Pandey, and Bozeman 1995). Related to organisation compensation, two studies have shown that employees serving in government organizations perceive a reverse relationship with
extrinsic factors such as pay package, job security and performance than in private sector employees (Porter and Lawler 1968; Rainey 1983). In a nutshell, the nature of the job characteristics also showed the difference in perception within the two sectors. Various studies have determined the reasons for motivation in government jobs and job satisfaction. Emmert and Taher (1992) expressed that not much deviation was found in the skill, learning and autonomy and decision making among professional government employees. Rainey (1983) found a significant difference between private and government sectors in terms of job variety. Posner and Schmidt (1982) found different issue that government jobs have both task variety and importance. This result though contradictory in nature, shows that government employees express their lower level of self esteem (Buchanan 1974) and accept their inability to influence their organisation (Cacioppe and Mock 1984). Various Government-sector scholars also have conducted various studies and found that job challenges are critical. Other studies have focused on the difficulty in performing jobs in government sector compared to their counter parts (Posner and Schmidt 1982).

1.9 Statement of the problem

In India, the government is acting as a welfare state providing innumerable services through its government machinery to the public. They are spending billions of rupees through public welfare schemes and projects with tax and other revenues collected from the public. Even today, a sizeable number of illiterate and ignorant population living still below the poverty line, in which many of them depends much on the government projects and schemes for their livelihood and growth. The top level bureaucrats and legislators conceive good plans at the top and they expect the civil servants to implement it successfully at the ground level. It is to be remembered that any good ideas and plans will become meaningful only when it is translated in to
action. The critical role of implementing it at grass root level and delivering directly the service and benefits lies with lower level of govt machinery i.e., Group C cadre employees like Assistant, Junior Assistant, Typist, Accountant, Cashier and Office Assistant. They are the people who used to interact with the public every day and handle their requests and grievances and disburse their welfare benefits. Hence their interest, enthusiasm, motivational energy and ‘service motive’ is very important for good governance. The public’s popular perception is that, the Government servants are not hard-working, hardly-working, paid well but perform less and they are involved in bribe, corruption, delay and red-tapism which are the hall marks of a government set up. But how far are these perceptions are true? What is the present level of motivation of the said government servants? What measures can be taken to increase the existing level of enthusiasm to serve the public better in future? Whether content motivational theories have any relevance and application in motivating these government servants etc. are some of the questions which made the researcher to select this topic for research.

1.10. Significance of the study

Various research studies were conducted in the past across the world in the field of employee motivation both in private sector and in Government sector. But many of them studied the motivational aspects of corporate executives, supervisors and industrial workers. Few research studies were conducted among Government servants in India viz., motivation of health personnel, teachers, public sector employees and army personnel. The government of India also formed administrative reforms commissions and pay commissions to study the overall performance and salary aspects of government employee at national level and similarly by various state governments in India. But the researcher could not find any
full-fledged research work on ‘employee motivation in “Tamil Nadu government service”. Hence this study assumes greater significance in motivational research and may be the first of its kind in the Tamil Nadu state. This may pave the way for the future researches in other departments and among different cadres in the government service in Tamil Nadu and in other states of Government of India.

**1.11 Operational Definitions**

**Motivation:** A positive inner feeling that moves an employee towards his work and performance

**Tamil Nadu Government employees:** The Government employees refer to employees working in Tamil Nadu government departments including revenue and Rural Development and Panchayat Raj Department.

**Satisfaction:** A sense of fulfilment in his/her needs, desires, expectations and goals that makes a person happy.

**1.12 Objectives of the study**

The study has been undertaken for the following objectives:

1. To find out whether demographic variables such as age, gender, qualification, experience, position and salary have any influence on work motivation of government employees in Tamil Nadu.

2. To find out the relationship between demographic variables such as age, gender, qualification, experience, position and salary with the level of work motivation of government employees in Tamil Nadu.

3. To study the factors that are significantly contributing towards work motivation of the government employees in Tamil Nadu.
4. To understand the most and least motivating factors from among the significantly contributing factors.

5. To find out the factors that hinder employee motivation and performance among the government employees in Tamil Nadu.

6. To offer suitable recommendations to the State Government to improve the overall work motivation of government employees in Tamil Nadu State.

1.13 Research Questions

1. Do the demographic factors have any influence on employee motivation?

2. Whether demographic variables have any influence on level of motivation among the employees?

3. What are the factors that significantly influences level of motivation of government employees?

4. Which are the factors that contribute more and less in motivating the employees?

5. What are factors that affects employee motivation of the government employees in Tamil Nadu?

1.14 Scope of the study

The study is restricted to only the selected five cadres in ‘Group C’ category of employees of Tamil Nadu Government viz., Assistant, Junior Assistant, Typist, Cashier and Accountant serving currently in two major departments of Tamil Nadu Government viz., Revenue & Rural Development and Panchayat Raj Department functioning in Thanjavur, Thiruvarur, Nagapattinam districts, due to time and resource constraints of the researcher. The study has also made an earnest attempt to
find whether the findings of this study has any connection with any one or more “content theories” of motivation. In terms of population, the sample size of 510 and area selected are small in character when compared to overall employee population in the State Government. Hence, the findings and conclusions of the study are valid to Tamil Nadu Government employees only.

1.15 Method of Data Collection

A pilot study was made among the government employees of Tamil Nadu belonging to the Department of Revenue and the Rural Development and Panchayat Raj Department. The Questionnaire was pre-tested by the researcher by personally observing the filling up of the questionnaire by 26 employees and the questions were then modified based on the inputs and interactions with those employees. The pre-test preview helped the researcher to identify inconsistency or ambiguity in the questions. Such questions were then appropriately rewritten and the questionnaire was given a final shape. The final questionnaire consists of 56 questions in which 9 questions relating to basic and demographic information and the remaining questions relate to the many intrinsic and extrinsic factors available at the work place of the government employees. The given questions were grouped with the help of factor analysis under six dimensions viz., Salary and Benefits, Job and Work Environment, Interpersonal Relationship, Leadership and Supervision, Recognition and Growth & Achievement which are commonly found elements in the famous content theories of motivation viz., Maslow, Herzberg, Mc clelland and Alderfer. The questions were sourced from the previous research studies Badrinath V (2001), Inbarajan (1999), Tenison Gail (1997), Kranzusch, Michael James (1997),
22


1.16 Period of Study

The data collection was undertaken between January 2013 and July 2013.

1.17 Sampling Design

Primary data was collected from the government employees through the distribution of a pre-tested research questionnaire. A list of employees working in the departments of Revenue and Rural Development and Panchayat Raj Department in Thanjavur, Thiruvarur and Nagappatinam revenue districts of Tamil Nadu was made after collecting the details from the departments concerned. Totally 894 employees were working at the time of study in the two selected departments in the three study districts under the category of Assistant, Junior Assistant, Typist, Accountant and Cashier. The research questionnaire was distributed among the government employees whose names appear in the finalized list. For this study ‘simple random sampling technique’ was adopted by the researcher. The researcher was able to reach out to 548 employees only. On scrutiny of 548 questionnaires, it was noticed that 38 questionnaires were not properly filled up and hence those questionnaires were omitted and the remaining 510 were considered for data analysis, which amounts to the response rate of 93% of responses received. Details of the population and sample size of the study are presented in Table No: 1.1 and Table No: 1.2. Secondary data for this study were collected from research reports, peer reviewed journals, magazines, press releases, pay commission reports, internet resources, administrative reforms commission reports, employee union magazines and other resources.
Table No: 1.1
Details of the Population in the study area

<table>
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<th>S.No</th>
<th>Districts</th>
<th>Revenue Department</th>
<th>Rural Development Department</th>
<th>Population</th>
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<tbody>
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<td>95</td>
<td>235</td>
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<td>2</td>
<td>Thiruvarur</td>
<td>182</td>
<td>116</td>
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<td>3</td>
<td>Thanjavur</td>
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<td>361</td>
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<tr>
<td>Total</td>
<td></td>
<td>536</td>
<td>358</td>
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</table>

Source: Primary Data

The study population was distributed in three major districts of Tamil Nadu state which are called delta districts. The revenue department in Nagapattinam district consists of 140 employees, in Thiruvarur district 182 employees and Thanjavur district has 214 employees in the selected cadre. The rural development and panjayath raj in Nagapattinam district consist of 95 employees, in Thiruvarur district 116 employees and Thanjavur district has 147 employees in the selected cadre. Though the expected actual population is more, due to large scale vacancies (30%- 40%) that exists in all the state government offices, the population available at present shows lesser number at the time of study. It is to be noted that one of the major demands of the Tamil Nadu government employees association is to fill the said vacancies to reduce the existing work load on the available staff.

Table No: 1.2
Details of the Sample taken in the study area

<table>
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</table>

Source: Primary Data
The researcher has taken totally 510 employees as overall sample in which 342 samples are from revenue department and 168 samples from rural development department. The revenue department samples collected from the three districts include from Nagapattinam district 96 employees, from Thiruvarur district 102 employees and from Thanjavur district 114 employees. In the case of rural development and Panchayat raj department, a total of 168 samples were taken consisting of 32 employees from Nagapattinam, 49 employees from Thiruvarur and 87 employees from Thanjavur district. The sample represents 57 percent of the study population. The sample of 510 is adequate sample size as per Morgan Table (Krejice & Margon, 1970)

1.18 Hypotheses tested in the study

The following hypotheses have been formulated and tested in order to achieve the objectives of the study:

[1] There is no significant variation exist between demographic factors and work motivation
[2] There is no significant relationship between demographic factors such as age, gender, qualification, experience, position and salary of the respondent and their level of motivation
[3] Salary and Benefits influences the work motivation of government employees
[4] Job and Work Environment influences the work motivation of government employees
[5] Interpersonal Relationships influences the work motivation of government employees
[6] Leadership and Supervision influences the work motivation of government employees
[7] Recognition of employee influences the work motivation of government employees
[8] Growth and Achievement influences the work motivation of government employees

1.19 Statistical Tools Employed

The collected data were tabulated and percentage analysis has been made as the first stage of data analysis. The collected data were further analysed with the help of chi-square test, multiple regression, ANOVA and Structural Equation Modelling (SEM) using Smart PLS. Based on the analysis, findings and suggestions have been made and conclusion was drawn for current and future researchers.

1.20 Chapter Scheme

Chapter I: Introduction

This chapter deals with introduction of the concept of motivation and the importance of employee motivation in an organisation, factors that normally influence employee motivation, kinds of motivation and a brief introduction about content motivational theories on employee motivation. At the end of the chapter research design viz., problem statement, objectives, hypothesis of the study, research questions, scope and limitations, sample design, methodology adopted, statistical tools employed, significance of the study and the chapter scheme were presented.

Chapter II: History and Administration of Government of Tamil Nadu

The researcher has presented an overview about the Government of Tamil Nadu and its organizational setup, role of revenue department, rural development and Panchayat raj department in the Tamil Nadu Government and various services rendered by both the departments to the public.
Chapter III: Review of Literature

It discusses various literatures available in the field of motivation including the research findings on application and relevance of content motivational theories in Indian context. This review discusses the study variables of intrinsic and extrinsic motivation, which were taken by the researcher.

Chapter IV: Data Analysis and Interpretations

The data collected from the primary source have been analysed in this chapter with the help of statistical tools viz., mean, ANOVA, multiple regression by using SPSS version 16 and Structural Equation Modelling (SEM) using Smart PLS.

Chapter V: Findings, Suggestions and Conclusions

This final chapter covers findings, suggestions and conclusions of study. It also covers scope for further study in this topic.