CHAPTER - V

FINDINGS, SUGGESTIONS AND CONCLUSIONS

5.1 Findings

Motivation of employee is a highly relative matter since it varies in degrees, dimensions and places of employment. Thus, the policies formulated in any organization cannot be enthusiastically and successfully implemented when the employees are very apathetic with the conditions prevailing in their workplace. Hence, lack of motivation of employees in any organization is sine qua non to the failures in the achievement of the desired or designed goals or objectives. Motivated employees are crucial to a Government organization’s success. How to keep people motivated and productive is the biggest question that any manager faces in his life. Recognition and reward are two important sources for motivating people to achieve standards of excellence. Recognition and reward reinforce and guide behavior of employees. Most managers believe that their monetary rewards only drive employee motivation. Employees, however, do not reflect the same opinion. Instead, in various studies, employees responded that they are most motivated on the job by the intangible variables of full appreciation for a job well-done, being a part of decisions that affect them, opens communications, interesting and meaningful work, having good relationships at work and so forth. This difference of perspective is especially alarming given that those items that are considered most motivating by employees today involve little, if any money, but rather simply some time, thoughtfulness and creativity on the part of their manager.

In the first section, researcher has classified the respondents based on seven demographic variables such as age, gender, monthly Salary, educational qualification, experience, position and Department and their main findings are presented below.
5.1.1. Demographic characteristics of the study respondents

The demographic characteristics of the respondents of the study cover age, gender, qualification, Department, experience, position, and monthly Salary. The demographic characteristics of the respondents are:

22.9% of the respondents belong to the age group of 21 to 30 years, 27.1% of the respondents fall under the age group of 31 to 40 years, 24.5% of respondents belong to 41 to 50 years of age and 25.5% of respondents fall under the age group of above 50 years of age. Largest group of respondents were in the ages of 31 to 40 years.

71.2% belongs to male category and 28.8% of the respondents belongs to female category. Majority of them were male respondents.

36.9% of the respondents were educated up to higher secondary, 38.0% of the respondents were under graduates, 20.8% of respondents were post graduates and 4.3% of respondents were professionals. Largest group of respondents were educated up to higher secondary.

45.3% belongs to Thanjavur district, 29.8% belongs to Nagapattinam district and 24.9% belongs to Thiruvarur district. Largest group of respondents were from Thanjavur.

67.1% of the employees are working in revenue Department and 32.9% are working in rural development and panchayat raj Department. Majority of them were from revenue Department.

43.7% of the employees are having 0-5 years of experience, 11% of the employees are having 6-10 years, 11.4% of the employees are having 11-15 years of experience, 14.3% of employees are having 16-20 years of experience and 19.6% are
having experience more than 21 years. Largest group of respondents had a work experience of five and less than five years.

10.8% of the respondents belong to junior assistant category, 50.8% of the respondents falls under the assistant category, 0.4% of respondents are working as cashiers, 9.2% of the respondents are working as typists and 28.8% of respondents are accountant. Largest group of respondents were in the position of assistants.

30.0% of the respondents were getting a monthly Salary less than Rs.10, 000, 29.0% of the respondents falls under the monthly Salary group of 10,001 to 15,000, 21.0% of respondents belongs to monthly Salary group of 15001 to 20000 rupees and 7.6% of respondents falls under the monthly Salary group of 20001-25000 rupees and 12.4% of respondents comes under the monthly Salary of 25001-50000 rupees. Largest group of respondents received monthly Salary less than Rs.10, 000.

5.1.2. Findings for descriptive analysis of the statements related to Motivational Factors

When the 39 statements were analyzed for reliability using Cronbach Alpha the coefficient was a healthy 0.724.

The statement that had the highest satisfaction was ‘work place amenities provided’ with a mean of 2.9059, followed by the statement ‘the annual bonus received in your present service’ with a mean of 2.8922 and the statement ‘the various allowances received in your job’ with a mean of 2.8980.

The statement that had the lowest satisfaction was ‘the mission of the Government to serve the public’ with a mean of 1.798, followed by the statement ‘your present job satisfaction is’ with a mean of 1.8784 and the statement ‘the importance of my work in my office’ with a mean of 1.9725.
The statement that had the highest variation in opinion was ‘efforts of the Government to retain talented employees’ with a standard deviation of 1.65371, followed by the statement ‘relationship with the public who visits your office’ with a standard deviation of 1.62425 and the statement ‘the level of work pressure in my job’ with a standard deviation of 1.14156.

The statement that had lowest variation in opinion was ‘the mission of the Government to serve the public’ with a standard deviation of 0.707, followed by the statement ‘opportunities given to employees for building relationships in their work’ with a standard deviation of .76021 and the statement ‘your present job satisfaction is’ with a standard deviation of 0.767.

5.1.3. Findings from One way Analysis Of Variance (ANOVA) of overall satisfaction and work motivation levels with demographic characteristics

The researcher used one way analysis of variance to find out whether the demographic variables such as age, gender, qualification, experience, position and monthly Salary have any influence on satisfaction and work motivation of Government employees in Tamil Nadu State and the major findings are below:

5.1.3.1. One way analysis of variance for overall work ‘motivation levels’ with demographic characteristics

The researcher has found the following results from the one way analysis of variance with respect to motivation levels with demographic characteristics of the Government employees.

1. The level of motivation among Government employees does not vary with their age at 5% level.
2. The level of motivation among Government employees does not vary with their gender at 5% level.

3. The level of motivation among Government employees does not vary with their educational qualification at 5% level.

4. The level of motivation among Government employees does not vary with their experience at 5% level.

5. The level of motivation among Government employees does not vary with their monthly Salary at 5% level.

6. The level of motivation among Government employees does not vary with their position at 5% level.

5.1.3.2 One way analysis of variance for overall ‘satisfaction levels’ with demographic characteristics

The researcher has found the following results from the one way analysis of variance with respect to satisfaction levels with demographic characteristics of the Government employees:

1. The level of satisfaction among Government employees does not vary with their age at 5% level.

2. The level of satisfaction among Government employees does not vary with their gender at 5% level.

3. The level of satisfaction among Government employees does not vary with their educational qualification at 5% level.
4. The level of satisfaction among Government employees does vary with their experience at 5% level.

5. The level of satisfaction among Government employees does not vary with their monthly Salary at 5% level.

6. The level of satisfaction among Government employees does not vary with their position at 5% level.

Further it is stated that the employees having less than five years of experience differ significantly in the level of satisfaction with employees who have above 21 years of experience. This clearly states that these two categories vary in their perception towards satisfaction. Among these two experience based categories, while comparing their mean values, this analysis shows that higher satisfaction (mean=4.14) was found with the employees having more than 21 years of experience, compared to employees who possess less than five years of experience.(mean value=4.07).

Whereas employees having 6 to 10 years of experience differ significantly in the level of satisfaction with employees who have above 21 years of experience. This clearly states that these two categories vary in their perception towards satisfaction.

Among these two experience based categories, while comparing their mean values, this analysis shows that higher satisfaction (mean=4.14) was found with the employees having more than 21 years of experience, compared to employees who possess 6 to 10 years of experience.(mean value=4.02). Employees having 11 to 15 years of experience all have the same perception towards their satisfaction since all the values are insignificant. The Post-Hoc table represents those employees who are having less than 21 years of experience all have the same perception towards
satisfaction of the factors considered for the present study. Whereas employees having 16 to 20 years of experience differ significantly in the level of satisfaction with employees who have above 21 years of experience. This clearly states that these two categories vary in their perception towards satisfaction. Among these two experience based categories, while comparing their mean values, this analysis shows that higher satisfaction (mean= 4.14) was found with the employees having more than 21 years of experience, compared to employees who possess 16 to 20 years of experience.(mean value=3.97).

It was found that employees having more than 21 years of experience differ significantly from employees having experiences less than 5 years, 6-10 years and 16-20 years. Among these categories, while comparing their mean values, this analysis shows that higher satisfaction (mean = 4.14) was found with employees having more than 21 years when compared to other categories of employees experiences viz., less than 5 years of experience (mean=4.08), followed by employees having 6-10 years of experience (mean value= 4.02) and finally by employees having experiences of 16-20 (mean value=3.97).

**It is concluded that work motivation level of Government employees does not vary with their demographic characteristics and it is also concluded that satisfaction level of Government employees does not vary with their demographic characteristics.** This result was in concurrence with the study conducted by Balasubramanian and Meenakshisundaram (2001) among postgraduate teachers to find out whether there are any significant difference between demographic variables such as sex, teaching subject, employment, type of management, locality of school and type of the school with their motivation level. The study revealed that
there was no significant difference in the work motivation with respect to their demographic variables.

5.1.4. Findings related to the relation between demographic factors and level of work motivation of Government employees based on Revenue and Rural Development and Panchayat Raj Department based on Chi-square analysis

5.1.4.1. Revenue Department

When the level of motivation among the employees of revenue Department was analysed for association with age, monthly Salary, education, position and gender using the chi square test the following were found:

The major findings regarding level of motivation for the employees of revenue Departments of Tamil Nadu Government are discussed below. The percentage of high level of motivation was highest among the age group of above 50 years of age and the low level motivation was the highest among the age group of 41-50. High level of motivation was found in the monthly Salary group of Rs.10000-20000 and low level of motivation was the highest among the monthly Salary group of Rs.20000-30000. Respondents having higher secondary qualification are highly motivated compared to those who has completed undergraduate degrees. High level of motivation was found in the employees of junior assistant cadre in the revenue Departments and the low level of motivation was found in the employees of the next cadre as assistants. Both high level and low level of motivation was found only in male employees. This result was found by another study conducted by Nandola (2011). He investigated motivation level among higher secondary school teachers. The mean scores have been computed for both male and female with respect to motivation level and it implied that mean score for the male teachers was high compared to that of female teachers. The current study result was also in accordance with the study conducted by Kumar,
Udayasuriyan and Vimala (2008) to analyze motivation level of public sector employees. The results of their study signified that a medium level of motivation was found in majority of the employees. It also showed a significant difference between demographic variables such as gender, age, experience, experience, marital status and monthly Salary and employee motivational level. Contrary to the current study, the motivation was found to be both high and low among females than male employees. Further chi-square analysis was performed and the significant relationships are listed below.

1. There is significant relationship between the level of motivation among revenue Department respondents and their age at 5% level.
2. There is a significant relationship between monthly Salary of the respondents and the level of motivation in revenue Department at 5% level.
3. There is a significant relationship between education of the respondents and the level of motivation in revenue Department at 5% level.
4. There is a significant relationship between position of the respondents and the level of motivation in revenue Department at 5% level.
5. There is a significant relationship between gender of the respondents and the level of motivation in revenue Department at 5% level.

5.1.4.2. Rural Development and Panchayat Raj Department

The major findings regarding level of motivation for the employees of rural development and Panchayat raj Department of Tamil Nadu Government are discussed below. The percentage of high and low level of motivation was the highest among above 50 years of age of respondents. It is inferred that the high level of motivation was found in the Salary group of Rs.10000-20000 and the respondents in the Salary group of above Rs.30000 were less motivated. Interestingly, both low and
the high level of motivation were found with the respondents having higher secondary qualification. Both high and low level of motivation was found among the respondents working in the junior assistant cadre. In similar to revenue Department respondents, both high and low level of motivation was found only in male category of employees.

Further chi-square analysis was performed and the significant relationships are listed below.

1. There is significant relationship between the level of motivation among Panchayat Development Department respondents and their age at 5% level.
2. There is a significant relationship between monthly Salary of the respondents and the level of motivation in Panchayat Development Department at 5% level.
3. There is a significant relationship between education of the respondents and the level of motivation in Panchayat Development Department at 5% level.
4. There is a significant relationship between position of the respondents and the level of motivation in Panchayat Development Department at 5% level.
5. There is a significant relationship between gender of the respondents and the level of motivation in Panchayat Development Department at 5% level.

This result was supported by Gehlawat, Manju (2013) who has conducted research to determine the effect of job satisfaction, work motivation and type of schools on organizational commitment of secondary school teachers. Significant difference was found in organizational commitment of private school teachers with high and low level of work motivation whereas the Government school teachers were having high level of work motivation.
5.1.5. Factor analysis

Among the 39 motivational variables, the significant factors contributing work motivation of Government employees were identified using factor analysis - the extraction Method of Principal Component Analysis with Varimax Rotation Method and Kaiser Normalization which is rotated and converged in 5 iterations. The variables reduced and grouped into six distinct factors. The factors were named as follows based on the loadings:

1. Job & work environment
2. Salary & benefits
3. Recognition
4. Leadership & supervision
5. Interpersonal relationship and
6. Growth and development

The above six factors identified from the factor analysis, are closely connected with Herzberg Theory & other content theories of motivation in one way or other.

5.1.6. Major findings from Structural Equation Model

From the contributing work motivation factors, the researcher has further applied Structural Equation Model (SEM) to identify the most and least influencing work motivation factors and the major findings of the SEM analysis are given below.

**Overall Employee Motivation R² was a healthy 0.758355 and this shows that the six dimensions were able to explain 75.84% of the variance.** With regard to salary and benefits dimension except for the statement variable ‘The work life balance offered by the present job’ all others show positive R².
With regard to job and work Environment dimension except for the statement variable ‘The level of work pressure in my job’ all others show positive $R^2$.

With regard to interpersonal relationships, leadership and supervision, and recognition and growth and achievement, all the variables shows the positive $R^2$ value which concludes as a contributory variables for work motivation.

The factor ‘salary and benefits’ creates positive impact and significant relationship with overall employee motivation. The T Statistics value is 2.376427, which is above the required criteria 1.96. The P - value is less than 0.05, therefore the hypothesis supported. Hence, salary and benefits create positive and significant impact with overall employee motivation.

The factor ‘job and work environment’ creates positive impact and significant relationship with overall employee motivation. The T Statistics value is 2.825643, which is above the required criteria 1.96. The P - value is less than 0.005, therefore the hypothesis supported. Hence, job and work environment create positive and significant impact with overall employee motivation.

The factor ‘interpersonal relationship’ creates positive impact and significant relationship with overall employee motivation. The T Statistics value is 2.200642, which is above the required criteria 1.96. The P - value is less than 0.05, therefore the hypothesis supported. Hence, interpersonal relationships create positive and significant impact with overall employee motivation.

The factor ‘leadership and supervision’ creates positive impact but insignificant relationship with overall employee motivation. The T Statistics value is 1.869151, which is below the required criteria 1.96. The P - value is more than 0.05, therefore the hypothesis is not supported. Hence, leadership and supervision create positive but insignificant impact with overall employee motivation.
The factor ‘recognition’ creates positive impact and significant relationship with overall employee motivation. The T Statistics value is 2.396496, which is above the required criteria 1.96. The P - value is less than 0.05, therefore the hypothesis supported. Hence, recognition creates positive and significant impact with overall employee motivation.

The factor ‘growth and achievement’ creates positive impact but insignificant relationship with the overall employee motivation. The T Statistics value is 1.291952, which is below the required criteria 1.96. The P - value is more than 0.05, therefore the hypothesis is not supported. Hence, growth and achievement create positive but insignificant impact with overall employee motivation. Though the SEM model accepts all the six dimensions of the work motivation, SEM points out that leadership and supervision, growth and achievement are less contributing towards work motivation. This result is significant with the findings contributed by Lin and Lin (2011) on supervisory factors. The above studies have successfully supported earlier statements that the better coordinative relationship in terms of trust, confidence, and respect between leaders and followers, the higher the rate of employees’ job satisfactions through supervisory factors (Weng, Lai, Li, 2010).

The researcher has developed a multiple regression model with all the six factors of work motivation identified through SEM to further confirm the contributory factors towards work motivation. The researcher has used multiple regression analysis and the findings are presented in 5.1.7.

5.1.7. Multiple Regression model of overall motivation from six dimensions of motivation

The power of the regression model is represented by the R^2 is a highly healthy .768 and the F test of the model shows that the significance of the model is high as the
significance of $F$ is .000 which is less than .05. Salary and benefits; job and work environment; interpersonal relationship; leadership and supervision; recognition; and growth and achievement are all significant in the estimation of overall motivation.

So it is inferred that the factor ‘salary and benefits’ contributed only to 8.08%, ‘Job and work environment’ contributed only to 29.2%, ‘interpersonal relationship’ contributed to 14.8%, ‘leadership and supervision’ contributed only to 15.2%, ‘recognition’ contributed only to 18.1%, and ‘growth and achievement’ contributed only to 14.2%. It confirms with the previous study Tan and Amna (2011) who have concluded the factor of working condition as the most significant factor for job satisfaction and motivation. It also confirms with the findings of the study (Badrinath, 2001) that interpersonal relationship is an important contributory factor followed by ‘working conditions’, ‘opportunity for promotion and growth’ and ‘recognition’ towards work motivation.

It is finally concluded that the ‘job and work environment’ was the most contributing factor towards work motivation. The same was confirmed by Jaafar et. al. (2006) who has justified the importance of hygiene factors among Malaysia employees’ job satisfaction. Respondents from the research have answered the factor ‘working condition’ has influencing power in their satisfaction towards their organizations.

On the other hand, ‘Salary and Benefits’ and ‘Growth and Achievement’ were the less contributing work motivational factors among Government employees of Tamil Nadu and it should be noted from the study by Stringer et. al. (2011) that ‘Salary and benefits’ have strongest association with motivation and job satisfaction. So, it becomes essential for the Government to take a policy decision regarding
‘salary and benefits’ and ‘growth and achievement’ to promote work motivation of the Government employees.

This result is coincided with the study conducted in Malaysian context by Ibrahim and Boerhaneoddin (2010). His study suggested that factor of compensation has a significant effect on job satisfaction and motivation. Another research from Islam and Hj. Ismail (2008), which widely survey on more than 500 workers scattered over 96 various Malaysian organizations, have concluded their results where factor of pay was found effective in motivating their respondents.

Motivation and hygiene factors introduced by Herzberg have found similarities among other motivation theories specifically content theories (Borkowski, 2011) of motivation which is the major findings of the present study. The current study also confirms with the previous study by Wan Fauziah, Wan Yusoff et.al (2013) which reflected that responsibilities, achievements, growth, promotion, recognition and work itself categorized as ‘motivator’ under Herzberg’s Motivation theory which is similar with Maslow’s self actualization and self esteem, and Alderfer’s growth Need, as well as McClelland’s need of achievements.

Salary and benefit, work condition, job security and company policy and administration categorized as ‘hygiene factors’ (Wan Fauziah Wan Yusoff et.al 2013) under Herzberg’s motivation theory which is similar and with consistent with Maslow’ Safety and Physiological Need and Alderfer’s Existence need. Based on this, it is concluded that the current study with a comprehensive six dimensions of work motivational factors closely associated with Herzberg Two-Factor Theory of motivation.
5.1.8. Interesting outcomes of the study – at a glance

1. Respondents were to some extent satisfied with their present monthly Salary.

2. With regard to annual bonus and allowances also they were somewhat satisfied.

3. Respondents were not satisfied with the provision of basic/supporting equipments like stationery, computer, and transportation facility available in their office for performing their day today work.

4. With regard to Government holidays, the respondents were reasonably satisfied.

5. Though the respondents were happy about the leave facility given to them, they felt that, in some occasions, they were unable to avail the given leave facility for their personal and domestic purposes due to urgency and importance of their work.

6. The respondents have expressed that their relationship with their supervisors and colleagues were not very cordial and it was purely contractual and at the minimum required level for performing the day to day jobs.

7. The relationship was not so friendly and cordial not only within the section or Department, but even with other Department colleagues the relationship was not very friendly and cordial.

8. Employees’ relationship with public also was not very much appreciable.

9. The respondents felt that their bosses were not offering friendly and caring support to them.

10. In case of job description, the essentials for performing a job were not spelt out very clearly and hence confusion existed in job roles.
11. The respondents informed that the superiors were neither supporting nor guiding them in planning and arranging their job efficiently.

12. Employees were likely to have grievances relating to their work. In the study the respondents felt that there were no adequate forums or opportunities available to express and redress their grievances.

13. The respondents admitted that they face huge work pressure since vacancies existing long without getting filled in their offices and at times they even contemplated for seeking transfer to other sections / Departments/ locations ,

14. When bosses communicated the performance standards for employees, it was only vague and needs more clarity.

15. The respondents were quite unhappy with their supervisors as their bosses were not ready to listen to their work load and related problems and other useful suggestions and ideas given by them for improving their quality of work.

16. The perceptions and opinions subordinates have about their bosses or supervisors also influence work performance and behavior. In the study, the respondents rated that the administrative skills and abilities of their bosses are poor.

17. Job satisfaction is the ultimate goal of the employee but their job satisfaction does not come through a single factor, it is contributed by various factors like monthly Salary, welfare measures, policies rules and regulations, work environment inter personnel relationship etc. In the study the respondent’s level of job satisfaction was said to be low that may be due to absence of various factors discussed above.
18. Performance of the employees depend on the “level of involvement” shown by the employees in their present job. It is shocking to note that “job involvement” factor secured “the lowest score” (mean value 1.8549) among all the job related factors. It may be due to some of the above said reasons.

19. Team work is essential to obtain success in all types of organizations. The perception and opinion of an employee about his fellow employees viz.. friendliness, mutual trust and support enhances good teamwork. In the study, according to the respondents, not only they but their colleagues also did not show involvement in their daily work. They would have got this feedback during their formal and informal meeting and day to day interactions.

20. Suitable and challenging jobs matching a person’s educational qualification, personality and abilities will bring out the best from an employee. In the study, majority of the respondents were of the opinion that their present job did not match with their qualification, skills and abilities. This may be due to higher educational qualification possessed by their respondents. Two thirds of the respondents in the study were having UG, PG and a few have even professional qualifications. Some of them might have entered in to Government service with higher qualifications attracted by the benefits and some might have qualified further after joining the service with a view to satisfy their personal ambition and also to get possible promotions.

21. Every employee should feel and made to feel that they are “very important” and their contribution is essential to the organization. Their feeling will result in psychological boost and enhance their performance and motivation. It is quite surprising to note that the respondents felt that their job was not important in their office and their contribution is not so important.
22. Modern day employees not only look for salary and other financial benefits and welfare measures but also look for “learning environment”. It refers to learning new skills and acquiring new knowledge, updating their existing knowledge etc. Keeping that in mind a question was asked and respondents expressed that their current job didn’t help them to gain new experience and exposure. Probably that was because of the routine and monotonous type of work they do daily based on decades old systems and procedures.

23. Every employee wishes to work under an able, efficient and supportive leader because whenever they face any challenge and have doubts, they look forward to expert guidance for resolution. In the study, the respondents said that their supervisors do not have reasonable knowledge about all aspects of their jobs and are unable to guide them when they look to them for solving a problem, guidance and support.

24. While the respondents were of the opinion that their immediate supervisors were not highly knowledgeable, they agreed that they had regular discussions with their supervisors on ways to improve their workplace environment.

25. The respondents were happy that they were given reasonable freedom and powers to take decisions at work.

26. The respondents agreed that their colleagues encourage and appreciate when they do their work in the best way.

27. The respondents believed the constructive approach of their bosses in decision making was useful in workplace.

28. The study revealed that Government has not taken any significant steps to retain talented employees in Government service.
29. It was also found from the study that the Government Department/ministry have some sort of ongoing recognition programme but not very attractive.

30. Every individual wishes to grow in his respective fields in all possible manners. The respondents have informed that their supervisors do empower and advice those to pursue opportunities for their professional development like higher studies and additional skills which the individuals felt it was helpful for their career growth and development.

31. No one wishes to stay at the bottom and everyone wishes to climb to the top of the pyramid. Job promotions from lower positions to higher positions result in enhanced salary, power, social status and mental satisfaction. The respondents of the study were somewhat satisfied with the promotion opportunities available in their present job. It is a well-known fact that in the Government set up, promotions to employees purely are decided based on seniority i.e., years of service rendered.

32. Every organization does have a vision, mission and goal and they always strive to achieve the same. They want their employees to help them achieve the same. The respondents in this study were not mentally prepared or conditioned to achieve the goal/mission of Government. This may be because they work in a Government set up and unlike private organizations where they have clear mission, vision and goals and constant follow up meetings, programmes and circulars to remind and reinforce the focus towards achieving the organizational vision. In a Government setup the goal is always very open and transparent -“serving the people” in the best possible manner.

33. Recognizing sincere and talented individuals motivate them and help the organization to achieve their objectives. The respondents said that unhappily
that neither they nor their colleagues were nominated for any rewards and awards in the past by their Department for any good and sincere work done in the past. This might be again due to Governmental system of functioning, wherein there are no systems to recognize and reward individuals at different levels.

34. When the respondents were asked to suggest the rewards and recognition which they wanted to receive they have listed the following in the order of importance.

1. Faster job promotion
2. Transfer of job location to their choice
3. Attractive prizes & awards
4. Cash awards and other forms of honors

It is very interesting to note that cash rewards were the last priority and promotional and transfer opportunities were listed as the most important. **It highlights that non monetary rewards were given more importance than cash incentives by the respondents.**

35. Respondents agree that “serving the public and poor” is a biggest motivating factor in their work.

36. With reference to hygiene factors the respondents are “somewhat” satisfied (mean score ±2.5) but not fully satisfied. In few areas like provision of required materials, interpersonal relationship with colleagues and other Department staff in their office campus, the level of satisfaction is comparatively low and are below the mean score of 2.5.

37. **Contrary to the general perception, it was found that money or monetary rewards that is the extrinsic factors, were not the prime motivators for**

**even for Group C- the lower grade Government servants.**
38. It is also inferred that nearly fifty percent of the respondents aspired for good computing facility and adequate stationeries.

39. They are also looking for better working conditions like better lighting, hygienic rest room and protected drinking water facility at work place.

40. The respondents also ranked their preferences towards various ‘aspects to perform the job enthusiastically’ in which ‘good administrator’ has been ranked first, ‘appreciation from the superiors’, and ‘fair work pressure’ has been ranked second and third factors respectively. The last ranked aspects were ‘transfer to new job, support from colleagues, and additional leave facilities’.

41. Regarding the factors hindering their work performance, the respondents opined ‘high work pressure’ was the most predominant factor.

42. It is also inferred that ‘the honour of being a Government employee’ is an important factor ‘that motivates the respondents to stay in the present job’.

43. It was also opined by ninety two percent of the respondents that they were not nominated for any other award in the past as a morale booster.

44. It is further concluded that employees are looking for ‘promotions’ rather than ‘cash rewards’ for better work motivation.

According to Herzberg “the hygiene or maintenance factors” like organization policy and administration supervision, inter personnel relationship with colleagues and others, job security and personal life, working condition and status are not intrinsic part of job, but they are related to
conditions under which job is performed. They produce no growth in workers output. These hygiene or maintenance factors are necessary to maintain at a reasonable level of satisfaction in employees. But any attempt to increase beyond the level will not provide satisfaction to the employees, however any cut below this level dissatisfy them they are called as “dis satisfiers”. Since any increase in these factors will not affect employee’s level of satisfaction, they are of no use for motivating them.

It is very interesting to observe that in the present study, in the case of hygiene factors among the Tamil Nadu Government service, they are “reasonably satisfied” but definitely is not below the normal expectation and hence, even though they are not fully happy, in almost all the hygiene related factors in their workplace, they are still continuing their service with required motivation, may be because of reasonable satisfaction they got in all basic needs apart from a sense of hope that things will improve in future, like increase in pay and other benefits in the forthcoming VII pay commission report likely to be implemented from the year 2016...

On the other hand, Herzberg said “the six motivational factors like achievement, recognition, advancement, work itself, possibility of growth and responsibility are capable of having positive effect on job satisfaction often resulting in an increase in one’s total output, it has to be noted that the most of the six factors are related with job contents. Any increase in the factors will satisfy and motivate the employees. However any decrease will not affect the level of satisfaction and motivation”.

Since these factors increase level of satisfaction in the employee they can be used in motivating them for higher output. In the study the respondents are not much
happy with the six factors as they think that there is a gap between what they want and what is available at present. Lack of recognition, willingness to achieve the vision and mission are very less. Opportunity for the quick job promotion in spite of their sincere and hard work, the boring and monotonous job without proper description and absence of task variety... did not satisfy and motivate the respondents. So if the Government authorities at the top level concentrate on the said six motivators it will satisfy and motivate the employees in a big way. As Herzberg said ‘any decrease in the motivators will not affect their level of satisfaction and any increase will motivate them’. This study has proved that even though the motivators are not fully provided or available it has not affected the job satisfaction and motivation and they are performing their daily job with motivation.

5.1.9. Major recommendations of the study

Based on the major findings and employees observations of the study, the following suggestions and recommendations are made to the Government to motivate the employees.

1. In the salary front though the salary and other benefits paid at the present is reasonable, implementation of the most expected VII Pay Commission recommendations of Government of India, immediately after it is announced and accepted at state level, it will give a sense of satisfaction and motivation to all the employees.

2. The basic equipments and tools like a good working computer, adequate stationery items, transport facility for field visits, easy accessibility to petty cash for small daily expenses will reduce the unnecessary problems faced at present and will speed up and smoothen the daily routine.
3. With regard to holidays and leave facility, the researcher is of the view that the existing ones are fair enough and there is no need for increase in the facility. However the supervisors at the grass root level must help the staff to avail leave for genuine and urgent personal work without compromising in official work/public service.

4. As far as interpersonal relations are concerned, lack of job clarity, work pressure due to non availability of adequate staff, personal ego and misunderstanding are the likely causes for the poor relationship. For this, the Government should arrange periodical training on topics like “human behavior”, “team work”, “stress management”, “positive mental attitude”, “achievement motivation” etc., This will help the employees at the grass root level to understand things better and to get required maturity and adequate knowledge.

5. Supervisory staff must be given training on team building, human relations, positive mental attitude, performance management, competency building, talent mapping etc. so that they become more versatile in their job and mature enough to handle the subordinates better and to bring out the best by their positive approach.

6. The Government should also prepare a “blue book” wherein each and every job is well defined and designed to avoid ambiguity in understanding and execution. It should be made available in each office for quick reference. Of course, an employee must be ready to take up additional assignments and urgent tasks if required, but basic job description, specification is essential.

7. Proper grievance redressal mechanism should be established at office, district and state level to handle employee grievances. It must be simple, easy to understand, highly useful, practical and speedy. Otherwise, the individual grievances will have a
snow ball effect and will affect both individual and group performance in both the short and long run.

8. **A very important and urgent task the Government need to do is filling up of all the existing vacant positions in all the Departments including the study Departments.** Because ‘severe work pressure’ is reported as the most hindering factor in their motivation and job performance. As per the information shared by the Tamil Nadu Government Employees Union there are 3, 00,000 posts vacant at present in 148 Departments in Tamil Nadu Government. Large number of educated youth with required qualifications are waiting to join Government service. They may be recruited through Tamil Nadu Public Service Commission examination process or on contract basis with a reasonable consolidated pay through employment exchanges to reduce the work pressure.

9. The revised pension policy and retirement benefits introduced by the state Government from time to time have demoralized the young generation workforce who joined Government service after 2003. The revised pension policy has impacted the most powerful motivator i.e, “social security in Government service” after retirement. So **Government should think of the possibility of continuing the old pension scheme that existed for a very long time.** Awareness meetings should be conducted about the new pension scheme and to avoid misgivings and to rectify defects if any in the system, in case if the Government is very keen in continuing the new pension scheme due to financial burden.

10. If possible, the Government should regularize the services of the staff working on temporary/contract basis for a long time so as to motivate the group, which is sizeable in all the offices. Better job security and assured continuous better earning may improve their performance and commitment in their work.
11. At present the HRA of state Government employees are paid 10 to 20% of their basic monthly salary, which is very less when compared the actual rent paid by them and hence it may be enhanced to 25 to 30% like the central Government employees of India. The respondents informed that current HRA is very low and doesn’t meet even 1/3 of the actual house rent being paid by the employees. Vide..Annexure -II

12. Similarly the employees may be paid all other allowances like conveyance, educational and grade pay at par with central Government employees.

13. Executive and refresher training programmes should be conducted throughout the year by establishing a regional level staff and officer training centre. Officers and supervisory level staff must be given training at least once in two years to update and refresh their knowledge and skills (example; computing skills). This will help them in guiding their subordinates effectively and efficiently.

14. Employee engagement cum motivation programmes should be conducted periodically to sensitize the staff towards public service motive. Government servant should be made to understand that public satisfaction is the top priority in their job more than their personal comfort and convenience, as it may improve their job involvement.

15. A state level study may be conducted either by a Government committee or through a management institute like IIM or with experienced private HR consultancy firm to do competency mapping across the state. Every employee’s knowledge, skill, qualification and ability should be assessed, recorded and mapped. Suitable jobs may be assigned to the individuals based on their qualification, merit and ability so as to utilize the available human resource in a better way for mutual benefits.
16. The Government should constitute a high level committee comprising representatives of the officials and the employees union to find and suggest ways for ‘employee empowerment’ in their jobs. Delegation of reasonable authority and responsibility to perform their day to day work without any irritation will create a sense of empowerment, confidence and respect in their job.

17. ‘War for talent’ is happening across the world to woo the talent to their organizations. Attracting and retaining talent is the greatest challenge being faced by HR managers in private sectors in this 20th century according to global recent HR studies. Whereas in the Government service it appears that full attention on this vital subject is not being paid. So the Government should also start focusing on “Talent management “ which includes spotting, attracting, recognizing, compensating, developing and retaining highly talented employees in Government service to provide high quality service to the public and to make the Government machinery an efficient one..

18. Recognizing the “sincere and talented” should be done by motivating the workforce. For this the Government may introduce office level, Department level, district level, state level, regional level “Best Employee of the Year Award” in all the Departments. Even a small cash award of Rs.1000 or a sample citation can be given in a small function /employee meetings & gatherings which will be cherished by the employee. Those employees who received the awards continuously at different levels may be considered for “special promotions” or cash incentives.

19. Similarly “transfer of job location” is considered as one of the need/motivating factor of the respondents in this study. So people who are seeking transfer to the native places may be considered after serving prescribed period in their present location.
20. Last but not the least as suggested by the previous pay commission and both by our former Prime minister Mr Rajiv Gandhi and the present Prime Minister Hon’ble Shri. Narendra Modi ‘Performance Based Pay and Incentive system’ may be piloted at least in few selected Departments immediately ‘to reward high performers in Government service to develop competitive performance’ and in the long run it may be widened to all possible avenues of the Government service to keep the work force always with high motivation.

5.1.10. Relevance of content motivation theories in India with reference to Tamil Nadu Government employees:

One of the research questions of this study is to find out whether the findings of this study matches with concepts of any one of the content theories of motivation in Indian context, especially in motivating Government employees in Tamil Nadu. The following paragraph discusses the same.

1. Applicability of Maslow’s Theory of Need Hierarchy

Maslow’s need hierarchy assumes that needs have a certain priority. Human beings tend to satisfy lower order needs first and then they move to higher order needs; till then the efforts to satisfy the higher order needs is postponed by the individual. In this study, the lower order like physiological needs like food, hunger, thirst, shelter, clothing and other basic necessities of life are met reasonably in their job as it assures continuous reasonable Salary is the form of monthly salary and other benefits. Though the individuals expect higher salary, it is very clear that the basic wants are met definitely irrespective of their job position or size of Salary/salary.

When it comes to the next need (i.e.) safety needs i.e., security and stability of their physical safety well being, monthly earning, provision for old age (retirements benefits) medical insurance, it is also reasonably safeguarded in their job. Being a
Government job, they are not facing the fear or risk of sudden loss of job like private sector. Though there are changes in pension etter policy and retirements made recently by the state Government, still there is a sense of b job and social security available when compared to private sector jobs. Of course, the new pension scheme is disliked by almost the entire new group of employees and the employees union is on warpath and conducting protests in different forms. So the security needs are also reasonably met as far as the employees are concerned.

Regarding social needs, it was discussed in detail that the interpersonal relationship with peers, colleagues in their Departments and higher up is also not fully satisfactory. But the respondents are keen to satisfy their esteem needs i.e., looking for self respect, self confidence, feeling of being unique, feeling of personal worth, appreciation, recognition, power and control etc.

The ultimate need for personal achievement is also observed in the study and it seems they are expecting faster growth and promotion. So it is concluded that the respondents of the study are not trying to satisfy their needs one after another but wish to satisfy all the needs “at a time” simultaneously as much as possible. Moreover they are moving to the higher order needs even though their lower order needs are not fully met. So, Maslow’s theory is not very much related with the findings of this study..

2. Applicability of Mc Clelland’s Need theory

Another appreciable contribution to the concept of motivation is David McClelland’s Need theory. According to McClelland, there are three major motives or needs that employees have at their work place.

1. **Need for Achievement** – achieving something big which is above the normal level and expectations
2. **The Need for Power** – The question of securing power to control and dominate others by their knowledge, position, social status etc.

3. **The Need for affiliation** – This means the employees expect good cordial relationship with all around them like boss, colleagues and subordinates. The above needs may be present in the individual.

Here in this study, the respondents do have the need for achievement and power. But the procedural constraints like seniority based promotions, fixed monthly salary, and other factors do not allow them to reach their destination very easily as they want. Similarly, the need for power to control others won’t come as quickly as they wish as they have to move the career ladder slowly with the help of their seniority factor (work experience). Faster growth and promotions are not possible to get even though an individual is performing his day to day work very well. The window for promotion is that he has to write examination for higher positions called by Tamil Nadu Public Service Commission (TNPSC) to occupy higher jobs to get more power and salary.

When it comes to need for affiliation, of course the respondents in the study are looking for a better interpersonal relationship, support, guidance and appreciation from their bosses and peers. This motive is present visibly. Hence it is observed that all the three needs are not fully met and hence the respondents are aiming to fulfill those needs. So, McClelland’s need theory also have some significant relationship with the findings of the study.
3. Applicability of Alderfer’s ERG theory

Clayton Alderfer condenses five needs given by Maslow into three needs as follows:

1. **Existence Needs** – The existence needs combine Maslow’s Physiological and safety needs theory which was eventually discussed that it was met partially in the respondent’s case as discussed above.

2. **Relatedness Needs** – Social need and esteem needs are clubbed under relatedness in ERG theory. Hence in this study relationship with others, appreciation and recognition are not up to expectations of the employees and it still acts as a motivator.

3. **Growth Needs** – These needs are similar to Maslow’s self-actualization needs where an individual wishes to achieve the highest possible in his career and life. Hence the respondents do have the need for promotion and career growth. But at the same time they are not ready for any big achievements as the system does not give scope to them. If at all available, it is not possible for everyone to reach that height (higher positions) because of the pyramidal structure of administration. They seem to be somewhat contended with what they have and want reasonable growth in terms of salary and other financial and non-financial benefits, better position in the job. But it is to be noted that unlike Maslow’s theory, ERG is that there is no hierarchy in needs. In ERG theory it is assumed that attempt to achieve all the three needs at a time can be done by a person. For example, if an employee is unable to satisfy his growth needs he tries to derive more satisfaction in existence needs by increasing his earnings and basic comforts and may also develop good interpersonal relationship at work and in personal life to compensate the losses of deficiency in other area or need. Assumption of this theory to some extent has its applicability in this study as the employees try to satisfy all their needs at a time.
4. Applicability of Herzberg’s Two Factor Theory

Herzberg, in his “Two Factor Theory”, also known as Motivation-Hygiene Theory, highlighted the two dimensions of need which dissatisfies and motivates. Herzberg has clearly segregated the motivators which will create triggers for improved performance and the hygiene factors that lead to dissatisfaction. Further he said that ‘opposite to satisfaction is no satisfaction( and not dis satisfaction) and opposite to dissatisfaction no dissatisfaction( and not satisfaction)’. In the present study, the detailed analysis made on the responses received from the employees clearly states that they are not satisfied with majority of hygiene factors namely, Government policies, relationship with supervisors, supervision and leadership and they are reasonably satisfied with salary, working conditions, leave & holidays and job security. When a final question was asked about their motivation in the present job, majority of them gave a positive response that majority of them are motivated. So, it means even though they are dissatisfied, still they are motivated and it is also confirmed through the statistical interpretations made. It is because, the salary job security and work environment have offset the dissatisfaction rising due to other hygiene factors. Hence, the present system ensures that the level of dissatisfaction is kept low. On the other hand, in the motivator’s front also there is a gap between what the employees want and what is now available in the areas like possibility of growth and achievement, recognition for good and sincere work, better responsibility and advancement but they are happy because of the pride they enjoy being a Government servant and happiness in serving the poor and needy gives them psychological satisfaction. Throughout the study, the analysis has time and again proved that these employees are looking for non monetary incentives which is also called intrinsic rewards and less importance was attached to monetary incentives. It does not mean
these employees are fully happy with monetary incentives provided to them but it may be construed that they are reasonably happy with the salary and other benefits given in the present system. They expect ‘motivators’ to be active in future. It makes it clear that Herzberg’s two factor theory has ‘stronger relationship’ with the findings of this study, over the other three content theories.

5.1.11. Scope for future research

This study has covered 510 samples drawn from five cadres of junior level employees belonging to Group “C” category of Tamil Nadu Government Service in Revenue and Rural development Departments only. Future studies may concentrate on covering Group A & B cadres belonging to supervisory and managerial cadre in the same two Departments to understand the connection between the level of motivation of the superiors and their subordinates, covered in this study. It is also suggested that more such studies are required to cover as many Departments and cadres as possible to find out whether the findings in the study have reflected the views of overall or majority of the working population in Tamil Nadu Government service. Even similar studies may be conducted on the same topic at the same level in the central Government service to find out and compare the commonalities and variances between state and central Government employees. In this study 6 major factors have been found influencing for the 75% of overall motivation of the respondents, whereas the factors that contributes for remaining 25% were not found. Further studies may find out the remaining factors. More number of studies on this vital topic of motivation and job satisfaction is required for the Government to re-engineer its entire Government machinery to offer better quality of service to the general public in future.
5.1.12. Conclusion

From all the above literary and statistical analysis made in this study, it is concluded that the employees of Government of Tamil Nadu are attaching more importance for non-monetary incentives than the monetary incentives. They are working with reasonably good level of motivation because some of their intrinsic needs are met by the factors like ‘proud of being a Government servant’, ‘happiness in serving the poor and needy’ and some of the extrinsic needs like ‘reasonable salary and other benefits’, ‘job security’, ‘work life balance due to sizeable leave, weekends and holidays’ provided to them apart from ‘conducive work environment’.

To motivate the employees better, the Government may pay more attention to ‘motivators’ (intrinsic rewards) and can reduce dissatisfaction in the hygiene factors (extrinsic factors). It was also found that all the content theories of motivation have significantly related to the findings of the study. More specifically, the findings of the present study are closely related to the Herzberg’s two factor theory.

*****