ABSTRACT

Motivation is a complex and multifaceted phenomenon. Workplace motivation is an endless struggle for both employees and employers. In today’s competitive economy, the presence of dedicated and brilliant employees in an organization requires more attention than in the past. It is widely recognized in the human resource literature that promotion of motivation of the workers in both private and public organizations leads to higher quality human resources and optimum performance.

In order to achieve maximum output or productivity, employers in any organization should consider this as a matter of policy and necessity, motivate their staff. Motivation of staff is a highly relative matter since it varies in degrees, dimensions and places of employment. Lack of motivation of employees in any organization is known to the failures in the achievement of desired goals or objectives. Invariably, motivation is extrinsically tied with job satisfaction and the employee’s realization of his competence as well as the opportunities apply new ideas. The factors that really affect the motivational level of the employees are: Financial incentives, Non-financial incentives, Job satisfaction, Psychological factors, Job stress, Work environment etc.

KEYWORDS

Motivation, Productivity, Job satisfaction, Job stress, Work environment, Quality of Work, Absenteeism, Job Security.
INTRODUCTION

Probably no concept of organizational behavior receives as much attention of academics, researchers, and practicing managers as motivation. The increased attention towards motivation is justified by several reasons.

First, motivated employees are always looking for better ways to do a job. It is the responsibility of the management to make employees look for better ways of doing jobs. Second, a motivated employee generally is more quality oriented. Third, highly motivated workers are more productive than apathetic workers. Fourth, the present and future technology required for production. Any technology needs motivated employees to adopt it successfully. Finally, motivation is important in the management of human resources.

Motivation is at the heart of how productive and innovative things are done within the organization. Motivating the behavior of employees is one the most important challenge faced by the managers. The importance of motivation is that:

- Highly motivated employees would be regular for work, and have a sense of belonging for the organization. Quality of product will be improved, wastage will be minimum and there will be increase in productivity, and performance level will be high.
- Employee turnover and absenteeism is caused due to low level of motivation. It causes low level of production, poor quality and disruption in production schedules which finally puts strain on the financial position of the organization.
- Motivated employees will accept the organizational changes. They will become ready to go with the changes. Re-engineering, empowerment, job enrichment, job rotation, introduction of new technology and processes will go a long way to boost employee morale and achieve high degree of motivation.
- Employees are the mirrors of any organization. Motivated employees make a positive organizational image.

In government sector, since the employees have enough job security, they are less get motivated than the employees in the private sector. That lack of motivation can be seen when evaluating the performance level of the government employees. But of the growth of the nation the government departments need to perform efficiently and according to the day to day needs and wants of the public. So they are the group that really need motivation, thus the importance of motivation in the government sector is very high.

According to Maslow’s Need Hierarchy Theory, human beings have five types of needs and physiological need is the strongest. The needs are hierarchal in nature that are, physiological needs, safety needs, social needs, esteem needs and self-actualization needs. These needs keep dominating unless they are reasonably satisfied. In the case of gov-
An Analysis Of Motivation Among Government Employees Working In Various Departments With Special Reference To Pathanamthitta District, Kerala - Mrs. K. S. Deepa

Government employees, their basic needs such as need for food, clothing, shelter, stability, security etc. get satisfied.

Herzberg’s Two Factor Theory states that, there are two types of factors that motivate employees. Hygiene factors that do not produce any growth in worker output, but they prevent loss in performance caused by work restriction. Motivators that associated with positive feelings of employees about the job.

The other motivational factors are:

Financial Incentives

Financial incentives includes the monetary benefits that motivate the employees other than salary and regular benefits such as bonus, medical reimbursement, insurance, housing facility, more retirement benefits etc.

Non-financial incentives

It includes group recognition, competition, workers participation, praise etc.

Job Satisfaction

Job Satisfaction also plays an important role in motivation of employees. If the employees are satisfied with their job, work opportunities etc. they show much interest in environment, top level management, promotional doing works. A person with high job satisfaction holds a positive attitude towards his job, while a person who is dissatisfied with his job holds a negative attitude about his job.

Psychological factors

Psychological factors such as attitude, personality, perception etc. contribute much to the motivational level of the employees. By attitude we mean that the beliefs, feelings, and action tendencies of an individual or group of individuals towards objects, ideas, and people. Personality means the characteristic patterns of behavior and modes of thinking that determine a person’s adjustment to the environment. Perception is the process of becoming aware of situations, of adding meaningful associations to sensations.

Working conditions

Working conditions that are compatible with an employee’s physical comfort and that facilitate doing a good job contribute to job satisfaction. These factors also affect the motivation level of the employees. It includes basic infrastructure, ambience of the work place, employee relationships, communication, temperature, ventilation, lightning
and noise, cleanliness of the work place etc. While analyzing the motivational level the government employees we have to take care of all these factors.

STATEMENT OF THE PROBLEM

Work is an important event, a fact that is inevitable in the life of an individual whatever form, it is done, and it is an activities and source of satisfaction of one’s needs. Motivation or productivity is an important success factor for all organizations and thus it should be managed. Government employees face enormous challenges today, including being stigmatized as underworked and over paid. This study focuses on motivation among government employees. The success or failure of any organization depends greatly on the types of human resources it has. So it is very important to motivate employees to get maximum output.

SIGNIFICANCE OF THE STUDY

The study focuses on the motivational level of the government employees. This study helps to identify those factors that will affect the employees work performance and to develop strategies to minimize the problems. This analyses motivational measures and performance of workers in government sector with an attention on the complexities in achieving performance outcomes. This will helps to critically analyze on what kind of motivational performance in the government sector.

OBJECTIVES OF THE STUDY

- To measure the motivation level of Government employees working in various departments of Pathanamthitta District, Kerala.
- To study the attitude of the employees towards their work.
- To identify the factors that motivates the employees.

RESEARCH DESIGN

The present study is descriptive in nature, and it is based both on secondary and primary data depending on the variables to be measured. The secondary data has been collected from books, journals, articles, reports and websites. The primary data will be collected from the respondents by using well-structured questionnaire.

MEASUREMENT DESIGN

The various scaling techniques such as nominal, ordinal, interval and ratio scales will be used depending upon the variables to be measured.

SAMPLING DESIGN

A non-probabilistic sample with a sample size of 50 is chosen.
STATISTICAL DESIGN

Appropriate mathematical and statistical tool will be used depending upon the variables and hypothesis of the study.

HYPOTHESIS OF THE STUDY

H₁: There is significant difference in opinion in gender wise analysis regarding job satisfaction.

H₂: There is no significant relationship between work experience and superior relations among Govt. employees.

H₃: There is significant difference in opinion in gender wise analysis regarding working environment.

H₄: There is significant difference in opinion in age wise analysis regarding pay and benefits.

H₅: There is significant difference in opinion in experience wise analysis regarding recognition.

FINDINGS

Majority (42%) of the respondents belongs to 41-50 agegroup, and the least(12%) belongs to 20-30 age group.

Majority (36%)of the respondents have experience below 5 years and the least (12%) have 10-15years of experience.

Majority (44%)of the employees are highly motivated by their top management and the least(4%) are demotivated by them.

Most (68%)of the employees very much satisfied with their job and(4%)are neither satisfied nor dissatisfied with their job.

Among five motivating factors such as salary, promotion,leave, motivational talks, and recognition, recognition is the major factor which motivates the employees more, promotion comes in the second position, third and fourth position goes to salary and motivational talks respectively. At last it comes the factor leave, which holds the 5th rank, so which is the least motivating factor.

From the study, among33 of the male respondents, 70% of them are sometimes getting performance recognition from the top management, 21% of them always getting per-
formance recognition and the remaining 9% of the employees’ performance are not recognized by them. Among 17 of female category, 53% of the employees are sometimes getting performance recognition from the top management, 41% of them are always getting performance recognition and the remaining 6% of the female employee’s performances are not recognized by the top management. While testing the hypothesis, it is clear that there is no significant difference in opinion in gender wise analysis regarding job position and job recognition.

Out of the total sample respondents, 68% of respondents are motivated to meet their departmental objectives, 24% are somewhat motivated and the rest 4% are not motivated to meet their departmental goals. For all the respondents, 100% stability and job security is the prime reason for them to stay at their present job. In the case of salary and benefits, 92% of the respondents, it is a reason for them to stay at their present job and for the remaining 8%, it is not a reason for staying in the present job. Next major reason for the employees to stay at their present job is retirement benefits i.e., 88% of the respondents agreeing it as a reason and the remaining 12% is not considering it as a reason to existing in their present job. 80% of the employees having the reason to stay at their present job is the convenience of location and the remaining 20% of the employees, location is not convenient. 58% of the employees are considering promotion opportunities as a reason for them to stay at their present job and remaining 42% are not considering it as a reason for existing in the present job. 58% of the respondents agreeing that a good superior is a reason for employees to exist in their current job and 42% of the employees are not agreeing that it is a reason for existing in present job. Vacation/leave is a reason for 58% of the respondents to stay at their present job and for the remaining 42%, it is not a reason for staying in the present job. For 64% of the employees, challenging job assignments is not a reason for them to stay at their present job and the remaining 36% is not considering it as a reason for staying in the present job.

Almost 67% of employees who are having experience below 5 years are getting concern and suggestions from their superiors and the remaining 33% of the employees are sometimes getting concern from their superiors. 80% of the employees having experience of 5-10 years are getting enough concern and suggestions from their superiors and 10% are sometimes getting and the remaining 10% are not getting any concern and suggestions from their superiors. 67% of employees who are having 10-15 years of experience are getting suggestions and concern from their superiors and the remaining 33% of them are sometimes getting concern and suggestions from their superiors. 62% of the employees who are having more than 15 years of experience are getting enough concern and suggestions from their superiors and remaining 38% of them are sometimes getting concern and suggestions from their superiors. While testing the hypothesis, it is clear that there is no significant relationship between work experience and superior relations regarding job appraisal and concern from superiors, so it is accepted.
Among 33 of male respondents, 70% of them are satisfied with their work environment, 21% of them are highly satisfied and 9% of them are neither satisfied nor dissatisfied with their work environment. Among 17 of the female employees, 65% of them are satisfied with their work environment, 23% of the respondents are highly satisfied and the rest of the 12% are neither satisfied nor dissatisfied with their work environment, while testing the hypothesis it is clear that, there is significant difference in opinion in gender wise analysis regarding work load and satisfaction level of work environment, so it is accepted.

From the total respondents, 84% of employees are satisfied with their current salary, 8% are dissatisfied, 4% are highly satisfied, 2% are neither satisfied nor dissatisfied and the rest 2% are highly dissatisfied with their current salary.

Among the total respondents, 38% of employees are satisfied with their health benefits, 36% are dissatisfied, 18% are neither satisfied nor dissatisfied, 4% are highly satisfied and the rest of 4% employees are highly dissatisfied with their health benefits.

Around 33% of the respondents who are in the 20-30 age group are satisfied with their promotional opportunities, 33% of them are dissatisfied and the rest of 17% of the respondents are highly satisfied with their promotional opportunities. Among the 31-40 age group (15), 53% of them are satisfied with their promotional opportunities, 40% of them are dissatisfied and the rest of the 7% are highly dissatisfied with their promotional opportunities. Among the 41-50 (21) age group, 67% of the respondents are satisfied with their promotional opportunities, 19% of them are dissatisfied and the remaining 14% of them are highly dissatisfied with their promotional opportunities. Among the employees who are in the more than 50 age group, 75% of the respondents are dissatisfied with their promotional opportunities and the rest of the 25% of the respondents are satisfied with their promotional opportunities. While testing the hypothesis, there is significant relationship between age and pay & benefits among Govt. employees regarding satisfaction level of current salary and promotional opportunities, so it is accepted.

Out of the total samples, 72% of the respondents who are having the experience of 0-5 years think that the current administration is effective and the rest of the 28% of them think that it is not effective. 70% of the respondents who are having the experience of 5-10 years think that the current administration is effective and the rest of the 30% think that it is not effective. 67% of the respondents who are having the experience of 10-15 years think that the current administration is not effective and the rest of the 33% of them think that it is effective. 69% of the respondents who are having the experience of more than 15 years think that the current administration is not effective and the rest of the 31% of the respondents think that the current administration is effective. While testing the hypothesis it is clear that, there is significant relationship between ex-
An Analysis Of Motivation Among Government Employees Working In Various Departments With Special Reference To Pathanamthitta District, Kerala- Mrs. K. S. Deepa

Experience and recognition among Govt. employees regarding award and promotion & effectiveness of current administration in the organization.

CONCLUSION

The study concludes that “Motivation among Government employees working in various departments of Pathanamthitta District, Kerala” is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 150 employees and collected information through structured questionnaire.

From this study, we were able to find some of the important factors which motivate the employees, like financial incentives, performance appraisal system, good relationship with coworkers, promotional opportunities in the present job, employee participation in decision making are very much effect the level of motivation. It is also clear from the study that the organization is eager in motivating their employees and their present effort for it so far effective.

Human resources management helps to build a team spirit where employees satisfy their aspirations by developing themselves and contribute to the accomplishment. This employee satisfaction is one of the major factors through which one can evaluate an organization’s success in managing their valuable resources.

The human resources can play an important role in the realization of the objectives. Employees work in the organization for the satisfaction of their needs. If the human resources are not properly motivated the management will not be able to accomplish the desired results. Therefore, human resources should be managed with utmost care to inspire and encourage them to contribute their maximum for the achievement of the organization’s objectives.

The performance appraisal activities and promotional opportunities really play a major role in motivating the employees of the organization. It is a major factor that makes employees feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated -they work well and only if they work well the organization is going to benefit out of it. Steps should be taken to improve the motivational program procedure in the future. The suggestions of this report may help in this direction.

SUGGESTIONS

Most of the employees agree that the performance appraisal activities are helpful to get motivated, so Government should try to improve performance appraisal system. So that employees can improve their performance.
Provide good atmosphere at the work place and good relations with colleagues.

Promotional opportunities need to improve.

Performance based promotion should be implemented; periodic training program should be conducted.

Sincerity of the employee towards organization should be given proper recognition.

Skills of the employees should be appreciated.

Introduction of modern technologies like e-filing, and e-accounting helps to motivate employees.

Basic infrastructure of the organization should be improved.

Increase salary based on employees’ performance rather than experience.

Co-ordination and employee-employer relationship should be improved.

Periodical meetings should be conducted for correction, appreciation and recognition for the employees.

Better carrier development opportunities and promotional opportunities should be given to the employees for their improvement.

BIBLIOGRAPHY


