
MOTIVATION AMONG THE EMPLOYEES OF A PUBLIC SECTOR CONCERN

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Abstract

Motivation refers to the force within the person that affects his or her direction, intensity, and persistence of voluntary behavior. Motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal (direction). Even when people have clear work objectives, the right skills and a supportive work environment, they must have sufficient motivation to achieve work objectives. In connection with the above-mentioned definition the researcher has made an effort to conduct a motivation analysis among the employees of a public sector concern in Tamilnadu. The results indicate that the motivation level is medium among majority of the employees and an effort has been made to find out the influence of demographic variable over the motivation level of employees. It shows that there is significant difference among the employees motivation level based on the demographic variable such as age, gender, experience in the present organization, marital status and monthly income.

Introduction

Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive

that is aimed at a goal or incentive. It can also be referred by any one of the following words such as desires, wants, wishes, aims, goals, needs, drives, motives and

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incentives which mean to move. So understanding the motivation level of a person lies more in understanding the relationship between needs, drives and incentives.

Needs set up drives aimed at incentives. Needs are created whenever there is a physiological or psychological imbalance. For instance, physiological imbalance occurs when the personality is deprived of other people who serve as friends or company. Physiological and psychological drives are action-oriented and provide an energizing thrust toward reaching an incentive. At the end of the motivation process is the incentive defined as anything that will alleviate a need and reduce a drive. Thus attaining an incentive will tend to restore physiological or psychological balance and will reduce or cut off the drive.

Purpose of the Study

Like perception, personality, attitudes and learning, motivation also helps the employer in understanding the behavior. It interacts with and acts in conjunction with other mediating processes, and the environment but it cannot be seen. Only the behavior can be seen. It is a hypothetical construct, which helps in explaining the behavior though it

cannot be equated with behavior. Most organizations today use motivation to reemphasize behavior, that too the expected behavior among the employees. Many people incorrectly view motivation as a personal trait. But it's not true. Motivation is the result of the interaction of the individual and the situation. Certainly individuals differ in their basic motivational drive. Motivation is the willingness to exert high levels of effort towards organizational goals conditioned by the ability to satisfy some individual need. The researcher made an effort to understand the influence of demographic variable on the motivation level of employees.

Objectives of the study

- To find out the motivation level of the employees.
- To analyze the influence of demographic variables on the motivation level of the employees.

Methods

Subjects

This is a descriptive research conducted among the employees of TNPL in Tamilnadu. 50 assistant level employees were considered for the study. The sample was selected through convenient sampling method.

Measures

The study aims at measuring the motivation level of employees based on demographic variables. The standardized tool on motivation was used for the study. The motivation tool and ten demographic variables were framed as a questionnaire. This self-explanatory questionnaire was distributed among the respondents for collecting the primary data.

Procedure

The primary data was analyzed with the help of statistical tools like cross tabulation and one-way ANOVA to find the motivation level of the employees.

Results and Discussion

Table 1 shows the overall motivation level of the employees. It is seen that 20 percent of the employees have low level of motivation, 54 percent of the employees have medium level of motivation and only 26 percent of the employees reported high level of motivation. The study indicates

that the motivation level is medium among the employees. Motivating employees has become a billion dollar task now. One reason is that globalization has dramatically changed the jobs that people perform and resulted in numerous forms of corporate restructuring and downsizing. These actions have significantly damaged the levels of trust and commitment necessary for employees to exert effort beyond the minimum requirements. Some organizations have completely given up on motivating employees; instead they rely on pay-for-performance and layoff threats. These strategies may contribute to the reduction in employee's motivation.

Table 2 describes the motivation level of the employees based on age. It is observed from the table that among the employees in the age group of less than 25, all the employees have reported that the motivation level is medium; no employee has reported that the motivation level is either low or

Table-1: Overall Motivation Level of the Employees

<i>Level of Motivation</i>	<i>Frequency</i>	<i>Percent</i>
Low	10	20.0
Medium	27	54.0
High	13	26.0
Total	50	100.0

Source: Primary data.

Table-2: Motivation Level among the Employees Based on Age

Age in years	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
<25		2		Between Groups	19.833	1.417	2.399	0.018*
26-35	7	15	2					
36-45	2	3	6	Within Groups	20.667	0.590		
>45	1	7	5					
Total	10	27	13					

Source: Primary data

high. Among the employees in the age group of 25-35, 29 percent of the employees reported low level of motivation; 62 percent of the employees reported medium level of motivation; and 9 percent of the employees said the motivation level is high. Among the employees in the age group of 35-45, 18 percent of the employees said the motivation level is low; 27 percent of the employees said the motivation level is medium; and 55 percent of the employees reported high level of motivation. Among the employees in the age of above 45, 8 percent of the employees said the motivation is low; 54 percent of the employees said the motivation is medium; and 38 percent of the employees said the motivation is high. It is observed from the table that the motivation level is high among the employees in the age group 35-45 and the low motivation is more among the employees in the age group 25-35. The ANOVA result also shows that

there is significant difference in the motivation level of employees based on age since the p-value (0.018) is significant at 1 percent level. The low motivation among the young people may be due to lack of innovativeness and challenge in the job. Employees' needs are changing. Younger employees are bringing different expectations to the workplace. Many companies are apparently not changing quickly enough to address this new reality. Workforce diversity and globalization have added to this complexity because diverse employees typically have diverse values. These values influence the needs and wants of employees and their expectations from the organization.

Table 3 shows the motivation level among the employees based on gender. Among the male, 18 percent of the employees said that the motivation level is low, 62 percent of the employees reported

Table-3: Motivation Level among the Employees Based on Gender

Gender	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
Male	7	24	8	Between Groups	4.613	0.330	2.908	0.005*
Female	3	3	5	Within Groups	3.967			
Total	10	27	13					

Source: Primary data

medium level of motivation and only 20 percent of the employees reported high motivation level. Among the females, 27 percent of the employees reported low level of motivation, 27 percent of the employees reported medium level of motivation, and 46 percent of the employees reported high level of motivation. It is seen that high motivation is more among the females than male on the other hand is low motivation is also more among the females than male. The ANOVA result also indicates that there is significant difference in the motivation level among the male and female employees since the p-value (0.005) is significant at 5 percent level. At the outset female employees are found to be motivated highly compared with male employees. This may be due to the drive to satisfy one's curiosity to know and understand oneself and the environment. When observing something that is inconsistent and beyond our current knowledge, that creates

tension and motivates people to close the information gap. The drive to learn is more among females since the opportunities given to female are comparatively low in case of public sector companies; they get motivated and achieve things.

Table 4 summarizes the motivation level of employees based on the education. Among the diploma holders, 17 percent of the employees reported low motivation level and 83 percent of the employees reported medium motivation level. Among the degree holders, 18 percent of the employees stated that the level of motivation is low; 46 percent of the employees stated that the level of motivation is medium; and 36 percent of the employees stated that the motivation level is high. Among the employees with the postgraduate degrees, 26 percent of the employees reported low motivation level; 26 percent of the employees reported medium level

**Table-4: Motivation Level among the Employees
Based on Education**

Education	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
Diploma	2	10		Between Groups	7.491	0.535	0.797	0.666
Degree	5	13	10					
Post-graduate	2	2	3	Within Groups	23.489	0.671		
PG and above	1	2						
Total	10	27	13					

Source: Primary data

of motivation; and 48 percent of the employees stated that the motivation level is high. Among the employees with above postgraduate qualifications, 34 percent of the employees stated that the motivation level is low; 66 percent of the employees stated that the motivation level is only medium; and no employee under this educational group has reported high level of motivation. Among the employees with different educational qualifications, low motivation is seen among employees with postgraduate and above qualification and high level of motivation is noted among the employees with postgraduate qualification. But the ANOVA result indicates that there is no significant difference in the level of motivation reported among the employees with different

educational qualification since the p-value (0.666) is non-significant.

Table 5 indicates the motivation level of employees based on the experience in the present organization. Among the employees with less than 5 years of experience in the present organization, low motivation level is noted among 23 percent of the employees, and 77 percent of the employees said the motivation level is medium, while no employee under this category reported high level of motivation. Among the employees with 5-10 years of experience in the present organization, 17 percent of the employees reported low level of motivation; 83 percent of the employees reported medium level of motivation; and no employee under this category reported high level of motivation. Among the

Table-5: Motivation Level among the Employees Based on Experience in the Present Organization

Experience in the present organization	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
<5	3	10		Between Groups	52.847	3.775	3.656	0.001
5-10	1	5						
>10	6	12	13	Within Groups	36.133	1.032		
Total	10	27	13					

Source : Primary data

employees with more than 10 years of experience, 19 percent of the employees said the motivation level is low; 39 percent of the employees said the motivation level is medium; and 42 percent of the employees said that the motivation level is high. At the outset the high level of motivation is noted more among the employees with more years of experience in the present organization than the employees with less years of experience. This may be due to the drive to form social relationships and mutual caring commitments with others. Research indicates that people invest considerable time and effort forming and maintaining relationships without any ulterior motives. The drive to bond motivates the employees with more years of service to cooperate and develop the individual as well as the organization. The ANOVA result also reveals that there is significant

difference among the employees based on the experience in the present organization in the motivation level since the p-value (0.001) is significant at 1 per cent level.

Table 6 explains the motivation level of employees based on the total work experience. Many employees have the tendency to switch over from one organization to another because of the attractive pay packets given to them due to globalized economy. So the employees total work experience also plays a greater role in their organizational behavior. The motivation level of the employees based on the total work experience also shows variation as follows: among employees with less than 5 years of total work experience, all the employees have said the motivation level is medium and no employee has reported that the motivation level is either high or

**Table-6: Motivation Level among the Employees
Based on the Total Work Experience**

Total Experience	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
<5		3		Between Groups	11.991	0.857	1.132	0.367
5-7	1	3						
7-10	2	5		Within Groups	26.489	0.757		
>10	7	16	13					
Total	10	27	13					

Source: Primary data

low. Among the employees with 5-7 years of total work experience, 25 percent of the employees have reported low level of motivation and 75 percent of the employees have reported medium level of motivation while no employee has reported high level of motivation; among employees with 7-10 years of total work experience, low motivation is noted among 29 percent of the employees and medium level of motivation is noted among 71 percent of the employees. Among the employees with more than 10 years of total work experience, low motivation is found among the 20 percent of the employees, medium level of motivation is noted among the 44 percent of the employees; and high level of motivation is found among 36 percent of the employees. But the ANOVA result indicates that there is no significant difference in the motivation level of employees

based on the total work experience, since the p-value (0.362) is non-significant.

Table 7 shows the motivation level of employees based on marital status. Among the married employees low motivation is noted among 21 percent of the employees; the motivation level is medium among the 46 percent of the employees; and the motivation level is high among the 33 percent of the employees. Among the unmarried employees, 18 percent of the employees said that the motivation level is low; 82 percent of the employees said that the motivation level is only medium while no employee has reported that the motivation level is high. Only the married employees felt high motivation. This is also due to the drive to bond. Due to this people spend time in building relationship at the workplace. They

Table-7: Motivation Level among the Employees Based on Marital Status

Marital status	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
Married	8	18	13	Between Groups	3.947	0.282	2.129	0.035
Unmarried	2	9		Within Groups	4.633			
Total	10	27	13					

Source: Primary data

also realize the importance of commitment and relationship and get highly motivated than the unmarried employees. The ANOVA result also denotes that there is significant difference in the motivation level of employees based on the marital status since the p-value (0.035) is significant at 1 percent level.

Table 8 reveals the motivation level of employees based on the relaxation method adopted by them. The employees may follow

any one of the following ways to refresh themselves. They may follow some yoga practices or art, meditation or sports or undertake some religious activity. Among the employees who do exercise to refresh, 29 percent of the employees reported low level of motivation; 57 percent of the employees reported medium level of motivation; and 14 percent of the employees reported high level of motivation. All the employees who practice yoga reported medium

Table-8: Motivation Level among the Employees Based on the Relaxation Methods Adopted by the Employees

Relaxation	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
Exercise	2	4	1	Between Groups	82.753	5.911	1.214	0.309
Yoga	-	1	-					
Meditation	2	1	-					
Art work	1	-	-	Within Groups	170.367	4.868		
Music	1	-	-					
Sports	4	21	12					
Total	10	27	13					

Source: Primary data

level of motivation. Among the employees who engage themselves in artwork, 67 percent of the employees reported low level of motivation and 33 percent of the employees experienced medium level of motivation. It is interesting to note that the employees who follow meditation have not reported high and medium level of motivation. They have only low level of motivation. Among the employees who are engaged in sports, all the employees said that the motivation level is low. Among the employees who follow religious activity to refresh, 11 percent of them reported low level of motivation; 57 percent of the employees reported medium level of motivation; and 32 percent of them reported high level of motivation. The ANOVA value shows that there is no significant difference in the motivation level of the employees based on the relaxation techniques used by the

employees since the p-value (0.309) is non-significant.

Table 9 shows the motivation level of employees based on the monthly income. Among the employees who earn Rs. 10000-15000 per month, 25 percent of the employees reported low motivation level; 60 percent of the employees reported medium level of motivation; and 15 percent of the employees reported high level of motivation. Among the employees who earn more than Rs. 15000 per month, 16 percent of the employees reported low level of motivation; 50 percent of the employees reported medium level of motivation; and 34 percent of the employees report high level of motivation. High level of motivation is found more among the employees who earn more. Employees who earn easily satisfy all their needs and family needs. Maslow's hierarchy of needs also hypothesized that within every

Table-9: Motivation Level among the Employees Based on Monthly Income

Monthly income in Rs.	Motivation			ANOVA result				
	Low	Medium	High	Sources	Sum of Squares	Mean Square	F value	P value
10000-15000	5	12	3	Between Groups	8.078	0.577	5.149	0.005
15000-20000	5	15	10	Within Groups	3.922			
Total	10	27	13					

Source: Primary data

human being; there are needs like physical needs, psychological needs, social needs, esteem and actualization. When the needs are fulfilled automatically he gets motivated highly. The ANOVA result also indicates that there is a significant difference among the employees in the motivation level based on the monthly income since the p-value (0.005) is significant at 5 percent level.

Managerial Implications

Motivation is used as a behavior indicator by most organizations whether in the private sector or public sector. The study implies that the overall motivation level reported by the employee is only medium. It also indicates that among the demographic variables with significant influence in the motivation are age, gender, experience in the present organization, marital status, designation and monthly income. The other factors like education, total experience of the employees, and relaxation method adopted by the employees do not greatly influence the level of motivation of employees.

Suggestions

As a new generation of employees enters the workplace and as globalization creates a more

diverse workforce, companies need to rethink their motivational practices.

- Romney and other organizational leaders are discovering that one of the best ways to motivate employees is good old-fashioned praise and recognition. Stock options have evaporated and incentive plans often backfire. But for most employees a few words of appreciation create a warm glow of satisfaction and a renewed energy. Christopher Owen, CEO of Meriwest Credit Union in San Jose, California says only 5-10 percent of the employees leave the company because of money. Most of the time it's because of poor recognition.
- Peer recognition is found to be effective in motivating employees. Many companies have introduced formal programs that encourage peer recognition for a job well done. Julie Hans a member of the Progress Energy 's communication department says everybody needs encouragement, and everybody needs their work to be recognized.
- Recognition from senior executives is also found to be

effective in motivating employees.

- Appropriate monetary and non-monetary benefits also help the employer in motivating employees.

Conclusion

Motivation requires discovering and understanding employee drives and needs since it originates within an individual. Although a few human activities occur without motivation, nearly all-conscious behavior is motivated, or caused. A manager's job is to identify employee's drives and needs and to channel their

behavior to motivate them toward task performance. Motivation is not an independent variable; it has to be studied with other variables like job satisfaction, stress, organizational commitment and personality etc.

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