

**EMPLOYEE MOTIVATION, JOB SATISFACTION AND  
ORGANISATIONAL COMMITMENT: A CASE STUDY OF  
STATE SECRETARIAT EMPLOYEES, GOVERNMENT OF  
MIZORAM**

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**EMPLOYEE MOTIVATION, JOB SATISFACTION AND  
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SECRETARIAT EMPLOYEES, GOVERNMENT OF MIZORAM**

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**Submitted  
in partial fulfillment of the requirement of the Degree of Doctor of Philosophy  
in Commerce of Mizoram University, Aizawl**

## **CERTIFICATE**

This is to certify that the thesis entitled, “*Employee Motivation, Job Satisfaction and Organisational Commitment: A Case Study of State Secretariat Employees, Government of Mizoram*” submitted to Mizoram University for the award of the degree of Doctor of Philosophy in Commerce is a research work carried out by Shri. Lalnunpuia Sailo, Research Scholar, in the Department of Commerce, Mizoram University under my supervision and it has not been previously submitted for the award of any research degree to any other university/institute.

Date : 1<sup>st</sup> May, 2019

Place : Aizawl

(Prof. N.ROKENDRO SINGH)

Supervisor

## **DECLARATION**

I Lalnunpuia Sailo, hereby declare that the subject matter of this thesis is the record of work done by me, that the contents of this thesis did not form basis of the award of any previous degree to me or to do the best of my knowledge to anybody else, and that the thesis has not been submitted by me for any research degree in any other University/Institute.

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## **PREFACE**

The government plays an important role in every country's economy; the budget policy of the government affects the level of employment and price in the private sector. In socialist economies like India, government intervention is even more. How effective a government depends on the resources it has – human, finance, natural resources, technology etc. Out of these human resources is very important. A motivated and willing civil service is the best instrument to achieve the outcomes desired by the state and society.

The work of the government in India is divided into ministries and departments which constitute the central secretariat. A state secretariat is also situated at various states. The organisation of state secretariat can fall into three zones, viz., top management, middle management and the rank and file management. As the state secretariat is the nerve center of state administration, it is important that the people working there should be motivated, satisfied with their job and committed to their work as well.

A lower management group called as 'Rank and File Management' includes Assistant, Upper Division Clerk (UDC), Lower Division Clerk (LDC) and Fourth Grade employees with peons and drivers. The work of government is a team work; top and middle management personnel alone cannot accomplish the entire task without the help of lower management, it is the lower management who do the real work; they collect data, then the middle management arranges it systematically, and the top administrative management on the basis of systematized materials formulate policy, execute the policy, assist ministers, and coordinate programmes of state government.

The prevailing situation at the work place in India has been one of low work performance. A public servant rarely walks 'extra mile' in carrying out his/her duties. Employees are generally de-motivated with poor self-perception reflected in low morale and low performance. There is no external motivation for risk-taking and delivering a higher level of performance, though the risk-taking is punished if things go wrong, and is not financially rewarded if things improved because of employees' initiatives and risk taking.

Mizoram state government also faced some of these problems from its employees which break out by means of strike, complaining their pay or pay scale, act against government decisions regarding recruitment; promotion and services related matters, and sometimes they took mass casual leave to attract attention of the government to fulfill their plea. Thus, it is necessary to develop a relevant strategy to keep motivated, satisfied and committed employees which would have great impact on effective and smooth functioning of the state government.

Motivation is a phenomenon by which individual needs or desire is aroused which result in willingness, intensity and persistent to act in a direction towards attaining a goal. Job satisfaction is the favorableness or un-favorableness with which employees view their work and is achieved when job characteristics and wants of employees are in agreement or in other words, it measures how happy an individual is with his/her job. Organisational commitment is a psychological state that characterizes employee's relationship with the organisation. Thus, motivated, satisfied and committed employees can take organisation to any limit of success, and without their existence the organisation will take no time in losing its life.

There is no direct answer to increased motivation, job satisfaction and organisational commitment of employees. Each situation in an organisation requires special treatment. However, knowledge and understanding of the concept viz. relationship and association between each other, factors influencing them and effect of some demographic variables will help the organisation develop proper strategy for improving the situation.

Unfortunately, there is not enough literature and research conducted on motivation, job satisfaction and organisational commitment among government employees especially the lower management level. So, the present study attempts to investigate motivation, job satisfaction and organisational commitment among ministerial employees who forms the bottom level in the managerial hierarchy in state civil secretariat, government of Mizoram.

The finding of this study reveals the actual conditions of the employees such as levels of their motivation, satisfaction and commitment and factors which influence them. The finding also reveals the current practices relating to motivation of employees by the state government. Furthermore, general guidelines can be develop based on the findings of this study by the government authorities to improves motivation, job satisfaction and commitment of its employees; which will help in achieving organisational goals, increased productivity, efficiency, and thereby attracts and retained talented employees.

## **ACKNOWLEDGEMENT**

First of all, I am thankful to Almighty God for the abundant grace that he has bestowed upon me from the beginning to completion of this research.

I want to express my deep and sincere gratitude to Prof. N. Rokendro Singh, Department of Commerce, Mizoram University for his immense help, patience and valuable guidance from the very inception till its completion. His experience, knowledge, constructive criticisms and suggestions help in shaping this thesis.

I am highly indebted to all the faculties in Department of Commerce, Mizoram University for their valuable support, advice and encouragement to complete this research.

I am grateful to the administrative officers in Mizoram civil secretariat for granting me permission to collect data and investigate whichever is necessary to complete this research. I am also grateful to all the personnel in Mizoram civil secretariat especially the ministerial staff for their immense help and kind participation in the study.

I thankfully acknowledge the encouragement from my friends, relatives, principal and staffs of Government Aizawl College for their never-ending inspiration and encouragement to pursue my research work.

Finally, I owe my gratitude to my beloved parent, wife, brothers and sister who have always stood by me at the worry and I dedicate my work to them.

Date: 1<sup>st</sup> May, 2019

(LALNUNPUIA SAILO)



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**CHAPTER 1**  
**INTRODUCTION**

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## **Chapter 1**

### **INTRODUCTION**

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This chapter highlight the profile of Mizoram, significance and scope of the study, research problems, objectives and hypotheses of the study. It also deals with review of related and existing literature, research methodology, and limitations of the study. Chapterisation for the study is also presented in this chapter.

#### **1.1 PROFILE OF MIZORAM**

Mizoram is a mountainous region in north eastern India. Aizawl is the capital of the state. The name 'Mizoram' came from 'Mi' (which means people), 'Zo' (which means lofty place or hills) and 'Ram' (which means land). Mizoram implies "Land of the Hill People". 'Zo' may also mean 'cold and breezy'; Mizoram may also imply the cold and breezy land.

Mizoram is one of the states among the 29 states in India; according to 2011 census, the population of Mizoram was 1,097,206 with 555,339 males and 541,867 females; the total population growth in this decade was 23.48 percent while it was 29.18 percent in the previous decade, the sex ratio in Mizoram is 976 females per thousand males which is slightly higher than the national sex ratio of 940 females per thousand males. According to 2011 census, the population of Mizoram forms 0.09 % of India's population. Furthermore, Mizoram is the second least populated state in India. The population density is 52 persons per square kilometre. Majority of the people i.e. 1,036,115 (95%) are scheduled tribe; this let the states to become the highest concentration of tribal people among all the states in India.

Mizoram has Myanmar as its border in the south and east, Bangladesh in the west, Assam in the north, Manipur in the north-east and Tripura in the north-west.

About 871 kilometres of national highways runs through the state. Mizoram is also a transit point for trade with Myanmar and Bangladesh.



Figure 1.1: Location of Mizoram in North East India

Mizoram extends from 21°56'N to 24°31'N, and 92°16'E to 93°26'E. The tropic of cancer runs through Mizoram. The maximum north to south distance was 285 km, and 115km from east to west. Mizoram lies in seismic zone V; the state has high chances of facing earthquakes. Meanwhile, Mizoram is full of great natural beauty including a variety of landscape and rich in fauna and flora. The state has also been very peaceful. Only 0 to 2 civilians died every year during 2006 to 2013, from any protest-related violence which is lower than the world's average annual death rate from violence.

Majority of the state population consists of the ethnic groups which are collectively known as Mizo's. There are different tribes under this ethnic group, who together have a linked culturally or linguistically. The dialect 'Duhlian', also known as 'Lusei' was the most popular language in Mizoram. It was the official language of the state and was the most widely used language for interactions. English is also



widely used because of its importance in governance, education, administration and formalities.

Literacy rate in the state as per 2011 census was 91.33% and secured second rank in India. Majority of population i.e. 52% lives in urban areas especially in Aizawl District.

After Christian missionaries came from Britain in the 19th Century, majority of the population converted into Christianity. From thereon majority of the people in Mizoram are Christian (87% according to 2011 census).

About 91.27% of the total geographical area is covered with forest in 2010, 0.64% is very dense forest while 69% is an open forest which is the highest in the country. The state government comes up with popular and effective Programme known as 'Green Mizoram' to save and plant trees within the states. Under the National Afforestation Programme, 4700 hectares of plantation has also been created. Ministry of Environment and Forests awarded Indira Priyadarshini Vriksha Mitra (IPVM) Awards 2010 to Mizoram as recognition of the state contribution in afforestation and wasteland development. According to state of forest report 2015, Mizoram is the highest among all the states in India with 88.93% forest coverage.

The climate of Mizoram is most fascinating with moderate temperatures throughout the year, being relatively cool in summer and even not extremely cold in winter. The state is influenced by monsoon. The climate pattern of the state is moist tropical to moist sub-tropical; the average rainfall within the state is 254 centimetres (100 in) per annum.

As Mizoram is a hilly region with a very limited mode of transportation, the region faced difficulty in developing necessary infrastructure; this led to slow growth

in the industrial sector. There are a total number of 213 registered small-scale industries under Directorate of Industries, Mizoram government during 2013-2014, and under Khadi and Village Industries (KVI) there are a total of 5840 registered industries within the state. However, with the opening of border trade with Myanmar and Bangladesh, the policy of the Government of India known as Act East Policy, recent development in railways transportation and the peaceful condition of the state, it is hoped that industrialization will gain momentum in the near future. As Mizoram shared international borders with Bangladesh and Myanmar, it will also become very important route for imports as well as exports for India in the near future. But, currently, small industries dominate the industrial scenario.

The highest contributors to Gross State Domestic Product (GSDP) growth are agriculture, public administration and construction work. Tertiary sector was the highest contributor to the GSDP i.e. 58 % and 60 % during the past decade. 55% to 60% of the working populations in the state depend upon agricultural and its allied activities. The number of employees under Mizoram state government in 2008 was 56,239, 42,206 were male and 13,457 employees were females. There are 48,453 regular employees, 5995 muster roll, and 1791 work-charged.

Mizo's are basically agriculture oriented even from their ancestor. All activities of the Mizo's centred around jhum cultivation (also known as shifting cultivation) and Mizo's festivals are also linked with it. Three festivals viz. Chapchar Kut, Mim Kut & Thalfavang Kut are observed till today among the various cultural festivals. 'Kut' is the Mizo term for 'festival'. Music and dance also play an important part among Mizo society. The Mizo people are often called as, "Song bird of the East"; their festivals are therefore celebrated with beautiful music, songs and

various cultural dances. The dance called ‘Cheraw’ which is performed with a bamboo by a bunch of young man and women of Mizo’s is the most beautiful and well-known dance. On 12th March, 2010, Mizo’s set a new Guinness World Record for the largest bamboo dance ensemble; to set this world record 10,736 Mizo’s young men and women performed the Cheraw dance.

Mizoram was under the British colony in 1890, the northern part was under Assam as one district, while southern part of Mizoram was under Bengal which was later placed under Assam in 1898. In 1937, executive and legislative power was given to the deputy commissioner and district magistrates; village chief’s also plays an advisory role. Before this, the chief’s retained colonial power; the colonial power was transferred according to the Mizo customs which emphasised on socially stratified hereditary transfer of power.

After India gained independence from the British, autonomous status was granted to Mizoram in 1952 where the Mizo’s themselves formulated their own laws. The region was then named as ‘Mizo District’ and placed as one of the districts under the state of Assam in April 1954, the practices of hereditary chieftainship in Mizoram were also abolished; instead of that village council was set up.

In 1955, tribal leaders in the northeast call a meeting in Aizawl due to their disagreement with the final recommendation of States Reorganisation Commission (SRC). This meeting results to the formation of a new political party known as Eastern India Tribal Union (EITU) which demands separate state for all the hill districts of Assam to the central government. However, their demand was not accepted. The government's inadequate response to the ‘Mautam’ famine in Mizoram in 1959–1960 dissatisfied the Mizo’s. ‘The Mizo National Famine Front’

was then formed to relief the Mizo's people from famine in 1959 which was developed into a new political party known as the Mizo National Front (MNF) in 1961.

In 28th, February, 1966, The Mizo National Front (MNF) started uprising against the government, with an intention of seeking sovereign independence for Mizo. In order to suppress the revolt, the Indian government carried out airstrike in Aizawl and its surroundings. In 1967, The Mizo National Front was declared as an outlaw by the central government. But in 1971, the government of India granted the conversion of Mizo District into a Union Territory, which came into action in 1972.

Some years later, in 20th February, 1986, Mizoram became 23rd state of India. Following the Mizoram Peace Accord (1986) signed by MNF and central government on 30th June, 1986, the first election of Mizoram Legislative Assembly was held on 16th February, 1987.

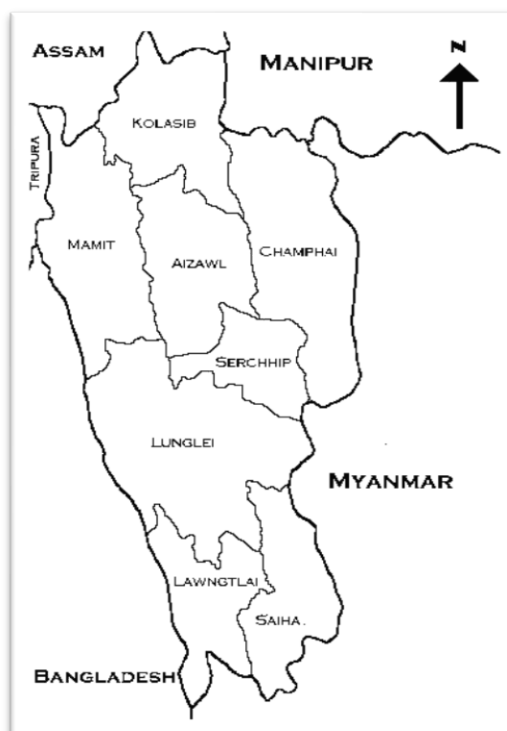


Figure 1.2: Map of Mizoram with its District

The Mizoram State Legislative Assembly comprises of 40 seats, and also 1(one) seat each in the Lok Sabha and Rajya Sabha. The state was divided into eight districts: Aizawl District, Champhai District, Lunglei District, Kolasib District, Lawngtlai District, Mamit District, Saiha District and Serchhip District. The executive head of each district was called Deputy Commissioner.

There are also three Autonomous District Councils (ADCs) in Mizoram namely Chakma Autonomous District Council (CADC), Lai Autonomous District Council (LADC) and Mara Autonomous District Council (MADC).

## **1.2 SIGNIFICANCE OF THE STUDY**

The government plays a crucial role the economy of a country; the budget policy of the government affects the level of employment. “In socialist economy like India, government intervention is even more” (Gupta, 2008). Effectiveness of a government depends on various resources it has viz. technology, human capital, finance, natural resources, etc. Human capital is the most important among all these resources. “A motivated and willing civil service is the best instrument to achieve the outcomes desired by the state and society” (Second Administrative Reforms Commission, Government of India, 10th Report). It is thus important for every organisation to maintain an effective team work within the organisation. The administration, policies and practices of government towards its employees at different levels are of great importance as it affects the efficacy of the government.

The work under government of India was divided into ministries and departments which constitutes the central secretariat. State secretariat was also existed within the states. The organisation of state secretariat can be divided into top management, middle management and the rank and file management. Top

management comprises political and administrative personnel such as ‘cabinet minister, minister of state, deputy minister, secretaries, joint secretaries and deputy secretaries’; they are mainly concerned with direction and control. Middle management covers ‘under-secretaries, section officers, head of subordinate offices, officers of establishments and head of departmental auxiliary agencies’, the normal task of middle management is to supervise, direct and control the performance of government programme, control and direction of operations, eliciting public co-operation and so on. A lower management group called as ‘Rank and File Management’ includes “Lower Division Clerk (LDC), Upper Division Clerk (UDC), Assistant and other 4th Grade employees including peons and drivers”; they formed the bottom of the managerial hierarchy. This group initiate files, makes summary, cite rules and put up to the middle management for necessary actions.

It can thus be said that the work of government is a team work. Rank and file management personnel collects data, middle management then arranges it systematically and on the basis of this systematized materials the top management formulates policy, executes the policy, assists ministers, and coordinates programmes of state government (Avasthi, Maheshwari and Agarwal, 2009). In fact, the importance of top management, middle management as well as rank and file management is gradually growing as modern administration becomes highly technical and more complexity arises.

The state secretariat can be regarded as the nerve centre of state administration. It is important that the people working there should be properly motivated, satisfied with their job and committed to the organisation as well. According to Pareek (2007) “Motivation can be classified into three levels, firstly, it

is necessary to identify the employees need and how they perceived the goal setting process in the organisation? The second level is employee's commitment towards the organisation. The third level is satisfaction derived by employees from their jobs”.

Top and middle management personnel cannot accomplish all the task within the state secretariat by themselves, actually, it is the lower management who do the real work, they put the plans of management into effective actions, allocating individuals work and seeing that it is accomplished as per schedule. Thus, the motivation and satisfaction of, and the degree to which employees in the lower management are committed to their work as well as organisation have a great impact on the government. This study examines and investigated motivation, job satisfaction and commitment of lower level management employees in Mizoram state civil secretariat as they bear great importance in the smooth functioning of the state government.

The integrated theory of motivation can be very helpful for planning an intervention within the organisation; Sharma (1986) also stated that, “There is a general feeling that improper execution of the planned development has hampered the nation's progress. It will be interesting to find out why and how those who are responsible for the execution of development have not succeeded. The planning for change, to be meaningful, invariably calls for proper implementation. But, implementation is generally entrusted to civil servants”. Thus, in order to meet new challenges of 21<sup>st</sup> century, it is necessary for an organisation to take measures to improve motivation, job satisfaction and organisational commitment.

Smith (1990) concluded that motivated employees are needed for survival. Satisfied and committed employees are also needed to survive in rapidly changing

workplaces. Many studies also found relationship between motivation, job satisfaction and organisational commitment, some study reported that motivation leads to satisfaction and then to commitment (Tella, Ayeni and Popoola, 2007), some found that motivation and job satisfaction leads to commitment (Warsi, Fatima and Sahibzada, 2009).

There is no standard answer to increased motivation, satisfaction and commitment level of employees, especially of those who seems to lose interest and initiative. Each situation in an organisation requires separate treatment. However, understanding of the nature, effect and scenario in a particular organisation will provide some general guidelines for action programmes. This study therefore attempts to investigate motivation, job satisfaction and organisational commitment of employees, strength and association of relationship between each other, factor which influence them and effect of demographic variable on them based on ministerial service employees in Mizoram state civil secretariat.

### **1.3 STATEMENT OF THE RESEARCH PROBLEMS**

Major changes took place in modern government and its administration due to rapid changes in today's political, economic and technological field. This calls for a need to develop competent civil servant in order to survive and to be productive in today's competition. As the quality of administrations within the government affect the economy of a state, it is necessary that the government should keep the best people to do necessary task.

Changes in the government policy regarding deregulation, liberalization and globalization emphasise less prescriptive and more market-driven approaches in the economy suggested a new and challenging role for the civil servant. All these



changes demand competency, accountability and professional obligations. Therefore, civil servants have to be ready for change (Second Administrative Reforms Commission, 2008).

“The civil servants played an admirable role in a quest to build a modern nation; and contributed to the functioning of our vibrant democracy, our plural society, polity and our growing economy.”<sup>1</sup>

Public servants today therefore faced complex challenges of administration. According to 2<sup>nd</sup> Administrative Reforms Commission, 10<sup>th</sup> Report, “The prevailing situation at the work place in India has been one of low work performance. Even the promotion is not used as a tool for motivation, as the principle of seniority is generally followed rather than competence and performance. It has also been noted that often civil servants adopt a ‘minimalist’ approach in their functioning, and confine their work to disposing of files making no special effort at resolving problems. In other words, a public servant rarely walks that ‘extra mile’ in carrying out his/her duties. It has been pointed out that the civil service in India is more concerned with the internal processes than with results.”

The 6th Central Pay Commission also observed that “Government employees are generally de-motivated, with poor self-perception reflected in low morale and low performance. The problem therefore lies in retaining this excellence through designing motivating jobs with greater responsibility, accountability, and recognition of merits. There is no external motivation for risk-taking and delivering a higher level of performance, though the risk-taking is punished if things go wrong, it is not

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<sup>1</sup>Prime Minister’s speech at the 3rd Civil Services Day, April 21, 2008, New Delhi

properly rewarded if things improved because of employee's initiatives and risk takings".

Sharma (1986) also cited after conducting various work studies in different government department, "One consistent conclusion is that a significant proportion of work hours are lost simply for the reason that the people working at different levels were not appropriately motivated to work. There is also a need to recognized the outstanding work of civil servant and ensuring selection for such award is needed to be made through a prompt, objective and transparent mechanism, but the value of such award is compromised by either subjectivity or lack of transparency".

Mizoram government also face problems from the ministerial service employees, which is revealed in the form of strike (Zonet English News, 2008), complaining about their pay and often demand the government to fulfil their plea. On 5<sup>th</sup> may, 2012, ministerial staff burned Pay Committee Report 2011 to show their disagreement and demand for revision of their pay (Vanglaini, Mizo Daily Newspaper, 2012). They also revealed their disagreement against government decisions many times regarding their recruitment, promotion and services related matters by submitting their demand, resolution and proposal to the government, they even apply mass casual leave to push the government in fulfilling their plea.

The above discussion offers the basis for exploration of the problems of this study. This study attempts to present the overall level of motivation, job satisfaction and organisational commitment, existing factors adopted in motivating employees, factors that influenced motivation, job satisfaction and organisational commitment, effect of demographic characteristics on motivation, job satisfaction and organisational commitment of employees and the relationship between motivation,

job satisfaction and organisational commitment among ministerial employees in Mizoram state civil secretariat.

#### **1.4 REVIEW OF LITERATURE**

The review of literature enables the researcher to gain knowledge relating to the study; it helps to develop useful hypotheses for significant investigation. Furthermore, it helps to save time and energy. In this study, the researcher scanned various studies conducted by various researchers in the field of organisational commitment, job satisfaction and motivation. These provide an insight to significance, problems and other issues within the areas of the study.

Ganguly (1954) investigate the importance of various incentives in motivating workers in India, and presents finding that contradict the usual findings in western society. Ganguly found that wages and security as the most important factors that affect motivation.

Gopal (1969) reported that incentives which fulfil social and ego needs, such as status, workplace relationship etc., have more importance in industrial situation than the external incentives, such as pay, reward, etc. He further observed that maximum productivity is recorded, when social needs are satisfied.

Pareek (1974) in his study "A Conceptual Model of Work Motivation" reveals that the word "motivation" had been used in two meanings "General commitment and specific needs of a person". He discussed some of the expectancy models which generally use the first approach, and theories of Maslow, Herzberg, and McClelland which use the second approach in order to provide better solution for the problems created by the use of the word "Motivation" in two meanings, and then presents model of work motivation by combining the two main trends. He concluded

that if an organisation is able to increase achievement and motivation among its employees, the organisation would create more satisfied and committed employees.

Meyer and Allen (1991) developed three-component model of organisational commitment scales which characterize an employee's commitment in three mind sets: "Affective Commitment, Continuance Commitment and Normative Commitment". They define affective commitment as "Employee's positive emotional attachment to the organisation". With this type of commitment, an employee commits to the organisation because he/she "wants to". In continuance commitment, "employee's commits to the organisation because of high costs of losing organisational membership such as pension, social costs, etc.", thus, employee commits to the organisation because he/she "has to". In normative commitment, "an employee commits to organisation because of his/her feelings of obligation"; thus, employee commit to the organisation because he/she "ought to".

Rajesh (1997) investigated the work motivational strategies used by sixty officers from various central government departments from Delhi. The research utilized "Motivational Strategies Questionnaire" which was designed using the framework given by Oldham (1976) i.e., 'Personally Rewarding; Personally Punishing; Goal Setting; Designing Feedback; Placing Personnel and Job Redesigning'. And found that 'effective' officers utilized motivational strategies significantly more than the less effective' officers except the personally punishing strategy. Results also show that personally rewarding, goal setting, placing personnel, job designing strategies were positively correlated and personally punishing was negatively correlated with effectiveness ratings. The author suggested

for future research by considering various excluded variables to arrive at more conclusive results.

Luthans (1998) also advised, “Not to consider motivation as the only explanation of behaviour as it interacts with and acts in conjunction with other mediating processes and the environment”. He defines motivation as, “A process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive”.

Aameri (2000) conducted a study to find out the job satisfaction of nurses and their commitment towards their hospitals. Sample consists of 290 nurses working in public hospitals. The study concluded that satisfaction and commitment level of nurses in public is slightly higher and satisfied nurses also possess higher commitment than less satisfied ones. Strong positive correlation was found between job satisfaction and organisational commitment. Furthermore, it is concluded that age is significantly correlated with satisfaction and commitment, experience is correlated only with commitment. Moreover, difference is found between degree of commitment and marital status as well as nationality, and also between degree of satisfaction and nationality.

Wright (2003) conducted an empirical study on work motivation and performance in the public sector. This study suggests that making the job more important leads to increases in work motivation. In addition, extrinsic rewards do not have any impact on employee work motivation. The author suggested for future research by extending this work.

Lather and Jain (2005) conducted a study on motivation and job satisfaction among 480 associates of public and private sector, they concluded that, “Need for

autonomy and self-actualization is a significant predictor of job satisfaction for top level managers. Need for self-control and need for monetary gains are predictors of job satisfaction for middle level managers. Need for non-financial gains have significant negative effect on job satisfaction of middle level managers. Need for self-control has significant positive effect on job satisfaction of supervisors and workers”.

Ugboro, (2006) conduct a study to test the relationship between job redesign, employee empowerment and intent to quit among middle level and supervisory level managers. 700 questionnaires were distributed. The study uses factor analyses, Pearson’s correlation and Cronbach alphas. The test statistics are based upon  $\chi^2$ . The study found a significant positive relationship between job redesign, affective commitment and empowerment.

Tella, Ayeni and Popoola (2007) studied work motivation, job satisfaction, and organisational commitment among library personnel. Work Motivation, Job Satisfaction, and Commitment Scale (WMJSCS) were used to collect data. The study found correlation between motivation, job satisfaction, and commitment, but relationship between motivation and commitment was negative. However, no difference was found between motivation professional and non-professional library personnel. Moreover, differences were found between job satisfaction in academic and research libraries personnel, and no relationship found between motivation and organisational commitment of library personnel.

Warsi, Fatima and Sahibzada (2009) analysed the general behaviour of the private sector employees towards work motivation and job satisfaction. The sample consists of 191 male and female employees among Pakistani workforce. The result

showed positive and significant relationship between work motivation, job satisfaction and organisational commitment. The impact of job satisfaction on organisational commitment is stronger than that of work motivation on organisational commitment.

Botterweck (2007) attempt to explore the relationship between organisational commitment and work motivation taking sample from the population of SME, 66 respondents returned the questionnaire and get 60% response rate. The findings reported no significant relationship between organisational commitment and work motivation.

Khalid et al. (2008) conducted a study which measures employee's organisational commitment and its dependency on factors like employee motivation and organisational culture. Questionnaire was distributed among 300 employees of seven different industries in Islamabad and Rawalpindi and get 76% response rate. The study concluded that intrinsic motivation factors drive organisational commitment of employees greater than that of the extrinsic motivation factors both in public and private sectors and in all industries. Moreover, goal clarity and job empowerment also strongly affect perceived organisational commitment.

O. Manetje and N. Martins, (2009) in their study reveal that organisational culture can have an influence on the organisational commitment. The study investigated the relationship between organisational culture and organisational commitment among South African motor manufacturing organisation. 371 respondents participated in the study. The findings of the study also suggested that organisation should create a culture that ensures the development of affective

commitment, and further explains that if an organisation fails to do so, it will negatively affect overall organisational commitment.

Jasmine (2010) conducted a study on organisational commitment and job satisfaction of 300 employees in IT Industry in Bangalore, India. The researcher used purposive sampling method. Samples were drawn from entry level, middle level and top-level management employees. Organisational commitment was treated as dependant variable and job satisfaction as independent variable. The study showed a moderate level of organisational commitment and job satisfaction, and significant positive correlation found between job satisfaction and affective commitment as well as normative commitment, but negative correlation with continuance commitment. Regression analysis revealed that job satisfaction had a significant impact on organisational commitment.

Khan, Farooq and Ullah (2010) conduct a study to investigate the role of rewards in motivating employees. A total of 200 questionnaires were distributed, quantitative methodology was used for the study. The four independent variables include, “payment, promotion, recognition and benefits”; the dependent variable was employee work motivation. The result indicated that all the independent variables are found to have a positive influence on dependent variables. Promotion was the most important and influential variable among the independent variable,

Baah (2010) conducted a theoretical analysis on job satisfaction and motivation, and their impact on employee’s commitment and organisational performance, and concluded that satisfied employees do not necessarily mean that they are highly motivated employees and vice versa. However, he states that organisations desired to be successful must carefully paid attention to the relationship



between the two in fulfilling the aspirations of their staff which is a key to organisational performance. Furthermore, satisfied employees are likely to be more committed to organisational goals than those who are not satisfied.

Peters et al. (2010) reported a high deviation in job satisfaction and motivation across different practices settings, the researcher conduct a cross-sectional survey among 1916 public and private sector health workers in Andhra Pradesh and Uttar Pradesh, India. Job content and work environment are found as the most important characteristics of the ideal job which rated higher than a good income. Public sector employees rated “good employment benefits” significantly more important than private sector workers, as well as a “superior who recognizes work” in both states.

Singh &Tiwari (2011) conducted a study on the relationship between motivation and job satisfaction. Motivation is treated as a dependent variable and job satisfaction as an independent variable. The respondents were the employees of BSNL and the data has been collected from 45 white collar employees (supervisors and above) in Saharanpur. The result of the study showed a positive correlation between motivation and job satisfaction and also indicated that ages as well as length of the service do have significant impact on motivation. Compensation package is reported as the most important factor that contributes to the satisfaction of employees whereas the least important factor is self-actualization.

Chipunza et al. (2011) studied the relationship between different leadership styles and employee motivation and commitment. Data were collected from 17 managers and 104 non-managerial employees using questionnaires. Measures of central tendency and correlation analysis were used in analysing the data; the results

found significantly weak positive correlation between leadership styles and employee motivation and commitment.

Lai (2011) refers 'Motivation' as "Reasons that underlie behaviour which is characterized by willingness and volition. Intrinsic motivation is governed by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies." This report suggested that motivation can be manipulated. The study also concluded that rewards may either increased or decreased motivation depending on the type of rewards or when they are given.

Ohiwerei, Ohiole and Emeti (2011) examine motivation and job satisfaction in Nigeria public service, "salary, money, staff training, information availability and communication" are found as the important factors for motivating workers. They also concluded that management have to maintain a good relationship with workers. Challenging work was more valuable than resource adequacy or financial rewards. They also suggested a good working environment, morale and excellent communication patterns, opportunity for personal growth and autonomy to higher levels. A clear job duties, policies and responsibilities in administrative structure are also suggested for improving motivation and job satisfaction.

Golshan et al. (2011) investigate the relationship between motivator and hygiene factors of the two-factor theory and job satisfaction of Gen-Y, a questionnaire was distributed which measures motivator, hygiene factors and job satisfaction among 128 full time Gen-Y employees of the Malaysian Administrative and Diplomatic officers. The findings revealed that employees' motivators are significantly related to intrinsic job satisfaction. However, employees' hygiene factors are not significantly related to extrinsic job satisfaction.

Azash, Safare & Kumar (2011) studied the bank employees' motivation and job satisfaction. They utilized Harold Koontz Need-Want-Satisfaction Model and Herzberg's Motivation-Hygiene Theory. The findings of the study reveal significant differences among public and private sector bank employees with regard to various motivational factors.

Ayub (2011) attempts to explore the relationship between work motivation and job satisfaction, to assess job satisfaction "Job Satisfaction Survey (JSS; Spector, 1997)" and for motivation "Motivation at Work Scale (MAWS, Gagné, M., et.al, 2010)", were used. The sample of their study consists of 46 males and 34 females' middle managers from different banks in Karachi, Pakistan. The findings reveal positive correlation between work motivation and job satisfaction. Furthermore, significant difference was found between work motivation and job satisfaction in terms of gender.

Aydogdu and Asikgil (2011) conducted a study on 182 production sector and service provider sector employees by investigating the relationship among job satisfaction, commitment and turnover intention. The result indicated that job satisfaction has a significant and positive relationship with three dimensions of organisational commitment, and turnover intention has a significant and negative relationship with job satisfaction and organisational commitment. This study suggested that high job satisfaction and organisational commitment will help in avoiding turnover intention and actual turnover.

Maharjan (2012) investigate the association between work motivation and job satisfaction of teachers in university constituent, affiliated and plus two campuses/ colleges in Kathmandu valley. Convenient sampling technique was adopted,

Descriptive statistics and correlation was used in analysing the data. The study reported positive association between work motivation and job satisfaction of teachers.

Hsu& Chen (2012) conducted a study on self-motivation; organisational commitment and job satisfaction among 122 university faculty members in Taiwan, descriptive and inferential statistical method were employed. This study revealed that teacher who participated in in-service education has higher levels of motivation. Factors such as “Go with trend” and “Incentive by school”, were main factors which influenced satisfaction of teachers. This study also found that faculties who finished their academic degrees possessed higher organisational commitment than those faculties who were pursuing.

Alhaji & Yusoff (2012) conduct a review of literature to help managements to get the best from their employees and increased their commitment. They concluded that motivated employees are satisfied and increased their inputs to the highest level, and they also contribute more to the overall success of the organisation than the unsatisfied employees.

Ali Mohammadi & Neyshabor (2013) conducted a study in Tehran which aimed to analysed the relationship between work motivation and organisational commitment of employees. They selected 10 SMEs for the study. A total of 163 usable questionnaires were gathered out of 195. The findings showed that work motivation has a significant positive influence on organisational commitment of employees.

Gupta and Gehlawat (2013) compared job satisfaction and work motivation of secondary school teachers with respect to demographic variables, and reported no

significant difference between job satisfaction and work motivation of male and female teachers, significant differences found among teachers working in government and private schools as well as more experienced and less experienced teachers. Significant difference was also reported in the work motivation of teachers having graduate and post-graduate qualifications.

Pranita (2017) conducted a study to determine the influenced of motivation and organisational commitment on work satisfaction and employee performances using Structural Equation Modelling. A sample of 60 respondents i.e. 55 permanent employees and five employees was collected using questionnaire. The results showed a positive and significant influence of motivation on job satisfaction, motivation on performance, organisational commitment on job satisfaction, organisational commitment on performance, and job satisfaction on performance.

Givakiet. al (2017) conducted a study to predict job satisfaction among managers and staff of Islamic Azad University. The population of the study comprises of 55 females and 75 males. Pearson correlation coefficient and multi-variable regression analysis were used for data analysis. The results showed a significant correlation between job satisfaction, motivation and emotional intelligence, and on the other hand, emotional intelligence and motivation are a significant predictor of job satisfaction.

Rahmati, Sajjadi, Negarestani (2018) conducted a study among 80 teachers working at special education schools in Kerman (Iran) to predict their job satisfaction and motivation based on spirituality in the workplace, census method was adopted and data were collected using the Workplace Spirituality Scale, Dantt's job satisfaction questionnaire, and Habibi's job motivation questionnaire. Data were

analysed by means of stepwise regression and concluded that promotion of spirituality in the workplace can lead to the enhancement of job motivation and satisfaction among the teachers working in special education schools.

Lalitamishra (2018) conducted a study among teaching and non-teaching staff by examining the satisfaction level of teaching and non-teaching staff and its impact on commitment. The study was based on primary data, which were collected using structural questionnaire. Percentage method was used for data analysis. The findings concluded that employee satisfaction effects commitment of teaching and non-teaching staff. Factors affecting employee satisfaction and commitment are rewards, stress, leave, benefits and compensation given to the staff by the management.

Bajpai and Rajpot (2018) examined the impact of employees' motivation on job satisfaction and organisational commitment at Balco. The study employed a survey research method to collect data, a sample of 100 respondents were selected by questionnaire. The findings of the study showed a correlation among satisfaction and organisational commitment. "Training, Projects and Teamwork", "Decision Making and Service Awards" and "Technology and Best Employee Awards" are the factors considered as most influential motivating factors by the employees of BALCO. It is also recommended to provide best training and engaged employees in more projects. Collective decision making was necessary to be started and awards were also needed to be given to those who deserved it.

Monga, Flotman and Cilliers (2018) measured the relationship between employees' job satisfaction and organisational commitment levels in a public railway organisation in the Democratic Republic of Congo. A cross-sectional survey was conducted for their study. The sample of the study comprised 839 permanently

employed staff. The concluded that employees' job satisfaction related positively to their level of organisational commitment and job satisfaction was found as a predictor of organisational commitment.

Ali and Bashir (2018) conducted a study on effect of job satisfaction on teacher's organisational commitment in private sector universities of Punjab, Pakistan. Cross-sectional research design has been followed and convenience sampling technique has been adopted by the researcher. The primary data was collected using questionnaire and analysed through SPSS version 20. The findings of the study showed a significant positive relationship between job satisfaction and organisational commitment of private sector university teachers.

Hidayah & Tobing (2018) investigated the relationship between job satisfaction, motivation, and organisational commitment to employee performance. Quantitative descriptive study with explanatory research design was employed. The population of the study comprises of 90 employees. The results indicated that job satisfaction, motivation and organisational commitment simultaneously influenced employee performance.

The above reviews highlight studies related to motivation, job satisfaction and organisational commitment. It can be observed that study on motivation, job satisfaction and organisational commitment had been a topic of many studies and of utmost importance for organisational productivity, performance, effectiveness and efficiency.

It can also be observed from the literature review that existing literature usually focussed on top management levels, there are few studies which focussed on lower level of management, majority of existing literature focussed on private sector

employees rather than public or government employees. It is also hard to find study which focus on the importance of secretariat employees within the states or central government. The findings of past studies also present different conclusions and suggestions regarding the factors which affect motivation, job satisfaction and organisational commitment, even the research areas, methodology adopted, instruments used was different. The effect of demographic characteristics and the relationship found between the three domains was different among various research.

The present study should therefore investigate motivation, job satisfaction and organisational commitment among ministerial employees in the Mizoram civil secretariat, and examined factors which influenced them, the relationship and strength of association between each other and the effect of demographic variables, and would ultimately gave suggestions for future efficiency of the organisation based on the findings. So, this study will open door to a new and different venue in the study of motivation, job satisfaction and organisational commitment based on Mizoram civil secretariat.

## **1.5 OBJECTIVES OF THE STUDY**

The main objective of the study is to investigate motivation, job satisfaction and organisational commitment among ministerial staff in state civil secretariat, government of Mizoram. For that purpose, this study specifically has the following objectives:

- 1.To investigate the existing motivational factors adopted for ministerial staff in state civil secretariat, government of Mizoram.

2. To examine the factors influencing motivation, job satisfaction and organisational commitment of employees.



3. To investigate the effect of demographic variables such as age, gender, tenure, education level and seniority on motivation, job satisfaction and organisational commitment.

4. To determine if there is a relationship between motivation, job satisfaction and organisational commitment of employees.

5. To investigate the strength of relationship and or association between motivation, job satisfaction and organisational commitment.

6. To present recommendations for improving motivation, job satisfaction and commitment of employees based on the findings of the study.

## **1.6 HYPOTHESES OF THE STUDY**

The following hypotheses were developed for the study:

### **1. Hypotheses from Motivation**

H<sub>01</sub>: There is no significant difference between gender and motivation of the respondents.

H<sub>02</sub>: There is no significant difference between marital status and motivation of the respondents.

H<sub>03</sub>: There is no significant relationship between age and motivation of the respondents.

H<sub>04</sub>: There is no significant relationship between qualification and motivation of the respondents.

H<sub>05</sub>: There is no significant relationship between designation and motivation of the respondents.

H<sub>06</sub>: There is no significant relationship between duration of stay in current position and motivation of the respondents.

H<sub>0</sub>7: There is no significant relationship between work experience and motivation of the respondents.

## **2. Hypotheses from Job Satisfaction**

H<sub>0</sub>8: There is no significant difference between gender and job satisfaction of the respondents.

H<sub>0</sub>9: There is no significant difference between marital status and job satisfaction of the respondents.

H<sub>0</sub>10: There is no significant relationship between age and job satisfaction of the respondents.

H<sub>0</sub>11: There is no significant relationship between qualification and job satisfaction of the respondents.

H<sub>0</sub>12: There is no significant relationship between designation and job satisfaction of the respondents.

H<sub>0</sub>13: There is no significant relationship between duration of stay in current position and job satisfaction of the respondents.

H<sub>0</sub>14: There is no significant relationship between work experience and job satisfaction of the respondents.

## **3. Hypotheses from Organisational Commitment**

H<sub>0</sub>15: There is no significant difference between gender and organisational commitment of the respondents.

H<sub>0</sub>16: There is no significant difference between marital status and organisational commitment of the respondents.

H<sub>0</sub>17: There is no significant difference between age and organisational commitment of the respondents.

H<sub>0</sub>18: There is no significant difference between qualification and organisational commitment of the respondents.

H<sub>0</sub>19: There is no significant difference between designation and organisational commitment of the respondents.

H<sub>0</sub>20: There is no significant difference between duration of stay in current position and organisational commitment of the respondents.

H<sub>0</sub>21: There is no significant difference between work experience and organisational commitment of the respondents.

**4. H<sub>1</sub>:** There is significant relationship between motivation, job satisfaction and organisational commitment.

## **1.7 RESEARCH METHODOLOGY**

In pursuance of the objectives and hypotheses, the following methodology was adopted for the present study.

**Scope of the study:** The study is based on case study method. The population of the study covered regularised ministerial staff (i.e. Lower Divisional Clerk, Upper Divisional Clerk and Assistant) in the state civil secretariat, Government of Mizoram which comprises of 527 employees (i.e. LDC-193, UDC-124 and Assistants-210), who works in various departments under government of Mizoram at State Civil Secretariat.

**Data Sources:** Both primary and secondary data are utilised. Major sources of secondary data include: reports, studies and official notifications of the state and central government; Journals, books, government gazettes, minute book (*of Mizoram Ministerial Services Association*), local and national newspapers and publications of the state and central government, committees, commissions and study group.

Census method was adopted for the collection of primary data; the whole population is considered, data are collected through questionnaire develop for the study as well as pre-tested questionnaires. The researcher himself distribute and collects the questionnaires. After getting the approval from the government authority (Appendix V), the researcher administered questionnaires among ministerial staff in State Civil Secretariat, government of Mizoram. Following the instructions on the instrument and in the light of explanation given to them by the researcher, the questionnaires were filled and returned. 500 questionnaires were distributed, there are some employees who are unavailable to participate in the study due to leave, etc., during data collection. Out of 500 questionnaires distributed, 397 were returned (i.e. 79.4 %). However, the researcher removes 49 responses after careful examination due to too much of missing data. So, the study was based on 348 responses, which is 66.03 % of the population.

**Instruments:** Instrument (or questionnaire) for the study break into two sections; the first section was design to collect information about employee's demographic profiles such as age, gender, tenure, educational level and seniority (Appendix I). The second section again breaks into three parts:

Part 1 measures *motivation* and consists of 30-item questionnaire using a 5-point Likert scale. It was developed by the researcher (Appendix II) with taking into consideration various studies relating to motivation and various theories on motivation, and with keeping in view the condition of employees and organisation in the areas of study.

*Part 2* contains 20-items that measure *job satisfaction* of ministerial staff (Appendix III). A 5-point Likert scale was used as a measurement scale. Items were

adapted from the Minnesota Satisfaction Questionnaire (MSQ Short form). The reasons for using this instrument were the fact that it has been tested and has been in use since 1967 and usually requires 5 minutes to complete which help the researcher to get reliable data and also saves time.

*Part 3* contains 15 items that measure *organisational commitment* (Appendix IV), using a Likert scale of 5-points which are adapted from Organisational Commitment Questionnaire (OCQ) by Meyer and Allen (1996). The reason for using this instrument was that, given its widespread usage in organisational behaviour research, it has undergone the most extensive empirical evaluation; still, it is the dominant model for studying workplace commitment. It therefore has gone through the process of psychometric validation. This instrument conceptualized organisational commitment in three dimensions viz. affective, continuance and normative commitments. The utilization of this standardized questionnaire also saves time for the researcher.

In addition, the researcher translates all the questionnaire in Mizo language so as to help the respondent to have better understanding on every question in the questionnaire and to get better response from them.

**Data Analysis:** Descriptive as well as inferential statistics were employed for analysing the primary data, descriptive statistical tools such as arithmetic mean, standard deviation are used to do ranking among items of employee motivation, job satisfaction and organisational commitment, and the score of every respondent in each item in the questionnaires were summed up and mean was then calculated to get the overall level of motivation, job satisfaction and organisational commitment.

Inferential statistics such as Spearman's Rank Correlation, Karl Pearson Correlation, and independent sample t-test were employed in this study.

### **1.8 LIMITATIONS OF THE STUDY**

Though precautions were taken, it is still very hard to achieve perfection, certain limitations were still found. The following are the major limitations found in the study:

1. The study covers only regularised ministerial staff in state secretariat, government of Mizoram (the lower management levels). Motivation, job satisfaction and organisational commitment in the top management level are out of its coverage. Furthermore, the findings of this study cannot be generalized to other areas.
2. The number of ministerial employees during collection of primary data may slightly different as compared to their numbers today due to promotion, recruitments, death, voluntary and involuntary pensions, etc. which happens among the ministerial employees in the civil secretariat. This may affect the population of the study.
3. The study utilized pre-tested questionnaires such as Minnesota Satisfaction Questionnaire and Organisational Commitment Questionnaire by Allen and Meyer. So, it may also suffer from some of the limitations already possessed by those pre-tested questionnaires. This study also utilized secondary data; the accuracy of the data therefore to some extent depends on the truthfulness of the information presented in the sources of secondary data.
4. The study also deals only with some aspects of motivation, job satisfaction and organisational commitment. There may be other facets which have a reasonable impact but not included in the study.

## 1.9 CHAPTERISATION

The present study has six chapters which were as follows:

Chapter 1: Introduction- deals with the brief profile of Mizoram, review of the literature, significance of the study, statement of the research problem and objectives of the study. The research hypotheses, methodology, limitations of the study and chapter plan are also clarified in this chapter.

Chapter 2: Profile of Mizoram Civil Secretariat- deals with the history, function and duties, administration and organisational structures of state civil secretariat, government of Mizoram. Transaction and allocation of business rules and ministerial services profiles under government of Mizoram are also highlighted.

Chapter 3: Motivation of Mizoram Civil Secretariat Employees- deals with conceptual framework of motivation such as definitions, importance, theories and factors influencing motivation. This chapter also deals with motivation of ministerial staff in state secretariat, government of Mizoram by investigating the motivational factors adopted by the government for ministerial staff. Factors affecting motivation of ministerial staff, their overall motivation and effect of demographic characteristics of employees on their level of motivation are also discussed in this chapter.

Chapter 4: Job Satisfaction of Mizoram Civil Secretariat Employees- deals with the job satisfaction amongst ministerial staff in state civil secretariat, government of Mizoram by discussing the concept, importance, theories and factors affecting the job satisfaction of employees from the existing literature. The overall level of job satisfaction, factors affecting job satisfaction and effect of employee's demographic characteristics on their satisfaction towards their job are also clarified in this chapter.

#### Chapter 5: Organisational Commitment of Mizoram Civil Secretariat

Employees-deals with the organisational commitment of employees in state civil secretariat, government of Mizoram, the concept, importance, model, different levels, stages and factors influencing organisational commitment are discussed. This chapter also presented the overall level of commitment; the relationship exists between three forms of commitment, effect of demographic characteristics, factors which influenced employee's organisational commitment.

#### Chapter 6: Relationship between Motivation, Job Satisfaction and

Organisational Commitment of Employees- deals with the relationship between motivation, job satisfaction and organisational commitment by conducting relationship test between the three factors.

#### Chapter 7: Summary of Findings and Suggestions- present the summary of

the findings of the study. Suggested areas for further research are also presented in this chapter, followed by bibliography and appendices.



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## CHAPTER 2

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## **Chapter 2**

### **PROFILE OF MIZORAM CIVIL SECRETARIAT**

This chapter focuses on the profile of Mizoram civil secretariat and ministerial services; it highlights the history, administration and organisational structure of Mizoram Civil Secretariat as well as the ‘Transaction’ and ‘Allocation’ of Business under Government of Mizoram. Furthermore, the profile of ministerial services and their importance for the smooth functioning of the state government was highlighted in order to understand how their level of motivation, job satisfaction and commitment towards the organisation may impact the efficiency and performance of Mizoram Civil Secretariat, Government of Mizoram.

#### **2.1 HISTORY OF MIZORAM CIVIL SECRETARIAT**

The history of Mizoram civil secretariat started in 21st January, 1972, when the Prime Minister of India (during that time) Smt. Indira Gandhi inaugurated the Union Territory of Mizoram at Assam rifles Parade Ground, Aizawl.

After Mizoram became ‘Union Territory’ under Government of India, changes had started taking place. The chief commissioner had been posted in place of the deputy commissioner who is the head in the district council. S.J. Das the then Commissioner of hills division under the Assam government was the first chief commissioner. R.M Agrawal the senior most IAS officer became the chief secretary, K.B. Gurung IAS from Arunachal Pradesh also became the development commissioner. I.J Verma IPS was posted as the inspector general of police. These persons became the senior administrative officer in the new union territory, government of Mizoram.



### **2.1.1 Election and Formation of the First Ministry in Union Territory of Mizoram**

Mizoram therefore had a government of its own for the first time; the inauguration of the union territory was followed by elections which were held in the month of April 1972. The Mizo Union<sup>1</sup> obtained absolute majority; and in May 1972, the first Mizoram government came into existence with the legislative assembly of its own. Ch.Chhunga became the first chief minister. He appointed Khawtinkhuma, R. Thangliana and Vaivenga as his cabinet ministers. H.Thansanga was appointed as speaker of the legislative assembly and Hiphei as the deputy speaker. Shortly afterwards the cabinet was enlarged, Lalsangzuala, and Ch.Saprawnga were subsequently inducted into the cabinet ministers, and also P.B.Nikhuma as deputy minister.

Mizoram being only one of the districts of Assam for a long time with the deputy commissioner as the highest authority suddenly had higher officials such as, chief commissioner, chief minister, minister, chief secretary, inspector general of police, development commissioner, etc. It is crucial to lead the new government with the rudiments of requisite equipment for administration and functioning of the government.

A secretariat and different directorates had been created. In addition to the department created by the Government of Mizoram; one new department i.e. Local Administration Department was created by Govt. of India.

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<sup>1</sup> Formed during the British regime to become first political party in Mizoram, it was initially formed on 9th April, 1946 as the Mizo Common People's Union. The Party was later renamed as the **Mizo Union**. Source: Wikipedia.org

### **2.1.2 District Council Staff and the new Government**

The 'District Council' was constituted under the 6th Schedule to the Constitution of India. Mizo district council was created and came into existence in April, 1952. The creation of the Mizo district council was the direct outcome of the political movement launched just prior to the attainment of independence by India.

The person manning the council and other employees earned their positions due to their political involvement in the past. In majority cases; they were recruited and appointed on political considerations alone. So, accent was not given to requisite educational qualifications as it is for the regular government service at the time of recruitment nor was the scales of pay of the district council identical to those of the government. The council staffs were paid on the basis of availability of funds and the council officers were also paid salaries which were prescribed by the council itself, being lower in most cases than those of the government.

One significant event in formation of Mizoram union territory government was absorption of the entire Mizo district council staff who serves under Assam State Government without any regard to their forms of entry as well as educational qualifications. This was due to the fact that under the new law enacted by the Govt. of India, all the staff of the dissolved district council had to be absorbed into the government service. This enactment was called 'Mizo District Council Dissolution Order, 1972'.

With the absorption of the entire council staff as a whole into the government service and with the new ministry being headed by former chief executive member of the defunct district council, the former council staffs were in a more favorable position than even the regular government servants. In the past, the council staff had

actually looked upon the regular government servants as superior in matters of service and status.

At the same time, 'Common List' was constituted whereby all the staff irrespective of whether they belonged to the erstwhile district council or regular government servants were all amalgamated and pooled together. a new problem was created much to the discomfort of the authorities when the council officers equating themselves with officers who render their services under the Assam civil service, Class I and II services from the defunct district council claimed their seniority retrospectively to the great embarrassment of those officers who were recruited to that service in the regular manner through competitive examinations conducted by the Assam Public Service Commission. A situation had thus arisen which led to the near confrontation of the former council staff and the regular government servants under Assam Government.

Meanwhile, Mizoram Civil Service was constituted where members of the Assam Civil Service, Class I and II who were not willing to go back to Assam were permitted to opt for Mizoram Civil Service. The question relating to the fixation of seniority thus became crucial. The council officers laid claim of being the most senior.

The Government of Mizoram then, prepared and notified seniority list of the officers based on the instructions from central government. In the list, the Class I officers under Assam Civil service were absorbed in the newly created Mizoram Civil Service, and the council officers who are regarded and treated as Class I during the time of the district council were also included. This list caused much resentment and dissatisfaction resulting in revision and modification one after another.

Ultimately, some officers finding no other alternative took recourse to legal remedy and went to Court, and in pursuance of the High Court's order, a new list was then prepared. On account of this new list, no promotion could be made by the government on the basis of the old list. At the same time, the list was again to some extent modified on the order of the High Court.

The secretariat and directorate services were also reorganized; the old district council office and council hall had been heavily renovated and altered to accommodate the new government. Actions had been taken to procure and arrange in an improvised manner as local resources permit.

The Chief Minister and his cabinet ministers are accommodated in that way to enable them to start their works. The two district council bungalows at Tuikhuahtlang were converted into minister's bungalow. Another bungalow at MacDonald Hill was also renovated for that purpose. The speaker bungalow was constructed just above the high school field. For the chief secretary R.M Agrawal, the works ahead of him were really stupendous and enormous as he had to start everything practically from scratch. He himself takes up the responsibility of secretary, Local Administration Department in addition to his other responsibilities which clearly showed how difficult his situation had been.

The new government then started organizing different departments; new directorates are created and induct directors to look after the administration. Necessary staff to equip the directorates had also been arranged and sanctioned. For all that purpose, a committee was constituted under the chairmanship of Khawtinkhuma, finance minister during that time. This committee also made plans to achieve smooth functioning of various departments.

### 2.1.3 Birth of State Secretariat, Government of Mizoram

In compliance with one of the terms of the agreement reached in the peace accord between the MNF and the Government of India, the interim government was formed, Lalthanhawla, the chief minister during that time stepped down and became deputy chief minister. In his place, Laldenga became the chief minister. The interim government became operational from 21st August, 1986. The interim government was formed with five congress minister and four MNF minister altogether nine, including chief minister.

In 1987 general elections held on 16th February, Mizo National Front (MNF) won the elections overwhelmingly (24 seats out of 39 seats), and thus captured power. In February, 1987, Laldenga became the first chief minister of Mizoram State.

Figure 2.1: Prime Minister Rajiv Gandhi-State inauguration, 20.02.1987



Source: Vanglaini.org

Meanwhile Mizoram was also raised to a full fledged state by Rajiv Gandhi, Prime Minister of India during that time; he also inaugurated the new state at Aizawl

on the 20th February, 1987. This development was the direct outcome of the peace accord which was signed earlier between MNF underground and Government of India. Mizoram then became the 23rd state of India. Laldenga continued as the chief minister while Zoramthanga became the finance minister. Lalkhama, IAS who was all along the chief secretary during the entire coalition and interim period and even earlier was transferred shortly after the formation of government by the MNF Party. He was replaced by another senior Mizo IAS officer, P.Rohmingthanga. From that period the secretariat of Mizoram union territory also became State Civil Secretariat, Government of Mizoram.

Mizoram civil secretariat is located in the state capital 'Aizawl'. For a long time, main secretariat building was situated in Treasury Square, Aizawl. Some department secretariat such as: Public Works Department (Establishment & Technical), Food and Civil Supplies & Consumer Affairs Department, Environment & Forest Department and Public Health Engineering Department stayed in their respective directorate's buildings due to unavailability of spaces in the main secretariat building as well as for some work-related issues. However, constructions of government complex were initiated by the Mizoram state government; the main secretariat building had now been shifted to new capital complex, Khatla, Aizawl including most of the departments. Head of the state, ministers and secretaries now resides in the new secretariat building. The following 14 departments were shifted to the main secretariat buildings:

1. Secretariat Administration Department
2. General Administration Department
3. Department of Personnel and Administrative Reforms
4. Parliamentary Affairs Department
5. Home Department

- |                                      |   |
|--------------------------------------|---|
| 6. Finance Department                | 11. Animal Husbandry and Veterinary Department          |
| 7. Law and Judicial Department       | 12. Labour, Employment & Industrial Training Department |
| 8. School Education Department       | 13. Horticulture Department                             |
| 9. Vigilance Department              | 14. Printing and Stationery Department                  |
| 10. Political and Cabinet Department |   |



Figure 2.2: Mizoram Civil Secretariat, New Secretariat Complex

The shifting of secretariat is still incomplete due to lack of infrastructures in new secretariat complex; construction of buildings is still undertaken to occupy some department secretariat which were outside new secretariat complex. Four department secretariats (mentioned above) still stayed in their respective directorate building and many department secretariats which were mentioned below still stayed in the old secretariat building in Treasury Square, Aizawl, as well such as:

- |   |   |
|---|---|
| 1. Department of Disaster Management & Rehabilitation | 5. Agriculture Department                 |
| 2. Trade & Commerce Department                        | 6. Land and Revenue Settlement Department |
| 3. Sports & Youth Services Department,                | 7. District Council Affairs Department    |
| 4. Transport Department                               | 8. Higher and Technical Department        |

- |   |   |
|---|---|
| 9. Information & Communication<br>Technology Department     | 19. Taxation Department                               |
| 10. Local Administration Department                         | 20. Power and Electricity Department                  |
| 11. Cooperation Department                                  | 21. Industries Department                             |
| 12. Fisheries Department                                    | 22. Art and Culture Department                        |
| 13. Information and Public Relations<br>Department          | 23. Social Welfare Department and                     |
| 14. Tourism Department                                      | 24. Minor Irrigation Department                       |
| 15. Urban Development and Poverty<br>Alleviation Department | 25. Rural Development Department                      |
| 16. Sericulture Department                                  | 26. Health & Family Welfare Department                |
| 17. Soil and Water Conservation<br>Department               | 27. Planning & Programme<br>Implementation Department |
| 18. Excise and Narcotic Department                          |   |

## **2.2 ADMINISTRATION AND ORGANISATIONAL STRUCTURE**

This section highlights the administration of the state civil secretariat, government of Mizoram, the general functions and duties of the secretariat, its relationship with various departments within the state and also the organisational structure of Mizoram civil secretariat, with a view to extend knowledge about the areas of this study.

### **2.2.1 Administration of Mizoram Civil Secretariat**

Like other states in India, Mizoram civil secretariat is simply the office of the ‘Secretaries’ within the state. It is the highest office of the state government. It consists of several departments of the state government and has the responsibility to formulate government programmes, evaluate those programmes and make final decisions for departments.

The secretaries are the secretary to the state government as a whole and not to the individual minister concerned (Avasthi & Avasthi 2013). The head of the bureaucracy of the secretariat is called the chief secretary, followed by a hierarchy of



officials from the Central Administrative Service, and different wings of the State Civil Services. The entire administration of the secretariat is divided into departments. These departments are headed politically by the ministers and administratively by the secretaries.

Secretariat administration in government of Mizoram is politically under the state chief minister and administratively under chief secretary. The number of departments is more than the number of secretaries. So, one secretary is in charge of more than one department. The chief secretary is assisted by principal secretary, special secretaries or commissioners. The structure of department comprises the following:

Department	- Secretary
Wing	- Additional/Joint Secretary
Division	- Deputy Secretary/Director
Branch	- Under Secretary
Section	- Section Officer/Superintendent

Section or office is the lowest unit and it is under the supervision of section officer or superintendent. Assistants, upper and lower division clerks, steno-typists, typists, etc. sits in a section. Two sections form branch, and under-secretary is in charge of a branch. Two branches then form a division and deputy secretary is the head. One or more wings are sometimes established and joint secretary is placed in charge of each wing. At the top is the department which is under the supervision of secretary.

Detail transactions and allocations of business in the government of Mizoram takes placed according to the Government of Mizoram (Allocation of Business) Rules, and Government of Mizoram (Transaction of Business) Rules, which are discussed in section 2.4 and 2.5 in this chapter.

Under government of Mizoram there is one department which deals with the administration of State Secretariat known as “Secretariat Administration Department” or in short SAD. According to 35th Schedule of the Government of Mizoram (Allocation of Business) Rule, 2014. The secretariat administration department is in charge of the following:

1. All service matters relating to UDCs, LDCs, Drivers and Group D staff under SAD.
2. Maintenance of Service Books of Assistant, Stenographer Grade-II and Grade-III under Secretariat Establishment.
3. Pay Bills and TA Bills of Ministers, Parliamentary Secretaries, all Gazette and Non-Gazette Officers of Secretariat.
4. All interest bearing and non-interest-bearing advances and loans, maintenance of accounts/records thereof for staff under SAD.
5. All kinds of contingency bills of Secretariat.
6. Accommodations of officers & staff in the Secretariat and Minor Repair/alteration works in the Secretariat.
7. Maintenance of Secretariat Vehicles.
8. Procurement and supply of furniture, stationery and office equipment in the Secretariat.
9. All matters relating to departmental proceedings of staff under SAD.
10. Arrangement of measures for security in the Secretariat.

### **2.2.2 Functions and Duties of Mizoram Civil Secretariat**

State Secretariat is ‘the nerve center of state administration’ (Laxmikanth, 2011). The main function of the Mizoram civil secretariat is usually same as that of secretariat in other states in India; those functions are briefly mentioned below:

General Administrative Matters: this includes all matters of general policy, inter departmental coordination, matters pertaining to the framing of legal enactments or rules or amendments to the existing ones and relaxation of existing rules or orders and also preparation and adoption of new plan, schemes and important modifications in the existing schemes, reviewing the progress of schemes and plans, inspection reports and tour notes recorded by the heads of departments, holding all-India conferences and important conferences at the state level, answering questions before the public accounts committee, estimates committee, and other parliamentary and assembly questions, delegation of powers, and appeals and revisions within the jurisdiction of the state government.

Financial Matters: this includes scrutiny and approval of budget estimates of several departments, appropriation of accounts, supplementary grants and surrender of funds, all proposals of expenditure, financial sanction, sanction of expenditure out of contingency fund, write-off cases and cases of audit objections regarding the offices of heads of departments and the secretariat.

Service matters: this includes approval of service rules and their amendments, matters relating to appointments, promotions, transfers and disciplinary proceedings against gazette officers, initial appointment of officers belonging to the state service and infliction of major punishment on them, post creation, continuance and extension, resignations, re-employment, special pay and allowances and cases of pensions outside the authority of heads of departments.

### **2.2.3 Organisational Structure of Mizoram Civil Secretariat**

The basic pattern of organisation in Mizoram civil secretariat is broadly similar to that of other state secretariat in India. The chief minister is the political head assisted by various minister of state with the chief secretary as the secretary to

the council of ministers. Administratively the chief secretary is the head and is assisted by principal secretary with additional/joint secretaries, deputy secretaries and under/assistant secretaries. Nomenclatures of these officials may differ from ministry to ministry.



Figure 2.3: Organisational Structure of Mizoram Civil Secretariat (Administrative)

Figures 2.3 (above) and 2.4 (below) present the political and administrative organisational structure of Civil Secretariat, Government of Mizoram.

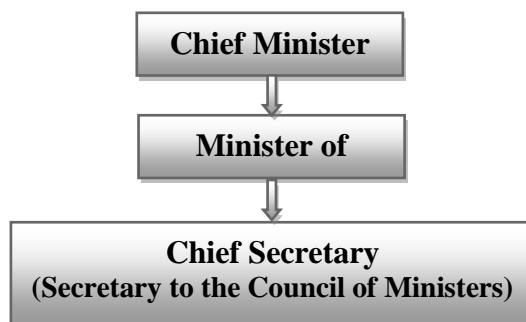


Figure 2.4: Organisational Structure of Mizoram Civil Secretariat (Political)

### 2.3 Government of Mizoram (Transaction of Business) Rules

The businesses of the government are distributed to different departments as specified in the first schedule of the Government of Mizoram (Transaction of Business) Rules, 2014<sup>2</sup>, made by the Governor of Mizoram which was briefly highlighted below;

PART – I of this rules deals with “General”, and includes the ‘Short Title and Commencement’ of the rule itself, and the definitions of some terms used in the rules.

PART – II of this rule deals with ‘Allocation and Disposal of Business’

PART – III of the rules deals with “Procedure of the Cabinet”

PART–IV of the rules deals with “Departmental Disposal of Business” and includes:

*A-General*-which deals with the general departmental disposal of the business

*B-Chief Secretary*- which specifies the Chief Secretary’s role in departmental disposal of the business

*C-Major Departments*-deals with the departmental disposal of the business by department such as:

<sup>2</sup> The Mizoram Gazette extra ordinary Published by Authority, vol - xliv, Aizawl, Tuesday 3.3.2015, Phalguna 12, S.E. 1936, Issue No. 99, notification, No. A.46013/1/2013-GAD, the 17th February, 2015.

i. Finance Department,	v. Department of Personnel & Administrative Reform
ii. General Administration Department	vi. Planning & Programme Implementation Department
iii. Home Department	vii. Political & Cabinet Department, and
iv. Law & Judicial Department	viii. Vigilance Department

Table 2.1: Major Departments under Government of Mizoram

PART - V of the rules deals with “Supplementary”.

FIRST SCHEDULE: provided the list of departments under government of Mizoram. There are 45 departments according to this rule, which were as follows:

1. Agriculture Department.	24. Minor Irrigation Department
2. Animal Husbandry & Veterinary Department.	25. Parliamentary Affairs Department.
3. Art & Culture Department.	26. Personnel & Administrative Reforms Department.
4. Co-operative Department.	27. Planning & Programme Implementation Department.
5. Disaster Management & Rehabilitation Department	28. Political & Cabinet Department.
6. District Council Affairs Department.	29. Power & Electricity Department.
7. Environment & Forests Department.	30. Printing & Stationery Department.
8. Excise & Narcotics Department.	31. Public Health Engineering Department.
9. Finance Department.	32. Public Works Department.
10. Fisheries Department.	33. Rural Development Department.
11. Food, Civil Supplies & Consumers’ Affairs Department.	34. School Education Department.
12. General Administration	35. Secretariat Administration Department.
13. Health & Family Welfare Department	36. Sericulture Department.
14. Higher & Technical Education Department	37. Social Welfare Department.
15. Home Department.	38. Soil & Water Conservation Department.
16. Horticulture Department.	39. Sport & Youth Services Department
17. Industries Department.	40. Taxation Department.
18. Information & Communication Technology Department	41. Tourism Department.
19. Information & Public Relation Department.	42. Trade & Commerce Department.
20. Labour, Employment & Industrial Training Department.	43. Transport Department.
21. Land Revenue & Settlement Department.	44. Urban Development & Poverty Alleviation Department.
22. Law & Judicial Department.	45. Vigilance Department.
23. Local Administration Department.	

Table 2.2: List of Departments’ under Mizoram Secretariat

It is important to note that, serial no. 17, i.e. Industries Department, and serial no, 42, i.e. Trade & Commerce Department in the list of departments in the first schedule of the Transaction of Business Rules, 2014, are amalgamated<sup>3</sup> as on 27th, June, 2016 and named afterwards as “Commerce and Industries Department”.

SECOND SCHEDULE: states various rules regarding appointment or removal of the Advocate General, recruitment and conditions of their service and amendment thereon, issue of a notification, annual financial statements to be presented before the legislature, dismissal, removal or suspension of a member of the Public Service Commission, imposition of a new tax or any change in existing tax or land revenues of the state and so on.

#### **2.4 Government of Mizoram (allocation of business) Rules**

In addition to the Government of Mizoram (Transaction of Business) Rules, the governor of Mizoram also made another rule, called the Government of Mizoram (Allocation of Business) Rules, 2014. This rule come into force at once and is amended from time to time, the latest was the amendment in 2014 which is briefly mentioned below:

This rule starts with ‘Short Title& Commencement’ and ‘definitions’ of important terms used in this rule and also includes the following:

- *Allocation of Business to Departments*
- *Allocation of Departments to Ministers*
- *Head of Department*
- *Repeal and Savings*

The following schedules are also included in Government of Mizoram (Allocation of Business) Rules, 1987:

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<sup>3</sup> Notification, No.A.46013/9/2016-GAD, Dated, the 27th June, 2016, Government of Mizoram, General Administration Department.

- First Schedule* : It clearly specifies the scope of the Agriculture Department
- Second Schedule* : It clearly specifies the scope of the Animal Husbandry & Veterinary Department
- Third Schedule* : It clearly specifies the scope of Art & Culture Department.
- Fourth Schedule* : It clearly specifies the scope of the Cooperation Department.
- Fifth Schedule* : It clearly specifies the scope of the Disaster Management & Rehabilitation Department
- Sixth Schedule* : It clearly specifies the scope of the District Council Affairs Department.
- Seventh Schedule* : It clearly specifies the scope of the Environment & Forest Department
- Eight Schedule* : It clearly specifies the scope of the Excise & Narcotics Department.
- Ninth Schedule* : It clearly specifies the scope of the Finance Department.
- Tenth Schedule* : It clearly specifies the scope of the Fisheries Department.
- Eleven Schedule* : It clearly specifies the scope of the Food, Civil Supplies & Consumers' Affairs Department.
- Twelfth Schedule* : It clearly specifies the scope of the General Administration Department.
- Thirteenth Schedule* : It clearly specifies the scope of the Health & Family Welfare Department.
- Fourteenth Schedule* : It clearly specifies the scope of the Higher & Technical Education Department.
- Fifteenth Schedule* : It clearly specifies the scope of the Home Department.
- Sixteenth Schedule* : It clearly specifies the scope of the Horticulture Department.
- Seventeenth Schedule* : It clearly specifies the scope of the Industries Department.
- Eighteenth Schedule* : It clearly specifies the scope of the Information & Communication Technology Department.
- Nineteenth Schedule* : It clearly specifies the scope of the Information & Public Relations Department.
- Twentieth Schedule* : It clearly specifies the scope of the Labor, Employment & Industrial Training Department.
- Twenty First Schedule*: It clearly specifies the scope of the Land, Revenue & Settlement Department.
- Twenty Second Schedule*: It clearly specifies the scope of the Law & Judicial Department.
- Twenty Third Schedule*: It clearly specifies the scope of the Local Administration Department.
- Twenty Fourth Schedule*: It clearly specifies the scope of the Minor Irrigation Department.
- Twenty Fifth Schedule*: It clearly specifies the scope of the Parliamentary Affairs Department.
- Twenty Sixth Schedule*: It clearly specifies the scope of the Personnel & Administrative Reforms Department.



*Twenty Seventh Schedule:* It clearly specifies the scope of the Planning & Programme Implementation Department.

*Twenty-Eight Schedule:* It clearly specifies the scope of the Political & Cabinet Department.

*Twenty Ninth Schedule:* It clearly specifies the scope of the Power & Electricity Department.

*Thirtieth Schedule* : It clearly specifies the scope of the Printing & Stationery Department.

*Thirty First Schedule* : It clearly specifies the scope of the Public Health Engineering Department.

*Thirty Second Schedule:* It clearly specifies the scope of the Public Works Department.

*Thirty Third Schedule* : It clearly specifies the scope of the Rural Development Department.

*Thirty Fourth Schedule:* It clearly specifies the scope of the School Education Department.

*Thirty Fifth* : It clearly specifies the scope of the Secretariat Administration Department.

*Thirty Sixth Schedule* : It clearly specifies the scope of the Sericulture Department.

*Thirty Seventh Schedule:* It clearly specifies the scope of the Social Welfare Department.

*Thirty-Eight Schedule* : It clearly specifies the scope of the Soil & Water Conservation Department.

*Thirty Ninth Schedule* : It clearly specifies the scope of the Sports & Youth Services Department.

*Fortieth Schedule* : It clearly specifies the scope of the Taxation Department.

*Forty First Schedule* : It clearly specifies the scope of the Tourism Department.

*Forty Second Schedule:* It clearly specifies the scope of the Trade & Commerce Department.

*Forty Third Schedule* : It clearly specifies the scope of the Transport Department.

*Forty Fourth Schedule:* It clearly specifies the scope of the Urban Development & Poverty Alleviation department.

*Forty Fifth Schedule* : It clearly specifies the scope of the Vigilance Department.

## **2.5 Ministerial Services, Government of Mizoram**

This section deals with profiles of ministerial services, government of Mizoram, highlight the activities of the association of Mizoram Ministerial Services Association (MMSA). The function and importance of ministerial services was also highlighted in this section.

### **2.5.1 General Profiles**

According to the Government of Mizoram, Notification, No. A.33039/1/2009-P&AR (TRG). Dated Aizawl, the 19th Dec.2012, “MMS” means, “the Mizoram Ministerial Service, viz: - members of government servants holding the posts of Group ‘B’ Non-Gazette Staff viz: - Assistants, Upper Division Clerk, Group ‘C’ Staff viz: - Lower Division Clerk and their respective equivalent rank”.

So, the composition of Mizoram Ministerial Services includes, “Assistant, Upper Division Clerk, Lower Division Clerk and their respective equivalent rank working under government of Mizoram. Administration of and for Mizoram Ministerial Services are clearly specified in Mizoram Ministerial Service Rules, 2011”<sup>4</sup>.

Details regarding the promotion of ministerial services are mentioned in Chapter-3, Section 3.2.1 & Table 3.12 of this thesis. Ministerial Staff enter the services either by going through the direct examination which is usually conducted by Mizoram Public Service Commission (MPSC) or through departmental examination or promotion due to seniority.

The authorized strength (permanent/temporary) of the ministerial services is determined from time to time as per necessity by the state government. Every member of the ministerial services can be posted against a duty post of the appropriate grade in the cadre.

The recruitment and services of the ministerial staff are in the hands of Department of Personnel & Administrative Reforms (DP&AR) except those UDC and LDC posted in the secretariats which are under the control and supervision Secretariat Administration Department (SAD) in their service matters.

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<sup>4</sup> Notification, No.A.12018/2/98-P&AR (TRG). Dated Aizawl, the 30th September.2011, Government of Mizoram, Department of Personnel & Administrative Reforms.

There is an association known as Mizoram Ministerial Services Association (MMSA) within the states, which have proper constitution and is also recognized by the government of Mizoram. Constitution of Mizoram Ministerial Service Association (MMSA) states that those who serve the government of Mizoram in the post of LDC, UDC and Assistant are its member. This constitution also states that this association was first known as Mizoram Subordinate Ministerial Service Association (MISAM). After some time, the government makes division between Mizoram Ministerial Services and Subordinate Ministerial Services in 28th June, 1993. Later in 2005, the government makes changes in the position and grade of Subordinate Ministerial Services, resulting in the birth of Mizoram Secretariat Service and new association Mizoram Secretariat Service Association (MSSA) accordingly.

The name MMSA was taking up again by the ministerial services from that period till today. The MMSA has “honesty” as its motto and take necessary action towards the common interest of the members regarding their service such as pay, services matters, etc. The objectives of MMSA includes: to take actions towards the members if necessary so that they may put their best in their work and to support the government and to act as the ‘hand’ for the government in achieving its goals.

The MMSA have General Headquarters in the state capital, Aizawl, and also have district headquarters in every district of the states and unit as well. To collect the common interest of the members; MMSA conduct General Conference every year with the consent and agreement of the government.

The management of MMSA activities, office and functions are vested to the Office bearer which includes President, Senior Vice President, Vice President, General Secretary, Secretary (Organisation and Information & Publicity), Treasurer

and Financial Secretary) of the association who are elected for two years duration by its members and committee members who are appointed by the office bearer elected.

The combination of both office bearer and committee members formed executive committee of MMSA who act on behalf of MMSA in every matter and also gave reports of the activities and successful activities of the association in general body meeting. The MMSA takes necessary action in many aspects, some of them are:

- In 2006, takes action relating towards the direct entry qualification of LDC, medical reimbursement for Mizoram Ministerial Services (MMS), post reservation for the promotion of assistant, ACP of MMS ,computer training for MMSA members, regularization of muster roll and work charge, inclusion of 50% of basic pay to the salary of MMS, reservation of UDC and Assistant post in the government for the promotion of LDC and UDC, revision of pay scale for MMS according to central ministerial services pay.
- In 2007, the MMSA requested the government to take necessary actions to fill up a number of vacant Assistant post, and also took steps towards government to provide two years advance increment for MMS, advised the government towards conduct rules exam for MMS and reward given to those who pass the test in terms of lump sum cash incentives to increase efficiency among ministerial services.
- In 2008, requesting the government relating to upgradation of 12 Assistant posts to Superintendent including other vacant post in LDC and UDC, to increase pay of MMS, and the creation of Head Assistant post.
- In 2009, acts against government intention of recruiting superintendent through direct examination by submitting a proposal to put 20% of superintendent post for limited departmental examination.

- In 2010, proposed to adopt sixth pay for employees under government of Mizoram.
- In 2011, make proposal to government to conduct training more often than it is on that period, for MMS in Administrative Training Institute (ATI). Burned Pay Committee Report, 2011 to show their disagreement to the government towards their pay and related benefits.
- In 2012, acts against government order i.e., to decrease the post available for UDC to get promotion through departmental and seniority to Assistant from 35% to 20%. Makes proposal to increase the promotion quota from 40% to 50% from the vacant post due to stagnation of promotion faced among the MMS. Submit demanded pay for MMS to the government and request government to act accordingly as it is done for other services under government of Mizoram, makes resolution with other services under government of Mizoram who are also dissatisfied with their current pay such as High School Teacher Association, High Scholl Hindi Teachers Association and formed Joint Action Committee on Pay Anomalies (JACOPA) to take necessary action also to enjoy the pay their level of services get and also submitted their demand to the government.
- In 2013, Mass Casual Leave was taken by MMSA members to reveal their dissatisfactions with their current pay. Make request to the government to take necessary actions to make withdrawal of General Provident Fund easier for employees for better utilization. Request government to release at least 30% from 60% of Daily Allowance (DA) which is already credited in their General Provident Fund's Account. Request the government to reconsider the post reservation for promotion of MMS among vacant post and make proposal as Promotion-50%, Direct-25 % and Limited Departmental Exam-25%.

*(Source: MMSA Minute Book from 2006 onwards)*

The government of Mizoram implements the suggestions, demand and proposal of MMSA in many circumstances. There are approximately 4260 ministerial employees as a whole<sup>5</sup> i.e. including directorate and secretariat of Government of Mizoram, there are around 850 assistant, 1510 UDCs and 1900 LDCs. The number of ministerial staffs is in a situation possible for change due to the promotion of some MMS employees, new recruit, deceased employees, and voluntary as well as full pensions. The current study focuses mainly on 527 ministerial employees in the state civil secretariat, government of Mizoram, (i.e. LDC-193, UDC-124 and Assistant-210).

### **2.5.2 Importance of Ministerial Services**

Civil servants in government are generally categorized into four groups, viz. Group A, B, C and D based on the rank, status and responsibility within the posts.

Group A carries higher administrative and executive responsibilities as compared to other post. The junior level of Group A along with Group B constitutes the middle level management. Group C and D posts are at the bottom of the hierarchy.

The ministerial services (Group C and D) provides a range of services that oil the wheels of government and help keep it working; they done general offices tasks, and perform tasks such as typing, photocopying, distributing, computer work, mail and filing. Ministerial services staff plays a vital role in an organisation, they are the ones who perform the day-to-day duties of an office, and the responsibility of managing files and documents also falls to them. Their responsibilities also include record keeping and other administrative support duties. They maintain a filing

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<sup>5</sup> Source: Minute Book of Mizoram Ministerial Service Association

system in proper order. However, they form the bottom of the managerial hierarchy called as 'Rank and File Management'. This group prepares notes or drafts, initiate file, make a summary of the case, cite rules and put up the file to the middle management for necessary action. The ministerial services staff are also required to enter various files, documents and data into the computer (Data entry), maintain required files and documents, maintaining the salary slip of the office staff, sending or receiving the important files and documents.

The work of government is a team work, rank and file levels collect data, the middle management arranges it systematically, and on the basis of systematized material, the top management formulates policy, executes the policy, assists ministers, and coordinates programmes of state government (Avasthi, Maheshwari and Agarwal, 2009). Without rank-and-file employee's i.e. ministerial employees, many tasks in various government office and institute cannot function properly, because they are the one who assist the middle management levels. However, enough attention was not paid to ministerial employees.

Therefore, overlooking the importance of ministerial employees would be a mistake for the government. They are responsible for the smooth functioning of the day-to-day operations of the government offices even in the secretariat; without them government files and works will stagnant. Executives and administrative leaders may be the one who are responsible for developing and implementing strategy, plan and policies; but it is the ministerial employee who actually done important role in the organisation's plans and policies. Without them most of the government policy, programmes and projects would never come to fruition.

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## CHAPTER-3

### MOTIVATION OF MIZORAM CIVIL SECRETARIAT EMPLOYEES

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## **CHAPTER-3**

### **MOTIVATION OF MIZORAM CIVIL SECRETARIAT EMPLOYEES**

This chapter highlights the background and concept of motivation and importance of motivating employees. Various theories of motivation along with factors which influence motivation are highlighted after a thorough investigation of the existing literature on motivation. The existing motivational factor adopted for employee by government of Mizoram, most influential as well as least important factors of motivation, the demographic profile of the employees, overall level of motivation and effect of demographic variables on motivation among ministerial staff in Mizoram civil secretariat are also clarified in this chapter.

#### **3.1 INTRODUCTION**

Motivation is a very familiar concept which we heard in our everyday life, but yet we still struggle even today to find a proper definition. One definition or explanation may suit some situation, organisation or individuals, but may not be suitable for other situations. A number of theories and definitions were developed to explain the concept. Kleinginna and Kleinginna (1981) analyse more than 140 definitions of motivation and clarify that most of the studies on motivation still incomplete or fall short of practical application.

Therefore, motivation is a complex concept which can be influenced by a variety of factors. It is not an easy task to develop a single complete explanation for motivation as what motivates a person may not always be the same. What motivate one person may not motivate others, it may even demotivate them. Thus, many scholars and practitioners develop different concepts, theories and conclusions on motivation. A universal concept or definition for motivation cannot be develop,

conducting a thorough study on motivation is still a challenging but an important task.

## **3.2 MOTIVATION: A CONCEPTUAL FRAMEWORK**

If we are going to answer the questions on motivation of employees such as: What factors affected motivation of employees? What is the impact of various factors of motivation on employees? And so on. It is important to understand the concept of motivation.

### **3.2.1 Concept of Motivation**

The word “*motivation*” has originated from the Latin word “*movere*”, which means ‘*to move*’. Therefore, “motivation is the degree to which a person is moved or aroused to act” (Rainey, 1993). It can be defined as, “the process of driving individuals to attain the organisational as well as the individual’s goals. It is a process by which a need or desire is aroused and a psychological force within our mind sets us in motion to fulfil our needs and desire” (Avasthi, Maheshwari, Agarwal, 2009).

Robbins (2009) explained motivation as “The processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal”. Schmidt et al. (2010) thought motivation as,” Strength of an individual’s desire to attain goals”. It is thus “an attribute that moves an individual to do or not to do something” (Guay et.al. 2010).

According to Curral & Marques (2009), “Motivation depends on three psychological processes: arousal, direction and intensity”. “The first- ‘arousal’ was the drive or energy that ignites behavior” (Greenberg/Baron, 2003). In this context, motivation is a desire to achieve something or a desire for change (Hays & Hill,

2001, Hong 2009). The second- 'direction' calls for the behavior of an individual towards attaining organisational goals. Lemos (2001) agreed that motivation and goals are inseparable. Howard & Erich, (2005) also concluded that motivation is goal oriented. So, according to this viewpoint, a motivated employee is supposed to act in a direction towards attaining goals. The third- 'intensity' deals with "*How hard a person tries*" (Robbins, 2005). It is the effort and amount of energy employees put in order to achieve or attained goals. Thus, motivation in this context means the degree to which one had been aroused and how much effort he/she put in a direction to achieve personal or organisational goals.

Furthermore, it can also be said that motivation depends on 'persistence' which deals with the lastingness of arousal, direction and intensity (Kennedy 2010). Khuntia (2010) and Goudas et al. (2011) also support this context. According to Robbins (2005) 'persistence' is "*How long a person tries?*". Therefore, motivation in this context is a continuous process or an ongoing process,

Motivation can also be viewed as an 'individual phenomenon'. From this view point, each individual has different needs, values, background, characters and goals, etc. What motivates one employee may or may not motivate another employee. Robert (1974) supports this view and said that "motivation can be a thing which moves the person to action, and continues him in the course of action already initiated." Locke & Baum (2006) also stated that, "Motivation is an inner drive", Mitchell (1982) reported motivation as the thing that is under the control of an employee.

It is thus clear from the above that motivation is a complex phenomenon. Different person in an organisation belongs to different category of needs, ambitions,

desires, behaviors or characters and goals. Kruse (2011) reported that motivation is so complex that no single policy will help motivate an employee. The availability of different definitions and impossibility to have perfect definition for motivation also clarify the complexity of motivation (Vilma, & Egle, 2007). It is difficult to produce the definition of motivation which will be suitable for every situation, individuals or organisations. This study thus deals motivation as, ‘A broad and complex phenomenon by which individual needs or desire is aroused which result in willingness, intensity and persistent to act in a direction towards attaining goals.

### **3.2.2 Importance of Motivating Employees**

Motivation is one among the most important factor that affect performance. There can be a better human resource management through motivation and recognition system (Achim et al. 2013). Malik (2010) concluded that motivation leads to better performance and productivity.

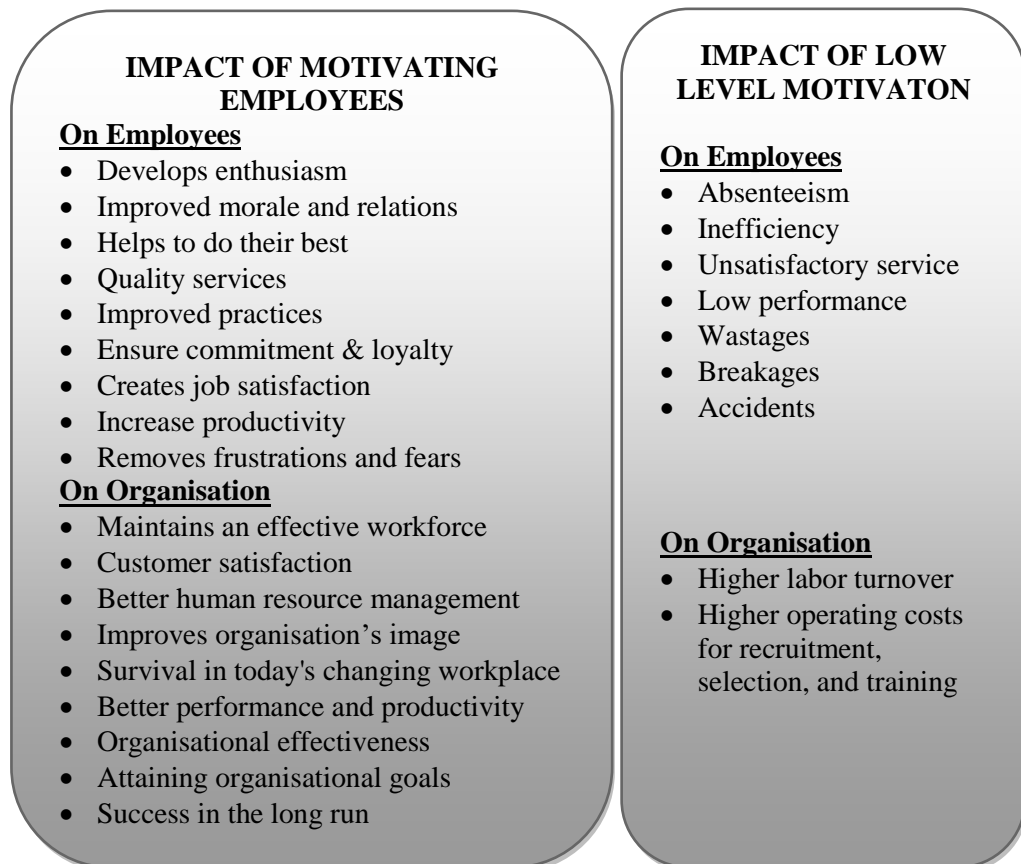
Manzoor (2012) finds positive relationship between organisational effectiveness and motivation. So, higher the motivation better will be the organisational performance and success. Motivation plays key role in an organisation towards attaining organisational goals (Pavithra, 2013). A motivated employee directs his/her efforts in the direction towards attaining the individual as well as the organisation goals which lead towards growth, prosperity and productivity.

According to Singh (2013) “The best way to ensure employees commitment and loyalty is motivation”. Khan et al. (2010) also suggested that motivation should be taken as a tool for sure accomplishment. Urdzikova & Kiss (2009) also concluded that motivated workforce is the most valuable resource of an organisation.

Yu (1999) reported that management has to keep the employees properly motivated to retain good employees, Bonsu & Kusi (2014) also stated that workers leave organisation because they are not motivated to continue their stay in the organisation.

Therefore, motivating an employee is an effective components of human resource management or, in other words, to maintain an effective workforce (Kassa, 2015). And when employees maintain a high level of motivation, quality services will be the result (Petcharak 2002). “Motivated employees are also needed for the survival of an entity or organization. Motivated employee’s help organisation to survive” (Cronje et al 2003). The impact of motivation on employees and organisation according to the above discussion is presented in Figure 3.1 below.

Figure 3.1: Impact of Motivating Employees



Therefore, it can be concluded that the management or authorities in an organisation must take actions carefully to find out what motivate or demotivate employees; the management have to consider different alternatives according to different situation.

### **3.2.3 Theories of Motivation**

“Motivational theories can be broadly classified into two different perspectives: Content and Process theories” (Fincham & Rhodes, 2010). Content theories deals with “what” motivate an individual and is concerned with individual needs and goals. It focuses on factors within individual that leads to motivation. Maslow, Alderfer, Herzberg, McClelland, McGregor and Ouchi present motivation from a “content” perspective. Content theories focus on the content of the needs of an individual that inspired them to act in the workplace. However, scholars try to find out the process involved in motivation due to inadequate research support of the content approaches, which led to the emergence of process theories (Prasad, 2010).

The process theories focus on how the motivation process take place. It deals with the “process” of motivation and emphasised with “how” motivation occurs. Vroom, Porter & Lawler, Adams, Locke, Bandura, Skinner, and Charms present motivation from a “process” theory perspective.

#### **❖ CONTENT THEORIES**

Content theories have great impact in the work environment but least accepted within academic circle. They identify an individual needs and link motivation to fulfil those needs.



➤ **Abraham Maslow's Hierarchy of Needs Theory**

Maslow (1943) defined process of motivation through an economic viewpoint of the consumer. This theory states that individual strives to fulfil the next level need after one need was fulfilled. When one level of need is satisfied, it can no longer act as a source of motivation.



Figure 3.2: Maslow's hierarchy of needs

Maslow hypothesized a hierarchy of five needs within every human being such as:

**“Physiological needs-** include the basic needs for survival viz. food, water, air, shelter and sex.

**Safety needs-**include security and protection from physical and emotional harm.

**Social needs-**include the need to feel a sense of belonging and acceptance.

**Self-esteem needs-**include factors such as achievement, autonomy, self-respect, attention, recognition and status.

**Self-actualization needs-**include self-fulfillment, growth and achieving one's potential”.

The basic premise of this theory is that an individual is motivated by becoming satisfied from the lowest to highest level needs. Maslow again separated the five needs into two:

- **Lower order needs** - These needs include physiological and safety needs and are satisfied externally by pay, tenure, etc.

- **Higher order needs** - These are needs that are satisfied internally (i.e. within the person), and includes social, esteem and self-actualization needs.

According to Maslow, we can never run out of motivation because the life of human is a never-ending quest. So, 'self-actualization' can never be fully met.

➤ **Alderfer's ERG Theory**

This theory is a modification of Maslow's' hierarchy of needs theory. Maslow's needs are reduced from five to three and termed as existence needs (Maslow's physiological and safety needs), relatedness need (Maslow's social needs) and growth need (Maslow's esteem and safe actualization needs). Figure 3.3 below present Alderfer's ERG theory in a pyramid form.

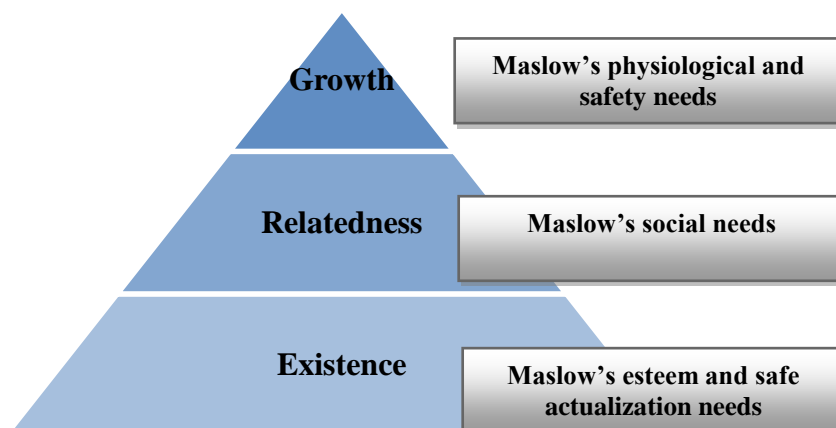


Figure 3.3: Alderfer's ERG theory of needs

Unlike Maslow, Alderfer did not assume that these needs existed in a rigid hierarchy.

### ➤ Herzberg's Two Factor Theory

Herzberg introduced Two Factor Theory in 1959. Herzberg assumes intrinsic factors leads to job satisfaction and extrinsic factors to dissatisfaction, and suggests two kinds of factors affecting motivation as:

- **Hygiene factors:** If these factors are inadequate or inequitable, it creates dissatisfaction; if these factors are adequate individuals may not still be motivated. Hygiene factors are extrinsic factors such as, “Salary, job security, company policy (and administration), supervision, interpersonal relationships and working conditions”.

- **Motivators:** These include intrinsic factors such as, “Recognition, sense of achievement, responsibility, work itself, and personal growth or advancement”.

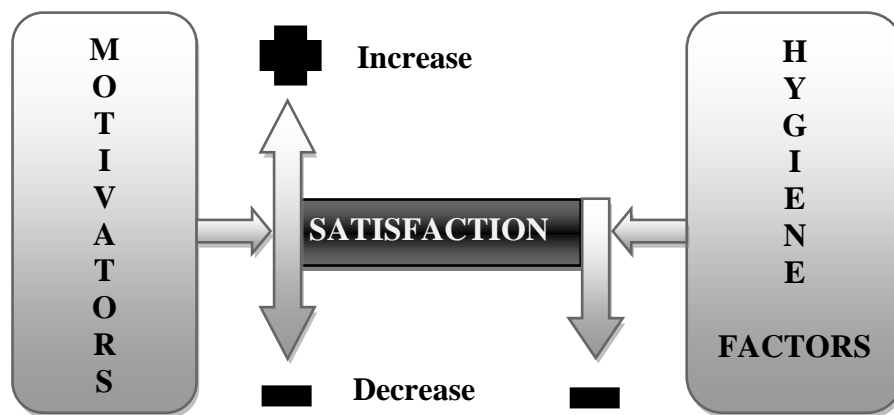


Figure 3.4: Herzberg's Two Factor Theory

The hygiene factors determine dissatisfaction and motivators determine satisfaction. The major implication of this theory was that only motivators could motivate, providing hygiene factors (viz. money, job security, etc.) wouldn't motivate, but only reduces dissatisfaction.

➤ **McClelland's Achievement Need Theory**

This theory was developed by David McClelland and his associates. This theory focuses on three needs such as:

**“Need for achievement (NAch):** It is the drive to excel or to succeed. Those who have a high ‘NAch’ try to accomplished challenging goals and would like to take responsibility.

**Need for affiliation (NAft):** It is the desire for close interpersonal relationship. This need is people-oriented rather than task-oriented.

**Need for power (NPow):** Individuals who have high need for power tries to have authority to influences others within the organisations”.

Of the three needs, McClelland's focuses attention on NAch.

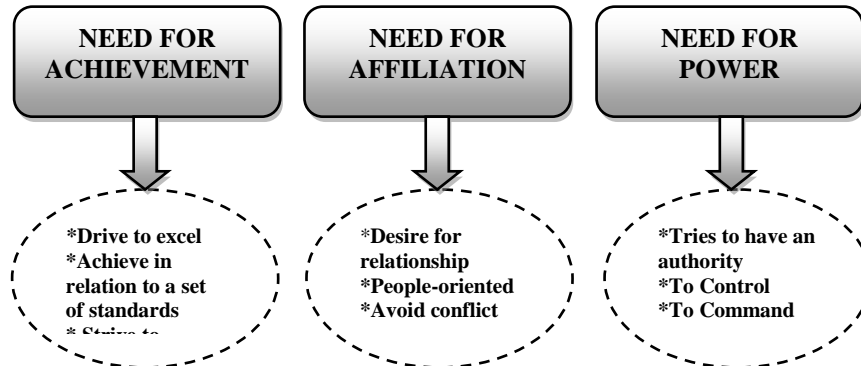


Figure 3.5: McClelland's Achievement Need Theory

➤ **McGregor's Theory X & Theory Y**

This theory is based on the work done by Maslow's. According to Douglas McGregor “Every person has needs, managers and organisation must emphasise on the fulfilment of this needs”. This theory is based on two assumptions:

▪ **Theory X:** According to Theory X, a manager believes that employees inherently dislike work, are lazy, dislike responsibilities, and must be coerced to perform.

▪ **Theory Y:** According to Theory Y, a manager believes that employees like work, are creative, seek responsibility, and can exercise self-direction. So, this theory assumes that some people are self-directed.

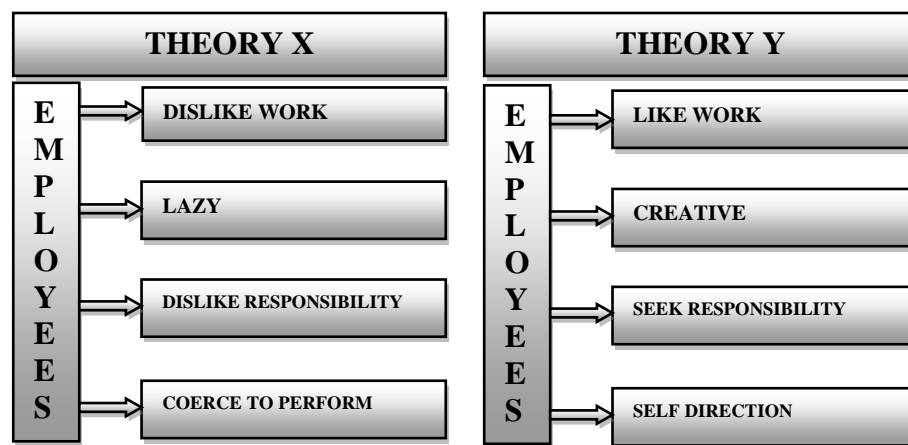


Figure 3.6: McGregor's Theory X & Theory Y

Theory Y promotes participative style. “McGregor believes Theory Y to be more valid than that of Theory X. Therefore, McGregor proposed participative decision making, responsible and challenging jobs and good group relations to maximize employee’s motivation”. (Robbins 2009).

➤ **Ouchi's Theory Z**

Professor Ouchi spent years researching Japanese companies and American companies and found that, “American corporations can meet the Japanese challenges with a highly effective management style”. He further states that the secret to Japanese success is the way they manage people that he calls ‘Theory Z management styles’, which focused on increasing loyalty by focusing on the well-being of the employees and provide them job for life.

Theory Z is also called the ‘Japanese method of management’, it incorporates extra elements into McGregor Theory Y to make it more participative style, slow promotion, collective decision-making, job rotation, job security, training and continual improvement of product and performance, concerns for the workers and their family, individual responsibility for shared accomplishments are the core content of theory Z.

### ❖ PROCESS THEORIES

Process theories focus on how the motivation takes place rather than factors within individuals that leads to motivation.

#### ➤ Vroom's Expectancy Theory

Victor H. Vroom developed this theory in 1964; this theory asserts that motivation is determined by an individual’s expectation which leads to a particular outcome, and will be multiplied by the valence (preference) that an individual has for that outcome. The theory focuses on three relationships, such as:

“**Effort-Performance Relationship** (Expectancy)”

“**Performance -Reward Relationship** (Instrumentality)”

“**Reward-Personal Goals Relationship** (Valence)”

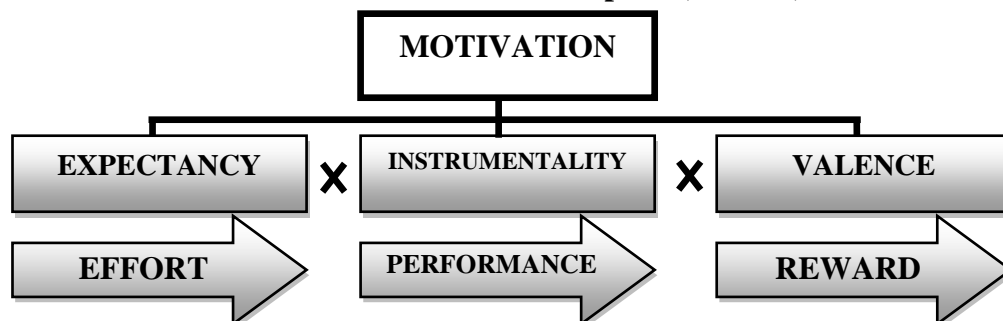


Figure 3.7: Vroom's Expectancy Theory

This theory is based on the belief that, “The effort of an employee will lead to performance and satisfactory performance will ultimately lead to rewards”. (Vroom, 1964).

➤ **Porter and Lawler Performance and Satisfaction Model**

This theory is the refinement of Vroom’s Expectancy Model. According to this model, “An effort does not directly lead to performance. It is mediated by abilities, traits, and role perceptions”. More importance in the Porter and Lawler Model is the reward that follows and how they are perceived will determine satisfaction. Various elements in this model thus include effort, performance, rewards, and satisfaction.

This model is of great significance for managers since it offers the guidelines to motivate employees, such as- Firstly, place the right person in the right job. Secondly, explain their roles to employees, and make sure they understand. Thirdly, prescribe the actual levels expected of the individuals. Fourthly, make sure the rewards are valued by the employees.

➤ **Adam's Equity Theory**

John Stacey Adams developed in 1963. “This theory asserted that, employees seek to maintain equity between the input they bring to a job and the outcome that they receive from it against the input and outcome of others. Employees judge equity by comparing inputs such as their qualification, experience, hard work, skill, ability, loyalty, commitment, adaptability, and determination, and by outputs such as pay, benefits, bonus, recognition, reputation, praise, responsibility, training, development, sense of achievement, advancement, and promotion” (Daft 1997).

**INPUTS=OUTPUTS → EQUITY**

“Equity is achieved when the ratio of an employee outcome over input is equal to other employee outcome over input” (Adams, 1965). Motivation is, thus, achieved through the establishment of fairness in the appraisal and reward process.

➤ **Goal-setting theory**

Edwin Locke developed Goal-setting theory in 1968. According to this theory, “Specific and difficult goals with feedback lead to higher performance”. This theory assumes that, “Goals accomplishment plays an important role in determining individual’s behavior and proposes that intentions to work towards a goal are a major source of work motivation”. Motivation, according to this theory, therefore requires clear objectives/goals of the job.

➤ **Self-Efficacy Theory**

This theory is developed by Albert Bandura; it is also known as social cognitive theory or social learning theory. “It refers to an individual’s belief that he or she is capable of performing a task” (Bandura, 1997). The higher the self-efficacy, the more confident the individual’s in his or her ability to succeed in a task. Bandura argue that there are four ways to increased self-efficacy such as:

**“Enactive mastery** : It refers to gaining relevant experience.

**Vicarious modeling** : It refers to becoming confident because of seeing someone doing the job.

**Verbal persuasion** : It refers to becoming more confident because he/she is convinced that he/she has the skills necessary to be successful.

**Arousal** : This leads to an energized state, which drives a person to complete a task”.



### ➤ **Reinforcement theory**

It is a counterpoint to goal setting theory, but goal setting theory is a cognitive approach while reinforcement theory is a behaviorist approach. Reinforcement theory sees behavior as being environmentally caused.

Reinforcement theory contends that the sum of external environment determines individual behavior. It suggests that managers have to identify reinforcement's viz. interesting assignment, fair pay, promotion and participative decision making to improve employee's performance. Positive reinforcement leads to positive results. However, negative reinforcement such as punishment can sometimes be used to stop or prevent undesirable behavior, but use of positive reinforcement is more desirable.

### ➤ **Cognitive Evaluation Theory**

“This theory states that allocating extrinsic rewards such as pay for work effort that had been previously intrinsically rewarding due to the pleasure associated with the content of the work itself tends to decrease the overall level of motivation” (Charms, 1968). This theory has major implications which relate to the way in which people are paid in an organisation.

The above discussion of various motivational theories shows the complexity of motivation. Any of the single theory discussed above can be regarded as the best theory to motivate employees in a particular organisation. Manager or administrative personnel needs to understand these basic theories of motivation which will help them acquired knowledge regarding the needs of their employees and develop motivational strategy accordingly.

### **3.2.4 Factors Influencing Motivation of Employees**

Motivation is influenced by a variety of factors in the organisational environment. Discussion of various motivational theories in the previous section also suggested that there are a number of factors which influences motivation. The study of Khan et al. (2010) specifies that employee motivation is the result of several factors. The factor which is considered as most important factors for motivating employees suggested by one theory are found to be not satisfactory in other cases, which led to extension or development of a new theory.

Mayer et al. (2007) conduct a descriptive analysis of motivational measures from 1930 to 2005, (i.e. 75 years) and still suggested for further research in motivational measurement.

Even nowadays the findings of various scholars regarding factors responsible for employee motivation are still not the same. Manzoor (2012) finds that motivation to work will be increased if empowerment and recognition in an organisation are increased. Employee participation and empowerment also increased employee motivation and trust in the organisation (Dobre, 2013).

Motivation is driven not only by internal rewards but also by external factors (Cronje et al. (2003)). Urdzikova & Kiss (2009) reported that financial reward is the greatest motivator to improve the employee's performance. Muogbo & Uju (2013) also finds that remuneration package tends to produce higher performance from workers which is in line with equity theory of motivation. However, Safiullah (2015) conclude that, pay is not the only factor for motivating employees. Adhikari (2015) concluded that non-financial factors have a significantly higher impact on motivation than the financial factors.

Malik (2010) found that safe living areas and good pay contributed to higher employee motivation. Simons & Enz (1995) conducted a study in US and Canada, and reported that job security, wages and promotion opportunities were the most important factor or motivation. Wong, Siu, & Tsang (1999) study concluded that the top three factors for motivating employees were, “Promotion opportunities, loyalty, and good pay”.

Factor influencing employee motivation can thus be falls under the classification of intrinsic and extrinsic factors or financial and non-financial factors. The above discussions also suggest that no standard motivational factor is good enough to apply in all organisations or workplace, good motivator for one person may not be enough to motivate someone else even in the same organisation.

Kim (2006) also concluded not to stick on one specific motivational factor; but to realize the different needs of employees. So, motivating employees is not an easy thing as what motivates them differs among individuals. A key to motivating employees is to identify the factors which contributed to their levels of motivation and designed strategy based on the result of that study.

The factors adopted in this study to investigate motivation among ministerial staff can be classified into intrinsic and extrinsic factors, which are presented below:

➤ **INTRINSIC FACTORS**

1. Recognition : Praise and other sign of recognition when doing a good job.
2. Work itself : Nature of Work whether interesting, challenging, etc.
3. Responsibility : The state or fact of having a duty to deal with something or fact of being accountable or to blame for something.

4. Promotion : Opportunity for advancement.
5. Personal Growth : Opportunities for learning, growth and development.
6. Fear of Failure : Fear of being seen to fall down or fail.
7. Affiliation : Opportunities for interaction with other people at work, desire to belong, an enjoyment of teamwork, and concern about interpersonal relationships.
8. Achievement : Feelings of accomplishment when job done successfully, typically by effort, courage, or skills with a set of goals.

➤ **EXTRINSIC FACTORS**

1. Power : Opportunity to exercise authority, to control and influence others.
2. Security : Feeling secure about job and position.
3. Salary (Or Pay) : The current pay for doing a job.
4. Bonus (or incentives) : The bonus for doing extra work.
5. Fringe Benefits : Benefits like canteen, housing, medical care, subsidy, travelling, accident relief, provident fund, etc. vested within the job.
6. Pension Scheme : retirement benefits available
7. Social Status : chances to be respected in the community for holding the job.
8. Social Service : opportunity to help others.
9. Creativity : flexibility to try one's own methods
10. Punishment : punishment for disobedience
11. Working Conditions : feelings about the current working environment.
12. Level of Activity : being required to do several things.

13. Organisation's Policy : policy of the organisation towards its employees and how it is executed.
14. Working Hours : feelings about the current working hours.
15. Workplace Culture : the collection of unwritten rules, codes of behavior and norms by which people operate in the workplace.
16. Quality of Supervision : the quality of supervision within the organisation
17. Supervisors : the supervisor's ability, quality, leadership, decision making, etc. and how he/she handles his/her employees.
18. Competition : being compared and benchmarked against other.
19. Transparency : transparency within management of the organisation.
20. Disciplined : the way discipline is maintained in the organisation.
21. Independence : opportunity to work alone.
22. Transfer : opportunity to shift working environment.
23. Level of Trust : the level of trust one's get from others

### **3.3 MOTIVATION AMONG MINISTERIAL STAFF**

This section focuses on motivation among ministerial staff employees; investigate existing motivational factors adopted, the overall level of the motivation, factors affecting motivation and effect of demographic variables on motivation.

#### **3.3.1 Existing Motivational Factors Adopted for Ministerial Staff**

Motivated and willing civil servants are an important instrument among various resources of the government. In India, pay commission is set up at a regular interval by government of India, and gave recommendations regarding changes in

salary structure of its employees. Seventh pay commissions have already been set up since India's Independence.

The sixth pay commission was setup in July 2006 under the chairmanship of Justice B.N. Srikrishna. The main focused of Sixth Pay Commission is to remove ambiguity in respect of various pay scales and brings up the idea of pay bands. It also recommends the removal of Group-D.

On 25th September, 2013, the then finance minister P. Chidambaram announced the approval of the constitution of the 7th Pay Commission. Justice A.K Mathur headed the Seventh Pay Commission. After six months of intense evaluation and successive discussions, the recommendation of 7th Pay Commission Report is accepted with meager increase in salary of 14% on 29th June, 2016.

However, state government have rights and power whether to adopt or not to adopt the new pay scale recommended by the Central Pay Commission as they deemed fit for their jurisdictions with or without modification. 7th Pay Commission also states that “Service conditions of State Government employees fall within the exclusive domain of respective State Governments. Therefore, State Government employees are not covered within the terms of reference of the 7th Central Pay Commission. Thus, the recommendations of Commission will not directly apply to State Government employees. Accordingly, it is not possible for the Central Government to indicate the financial burden on State Governments”. (Source: 7thpaycommissionnews.in)

Under government of Mizoram, whether the state government has to adopt new pay scale recommended by the central pay commission or not is decided according to the report of a study committee set up by the state government.

Finance Department, Government of Mizoram, then issued a notification on dated 14th October, 2008, constituting a 'Fitment Committee' to examine Sixth Central Pay Revision, 2008 and the feasibility or otherwise of its adoption in respect of employees of Mizoram. The Committee was headed by C. Lalsawta, IAS as 'Convener' in this Committee.

The Committee examined the broad features of Sixth Central Pay Commission recommendations and determines the basis on which fitment may be made for the employees of the Mizoram State Government, the committee also make recommendations for the rationalization of the existing pay scales comprising of anomalies, etc. Based on the study and recommendation of the Fitment Committee, Government of Mizoram makes Mizoram (Revision of Pay) Rules, 2010. These rules are deemed to have come into force on 1.1. 2006. However, actual monetary benefits were paid only on 1.1.2009.

The existing motivational factors adopted by the state government for ministerial employees in state secretariat in this study will primarily be based on Mizoram (Revision of Pay) Rules, 2010 which is the modification of Sixth Central Pay Commission. This is due to the fact that, it is the existing pay scale adopted by the Government of Mizoram during the study.

“Sixth Central Pay Commission<sup>1</sup> broadly categorized the motivational factors into two broad categories – transactional benefits and relational benefits”. According to those categories various benefits allowed by the state government for ministerial staff are highlighted in this study.

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<sup>1</sup> “A study of Estimating Cost to Government for a government employee; XLRI; The study was commissioned by the Sixth Central Pay Commission”.

### ❖ **Transactional Benefits for Ministerial Employees, Govt. of Mizoram**

“Transactional benefits are monetary and non-monetary benefits that the employee is entitled to get such as the basic pay, dearness allowance, house rent allowance, etc., and all the intangible benefits fall under this category” (Sixth Central Pay Commission).

➤ **Basic pay:** It is that pay which is associated with the position of an employee and forms the major part of monetary benefits. Basic Pay includes ‘Pay in the pay band’ plus ‘Grade Pay’. The amount of the ‘increment’<sup>2</sup> is added to the existing pay in the pay band. The rate of increment is 3% of the sum of the pay in the pay band and grade pay applicable which will be rounded off to the next multiple of 10. There is a uniform date of annual increment, viz, 1st July of every year. Detailed Basic pay of ministerial staff is given below in Table 3.1.

Table 3.1: Basic Pay of Ministerial employees at entry level for direct recruits

<b>Designation</b>	<b>Pay Band</b>	<b>Pay in the Pay Band</b>	<b>Grade Pay</b>	<b>Total</b>
LDC	Pay Band-1(5200-20200)	7510	2400	9910
UDC	Pay Band-2(9300-34800)	9300	4200	13500
Assistant.	Pay Band-2(9300-34800)	10520	4400	14920

Source: The Mizoram Revision of Pay Rules, 2010

➤ **Dearness allowance (D.A):** This is the cost of living adjustment (inflation) the government gives perennially to the ministerial employees. DA is given in addition to the basic pay. Increases to the price index are compensated in equal measure using a base year and the consumer price index. It reflected pay as a percentage of basic pay. DA is calculated as 143% of Basic Pay with effective from

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<sup>2</sup> Increases in pay annually in the prescribed pay scale. The increments in government are time based.



1.01.2018. Earlier, DA is calculated as 139% of Basic Pay. Thus, the government assists ministerial staff through Dearness Allowance to bear and survive the inflation.

➤ **House Rent Allowance (HRA):** It is paid to the employees to provide their housing needs; those government employees including ministerial staff who lived in government quarters are not eligible to get this allowance in terms of cash/pay. But for those who do not get government accommodation HRA is calculated with the uniform rate of 10% of Basic Pay (effective from 1.8.2010) which is received by the employee along with other monthly monetary benefits.

➤ **Special Compensatory (Remote Locality) Allowance (SCA):** Using SCA the government assists its employees in managing inter-city differences in cost of living. SCA payable to the employees in Government of Mizoram was in a lump sum (i.e. a single payment made at one time) amounts for different areas and rates with effect from 1.8.2010 as specified below in Table 3.2.

Table 3.2: Rates of Special Compensatory Allowance per month

Category	Part-A	Part-B	Part-C	Part-D
Grade Pay of Rs 5400/- and above	Rs 2600/- per month	Rs 2100/- per month	Rs 1500/- per month	Rs 400/- per month
Grade Pay of less than Rs 5400/-	Rs 2000/- per month	Rs 1600/- per month	Rs 1200/- per month	Rs 320/- per month

Source: The Mizoram Revision of Pay Rules, 2010

Coverage in which ministerial employees are entitled to SCA

Part A- Comprises all areas in Saiha and Lawngtlai District. And all areas in Lunglei District beyond the radius of 25 kms from Lunglei Town.

Part B- All areas within the radius of 25 kms of Lunglei Town.

Part C- All areas under the erstwhile undivided Aizawl District viz. Serchhip, Champhai, Kolasib, Mamit and Aizawl Districts”.

➤ **Transport Allowances (TA):** All the ministerial employees including the other permanent employees do not entitled this allowance except person with 40% disability or higher. With effective from 1.8.2010, the rates/amount in Table 3.3 were given to those employees with 40% disability or higher (with a minimum of Rs 1000/-per month):

Table 3.3: Rates of Transport Allowance per month according to Grade Pay

Grade pay in Rs	Rate of Transport Allowance per month	
	A-1/A Class city (X) in Rs	Other Places (Mizoram) in Rs
5400 and above	3200+DA thereon	1600+DA thereon
4200-4800	1600+DA thereon	800+DA thereon
Below 4200	400+DA thereon	400+DA thereon

Source: The Mizoram Revision of Pay Rules, 2010

Therefore, ministerial employees working in the state civil secretariat, Government of Mizoram with 40% or higher disability are allowed to claim Transport allowances of 1600+DA for UDC and Assistant, 400+DA for LDC.

➤ **Cash Handling Allowances:** Additional amount of money is paid to ministerial staff who work as a ‘cashier’ for handling of cash. The rate of allowances is normally based on the cash handled per month. The following rates in Table 3.4 were applicable:

Table 3.4: Rates of Cash Handling Allowance per month

Amount of Average Monthly Cash Disbursed in Rs	Rate per month in Rs w.e.f 1.8.2010	Revised Rate per month in Rs w.e.f 1.8.2015 (25% increased)
Upto 50,000	150	188
Over 50,000 & upto 2,00,000	300	375
Over 2,00,000 & upto 5,00,000	400	500
Over 5,00,000 & upto 10,00,000	500	625
Over 10,00,000	600	750

Source: The Mizoram Revision of Pay Rules, 2010

Therefore, the amount paid to ministerial employees who entitled to get Cash Handling Allowance may be varies as per the amount of cash he/she handles.

➤ **Incentive for Promoting Small Family Norms or Family Planning Allowance:**

The following rates presented in Table 3.5 were applicable to the ministerial staff with effective from 1.8.2010:

Table 3.5: Rates of Family Planning Allowance

Grade Pay in Rs	Rate in Rs	Grade Pay in Rs	Rate in Rs
1300-2400	210	6100	600
2800	250	6600	650
4200	400	7100	700
4400	420	7600	750
4600	450	8700	800
4800	500	8900	900
5400	550	9500	950
		10000	1000

Source: The Mizoram Revision of Pay Rules, 2010

The amount of Family Planning Allowance in which the ministerial employees entitled may be varies depending upon their grade pay as shown in the table above.

➤ **Overtime Allowance:** Ministerial employees can claim overtime allowance as presented in Table 3.6 below, but the claim must be supported by attendance register clearly indicating the days and hours in which overtime works were performed, and office order of the claimants for overtime work.

Table 3.6: Rate of Overtime Allowance per hour

Class of employees	Overtime Allowance per hour	
	For the first hour in excess of normal office work	Thereafter in Rs.
GROUP B	NIL	70
GROUP C	NIL	60

Source: Office Memorandum No. F.20018/10/96-F. Est/207. Finance Department, Government of Mizoram, 19th September, 2013.

The following conditions have to be applied in claiming the overtime allowance:

- No claim of overtime allowance shall be entertained for the first hour after normal office hours. Actual overtime duty shall be counted from the hour following the first hour and continue thereafter as per rates fixed in the table above.
  - Fraction of half an hour may be rounded off to the next hour.
  - The maximum amount of overtime allowance payable to a government servant in a year shall not exceed Rs 10,000/-.
- **Child Care Allowance:** Women employee with 40% or more disabilities are paid Rs 1,250/- per month as special allowance for child care. The allowance is payable from the time of the child's birth till the child is two years old for a maximum of two children.
- **Medical Attendance:** Ministerial employees and their family members are entitled to reimburse their expenditure relating to medical attendance and treatment. Employees and their families also entitled travelling allowance for their journeys that the journey was unavoidably necessary to obtain treatment if it is certified by Authorized Medical Attendants/Specialist/Medical Officer who is attached to the hospital to which the patient was referred.
- **General Provident Fund:** General provident fund is a saving tool for individuals employed within the government. Government employee can become a member of the general provident fund by contributing a certain percentage of their salary into the provident fund account in regular installments.

The accumulations in the fund are paid to the account holder i.e. government employees at the time of superannuation or retirement and or he/she may apply to withdraw certain amount if the reason is found to be acceptable by the concerned authority. The account holders are also allowed to have a nominee at the time of opening the account. The nominee will receive the benefits from the account if anything happens to the account holder.

GPF has a feature known as GPF advance which is an interest free loan from the general provident fund savings. The amount borrowed should be paid back in regular monthly installments. No interest will be paid on the GPF cash advance taken. Any government employees can take as many GPF advances as needed in their career but depends upon the availability of fund.

The rate of interest received by employee from the fund amount was decreased to 8.7% p.a. w.e.f 1.4.2015 from 8.8% p.a., and again decreased to 8.1 % with effect from 1.1.2017.

The amount of subscription for GPF should be a sum as fixed by the subscriber i.e. an employee, subject to a minimum of 6% of emoluments (i.e. Basic Pay + leave salary) and not more than his/her total emoluments. 72% of Basic Pay of employee is also impounded in GPF. Subscription may be increased twice and/or reduced once at any time during the year as per desire of the subscriber, subscription of the fund should be stopped during suspension, and at the option of the employee during half pay leave, leave without pay, etc.

➤ **Assured Career Progression (ACP):** This scheme is an important motivator for employee who stays in his/her post for a long time, it simply means for

advancement in terms of financial benefit. Mizoram Revision of Pay Rules, 2010 recommended the ACP Scheme to be re-examined by the Department of Personnel and Administrative Reforms (DP&AR) and Finance Department which leads to the emergence of Modified Assured Career Progression Scheme (MACPS) 2010 for which come into force in 1.1.2006. Financial upgradation under this scheme is granted to employees whenever he/she spent ten years continuously in the same grade pay, but there is no advancement in designation, classification or status.

For upgradation under the MACPS, 2010, the benchmark of ‘good’ in Annual Confidential Report (ACR) would be applicable till the grade pay of Rs 4800/- in Pay Band-2. The benchmark ‘Very Good’ in Annual Confidential Report (ACR) was necessary for financial upgradation to the grade pay of Rs 5400/- and above.

Functional Pay Band and Grade Pay with corresponding to Assured Career Progression (ACP) structure according to Modified Assured Career Progression Scheme (MACPS), 2010 is given in Table 3.7 as follows:

Table 3.7: Functional Pay Band and Grade Pay corresponding to Modified Assured Career Progression (MACP) structure

<b>Functional Pay Band and Grade Pay of the post as on 1.1.2006 on which a Government servant is placed/recruited/promoted</b>			<b>ACP Pay Structure</b>		
Pay Band	Corresponding Pay Band	Grade Pay	First ACP Grade Pay	Second ACP Grade Pay	Third ACP Grade Pay
0	4440-7440	1650	1800	1900	2000
PB-1	5200-20200	1800	1900	2000	2400
PB-1	5200-20200	1900	2000	2400	2800
PB-1	5200-20200	2000	2400	2800	4200
PB-1	5200-20200	2400	2800	4200	4400
PB-1	5200-20200	2800	4200	4400	4600
PB-2	9300-34800	4200	4400	4600	4800
PB-2	9300-34800	4400	4600	4800	5400
PB-2	9300-34800	4600	4800	5400	6100

PB-2	9300-34800	4800	5400	6100	6600
PB-3	15600-39100	5400	6100	6600	7100
PB-3	15600-39100	6100	6600	7100	7600
PB-3	15600-39100	6600	7100	7600	8700
PB-3	15600-39100	7100	7600	8700	8900
PB-3	15600-39100	7600	8700	8900	9500
PB-4	37400-67000	8700	8900	9500	No change
PB-4	37400-67000	8900	9500	No change	No change
PB-4	37400-67000	9500	No change	No change	No change

Source: Office Memorandum No.B.12014/1/2010-DP&AR (ARW), Government of Mizoram, 24th August, 2011.

➤ **Advances:** The ministerial employees in civil secretariat, Government of Mizoram are entitled to take advances by applying to the sanctioning authority, it is some kind of a loan but of small amount and which can be repaid later, employees can apply for this advances any time, but the issue of such amount is in the hands of the respective authority. Advances can be classified into interest bearing and interest free advances, various kinds of advances and their amount is shown below.

Table 3.8: Advances available for Ministerial Employees under Govt. of Mizoram

<b>Interest Free Advances</b>	<b>Amount</b>
Advance of Pay on transfer	Not exceeding 1or 2 month's pay depending upon nature of transfer.
Leave Salary Advance	Not exceeding leave salary including allowances for the first 30 days of leave after deducting the recoveries
Advance in connection with medical treatment	Varies depending upon the illness and treatment, usually Rs 36,000 or less
Festival Advance	Rs 3,000
Advance in the event of natural calamity	limited to Rs 5,000
Advance for purchase of warm clothes (only LDC)	maximum Rs 3,000
<b>Interest Bearing Advances</b>	
Advance for purchase of Motor Cycle/Scooter	maximum Rs 30,000
Advance for purchase of Personal Computer	not exceeding Rs 30,000

Advance for acquiring a plot/construction/purchase of house/flat/enlargement of living accommodation (interest chargeable rate depends on amount)	minimum Rs 7.5 lakhs to maximum Rs 30 lakhs
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Source: Swamy's Handbook, 2012

➤ **Insurance Fund & Saving Fund (IF&SF):** This Scheme replaced the Mizoram State Government Employees Group Insurance Scheme, 1992 and is applied to all state government employees who enter the service on or after 1st July, 2014. This scheme provides the benefit of an insurance cover to help the families of Mizoram state government employees at a low cost and on self-financing basis. The subscription rate was apportioned to a ratio of 70:30 for insurance fund and savings fund respectively as shown below in Table 3.9:

Table 3.9: Rate of Subscription of Insurance Fund and Saving Fund for Mizoram State Government Employees.

Group	Insurance Fund in Rs	Saving Fund in Rs	Total in Rs	Sum Assured in Rs
A	280	120	400	4,00,000
B	210	90	300	3,00,000
C	140	60	200	2,00,000
D	70	30	100	1,00,000

Source: Mizoram State Government Group Insurance Scheme, 2014

Ex gratia<sup>3</sup> lump sum<sup>4</sup> compensation was also available to the families of Mizoram government employees who died in performing their official duties under various circumstances from 1.1.2006. The amount of ex gratia lump sum compensation applicable for ministerial employees is Rs 10.00 lakhs.

<sup>3</sup> Ex gratia: "Done from a sense of moral obligation rather than because of any legal requirement". (Source: Wikipedia)

<sup>4</sup> Lump Sum: "A single payment made at a particular time, as opposed to a number of smaller payments or installments". (Source: Wikipedia)



➤ **Leave:** The ministerial employees are entitled to take leave. But, “The sanctioning authority may refuse or revoke leave of any kind. No leave of any kind can be granted exceeding five years period except with the sanction of the President”.

Various types of leave available are, “Earned leave, half pay leave, commuted leave, leave not due, extraordinary leave, maternity leave, paternity leave, casual leave, study leave, child care leave, vacation department staff leave, special disability leave, child adoption leave and leave to probationers.”

➤ **Retirement Benefits:** Ministerial employees under Government of Mizoram are entitled to get retirement benefits. There are two retirement schemes adopted under Government of Mizoram, New /Defined Contributory Pension Scheme, 2010 was adopted for those employees who joined government services on or after 1.9.2010. The scheme was amended and renames it as the Mizoram New Defined Contributory Pension (Amendment) Scheme, 2016. Central Civil Services (Pension) Rules, 1972, simply known as Old Pension Scheme are applied for those who joined government services before 1.9.2010. “The minimum eligibility period for receipt of pension is 10 years. In the case of family pension, the widow is eligible to receive pension on death of her spouse”.

“Pension is calculated with reference to average emoluments w.e.f. 1.1.2006. Minimum pension amount is Rs. 3500 per month. Maximum limit is 50% of the highest pay in the government of India per month”. The enhanced dearness relief @6% was also paid in cash to all pensioners/family pensioners of government of Mizoram.

“Government servant has an option to commute a portion of pension, not exceeding 40% of it, into a lump sum payment with effect from 1.1.1996. No medical examination is required if the option is exercised within one year of retirement. If the option is exercised after expiry of one year, he/she will have to undergo medical examination by the specified competent authority. Lump sum payable is calculated with reference to the commutation table constructed on an actuarial basis. The monthly pension will stand reduced by the portion commuted and the commuted portion will be restored on the expiry of 15 years from the date of receipt of the commuted value of pension. However, dearness relief is calculated on the basis of the original pension, i.e. without reduction of commuted portion” (Central Civil Services (Pension) Rules, 1972).

“Retirement gratuity was payable to the retiring government servant with minimum of 5 years qualifying service. Retirement gratuity is calculated @ 1/4th of a month’s basic pay plus dearness allowance drawn before retirement for each completed six monthly period of qualifying service. There is no minimum limit for the amount of gratuity. The retirement gratuity payable is 16½ times the basic pay, subject to a maximum of Rs. 10 lakhs. Death gratuity is a one-time lump sum benefit and is payable to the widow/widower or the nominee of a permanent or a quasi-permanent or a temporary government servant dying in harness. There is no stipulation in regard to any minimum length of service rendered by the deceased employee. Maximum amount of death gratuity admissible is Rs. 10 lakhs w.e.f. 1.1.2006” (Central Civil Services (Pension) Rules, 1972). Entitlement of death gratuity is regulated as under in Table 3.10:

Table 3.10: Entitlement of death gratuity by pensioner

<b>QUALIFYING SERVICE</b>	<b>RATE</b>
Less than one year	2 times of basic pay
One year or more but less than 5 years	6 times of basic pay
5 years or more but less than 20 years	12 times of basic pay
20 years of more	Half of emoluments for every completed 6 monthly period of qualifying service subject to a maximum of 33 times of emoluments.

Source: Swamy's Handbook, 2012

“A retiring government servant will also be entitled to receive service gratuity if total qualifying service is less than 10 years. Admissible amount is half month's basic pay last drawn for each completed 6 monthly period of qualifying service. There is no minimum or maximum monetary limit on the quantum. This one time lump sum payment is distinct from and is paid over and above the retirement gratuity” (Central Civil Services (Pension) Rules, 1972).

The employees are also entitled to get the remaining full amount with interest available on his/her general provident fund account at the time of retirement, including the amount from his savings fund account which he/she subscribe during his/her service. In the event of death, his/her nominees will get these amount notifications of the government including insurance fund and saving fund accumulated.

Encashment of leave is also a benefit granted for employees. “Encashment of earned leave/half pay leave standing at the credit of the retiring government servant is admissible on the date of retirement subject to a maximum of 300 days. There is no provision under the rule for payment of interest on delayed payment of leave encashment”. In addition, fixed medical allowance to the Mizoram government

pensioners/family pensioners is increased from the existing rate of Rs. 200/ - per month to Rs. 500/ - per month with effect from 1.7.2016.

The pensioner or family pensioners are also entitled to get additional benefits  
Quantum of pension available was increased as follows:

Table 3.11: Rate of increased in pension amount of pensioner/family pensioner.

<b>On attaining age of</b>	<b>Additional quantum of pension</b>
80 years	20% of basic pension
85 years	30% of basic pension
90 years	40% of basic pension
95 years	50% of basic pension
100 years	100% of basic pension

Source: Swamy's Handbook, 2012

Employees under the *New Pension Scheme* will get their retirement benefits and contribute accordingly as follows:

The new pension scheme is a mandatory to the government servant who joined the service on regular basis on or after 1.9.2010. There is Tier-I and Tier-II on the scheme, only Tier-I of the scheme shall be introduced at the initial stage; and Tier-II of the scheme shall be introduced separately subject to the approval of the government.

**Tier-I:** - Employees entering the government service on or after 1.9.2010 on regular basis will contribute "10% of their Basic Pay + Dearness Pay + Dearness Allowance" and matching contribution will be made by the government.

**Tier-II:** - Employee may subscribe to contribute a percentage of their salary/remuneration without any matching contribution from the government and the employees can withdraw at any time during their service.

In the new scheme, the provision like GPF and retirement benefits in the previous adopted pension scheme was not available to new government servant. The

contribution of 10% of Basic Pay + Dearness Pay + Dearness Allowance was deducted from the salary of the employees every month by the drawing & disbursing officer concerned, and the government make an equal matching contribution.

The government servant can exit at or after the age of 60 years from the scheme. At exit it would be mandatory on the part of such government servant to invest 40% of pension amount to purchase an annuity from the concerned financial institution appointed by the government for this purpose.

In case of government servants who leave the scheme before attaining the age of 60 years, the mandatory annuitisation would be 80% of the pension amount. Recoveries from the contribution for New Pension Scheme start from the salary of the month following the month in which the government servant has joined service and no recovery shall be affected from the month of joining. A separate bill was prepared by the drawing & disbursing officer along with the salary bill of the government servant for drawal of matching contributions to be paid by the government and creditable to the pension account. "Withdrawal of any amount shall not be allowed during the interim arrangement. Provisions regarding terminal payments in the event of untimely death of an employee or in the event of his leaving the government service during the interim period shall be notified from time to time".

➤ **Canteen:** 'Canteen' is provided for employees in the state civil secretariat, all the employees can have their lunch or refresh themselves during the time allotted for break.

➤ **Training:** Training was mandatory for newly recruit assistant grade before even started working for the government, but there are no such things for UDC and

LDC. But training course in various specific topics and skills was offered time to time during the services of the employee by 'Administrative Training Institute' which is under the governance of the state government, ministerial employees can apply for training in which he/she will get full amount of pay during the training, i.e. he/she will also be considered as "On Duty" during the time he/she attend that training.

➤ **Promotion:** It is simply an opportunity for advancement. Promotion usually leads to greater responsibilities, higher status and better salary. Among ministerial staff LDC (Group C) have opportunity to get promoted to UDC (Group B), UDC to Assistant (Group B but higher Basic Pay), Assistant to Superintendent (Group A). Even Group D employees also have an opportunity to get promoted to LDC rank. Promotion is given to the ministerial employees on the basis of seniority as well as marks secured in the departmental examination (departmental exam can be attended by employees serving at least five years in the same post).

Promotion stimulates self-development and creates interest in the job among some ministerial employees, but some employees especially female employees found it unnecessary for them as it leads to more responsibilities even if it also leads to higher pay and status.

Among all the post vacant in LDC Grade, *10% is reserved for promotion of Group D employees* (with 5 years regular service possessing HSSLC/PUC or (10+2) with computer knowledge and typing speed of 30 words per minute) *by seniority*, 90% for direct recruitment.

40% of vacant post in UDC Grade is reserved for promotion of LDC Grade by seniority, 20% post for promotion of LDC Grade by limited departmental examination and another 40% remaining for direct recruitment.

Among the post vacant in Assistant Grade, 50% is reserved for promotion of UDC Grade by seniority, 20% for promotion of UDC Grade by limited departmental examination and another 40% remaining for direct recruitment. Among post vacant in Superintendent (Group A) 100% is reserved for promotion of Assistant Grade, i.e. 50% for promotion by seniority and another 50% for promotion through departmental examination.

Table 3.12: Promotion channels for ministerial employees.

<b>Post reservation</b>	<b>Group A-Superintendent</b>	<b>Group B-Assistant.</b>	<b>Group B-UDC</b>	<b>Group C-LDC</b>
Promotion by seniority	50% (not less than five years regular Service)	50% (UDC with 5 years regular service)	40% (LDC with 5 years regular service)	10% (Group D employees with 5 years regular service)
Promotion by Limited Departmental Examination	50%	20% (UDC grade with 3 years regular service)	20% (LDC grade with 5 years regular service)	Nil
Post reserve for Direct Recruitment i.e. competitive examination	Nil	30% (Candidates possessing Graduate degree or equivalent)	40% (Candidates possessing Graduate degree or equivalent)	90% (Candidates possessing HSSLC/PUC or (10+2))

Source: Mizoram Ministerial Staff Rules, 2011

Promotion of ministerial employees can be affected by the performance of the employees which is recorded and analysed using Annual Confidential Report (ACR). The employee himself/herself write report about his/her performance and submitted to the reporting officer, the reporting officer write recommendation and give grade of

the employees as average, good, very good or outstanding, and forwarded to the reviewing officer, who forward the ACR after reviewed and make necessary corrections to the accepting officer, the grade secured by the employees have a direct effect on his/her promotion by selection or seniority.

#### ❖ **Relational Benefits for Ministerial Employees, Government of Mizoram**

“Relational” returns or benefits refer to non- monetary benefits. These benefits satisfied the esteem and satisfaction needs of the employees. Tenth Report of the Second Administrative Reforms in India<sup>5</sup> concluded that, “Generally, the ‘transactional returns’ for a government servant are much less as compared to a similarly placed person in the corporate sector, but the ‘relational benefits are generally much more”.

The relational benefits in government can be different depending upon the quality of the supervisor and supervision, the personality, perception and attitude of the employees, etc.; and there is not much legal procedure upon those benefits which have to be done or not done even or the supervisory levels. But roughly, benefits listed below are more applicable to ministerial staff employees.

- **Recognition:** It refers to praise and other sign of recognition received and shown towards an employee when doing a good job. The supervisors and co-workers play an important role whether employees under their supervision get recognition or not.
- **Work itself:** This refers to the nature of work, whether it is an interesting or challenging work, etc. Public servants’ jobs are usually routine and monotonous.

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<sup>5</sup> “Government of India, Second Administrative Reforms Commission. Tenth report, Refurbishing of Personnel administration, Scaling New Heights, November 2008”.



This is also true for ministerial employees. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction. The work of ministerial employees is usually clerical, file management and to cooperate their superior. They also act as a helping hand for the officers above their grade. Supervisors plays an important role, he/she needs to investigate what employees like or dislike about their jobs and then add or remove tasks that align or not align with their own natural interests and talents.

- **Responsibility:** It is the state of having a duty to deal with something or being accountable or to be blame for something. The ministerial employees in Mizoram civil secretariat are also likely to have different mindset, need, desire and want. So, their supervisor needs to identify those different traits and act accordingly. Some employees may consider responsibility as a burden and some may take it as challenge and opportunity for improvement or advancement among ministerial staff employees.
- **Personal Growth (Self Actualization):** This covers an activity that develops talent and potential and contributes to the realization of dreams and aspirations. Usually, the ministerial staff lack personal growth except a few employees according to the survey. Employees who strive towards self-actualization are given an opportunity by state government to attend training on various courses, entitled study leave and so on.
- **Fear of Failure:** This concern with the fear of being seen to fall down or fail in a given task. Fear of failure (also called "atychiphobia") is when a person allows fear to stop him/her or pushed him/her. Fear of failure or fear of making a mistake may often causes some employees to avoid taking responsibility, while

some employees may find it as an important thing which motivates them to be what they are at work or which make them to move forward towards their goals.

- **Punishment or Disciplined within the organisation:** Like other government servant, ministerial employees are punishable for their incompetence or if they act against the conduct rule. Conduct rules and disciplinary rules is also applicable to ministerial employees, that employees have to act according to it and those who act against it must be punishable (Swamy's Handbook, 2012).

Punishment is usually executed in terms of suspension, fined some amount from salary or holding back their salary, promotion, and so on. There is a rule for employees such as conduct rules and disciplinary rules which is also applicable to ministerial employees, that employees have to act according to it and who act against it must be punishable (Swamy's Handbook, 2012).

- **Affiliation:** It is an opportunity to interact with other people/employees at work; it may also refer to the desire to belong in an organisations or sense of belongingness, it simply calls for an enjoyment of teamwork and also concern about interpersonal relationships. It was experienced that no major problems were detected regarding affiliation among ministerial employees. Even the new recruit usually fit to his/her new workplace duly.

- **Achievement:** It is the feeling of accomplishment when an employee get his/her job done successfully, typically by effort, courage, or skills with a set of goals.

According to theoretical research by Murray (1938), and McClelland (1961), as an employee moves up the ladder and achieved something, this will make him wanting to achieve even more, which will have a positive impact on organisational performance. So, achievement heavily depends on the individual

characteristics and needs of ministerial employees as well as quality of supervisors.

- **Power:** It refers to an opportunity to exercise authority, to control and influence others. It depends on employees whether an opportunity to exercise authority or to control and influence others may be a motivational factor, some ministerial employees see it as a desire and some as optional and for some others it was not a necessary thing at all.
- **Security:** Job security means a feeling of permanence and stability within the job. The current study is based on regular employees, so every employee under this study enjoys the pleasure of job security. It can be reported from the survey that most of the ministerial employees claimed that they enter their current job because of this job security.
- **Social Status:** This is the chance to be respected in the community for holding the job. As there is no private organisation, industry or company in Mizoram that is large enough to compete the government and its subsidiaries at the time of this study, every government employee's especially regular employee gets to some extent better social status in the society as compared to employees in the non-governmental organisation. But some employees who have high esteem thought that the status they get was not enough or unsatisfactory; while some employees are satisfied with it, and even claimed that it is more than they deserved.
- **Social Service:** It refers to an opportunity to help others or an activity aiming to promote the welfare of others. It also means the chances available to help other people's solving their problems, or providing their needs.

The ministerial employees are the lower management levels in the organisation but they are basically the one who deals with people. They can be a great help for others if they choose to get satisfaction from it. It may also be due to the nature and characteristic content of the Mizo people that the ministerial employees claimed 'the opportunity they get to help others' is one of the important factors that increased their motivational level towards their work and even towards the organisation they worked for.

- **Creativity:** It is flexibility to try one's own methods. It also refers to the use of imagination or original ideas to create something. Creativity can also be referred to as the act of turning new and imaginative ideas into reality and inspires an employee leading to a happier and more invested team.

To some extent some ministerial employees may have opportunity to practices their creativeness in simple matters. However, for most of the ministerial employee's enough chances of utilizing their opportunity or ideas in doing their task was not provided.

- **Working Conditions:** It refers to healthy working conditions such as proper ventilation; proper lighting and proper sanitation which makes employee feel comfortable while working and thereby improves the work performance of employees. It is simply the feelings about the current working environment by the employees. Ministerial employees usually get proper working conditions, but there is no standard measure of a good working condition. The expectation and view point of an employee towards good working condition are also different which is based on the family background, characteristics, etc. of the employees. Conditions which satisfy one employee do not satisfy the others and so on. So, it

is difficult to say they get a good working condition or not, even for the authorities, but as compared to their level in non-governmental organisation within the state, it can be said that they get proper working conditions.

- **Level of Activity:** It simply means being required to do several things. Supervisors must make sure that the levels of activity have been shared in an equal manner by the employees especially on the same grade. If one employee has an activity much more than other employees of his/her level with the same salary due to competency of that employee, negligence of the supervisor, etc. for all the time, the interest of that employees towards his/her task will surely decline. So, an organisation should plan for the level of activity for an employee's which must be suitable enough for every person in the same and different levels.

The level of activity the ministerial employees get is not the same even among themselves. It was experienced that some supervisors kept some employees busier than their co-workers just because they trust more than others to handle the task, and due to negligence in which the senior employee refers his/her task to his/her fellow worker who is much younger or new in the organisation. On the contrary, employees in some department within the secretariat are satisfied with levels of activity within their jobs. So, supervisors play a very important role whether an employee derives satisfaction from his/her level of activity or not.

- **Organisation's Policy:** This refers to the policy of the organisation toward its employees and how it is executed. The policy of an organisation must be achievable, fair and good enough as compared to other organisations. This will lead to the satisfaction of the employees toward the organisation they are working, which will lead to better performance for an organisation.

According to the survey, state government has an organisation policy better than non-governmental organisation in Mizoram. But the satisfaction of an employee towards organisation policy depends on many other factors. The ministerial staff employees are usually satisfied with the policy of an organisation towards it employees (or themselves). However, as compared to some services at their levels under the state government or central government, they are not satisfied; this was revealed by means of strike, taking mass casual leave, etc., and the survey of this research also concluded that the employees are not satisfied with the way the policy of an organisation towards its employees are put into practice.

- **Working Hours:** It refers to the current working hours. The current working hour practice in Mizoram government is 9 a.m. to 5 p.m. During winter it is usually changes to 9 a.m. to 4 p.m. Thus, the employees working under Government of Mizoram have to maintain working hours for a period of 8 hours every day during the office working days. Most of the ministerial employees do not have a direct complaint about the working hour practice but leaving the workplace earlier than the standard time as well as lateness often happens among them.
- **Workplace Culture:** It is norms by which employees operate in the workplace. Right workplace culture enhances level of employee's motivation. Generally, there is a good workplace culture in various departments in the state secretariat. But, this may be different according to workers, supervisor and even department.
- **Quality of Supervision:** It is the feelings of the employee towards the quality of supervision maintained within the organisation, poor quality of supervision may lead to demonization of employees. But great quality of supervision is supposed

to enhance the capabilities of the employees and improves their motivation towards attaining the organisational goals. Supervision in the Mizoram state civil secretariat is found as too much liberal, it seems like it has been carried out as per rules and regulations rather than the betterment of the organisation.

- **Supervisors:** It is the feeling about the supervisor's ability, quality, leadership, decision making, etc. and how he/she handles his/her employees. If the supervisor is trustworthy, have a great leadership and decision-making ability, and handles his/her employees in proper manner, the employees are likely to respect him and feel proud to work with him. This would lead to better performance. The feelings of ministerial employees also differ as they have their respective supervisors according to the department they worked for.
- **Competition:** It refers to being compared and benchmarked against other. This may be a good motivator for some employees but it may also demoralize some. So, the supervisor has to choose carefully when, how and for whom this should be undertaken. It may be a good idea for supervisor to create an environment with healthy competition for employees under his/her nose.
- **Transparency:** This refers to transparency within management of the organisation. This calls for how much secrecy is involved in the management of the organisations, and to what level of secrecy is allowed to publish in public or even to the employees. There may be a situation which needs to maintain secrecy, but if the management has been functioned with high level of transparency even in small things, this may discourage the employees in trusting the management of the organisation. There is not much according to the survey that ministerial

employees enjoy transparency. But in some cases, it depends on the authorities and their supervisors.

- **Independence:** It is an opportunity to work alone, or to do things in private. To do their job without the interruption from others may be from outsiders or even their co-workers. The ministerial staff do not get much opportunity to do things in private as they usually shared rooms with other employees, but it was also found that they get enough independence to do their job thoroughly.
- **Transfer:** It is an opportunity to shift working environment. Some employees among ministerial staff found this as a good content of their job, and some finds it as undesirable, it depends upon how much bond or relationship is built between an employee and his/her workplace or co-worker. The employees under this study are transferable by the order of the government. A ministerial employee himself/herself can also request for transfer due to specific reasons but depend upon the decision of the authority.
- **Level of Trust:** It is the level of trust one's get from others, which is supposed to be a motivating factor for an employee because every person wants to be trustworthy and may also depend upon the action and performance of the employee as well.

### **3.3.2 Factors Affecting Motivation of Ministerial Staff**

In this section, factors which affect motivation of the employees are explained based on the questionnaire developed by the researcher for this study. Mean score of every employee on each factor was calculated, and utilized it in giving ranks to various motivational factors to present the most significant factors affecting motivation of employees.



Table 3.13 below presents various motivational factors selected for this study; mean score for each and every motivational factor and standard deviation for each factor according to the respondents. Standard deviation shows how concentrated the data are around the mean. The ranks given to each factor selected for this study are also presented in the table.

Table 3.13: Mean score and ranks of various factors of motivation based on the respondent, i.e. ministerial employees in Civil Secretariat, government of Mizoram.

<b>Motivational Factors</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>Ranks</b>
Social Service	4.39	0.57	1
Achievement	4.36	0.66	2
Recognition	4.27	0.66	3
Promotion	4.11	0.70	4
Affiliation	4.06	0.66	5
Pension Scheme	4.05	0.93	6
Salary (Pay)	4.05	0.57	6
Creativity	4.03	0.55	7
Personal Growth (Self Actualization)	4.00	0.63	8
Trust	3.97	0.56	9
Workplace Culture	3.96	0.62	10
Job Security	3.90	0.70	11
Responsibility	3.72	0.61	12
Fringe Benefits	3.68	0.65	13
Social Status	3.65	0.54	14
Work Itself	3.63	0.55	15
Transparency	3.54	0.83	16
Competency of Supervisors	3.51	0.63	17
Power (Authority)	3.41	0.70	18
Working Conditions	3.39	0.81	19
Quality of Supervision	3.36	0.56	20
Independence (Privacy)	3.34	0.61	21
Level of Activity	3.20	0.69	22
Disciplined	3.20	0.77	22
Punishment for incompetency	3.15	0.71	23
Working Hours	3.02	0.62	24
Organisation's Policy	2.94	0.73	25
Fear of Failure	2.90	0.55	26
Availability of Transfer	2.89	0.64	27
Competition	2.84	0.54	28

Source: Survey

Likert 'five point' scale was employed for collecting the questionnaire, so, the mean score of 3(three) is assumed as moderate, and the mean score above three will be assumed as worthy of full consideration to improve levels of motivation, and a mean score under three will be assumed as unworthy to give full importance; meanwhile, those factors are suggested not to be kept out of importance.

The most important factor which increases motivation was 'Social Service' which can be explained as 'the opportunity to help others'. It is the leading factor not only in the ranking based on mean score, but also in terms of percentage of respondents who ranked it in the first position. 96% of the respondent finds 'opportunity to help others' as the factor which increases their motivation. 'Achievement' which means 'the feelings of accomplishment for a job well done' rank second according to the mean score. 95% of the respondent also agrees that 'Achievement' improves their motivation. The third most important factor according to mean ranks was 'Recognition' which means 'praise and other sign of recognition received when doing a job'. 94% of the respondent thought that the praise and other sign of recognition they get when they finished a task improves their motivation.

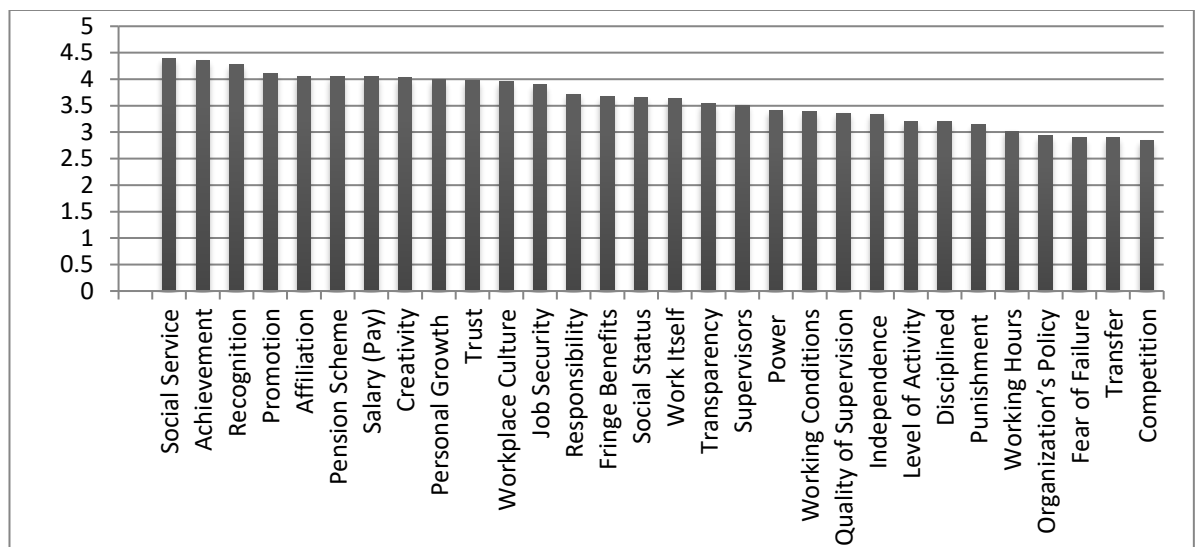
Promotion, Affiliation, Pension Scheme, Salary (Pay), Creativity and Personal Growth (Self Actualization) are also found to influence the motivational level of employees as their mean score was 4 and above (out of 5). The mean score of Trust, Workplace Culture, Job Security, Responsibility, Fringe Benefits, Social Status, Work Itself, Transparency and Competency of Supervisors are also above the moderate levels and nearly reach 4 (out of 5), so they can also be counted among main factor influencing level of employee's motivation for this study.

Power (Authority), Working Conditions, Quality of Supervision, Independence (Privacy), Level of Activity, Disciplined, Punishment for incompetency and Working Hours are also found to have a mean score above 3, but the mean score of factors such as Level of Activity, Disciplined, Punishment for incompetency and Working Hours are barely above the moderate levels.

All the remaining factors such as, Organisation’s Policy, Fear of Failure, Availability of Transfer and Competition have a mean score of less than 3 and are assumed as having positive impact on level of motivation lower than the other factor discussed above.

The following figure 3.8 shows the ranking of motivational factors selected for this study according to their mean score in the form of graphical illustrations.

Figure 3.8: Mean Score of Motivational Factors



Source: Survey

The least important factors for improving motivation of ministerial employees were related to policy of the organisation toward its employees, fear of

being seen to fall down on the job, opportunity to shift working environment and being compared and benchmarked against other.

Based on the mean ranking, the top five factors are non-financial or non-monetary benefits, factors relating to financial or monetary benefits attained 6th and 7th ranks. So, it can be concluded that the non-monetary benefit possesses much greater influenced on motivation as compared to the monetary benefits.

### 3.3.3 Overall Motivation Level of Ministerial Staff

The following table present items which are adopted for motivation which are selected after a thorough investigation of the previous study on motivation, motivational theories and models.

Table 3.14: Items for measuring overall motivation level of ministerial employees.

SI No	Items for motivation	Brief Explanation
1	Recognition	Praise and other sign of recognition when doing a good job.
2	Work itself	Nature of work whether interesting, challenging, etc.
3	Responsibility	The state or fact of having a duty to deal with something or fact of being accountable or to blame for something
4	Promotion	Opportunity for advancement.
5	Personal Growth (Self Actualization)	Opportunities for learning, growth and development.
6	Fear of Failure	Fear of being seen to fall down or fail.
7	Affiliation	Opportunities for interaction with other people at work, desire to belong, an enjoyment of teamwork, and concern about interpersonal relationships.
8	Achievement	Feeling of accomplishment when job done successfully, typically by effort, courage, or skills with a set of goals
9	Power	Opportunity to exercise authority, to control and influence others.
10	Security	Feeling secure about job and position.
11	Salary (Or Pay)	The current pay received for doing a job.
12	Fringe Benefits	Benefits like canteen, housing, medical care, subsidy, transport allowances, accident relief, provident fund, etc. vested within the job.

13	Pension Scheme	Retirement benefits available
14	Social Status	The chances to be respected in the community for holding the job.
15	Social Service	Opportunity to help others while attending and doing the job.
16	Creativity	Flexibility to try one's own methods to complete tasks within the organisation.
17	Punishment	Punishment for disobedience, incompetency or for those against organisational rules, norms and law.
18	Working Conditions	Feelings about the current working environment.
19	Level of Activity	Being required to do several things or the number of tasks handled by the employees, which can be too much or few.
20	Organisation's Policy	The policy of the organisation toward its employees and how it is executed.
21	Working Hours	Feeling about the current working hours.
22	Workplace Culture	The collection of unwritten rules, codes of behavior and norms by which people operate in the workplace.
23	Quality of Supervision	Feelings on the quality of supervision in the organisation.
24	Supervisors	Feelings about the supervisor's ability, quality, leadership, decision making, etc. and how he/she handles his/her employees.
25	Competition	Being compared and benchmarked against other employees.
26	Transparency	Transparency within management of the organisation.
27	Disciplined	The way discipline is maintained within the organisation.
28	Independence	Opportunity to work alone, to do private matters and concerned without hesitation.
29	Transfer	Opportunities to shift working environment.
30	Level of Trust	The level of trust one's get from others in the workplace.

Source: Survey

Rating scale has been developed by the researcher in order to find out the overall motivational score of the employees. Standard Score was calculated as *No. of Question Asked multiplied by Value of Scales*. In this case the standard score is 30, 60, 90, 120 and 150 respectively. Based on this standard score, rating scale was developed to create divisions among score of each and every employee on factors

selected for studying employee motivation. The score of respondents on each and every motivational factor was summed up and sorted according to the rating scale in order to find out the overall level of employee's motivation. The respondent's score on motivation are presented in the form of frequency as well as percentage. The result is presented in the table below.

Table 3.15: Motivation level of the respondent

<b>Motivation of the respondent</b>			
	<b>Rating Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Demotivated	0-30	0	0
Demotivated	30-60	0	0
Moderate	60-90	12	3.4
Motivated	90-120	313	89.9
Strongly Motivated	120-150	23	6.6
	Total	348	100.0
Maximum Score		139	
Minimum Score		77	
Overall Motivation Score		107	

Source: Survey

In order to find out the overall motivational score, mean score had been calculated from the total score on each and every factor for all the respondents, the overall motivational score was found out as 107, which is in the range of 91-120 (i.e. Motivated) in the rating scale, therefore, it can be concluded that the ministerial employees in the civil secretariat, government of Mizoram are to some extent motivated.

Among the respondents, score of 139 out of 150 is the highest overall motivational score (i.e. summary of score on every motivational factor selected for this study) and 77 is the lowest score. The result also indicated that 3.4% of the respondents possess 'moderate' level of motivation, 89.9% of the respondents are 'motivated' and 6.6% of the respondents are 'strongly motivated'.

### 3.3.4 Effect of Demographic Variables on Motivation

This section presents the demographic profile of ministerial employees and effect of selected demographic variables on motivation. Previous study reported that employees' demographic aspect has a role in their job attitudes and motivation. Churchill et al (1979) concluded that demographic factors might play an effective role in employee motivation and job attitude. Some studies also concluded that there is no relationship between demographic characteristics of employees and motivation, or in other words demographic characteristics have no effect on employee's motivation (Card & Kestel, 2013; Komives, 1991).

#### ➤ Demographic Profile of the Respondent

The table presented below highlight the demographic profile of the respondents.

Table 3.16: Demographic Profiles of the Respondent.

<b>Demographic Characteristics</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
Age	Below 30	20	5.7
	30-40	69	19.8
	40-50	149	42.8
	Above 50	110	31.6
	Total	348	100.0
Gender	<i>Male</i>	96	28
	<i>Female</i>	252	72
	<i>Total</i>	348	100
Qualification	<i>Matriculate</i>	106	30.5
	<i>Hr. Secondary</i>	88	25.3
	<i>Graduate</i>	127	36.5
	<i>Post Graduate</i>	26	7.5
	<i>Others</i>	1	0.3
	<i>Total</i>	348	100.0
Marital Status	<i>Married</i>	271	77.9
	<i>Single</i>	77	22.1
	<i>Total</i>	348	100.0

Designation	<i>LDC</i>	106	30.5
	<i>UDC</i>	98	28.2
	<i>Assistant</i>	144	41.4
	<i>Total</i>	348	100.0
Duration of Stay in current position	<i>Less than 1 year</i>	23	6.6
	<i>1-5 years</i>	70	20.1
	<i>5-10 years</i>	40	11.5
	<i>10-15 years</i>	42	12.1
	<i>15 years and above</i>	173	49.7
	<i>Total</i>	348	100.0
Work experience	<i>Less than 1 year</i>	12	3.4
	<i>1-5 years</i>	43	12.4
	<i>5-10 years</i>	29	8.3
	<i>10-15 years</i>	32	9.2
	<i>15 years and above</i>	232	66.7
	<i>Total</i>	348	100.0

Source: Survey

Among the respondent, 5.7% are below 30 years of age, 19.8% are between the age level of 30 to 40, 42.8% are between the age level of 40 to 50 and 31.6% of the respondents are between the age level of 50 years and above. So, majority of the respondents in this study are senior citizens, there are a few employees below 40 years of age among ministerial staff in the state civil secretariat.

27.6 % of the respondents are male and 72.4% are female. So, female possess majority of the respondents in this study.

Regarding qualifications, 30.5% of the respondent passed matriculate, 25.3% passed Higher Secondary, 36.5% are graduates, 7.5% are post graduate and 0.3% has qualification other than qualifications already mentioned.

77.9% of the respondents are married and 22.1% of the respondents are unmarried. So, majority of the respondents for this study are married.



30.5% of the respondents are Lower Divisional Clerk (LDC), 28.2% of the respondents are Upper Divisional Clerk (UDC) and 41.4% of the respondents are Assistant.

Furthermore, 6.6% of the respondents stay in their current position for less than 1 year, 20.1% stays for 1 to 5 years, 11.5% of the respondents stay for 5 to 10 years, 12.1% stays 10 to 15 years and 49.7% of the respondents stay for more than 15 years.

Regarding experienced, 3.4% of the respondent has work experience less than 1 year, 12.4% of the respondents have 1 to 5 years work experience, 8.3% of the respondents have 5 to 10 years, 9.2 % of the respondents have 10 to 15 years and 66.7% of the respondents have work experience more than 15 years.

#### ➤ **Testing of Hypotheses**

The following hypotheses were developed for the purpose of testing the relationship between the demographic characteristics of the employees and motivation assuming that there is no relationship and or difference among them:

H<sub>01</sub>: There is no significant difference between gender and motivation of the respondents.

H<sub>02</sub>: There is no significant difference between marital status and motivation of the respondents.

H<sub>03</sub>: There is no significant relationship between age and motivation of the respondents.

H<sub>04</sub>: There is no significant relationship between qualification and motivation of the respondents.

H<sub>05</sub>: There is no significant relationship between designation and motivation of the respondents.

H<sub>06</sub>: There is no significant relationship between duration of stay in current position and motivation of the respondents.

H<sub>07</sub>: There is no significant relationship between work experience and motivation of the respondents.

For testing H<sub>01</sub> and H<sub>02</sub> t-test was conducted and for H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub> Spearman Rank Correlation was run. This is due to differences in the measurement scale i.e. nominal for gender and marital status and ordinal scale for the other demographic profile. Detailed analyses are presented below:

➤ **Effect of Gender and Marital status on Motivation (H<sub>01</sub> and H<sub>02</sub>)**

In order to clarify if there is difference between gender and employee motivation as well as marital status and motivation, t-test was run. The result of the independent sample t-test was presented in the table below.

Table 3.17: Gender & Marital Status with Employee Motivation (t-test)

	Gender			Marital Status		
	t	df	p	t	df	p
<b>Motivation</b>	0.015	346	0.988	-1.378	346	0.169
	The t-value with d.f. 346 and significance level 0.05 is +/- 1.967					

Source: Survey

From the above table, the t-value of 0.015 for gender does not fall within the critical region defined by the critical value of +/- 1.967 and  $p > 0.05$ . Also, in the case of marital status, the t-value is -1.378 which also does not fall within the critical region and  $p > 0.05$ .

So, based on the result of the t-test, the study failed to reject null hypotheses H<sub>01</sub> and H<sub>02</sub> because there is no significant difference found between gender and motivation, and between marital status and motivation; this means that there are no differences in motivational level of employees whether the ministerial staff are male or female, or even between married or unmarried.

It can thus be concluded that, gender and marital status was not a predictor of motivation among ministerial staff in state civil secretariat, government of Mizoram.

➤ **Relationship between Age, Qualification, Designation, Duration of Stay in Current Position and Work Experience with Motivation (H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>)**

Furthermore, the study attempts to determine the relationship between the selected demographic variables (viz. Age, Qualification, Designation, Duration of Stay in Current Position and Work Experience) and Motivation, Spearman's Rank Correlation was run and the test produced the following result.

Table 3.18: Relationships between Age, Qualification, Designation, Duration of Stay in Current Position, Work experience of the respondent and Employee Motivation.

Correlations		
Demographic Variables	Spearman's rho	Motivation of the respondent
Age	Correlation Coefficient	-.08
	Sig. (2-tailed)	.12
Qualification	Correlation Coefficient	.06
	Sig. (2-tailed)	.25
Designation	Correlation Coefficient	.04
	Sig. (2-tailed)	.42
Duration of Stay in current position	Correlation Coefficient	-.05
	Sig. (2-tailed)	.39
Work experience	Correlation Coefficient	-.08
	Sig. (2-tailed)	.15
N=348		

Source: Survey

From the result of the Spearman's correlation test presented in the above table, it can be concluded that there is no significant relationship exists between motivation and various tested demographic characteristics of the respondents.

The result of the correlation test between each and every demographic characteristic of the respondents and their motivation can be summed up as:

<i>Age</i>	( $r = -0.08$ , $n = 348$ , $p > .001$ )
<i>Qualification</i>	( $r = 0.06$ , $n = 348$ , $p > .001$ )
<i>Designation</i>	( $r = 0.04$ , $n = 348$ , $p > .001$ )
<i>Duration of stay in current position</i>	( $r = -0.05$ , $n = 348$ , $p > .001$ ) and
<i>Work experience</i>	( $r = -0.08$ , $n = 348$ , $p > .001$ ).

The p-value is greater than 0.001 and no significant correlation was found between motivation and various demographic characteristics, the study fails to reject null hypotheses H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>. It can thus be concluded that there is no significant relationship found between motivation and various demographic characteristics such as age, qualification, designation, duration of stay in current position and work experience.

The findings of this study support those of previous research such as Card & Kestel (2013) who reported no significant correlation between demographic characteristics and motivational factors. Urošević & Milijić (2012) also reported that employee's age does not influence satisfaction and motivation. Qammar et al. (2006) observed no significant correlation between qualifications, designation and employees' motivation; Komives (1991) also reported that there are no differences in motivation with reference to gender. Wong et al. (1999) found no difference between education levels and motivational.

However, the findings contradict Churchill et al (1979), Ingram and Bellinger (1983), Dubinsky and Skinner (1984) and Lefkowitz (1994). Worley (2006) & Stead

(2009) also concluded that gender has significant influences on motivation. Heidarian et al. (2015) also observed significant relations between motivation with age and marital status. Stead (2009) and Karaskakovska (2012) also reported significant differences in motivation with respect to age. Study conducted by Urošević & Milijić (2012) also shows that level of education influenced employee's satisfaction and motivation. Huddleston et al. (2002), Amankwah, Deh & Agyemang (2013), Kukanja (2013), Wiese and Coetzee (2013) and Kumar et al. (2012) also concluded that significant statistical correlation was observed between motivation and demographic variables.

Furthermore, Eskildsen, Kristensen, and Westlund (2002) reported that many times there are contradictory findings in the studies conducted on motivation and demographic factors.

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## CHAPTER 4

### JOB SATISFACTION OF MIZORAM CIVIL SECRETARIAT EMPLOYEES

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## **Chapter 4**

### **JOB SATISFACTION OF MIZORAM CIVIL SECRETARIAT EMPLOYEES**

This chapter deals with job satisfaction of civil secretariat employees, government of Mizoram. Existing literature was reviewed for better understanding of the concept and importance, and factors which influence job satisfaction. This chapter includes: “Concept and definition of job satisfaction by various scholars; importance of job satisfaction, factors influencing job satisfaction and various theories on job satisfaction”. This chapter also presents the most influential factors affecting job satisfaction as well as least important factors based on this study, and also presents the relationship or difference between job satisfaction and various selected demographic factors.

#### **4.1 INTRODUCTION**

Job satisfaction had been an area in which numbers of researchers widely conduct studies. ‘Previous studies showed that better job satisfaction leads to higher performance, increased productivity and enhanced commitment whereas low level of job satisfaction leads to negative behaviors, such as withdrawal, absenteeism and turnover’ (Spector, 1997). More knowledge about job satisfaction would enable authorities to improved employees’ job satisfaction and thereby utilized its outcome for optimum performance.

Job satisfaction has positive effects on individual performance which alone also makes it interesting to investigate it (Kim 2005). Despite its importance, enough attention was not given towards job satisfaction and its implications among the public sector. Most researches and study conducted in the areas of job satisfaction focused on a private organisation, enough literature was not existed regarding job

satisfaction in public sector especially in government offices. This study would fill the research gap by investigating job satisfaction of ministerial staff in civil secretariat, government of Mizoram.

Job satisfaction has an important implication for administrators in order to make organisation as effective and efficient as possible and enhanced the quality of services which will lead to greater public satisfaction. It is therefore worthwhile to conduct research to find out the level of employee satisfaction and factor responsible for job satisfaction of public employees.

This study enriched the current understanding about the behavior of public sector employees by measuring employee's level of satisfaction and also present theoretical framework of job satisfaction to give direction and more understanding to the concept of job satisfaction. The findings of this study will helps government authorities in undertaking relevant measures to improve the factors which contributed to job satisfaction and also to eliminate factors which leads to job dissatisfaction.

## **4.2 JOB SATISFACTION: A CONCEPTUAL FRAMEWORK**

This section deals with the concept of job satisfaction and its importance. Various theories on job satisfaction and factors which influence job satisfaction are also studied in this section from the existing literatures.

### **4.2.1 Concept of Job Satisfaction**

“The concept of job satisfaction traditionally has been a great interest to social scientist” (Spector, 1997). “It probably is the most widely studied variable in organisational behavior” (Judge & Church, 2000). In theoretical sense, when an



employee's attained positive attitude towards his or her job, it indicates that there exists job satisfaction.

Job satisfaction is defined by various scholars as- Locke (1976) describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

According to Cherrington (1994), "Job satisfaction has two aspects viz. facet satisfaction and overall satisfaction. Facet satisfaction can be derived by an employee from various job facets such as pay, the work itself, supervisors etc. Overall satisfaction focuses on the general internal state of satisfaction such as good remuneration, good supervisors, etc. and dissatisfaction such as low pay, less than stimulating jobs, criticism, etc".

Spector (1997) defines job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Armstrong (2003) states job satisfaction as "Positive attitudes towards the job indicate job satisfaction while negative attitudes towards the job indicate job dissatisfaction".

Warr (2002), also defines job satisfaction as "the extent to which people are satisfied with their work". Schermerhorn (1993) saw job satisfaction as, "An affective or emotional response of an individual towards various aspects of his/her work".

According to Mathur and Mehta (1996), "Job satisfaction constitutes emotional response to a person's job satisfaction. It often depends on how well the job outcomes fulfill expectations of people at work".

Altaf & Awan (2011) state that job satisfaction is a complex and multi-face concept. Weiss (2002) suggested that employee's attitude towards their jobs was

formed by taking into account their feelings, beliefs and behaviors. Some employee's derived great pleasure from their job, while others regards work as drudgery. This is because of individual differences in the degree to which a job meets their expectations (Muchinsky, 1999).

Therefore, job satisfaction is an inherently complex social attitude which describes, "How content an individual is with his/her job". The happier an individual is within his/her job the more satisfied he/she is. Thus, "Job satisfaction is a general expression of workers' positive attitudes built up towards their jobs" (Celik 2011).

#### **4.2.2 Importance of Job Satisfaction**

Job satisfaction had been influenced by many factors. Each situation in an organisation requires special treatment.

Hakin (1993) states that satisfied employees contribute more to the organisation; they are assets to the organisation while dissatisfied employee are liabilities for the organisation.

According to Kh Metle (2005), the reason of job satisfaction being so extensively researched is, "It significantly associated with several variables such as life satisfaction" (Judge, Boudreau & Bretz 1994, Rain, Lane & Steiner 1991) and "organisational commitment" (Fletcher & Williams, 1996). People who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life and so on.

Aswathappa (2008) reported that job satisfaction leads to "high productivity, decreased turnover, regular attendance, reduced accidents, decreased in job stress and better unionization". Brayfield and Crockett (1955) also reported relationship between job satisfaction and high productivity.

“It was reported that the higher the degree of job satisfaction the higher is the level of employee loyalty” (Vanderberg and Lance 1992). “There is also a relationship between job satisfaction and absenteeism” (Johns, 1997), “Job satisfaction and turnover” (Carsten, & Spector, 1987).

The study of Rahman, M. & Sen, A.K (1987) found that workers having low job satisfaction faced several other issues at work such as stress, poor morale and lack of productivity which usually leads to high employee turnover rates. “Job satisfaction can be indicative of work behaviors such as organisational citizenship” (Organ & Ryan, 1995), and “withdrawal behaviors such as absenteeism” (Wegge, Schmidt, Parkes & van Dick, 2007) and “turnover” (Saari & Judge, 2004). Cohen & Golan (2007) also finds job satisfaction as a strong predictor of absenteeism.

Therefore, from the above discussion, job satisfaction was one of the most important factors when it comes to productivity, good performances, effectiveness of the organisation, etc. In fact the new managerial paradigm which insists that “employees should be treated and considered primarily as human beings that have their own wants, needs and personal desires” revealed the importance of job satisfaction in an organisation. Aziri, (2011) also reported that a satisfied employee is happy; and a happy employee becomes a successful employee. A successful employee is what every organisation need.

### **4.2.3 Theories of job satisfaction**

Job satisfaction had a close relationship with motivation, theories of motivation such as Maslow Needs Hierarchy Theory; Herzberg’s Motivator-Hygiene Theory; Expectancy Theory, McClelland's Need Theory, Equity Theory which are already explained in the previous chapter relates to job satisfaction. Apart from these

theories, the most prominent theories in this area include: Affect Theory, Discrepancy theory, Job Characteristics Model; and Dispositional Approach.

➤ **Affect theory**

Edwin A. Locke's Range of Affect Theory (1976) suggests that satisfaction is determined by the degree to which individual expectations are fulfilled from what he/she gets in a job.

According to Locke, job satisfaction can be expressed as:

$$S = (V_c - P) \times V_i$$

$$\textit{Satisfaction} = (\textit{Want} - \textit{Have}) \times \textit{Importance}$$

Where, S= Satisfaction

$V_c$  = Value content (amount wanted)

P = Perceived amount of the value provided by the job

$V_i$  = Importance of the value to the individual

Therefore, the principle behind this theory is that smaller the gap between an individual expectation from a job and the actual things he/she gets in that job, the more an individual is satisfied in his/her job.

The strength of this model is that it highlights the effect of individual differences towards job satisfaction as individual expectations from a job may be different from persons to persons. However, it is very difficult to differentiate what an individual wanted from a job ( $V_c$ ) and what he/she considers important ( $V_i$ ) in a job.

➤ **Discrepancy Theory**

“This theory explained the source of anxiety and dejection” (Higgins, 1999). An individual who does not fulfilled his responsibility feel sense of anxiety and regret for not performing well.

According to this theory, if an individual fails to fulfill his/her obligations and responsibilities he/she is punished (Higgins, 1987). “An individual mainly respond his/her failures with agitation, anxiety, dejection, disappointment and even depression” (Strauman, 1989). While, if an individual fulfills his/her obligations and responsibilities he/she gets rewarded with praise, approval, or love. These achievements and aspirations then formed the ideal self-guide (Higgins, 1987).

➤ **Job Characteristics Model (JCM)**

Job characteristics model was proposed by Hackman & Oldham (1975). “It is widely used to study how job characteristics affect job outcomes such as job satisfaction. Job characteristics model (JCM) states that jobs which are rich in items of intrinsic motivational increases levels of job satisfaction” (Hackman & Oldham, 1976) and identified five key job characteristics such as “Skill variety, task identity, task significance, autonomy and feedback”.

An individual who desires to develops new skills; autonomy and challenge on the job are strongly affected by job characteristics. Therefore, according to this model, “Job satisfaction can be increased by improving the above five key job characteristics”. Studies such as Fried & Ferris (1987), Roberts & Glick (1981) and Loher, Noe, Moeller & Fitzgerald (1985) support Job Characteristic Model.

➤ **Dispositional approach**

This theory explained job satisfaction as “An individual trait and thus closely related to personality (or disposition). Dispositional approach has both direct and indirect studies. Indirect studies postulates that job satisfaction remains stable over time and across careers and jobs” (Staw & Cohen, 2005). Interestingly, Arvey,

Bouchard, Segal & Abraham (1989) reported similar levels of job satisfaction among identical twins raised apart.

Direct studies include direct study of personal traits such as “Core Self-Evaluations Model, proposed by Judge, Locke and Durham in 1997”. This model states that higher level of self-esteem and self-efficacy leads to job satisfaction, also lower levels of neuroticism results in job satisfaction.

Various research findings showed relationship between disposition and job satisfaction (Staw et al., 1986; Arvey et al. 1989; Judge et al. 1997). Even though employee personality cannot be changed by the organisation, but the use of sound selection methods and proper job placement would enhance their job satisfaction.

Therefore, it can be concluded that several theories of job satisfaction can be classified into three categories:

1. **Situational theory:** This theory hypothesized that job satisfaction is derived from the nature of one's job or other aspects of the environment (i.e. job characteristics model).

2. **Person theory:** This theory assumes that job satisfaction depends on the personality of the individuals (i.e. dispositional approach and discrepancy theory)

3. **Interactive theory:** This theory proposed that job satisfaction results from the interplay of situational and personality factors (i.e. affect theory).

Among the job satisfaction theories, it appears that three models such as Locke's affect theory, job characteristics model and the person theories i.e. dispositional approach and discrepancy theory have garnered the most research support (Judge & Klinger, 2000).

#### **4.2.4 Factors Influencing Job Satisfaction of Employees**

“Satisfied employees are more productive and creative. Job satisfaction is affected by a number of job characteristics such as pay, fringe benefits, effort requirements, working conditions, promotion, relationship between co-workers and supervisors, and the intrinsic satisfaction derived by doing the work” (Clark and Oswald, 1996). “Even though employees working in the same organisation may experience different level of satisfactions due to differences in their demographic characteristics” (Prasad & Rajalingam, 2012).

Hinshaw and Atwood (1984) in their study found variables that influenced employee job satisfaction which includes demographic variables, job characteristics and organisational environment. “Significant relationship was exists between age, marital status, work experience and department with the level of employee’s satisfaction” (Prasad & Dr. Rajalingam 2012). Yapa et. al (2014) found status and age as the most significant factors which affect job satisfaction. Nel et al., (2004) divide factors that affect job satisfaction into two- personal determinants, which consists of items such as “age, gender, educational level, race, tenure, and marital status”. Organisational factors that include the remuneration/pay, promotion opportunities, co-workers, work itself, supervision/ supervisors, job status and job level.

Kaila (2011) finds that major factor that influenced job satisfaction includes proper technology, proper environment, proper individual behavior, proper wages, and proper schedules.

Singh & Sinha (2013) also highlight factors responsible for job satisfaction, and classified them into two groups, personal factors and factors inherent in the job.

Personal factors include age, gender, education, intelligence, time on the job etc. On the other hand, factors inherent in the job include the type of work, skills required, occupational status, etc.

Kornhauser (1965) finds that men in routine jobs have lower level of satisfaction than those in skilled jobs. Furthermore, he states that satisfied employees have better mental health than the least satisfied.

Herzberg's (1968) two factor theory suggest that a person's job was affected by, "Intrinsic factors viz. achievement, recognition, advancement, responsibility, growth, and the work itself and extrinsic factors that are an external form viz. pay, supervision, working conditions, security, co-workers, policies and procedures, status, etc". Herzberg further states that, presence of intrinsic motivation leads to higher satisfaction and performance whereas the absence of extrinsic factors alleviate dissatisfaction.

So, it can be concluded that job satisfaction is influenced by a number of factors, this study also investigate factors affecting job satisfaction of employees in two ways. Firstly, the effect of demographic variables on job satisfaction. Secondly, 20 factors of job satisfaction were selected from Minnesota Satisfaction Questionnaire Short Form (MSQ). The factors of job satisfaction in the Minnesota Satisfaction Questionnaire Short Form (MSQ) can be divided into intrinsic and extrinsic factors and general factors as follows:

**Intrinsic Factors of Job Satisfaction:**

1. **Ability utilization:** It is the chance or opportunity to make use of one's specific skills and abilities on the job.
2. **Achievement:** It is the feeling of accomplishment one derives from a job.



3. **Activity:** This concerns the opportunity for one to stay busy.
4. **Authority:** This factor concerns with the chance to tell others their duties.  
Herzberg & Mausner, et al. (1959) suggested that enhancing the authority and participation in decision making in jobs improves the quality of job.
5. **Creativity:** Creativity is the application of knowledge and skills in new ways to achieve great results (Bentley, 2002).
6. **Independence:** This factor concerns with privacy in the workplace. It can also be related to the opportunity to attend to job tasks without direction (Alsemei, 2016).
7. **Moral Values:** This factor concerns with the work environment that allows one to do things that does not run against one's conscience.
8. **Responsibility:** The application of an employee's judgment and freedom to use his/her own sense to the problem at hand, and also held responsible for the result or causes of that action is another factor of satisfaction.
9. **Security:** This concern with the way one's job provides for steady employment.
10. **Social service:** The opportunity to be of service to others and do something helpful for others is another factor of job satisfaction.
11. **Social status:** The chance to be "somebody" or respected in the community is another factor of job satisfaction.
12. **Variety:** It is the opportunity to undertake various kinds of task and challenges or chances to do things differently.

#### **Extrinsic Factors of Job Satisfaction:**

1. **Advancement:** The opportunity for getting promotion on the job is another factor of job satisfaction.

2. **Company policies:** This is the way and manner in which company policies are put into practice. Witt & Kacmar (2000) found that if the leadership styles are doesn't go well with policy; job satisfaction and commitment will decline.
3. **Compensation:** It includes pay and benefits with respect to the amount of work done.
4. **Recognition:** It is the attention, praise and recognition an employee gets when doing a good job.
5. **Supervision (human relations):** This deals with the relationships between employees and supervisor.
6. **Supervision (technical):** This factor concerns with the technical quality of supervision. The competency of supervisor in job related matters, decision making, and so on.

#### **General Factors of Job Satisfaction:**

1. **Co-Workers:** This factor deals with the way an employee gets along with other employees within the organisation.
2. **Working conditions:** This factor deals with the structure and physical aspects of one's work including space, lighting, ventilation, and equipment.

### **4.3 JOB SATISFACTION AMONG MINISTERIAL STAFF**

This section deals with job satisfaction of ministerial staff in state secretariat, government of Mizoram, and investigates the overall job satisfaction level of employees; determine the effect of various demographic variables. This section also brings into light significant factor which affect and responsible for job satisfaction of employees.

#### 4.3.1 Overall Job Satisfaction Level of Ministerial Staff

To find out the overall job satisfaction of the employees ‘Standard Score’ was calculated as ‘No. of Question Asked multiplied by Value of Scales’. Rating scale has been developed based on this standard score to create division among score of each and every employee on selected factors of job satisfaction. The average score of employees on each and every factor was calculated and sorted accordingly based on the rating scale.

Table 4.1: Job Satisfaction Level of the respondent

<b>Job Satisfaction of the respondent</b>			
	<b>Rating Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Very Dissatisfied	0-20	0	0
Dissatisfied	20-40	2	.6
Moderate	40-60	4	1.1
Satisfied	60-80	206	59.2
Strongly Satisfied	80-100	136	39.1
	<b>Total</b>	<b>348</b>	<b>100.0</b>
Maximum Score	98		
Minimum Score	34		
Overall Job Satisfaction	78		

Source: Survey

The respondent score on each factors of job satisfaction from Minnesota Satisfaction Questionnaire are then summed and averages have been taken in order to find out the overall satisfaction level, 98 was the highest score and lowest was 34, the overall satisfaction of the respondents was found to be 78 out of 100, which is in the range of 60-80 in the rating scale presented in Table 4.1.

Among 348 respondents, only 2 employees i.e. 0.6%, dissatisfied with their job and 4 employees i.e. 1.1% are moderately satisfied with their job which is negligible with respect to the overall satisfaction. All other employees are satisfied or

strongly satisfied with their job, 59.2% of the respondent satisfied with their job and 39.1% of the respondent strongly satisfied with their job.

It is interesting to note that majority of the employees are satisfied in all the 20 factors selected to measure their level of satisfaction except one, i.e. ‘*the way company policies are put into practice*’ in which 59% of the respondent agree that they are not satisfied with it .Therefore, we can conclude that the ministerial staff in the state civil secretariat, government of Mizoram are to some extent satisfied with their job.

#### 4.3.2 Factors affecting Job Satisfaction of Ministerial Staff

This section highlight the factors which influenced job satisfaction based on Minnesota Satisfaction Questionnaire. Mean score and standard deviation of every factor was calculated. Based on the mean score, ranks had been given to various factors to present the most significant factors affecting the employee’s satisfaction.

Table 4.2: Mean score and mean ranks of various factors of Job Satisfaction based on the respondent

Question on Job Satisfaction	Mean Score	Standard Deviation	Ranks
Social Service	4.23	0.59	1
Security	4.20	0.66	2
Achievement	4.18	0.53	3
Ability Utilization	4.17	0.55	4
Co-Workers	4.14	0.65	5
Recognition	4.08	0.57	6
Authority	4.02	0.56	7
Moral Values	3.99	0.54	8
Creativity	3.95	0.46	9
Compensation	3.90	0.66	10
Advancement	3.90	0.68	11
Responsibility	3.87	0.57	12
Activity	3.86	0.64	13
Independence	3.86	0.60	14
Supervision-technical	3.80	0.63	15
Working Conditions	3.78	0.70	16

Supervision-human relations	3.76	0.70	17
Social Status	3.75	0.54	18
Variety	3.66	0.59	19
System policies and practices	3.22	0.91	20

Source: Survey

Likert 'five' scale was employed in collecting the questionnaire, so, the mean score of 3(three) is assumed as moderate, and above a mean score of three will be assumed as factor worthy of consideration to improve employee job satisfaction, and a mean score under three will be assumed as unworthy for giving full importance; but those factors are not be kept out of importance.

It can be concluded from Table 4.2 that every factor selected for the study has to some extent, an effect on level job satisfaction of employees (i.e. secure more than the average score of 3), and satisfaction according to the mean score was more than average except for 'System Policies and Practice' (i.e. 3.22).

The most important factor which improves job satisfaction was 'Social Service' which can be explained as 'the opportunity to be of service to others'. 'Security' which means 'the way job provides for steady employment' was the second in importance by mean ranks. The third most important factor by mean ranks was 'Achievement' which means 'the feeling of accomplishment employees derived from his/her job', which were followed by other factors in the following order:

- 4) Ability Utilization,
- 5) Co-Workers,
- 6) Recognition,
- 7) Authority,
- 8) Moral Values,
- 9) Creativity,
- 10) Compensation,
- 11) Advancement,
- 12) Responsibility,
- 13) Activity,
- 14) Independence,
- 15) Supervision-technical,
- 16) Working Conditions,
- 17) Supervision-human relations,
- 18) Social Status,
- 19) Variety,
- 20) System policies and practices.

The least important factors regarding the contribution it has for job satisfaction of ministerial employees was ‘system policies and practices’ and ‘variety within the job’. Based on the mean ranking, the top 5 factors affecting satisfaction level of the employees are non-financial, even among the top 10; financial related factor is in the last i.e. 10th place.

Table 4.3: Factor classification for top 10 factors of satisfaction

<b>Ranks</b>	<b>Question on Job Satisfaction</b>	<b>Factor Classification</b>
1	Social Service	Intrinsic/Non-financial
2	Security	Intrinsic /Non-financial
3	Achievement	Intrinsic/Non-financial
4	Ability Utilization	Intrinsic/Non-financial
5	Co-Workers	General/Non-financial
6	Recognition	Extrinsic/Non-financial
7	Authority	Intrinsic /Non-financial
8	Moral Values	Intrinsic/Non-financial
9	Creativity	Intrinsic/Non-financial
10	Compensation	Extrinsic /Financial

Source: Survey

Furthermore, there are seven intrinsic factors, two extrinsic factors and one general factors of job satisfaction among the top ten, and top five of the ranking was formed by intrinsic factors and one general factors, this clarify that the respondent are satisfied to some extent on intrinsic factors of job satisfaction than that of the extrinsic factors. In other words, intrinsic motivational factors have more influence or contributions on overall job satisfaction than extrinsic motivational factors. This findings support the findings of Hidayat et al. (2015).

### **4.3.3 Effect of Demographic Variables on Job Satisfaction**

Previous research showed that demographic factors can affect job satisfaction (Heslop, Smith, Metcalfe & Macleod, 2002; Locke, 1976; Ting, 1997). The demographics profile of employees in the study is already presented in the previous

chapter (Table 3.16). In this section, the relationship or differences between demographic variables such as age, qualification, designation, duration of stay in current position, work experience, gender and marital status with job satisfaction of employees are presented.

➤ **Testing of Hypotheses**

For the purpose of investigating job satisfaction, the following hypotheses are formulated:

H<sub>0</sub>8: There is no significant difference between gender and job satisfaction of the respondents.

H<sub>0</sub>9: There is no significant difference between marital status and job satisfaction of the respondents.

H<sub>0</sub>10: There is no significant relationship between age and job satisfaction of the respondents.

H<sub>0</sub>11: There is no significant relationship between qualification and job satisfaction of the respondents.

H<sub>0</sub>12: There is no significant relationship between designation and job satisfaction of the respondents.

H<sub>0</sub>13: There is no significant relationship between duration of stay in current position and job satisfaction of the respondents.

H<sub>0</sub>14: There is no significant relationship between work experience and job satisfaction of the respondents.

➤ **Effect of Gender and Marital status on Job Satisfaction (H<sub>08</sub> and H<sub>09</sub>)**

Independent sample t-test was conducted to test if there is a significant difference between gender and job satisfaction, marital status and job satisfaction.

Table 4.4: Gender and Job Satisfaction & Marital Status and Job Satisfaction. (t-test).

	Gender			Marital Status		
	t	df	p	t	df	p
<b>Job Satisfaction</b>	-0.736	346	0.462	0.077	346	0.939
	The t-value with df 346 is +/-1.966 at .05 Significance Level					

Source: Survey

In case of gender the t-value does not fall within the critical region defined by the critical value of +/- 1.966  $p > 0.05$ . Therefore, the study failed to reject null hypothesis (H<sub>08</sub>), in case of gender, this implies no statistical difference in job satisfaction between male and female employees, or in other words, gender was not found a predictor of job satisfaction which supports the findings of Moak (1992), Azim et al. (2013) and Pugliesi (1995) who found no relationship between gender and job satisfaction, and contradict the findings of Brief & Weiss (2002) and Buitendach & Rothmann (2009) who finds significant difference between gender and job satisfaction.

In the case of marital status, the t value does not fall within the critical region defined by the critical value of +/- 1.966  $p > 0.05$ . Therefore, the study failed to reject null hypothesis (H<sub>09</sub>). This shows that there is no statistical difference in job satisfaction between married and single employees. This finding supports Azim et al. (2013), who also observed no statistical evidence indicating differences in job satisfaction level between ‘married’ and ‘unmarried’. And contradict the findings of Knerr (2005) indicating a robust correlation between marital status and job



satisfaction, Saner & Eyupoglu (2013) who concluded that overall job satisfaction and extrinsic satisfaction levels are varying for different marital status.

➤ **Relationship between Age, Qualification, Designation, Duration of Stay in Current Position, and Work Experience with Job Satisfaction (H<sub>0</sub>10, H<sub>0</sub>11, H<sub>0</sub>12, H<sub>0</sub>13 and H<sub>0</sub>14).**

Spearman’s rank correlation was run to determine the relationships between demographic variables and job satisfaction of the employees.

Table 4.5: Spearman’s Rank Correlation between demographic variables

<b>Correlations</b>		
<b>Demographic variable</b>	<b>Spearman’s Rank Correlation</b>	<b>Job Satisfaction of the respondent</b>
1. Age	Correlation Coefficient	-0.05
	Sig. (2-tailed)	0.40
2. Qualification	Correlation Coefficient	0.05
	Sig. (2-tailed)	0.37
3. Designation	Correlation Coefficient	0.11
	Sig. (2-tailed)	0.05
4. Duration of Stay in current position	Correlation Coefficient	0.01
	Sig. (2-tailed)	0.90
5. Work experience	Correlation Coefficient	0.06
	Sig. (2-tailed)	0.27
N=348		

Source: Survey

According to the above table, no significant correlation was found between job satisfaction and tested demographic characteristics, and the p values are greater than 0.001. Therefore, it can be concluded that there is no significant relationship between the tested demographic variables and job satisfaction of employees:

- Age (r<sub>s</sub>= -0.05, n = 348, p > .001)
- Qualification (r<sub>s</sub>= 0.05, n = 348, p > .001)
- Designation (r<sub>s</sub>= 0.11, n = 348, p > .001)
- Duration of stay in current position (r<sub>s</sub>= 0.01, n = 348, p > .001)
- Work experience (r<sub>s</sub>= 0.06, n = 348, p > .001)

Thus, the study failed to reject null hypothesis  $H_{010}$ ,  $H_{011}$ ,  $H_{012}$ ,  $H_{013}$  and  $H_{014}$ . This shows that there is no significant relationship between job satisfaction and age, qualification, designation, duration of stay in current position, work experience. In other words, difference in age, qualification, designation, duration of stay in current position and work experience does not have significant influence in the job satisfaction of the ministerial service employees. This finding supports the findings of Prasad & Dr. Rajalingam (2012), Scott et. al. (2005), and contradict Hinshaw and Atwood (1984).

Therefore it can be concluded that there is no significant difference and relationships among various selected demographic variables and level of job satisfaction. This finding supports the previous studies conducted by Eren (1999) whose findings provided no support for any kind of interaction between the so-called demographic variables and the job satisfaction and Ghafoor (2012) who found out that there was not too much difference in job satisfaction on the basis of demographic characteristics. But contradict Buitendach & Rothmann (2009) and Ranjit (2012) who reported that demographic variables do influence the level of job satisfaction.

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## CHAPTER 5

### ORGANISATIONAL COMMITMENT OF MIZORAM CIVIL

#### SECRETARIAT EMPLOYEES

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## **Chapter 5**

### **ORGANISATIONAL COMMITMENT OF MIZORAM CIVIL**

#### **SECRETARIAT EMPLOYEES**

This chapter highlights the concept of organisational commitment, importance, various models and factors influencing organisational commitment; overall commitment level of ministerial staff in civil secretariat; effect of three forms of organisational commitment (viz. affective, continuance and normative commitment) and effect of various demographic characteristics on organisational commitment.

#### **5.1 INTRODUCTION**

Organisation continuously faced the challenge of maintaining internally committed employees in order to adapt to the intense competition nowadays and rapid changes in technology and to ensure sustainability (Miller, 2003). “Low level commitment results in withdrawal behavior i.e. a set of actions that employees performed to avoid the work situation which may eventually culminate in quitting the organisation” (Hulin, 1991).

“Employees who are not committed to their organisations engage in withdrawal behavior, defined as a set of actions that employees perform to avoid the work situation i.e. behaviors that may eventually culminate in quitting the organisation” (Hulin, 1991). Some employees may exhibit much more commitment than withdrawal. Other employees may exhibit much more withdrawal than commitment. These employees are retention risks—teetering on the edge of quitting their jobs. So, organisational commitment plays a significant role in the organisation.

## **5.2 ORGANISATIONAL COMMITMENT: A CONCEPTUAL FRAMEWORK**

### **5.2.1 Concept of Organisational Commitment**

“Organisational commitment is an important factor in understanding and explaining work-related behavior of employees in the organisation” (Warsi, Fatima & Sahibzada, 2009) and “is seen as key factor in achieving competitive performance” (Sahnawaz & Juyal 2006).

Early studies viewed commitment as a single dimension. The first conceptualization of organisational commitment can be traced back to Becker’s side-bet theory, 1960. According to this theory, workers made exchanges or “side-bets” at the time when he/she enters an organisation. These side-bets increased as time spent by employees in the organisation increased and then become difficult for an employee to leave. However, they would be willing to leave the organisation if they get an alternative.

Modern scales of commitment still incorporated side-bet components i.e. continuance commitment (Meyer & Allen, 1991). Mowday, Porter and Steers (1982) also support the Becker’s theory and explained this aspect through calculative and normative commitments. The first major shift happens when focus changed from side-bets to psychological attachment. This conceptualization posited that Becker’s theory ignored affective commitment, Porter and his colleagues later developed a groundbreaking Organisational Commitment Questionnaire (OCQ) based on this conceptualisation.

An evaluation of previous studies investigating the basis of commitment towards an organisation revealed two different approaches: the side-bets orientation

and the goal congruence orientation. Previous studies have been carried out within the frame of these approaches, and three types of commitment have been proposed; these are, “continuance commitment, affective commitment and normative commitment”.

The continuance commitment was developed based on the side-bets orientation approach, being defined as commitment associated with an individual’s need to continue his/her current work due to financial reasons and difficulties. Affective commitment was developed based on the goal congruence approach, and is referred to as commitment resulting from an individual willingness to work for his/her current organisation. Finally, normative commitment is defined as the commitment resulting from social pressures on the individual (Greenberg & Baron, 1996).

Multidimensional measure of organisational commitment was then developed in response to the criticism of Porter commitment questionnaire as focusing only on one dimension. Meyer and Allen (1984) organisational commitment approach was the primary conceptualization of multidimensional measure of organisational commitment and O’Reily and Chatman (1986) approached also focused on multidimensional measurement of organisational commitment. Furthermore, Penley and Gould (1988) proposed three construct viz. moral commitment, calculative commitment and alienative commitment. Allen and Meyer ‘s (1990) also developed a three-component model which becomes one of the popular organisational commitment scale.

Later, Meyer and Allen (1991) identified three types of organisational commitment: “affective, continuance and normative”. Dunham, Grube and

Castaneda (1994) corroborated this conceptualization. Meyer and Allen (1991) redesigned O'Reilly and Chatman's classification, and introduced normative commitment. They defined affective commitment as, "The employee's emotional attachment to the organisation, continuance commitment as the cost associated with leaving the organisation and normative commitment as employee's feelings of obligation towards the organisation".

Multiple definitions of organisational commitment are found in the literature but no single definition is good enough to define the true nature and meaning of the concept. There is always a criticism for any definitions on some ground, the definition of organisational commitment by various scholars are as follows:

According to Becker (1960) an individual can be said to be committed "when we observe him / her pursuing a consistent line of activity in a sequence of varied situations"

Lambert (1963) used "the intention to remain in factory employment as an index of commitment to factory employment"

Hall, Scheider and Nygren (1970) define organisational commitment as the "process by which the goals of the organisations and those of the individual become increasingly integrated and congruent".

Sheldon (1971) viewed organisational commitment as "An attitude or an orientation which links or attracts an employee to the organisation".

Porter, Steers, Mowday and Boulian (1974) define commitment as "the strength of an individual's identification with an involvement in a particular organisation".



Salancik (1977) defines organisational commitment as “a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement”.

Mowday, Steers; and Porter (1979) defined organisational commitment as, “The desire of an employee to remain a member in the organisation”.

Wiener and Vardi (1980) describe commitment as “Behavioral intention or reaction, determined by the individual's perception of the normative pressure”.

Wiener (1982) also defines organisational commitment as “the totality of normative pressure to act in a way which meets organisational goals and interests.”

Organisational commitment according to Allen and Meyer is “A psychological force that binds employees to their organisation and makes turnover less likely, and is also a multidimensional construct” (Meyer & Allen, 1984).

O'Reilly (1989) defines organisational commitment as “An individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation”.

Allen & Meyer (1991) define organisational commitment as “A psychological state that binds an individual to the organisation”.

Mathieu & Zajac (1990) sees organisational commitment as “A bond or linking of the individual to the organisation”.

Cohen (2003) states that “Commitment is a force that binds an individual to a course of action, relevance to one or more target”. Arnold (2005) viewed as “The relative strength of an individual's identification with and involvement in an organisation”.

Miller (2003) also states that organisational commitment is “A state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation”.

The definition adopted for this study corresponds with Meyer and Allen (1991) definition of commitment and considered as a benchmark for the present study. This study then deals organisational commitment as “A psychological state that characterizes the employee’s relationship with the organisation, and has implications for the decision to continue membership in the organisation”.

### **5.2.2 Importance of Organisational Commitment**

“Organisational commitment has a great impact on the performance of an organisation” (Batemen and Strasser, 1984; Mathieu & Zajac, 1990). “Highly committed employees identify the goals and values of the organisation and willing to go beyond their duties if required, and have a strong desire to belong to the organisation” (Olesia et. al, 2013).

“A committed employee positively contributes to the organisation by investing their resources to the organisation” (Cohen, 2003). “High commitment also produced a stable and productive workforce” (Morrow, 1993). “Committed employees are less likely to quit and maintain stable attendance, which results in an improvement in customer satisfaction. Organisational commitment also results in higher level of motivation, greater organisational citizenship and better job performance” (Meyer et al, 2002; Newstrom, 2009; Wasti, 2003). “High commitment results in sense of belongingness to organisation and self-efficacy which helps the organisation to accomplish goals” (Mowday et al., 1982).

Meyer and Allen (1997) highlighted that employees with a strong affective and normative commitment are more likely to maintain membership and willingly invest their resources for the success of the organisation than employees with a strong continuance commitment. Thus, it can be concluded that employee commitment is a predictor of organisational development (Bragg, 2002).

On the contrary, “Employees with low organisational commitment are unproductive and some become loafers at work, and may also results in high turnover and absenteeism” (Morrow, 1993). Cohen (2003) also reported “lack of organisational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate”. Miller (2003) also regarded organisational commitment as the best predictor of employees’ turnover.

Therefore, considering the changes in in the 21st century i.e. globalization, technological changes, competitive markets, etc., it is important for organisations to keep and maintain committed employee in the workplace for smooth functioning and to ensure sustainability.

### **5.2.3 Model of Organisational Commitment**

This section presents the three-component model of organisational commitment developed by Meyer and Allen which is adopted for this study. Meyer and Allen's (1991) three-component model identified three "mind set" which characterizes an employee's commitment towards the organisation viz. “affective, continuance and normative commitment”. Mercurio (2015) extended this model and posited that affective commitment is the core essence of organisational commitment.

➤ **Affective Commitment**

Employees with high affective commitment accept organisational goals and values and desired to remain with the organisation due to positive emotional attachment and willing to give extra effort for the organisation if necessary (Mowday, Steers & Porter, 1979). A manager usually refers to an affective commitment when he/she looks at an employee and says “She’s committed” or “He’s loyal” (Mowday, Steers & Porter, 1979). Affectively committed employees committed to the organisation because he/she "wants to".

➤ **Continuance Commitment**

“Continuance Commitment is the cost versus benefits of working in an organisation. Continuance commitment exists when there are benefits associated with staying and a cost associated with leaving the organisation” (Stebbins, 1970). “High continuance commitment makes it very difficult for an employee to change organisations because of the cost associated with the switch” (Becker, 1960).

Lack of employment alternatives increases continuance commitment (Meyer J. & Allen, 1997). “Continuance commitment focuses on employees personal and family issues more than the other forms of commitment and tends to create more passive form of loyalty” (Mitchell et. al. 2001).

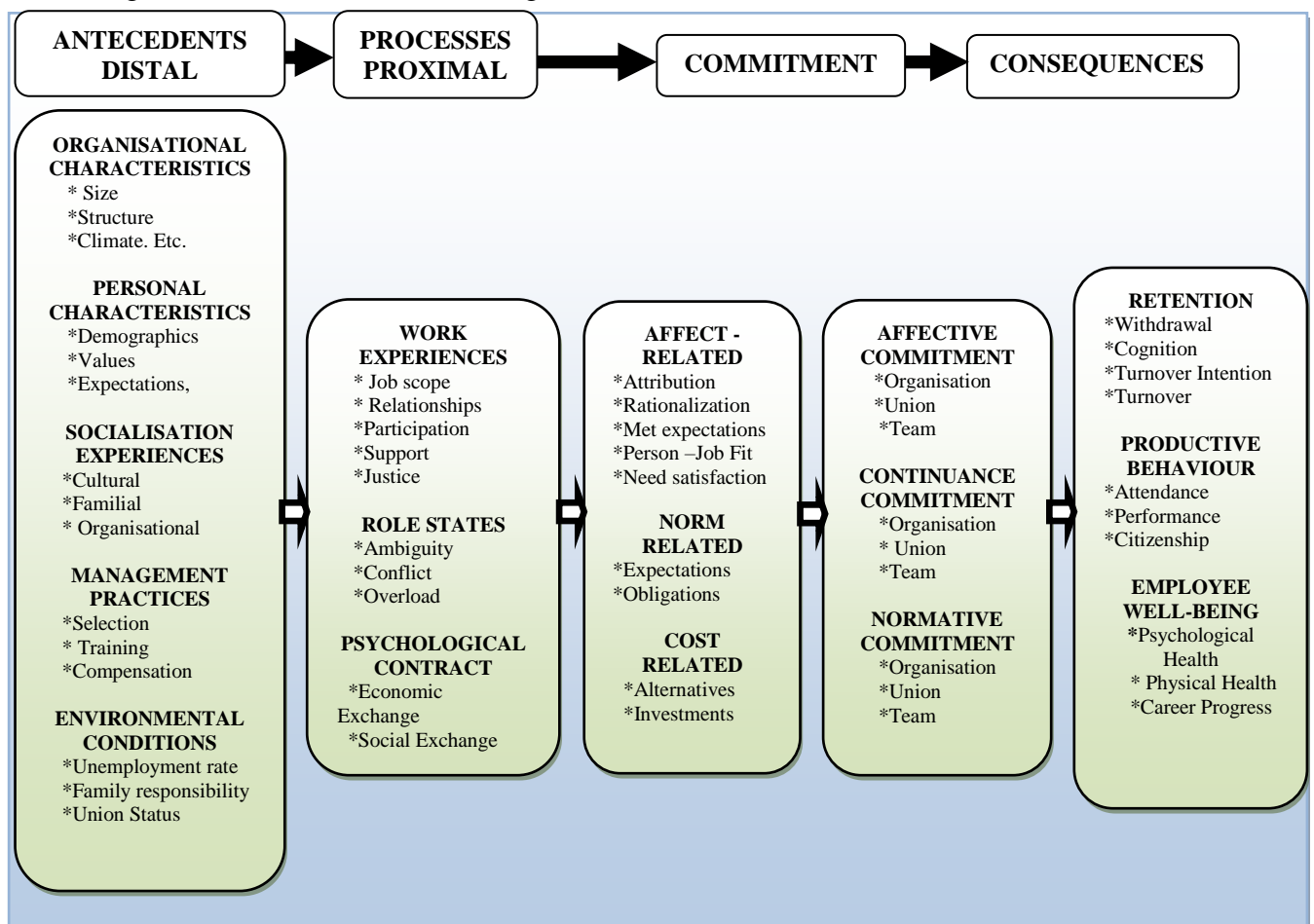
➤ **Normative Commitment**

An individual normatively committed to the organisation because of his/her feelings of obligation. “Normative commitment exists when an employee feels that staying is the “right” or “moral” thing to do” (Meyer, Allen and Smith, 1993). In the presence of normative commitment an employee stays with the organisation because he/she "ought to".

Organisations that value loyalty attained higher normative commitment. An employee also senses high normative commitment when they regularly saw an employer being committed towards employee well-being.

Therefore, from the above discussion, it can be concluded that affectively committed employee ‘wants to’ stay in an organisation, employee with high continuance commitment ‘needs to’ stay in the organisation and normatively committed employee ‘ought to’ stay in an organisation. The three-component model of organisational commitment is presented in Figure 5.1 below.

Figure 5.1: The tri-dimensional organisational commitment model



Source: Organisational Commitment Model (Meyer & Allen, 1997)

## **5.2.4 Factors Influencing Organisational Commitment of Employees**

One key to understand organisational commitment is to have knowledge of the factors which influenced it. Some of the factors which influenced organisational commitment are as follows:

### **➤ Job-related factors**

“Job-related outcomes viz. absenteeism, turnover, job effort, job role and performance have impact on organisational commitment” (Randall, 1990). Goss (1994) also opined that good structural and job design foster organisational commitment. Levels of responsibility and autonomy also have an impact on commitment. Baron and Greenberg (1990) also reported that “higher the levels of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it”.

### **➤ Employment opportunities**

“The degree of availability of employment opportunities has great impact on commitment’ (Curry et. al., 1996). Individuals who strongly believe themselves as fit enough to find another job may not be strongly committed towards their current organisation. But, if there are no other employment opportunities, there is a high possibility that an individual may strongly committed towards the organisation which results in continuance commitment (Vandenberghe, 1996).

### **➤ Personal characteristics**

Employee's personal characteristics viz. age, experienced, tenure, qualification and gender can also affect their commitment. Baron and Greenberg (1990) also state that "Older employees those with tenure or seniority, and those who

are satisfied with their own levels of work performance tend to report higher levels of organisational commitment than others". Organisational commitment is also influenced by differences in gender (Meyer & Allen, 1997). Mathieu and Zajac (1990), Elizur and Koslowsky (2001) and McKeown (2003) also finds that gender have significant effect on organisational commitment. However, Mathieu & Zajac (1990) argued that commitment due to gender differences are the results of different work characteristics and experiences.

Researcher such as Dodd-McCue and Wright (1996) and Salami (2008) also concluded that marital status affect organisational commitment, Qualification or educational level of the employees, designation, duration of stay in current position, and work experiences are also found as a predictor of organisational commitment by a study conducted by Gholipour et al (2007), Mathieu & Zajac's (1990), Salami (2008), Kline and Peters (1991), Newstrom (2009), Pourghaz, Tamini and Karamad (2011).

#### ➤ **Work environment**

The working environment may also affect organisational commitment. "The environment which offers opportunities to become part of the decision-making process gave employees a sense of belongingness which results in commitment towards an organisation" (Armstrong, 1995). Organisational practices also affect organisational commitment. Metcalfe and Dick (2001) reported that "low level of organisational commitment attributed to inappropriate selection and promotion which leads to the perpetuation of managerial style and behavior that has a negative effect on organisational commitment of subordinates".

### ➤ **Positive relationships in the workplace**

Relationship in the workplace may also affect organisational commitment of employees. “The supervisory relationship can affect organisational commitment either positively or negatively” (Randall, 1990). “Employees tend to be more committed towards the organisation when they experienced good relationship with supervisor” (Benkhoff, 1997).

Leaders thus played an important role in the organisation in improving commitment. An employee develops a sense of belongingness if they are being the one whom their supervisor trusts and respond with strong organisational commitment (Finegan, 2000). Organisational commitment may also be affected by “relationships as teams or groups in the workplace” (Mathieu & Zajac, 1990).

Martins and Martins (2003) reported that “organisational cultures create high levels of commitment and performance”. Nystrom (1993) also states that “the correlation between organisational culture and organisational commitment indicates that people who work in a strong culture feel more committed”.

### ➤ **Organisational structure and policy towards employee**

The organisational structure and policy may also affect commitment positively or negatively. Zeffanne (1994) indicates that "the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organisation". Meyer and Allen (1997) argue that “one way that organisational fairness is communicated is through the development and enactment of specific policies and procedures that are and are seen to be fair”.



### ➤ **Management style and practice**

Zeffanne (1994) stated that "the answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove de-motivators such as styles of management not suited to their context and to contemporary employee aspirations ". Gaertner (1999) also reported that "more flexible and participatory management styles can strongly and positively enhance organisational commitment". Arnold (2005) also reported that "organisational commitment can be fostered by giving positive experiences to individuals".

### **5.3 ORGANISATIONAL COMMITMENT AMONG MINISTERIAL STAFF EMPLOYEES**

This section focused on organisational commitment among ministerial staff in civil secretariat, government of Mizoram. For this purpose, overall commitment level of employees was investigated. Allen and Meyer's Organisational Commitment Scale (1996) was employed for collecting employee response which measured employee's commitment in three forms: "desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment)". The relationship between affective, continuance and normative commitment was also presented, the effect of selected demographic variables on organisational commitment are also highlighted in this section.

#### **5.3.1 Overall Level of Employees Commitment**

The table below presents the score of the employees regarding commitment. According to this study, rating scale have been developed and standard score was calculated as number of questions asked multiplied by value of scales, rating scale

was then developed to create division among score of each and every employee on every question of organisational commitment. The average score of employees on each and every question was calculated and then sorted according to the rating scale, the result is presented in the table below.

Table 5.1: Overall level of Organisational Commitment of the respondent

<b>Level of commitment</b>			
	<b>Rating Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Very low Commitment	0-18	0	0
Low Commitment	18-36	0	0
Moderate	36-54	116	33
Committed	54-72	225	65
High Commitment	72-90	7	2
Maximum Score	74		
Minimum Score	38		
Average commitment Score	56		

Source: Survey

Furthermore, in order to reveals overall motivational level, averages have been calculated from the total of each score on every question asked for all employees under this study, 74 out of 90 was the highest score, and lowest score was 38 out of 90, the overall organisational commitment score was 56 out of 90, which is in the range of 54-72 (i.e. Committed) in the rating scale. Of the overall commitment score (i.e. 56 out of 90), affective commitment contributed 32%, continuance and normative commitment contributed 34% each. Therefore, it can be concluded that the ministerial employees in the state civil secretariat, government of Mizoram are to some extent committed to the organisation they work for.

### 5.3.2 Correlations between Affective, Continuance and Normative

#### Commitment

To test the relationship between affective, continuance and normative commitment, or in other words, to test the effect of increased/decreased in one forms of commitment to the other forms of commitment; Karl Pearson correlation was tested between three forms of commitment and presented in Table 5.3 below.

The results showed a positive relationship between affective and continuance commitment with coefficient value of  $r=0.171$ , continuance commitment also positively correlated with normative commitment with coefficient value of  $r=0.432$ . Affective and normative commitment also positively correlated with coefficient value of  $r=0.153$ .

The result of correlation between three forms of commitment implies that, increased in affective commitment results to increase in continuance commitment, increased in continuance commitment results to increase in normative commitment, and increased in normative commitment results to increase in affective commitment and vice versa.

Table 5.2: Correlations between Affective, Continuance and Normative Commitment

<b>Correlations</b>		Affective Commitment	Continuance Commitment	Normative Commitment
Affective Commitment	Pearson Correlation	1	.171**	.153**
	Sig. (2-tailed)		.001	.004
Continuance Commitment	Pearson Correlation	.171**	1	.432**
	Sig. (2-tailed)	.001		.000
Normative Commitment	Pearson Correlation	.153**	.432**	1
	Sig. (2-tailed)	.004	.000	
N=348				
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Survey

The correlation between continuance and normative commitment was found to be stronger than the correlation exists between affective commitment and continuance commitment as well as affective commitment and normative commitment. This finding supports Bagraim (2003) who concluded that correlations among three scales of organisational commitment are weak amongst a sample of 240 South African actuaries.

### **5.3.3 Effect of Demographic Variables on Organisational Commitment**

This section presents the effect of various demographic factors on organisational commitment of employees which are selected for this study such as, age, qualification, designation, duration of stay in current position, work experience, gender and marital status. Details regarding the demographic profile of employees' in this study are already presented in Chapter-3 (Table 3.16).

#### **➤ Testing of Hypotheses**

The following hypotheses are formulated for the study and are tested below:

H<sub>0</sub>15: There is no significant difference between gender and organisational commitment of the respondents.

H<sub>0</sub>16: There is no significant difference between marital status and organisational commitment of the respondents.

H<sub>0</sub>17: There is no significant difference between age and organisational commitment of the respondents.

H<sub>0</sub>18: There is no significant difference between qualification and organisational commitment of the respondents.

H<sub>0</sub>19: There is no significant difference between designation and organisational commitment of the respondents.

H<sub>0</sub>20: There is no significant difference between duration of stay in current position and organisational commitment of the respondents.

H<sub>0</sub>21: There is no significant difference between work experience and organisational commitment of the respondents.

➤ **Effect of Gender and Marital status on Organisational Commitment of Employees (H<sub>0</sub>15 and H<sub>0</sub>16)**

This section deals with the effect of gender and marital status on organisational commitment. It attempts to answer the question ‘Was gender and marital status a predictor of organisational commitment among ministerial employees?’ To provide an answer to this question an independent sample t-test was conducted as follows:

Table 5.3: Difference between Gender and Organisational Commitment & Marital status and Organisational Commitment (T-test)

	Gender			Marital Status		
	t	df	p	t	df	p
Organisational Commitment	-1.070	346	0.285	1.562	346	0.119
	The t-value with df 346 is +/-1.966 at 0.05 Significance Level					

Source: Survey

From the above table, the t-value of -1.070 for gender does not fall within the critical region defined by the critical value of +/- 1.967 and  $p > 0.05$ . And also, in case of marital status, the t-value 1.562 does not fall within the critical region and  $p > 0.05$ . Hence, the study fails to reject null hypothesis H<sub>0</sub>15 and H<sub>0</sub>16.

It can be concluded that no statistical difference found between gender and organisational commitment of employees. This finding supports Salami (2008) and Pourghaz, Tamini and Karamad (2011) who concluded that gender was not a significant predictor of overall commitment and contradict Mathieu and Zajac (1990), Elizur and Koslowsky (2001) and McKeon (2003) who finds relationship between gender and organisational commitment.

The study also concluded that there is no significant difference between marital status and organisational commitment of employees. This finding support Gholipour (2007) and Poursoltani et al (2010), and contradict Dodd-McCue and Wright (1996) and Salami (2008).

➤ **Relationship between Age, Qualification, Designation, Duration of Stay in Current Position and Work Experience with Organisational Commitment of Employees (H<sub>0</sub>17, H<sub>0</sub>18, H<sub>0</sub>19, H<sub>0</sub>20 and H<sub>0</sub>21)**

The study further attempts to test if there is a relationship between age, qualification, designation, duration of stay in current position and work experience of the employees with organisational commitment. Spearman's rank correlation was run. The result is presented in the table below.

Table 5.4: Correlation between age, Qualification, Designation, Duration of Stay in Current Position, Work experience of the respondent and Organisational Commitment

<b>Correlations</b>		
<b>Demographic Variables</b>	<b>Spearman's Rank Correlation</b>	<b>Organisational Commitment of the respondent</b>
Age	Correlation Coefficient	0.04
	Sig. (2-tailed)	0.46
Qualification	Correlation Coefficient	-0.126*
	Sig. (2-tailed)	0.02
Designation	Correlation Coefficient	-0.136*
	Sig. (2-tailed)	0.01
Duration of Stay in current position	Correlation Coefficient	0.132*
	Sig. (2-tailed)	0.01
Work experience	Correlation Coefficient	0.151**
	Sig. (2-tailed)	.00
**. Correlation is significant at the 0.01 level (2-tailed).		
*. Correlation is significant at the 0.05 level (2-tailed).		
N=348		

Source: Survey

From the above table, it can be concluded that no significant relationship was found between age and organisational commitment with coefficient value of  $r=0.04$ , and p value is greater than 0.005. Relationship was found between qualification and organisational commitment with coefficient value of  $r=-0.126$ , and also between designation and organisational commitment with coefficient value of  $r=-0.136$ ; but the correlation between them was negative. Significant correlation was also found between duration of stay in current position and organisational commitment with coefficient value of  $r=0.132$  as well as between work experience and organisational commitment with coefficient value of  $r=0.151$ . Therefore, the study fails to reject null hypothesis  $H_{017}$ , but rejected the null hypotheses  $H_{018}$ ,  $H_{019}$ ,  $H_{020}$  and  $H_{021}$ .

The finding imply that increase or decrease in age has no effect on organisational commitment, this finding supports Poursoltani et al (2010), Salami (2008) and Iqbal (2010) who found no significant correlation between age and organisational commitment and contradict Amangala (2013), Angle and Perry (1981) and Azeem (2010).

It was also found out that organisational commitment decline with the increase in the qualification, this finding support Gholipour et al (2007), Mathieu & Zajac's (1990), Al-Kahtani (2012) and Iqbal (2010) & (2011) and contradict Salami (2008), Angle and Perry (1981) and Amangala (2013). Organisational commitment also decline with the higher the designation, this finding support Krishna and Swarnalatha (2016), and contradict Coskuner & Yertutan (2009), Coskuner & Yertutan (2009) and Iqbal (2010).

However, more the employees stay in current position; their commitment to the organisation increase, this support the findings of Iqbal (2010) and Kline and

Peters (1991), and contradict Mathieu and Zajac (1990). Furthermore, commitment level increase with increase in work experience, this finding support Newstrom, (2009), Salami (2008) and Amangala (2013) who reported that employees who have more experience in the organisation derive stronger commitment than less experience employees, and contradict Pourghaz, Tamini and Karamad (2011) who found that younger employees are more committed to the organisation than that of the older employees.

### 5.3.4 Factors Effecting Organisational Commitment of Ministerial Staff Employees

The effect of three scales of commitment viz. affective, continuance and normative commitment was formulated from the response by employing descriptive statistics such as means and standard deviation. Likert five scales were used as a measurement scale for commitment in this study, so, the scores ranges from 1 to 5 with higher scores indicating stronger commitment, a score of 3 was assumed as average level of commitment, and score below moderate level will indicate low level of commitment.

Table 5.5: Mean score of three scales of organisational commitment

<b>DIFFERENT SCALES WITH ITEMS</b>	<b>Mean Scores</b>	<b>Standard Deviation</b>
<b>AFFECTIVE COMMITMENT SCALES</b>		
I would be very happy to spend the rest of my career in this organisation	3.64	1.01
I really feel as if this organisation's problems are my own	3.18	0.94
This organisation has a great deal of personal meaning for me	3.90	0.65
*I do not feel like 'part of my family' at this organisation	2.63	0.93
*I do not feel 'emotionally attached' to this organisation	2.69	0.95
*I do not feel a strong sense of belonging to this organisation	2.30	0.79
<b>CONTINUANCE COMMITMENT SCALES</b>		
It would be very hard for me to leave my job at this organisation right now even if I wanted to.	3.45	0.88



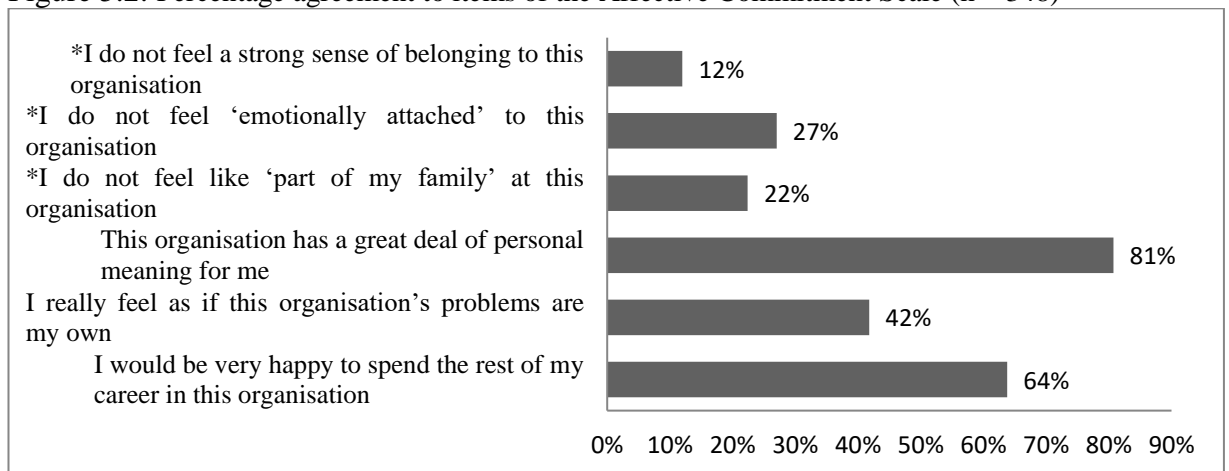
Too much of my life would be disrupted if I leave my organisation	2.88	1.01
*Right now, staying with my job at this organisation is a matter of necessity as much as desire.	3.23	0.99
*I believe I have too few options to consider leaving this organisation	3.34	1.01
*One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternative elsewhere.	3.30	1.09
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice.	3.12	1.11
<b>NORMATIVE COMMITMENT SCALES</b>		
*I do not feel any obligation to remain with my organisation	2.65	0.94
Even if it were to my advantage, I do not feel it would be right to leave	2.73	0.93
I would feel guilty if I left this organisation now	2.62	0.93
This organisation deserves my loyalty	3.79	0.77
I would not leave my organisation right now because of my sense of obligation to it.	3.67	0.82
I owe a great deal to this organisation	3.39	0.91

Source: Survey

In the scores presented in table above, a low score indicates disagreement, moderate, i.e. Neither Agree nor Disagree, and a high score agreement. Scores for half of the statement on affective commitment was below moderate according to Table 5.6. Among the statement which measures continuance commitment, only score on one statement is below moderate level. The scores on the normative commitment also show that scores of three statements are under the moderate level.

Graphical representations of the employees' response in percentage to three forms of commitment, affective, continuance and normative commitment are presented below to examine how many respondents agreed (4 and 5 on the scale) to each statement of organisational commitment.

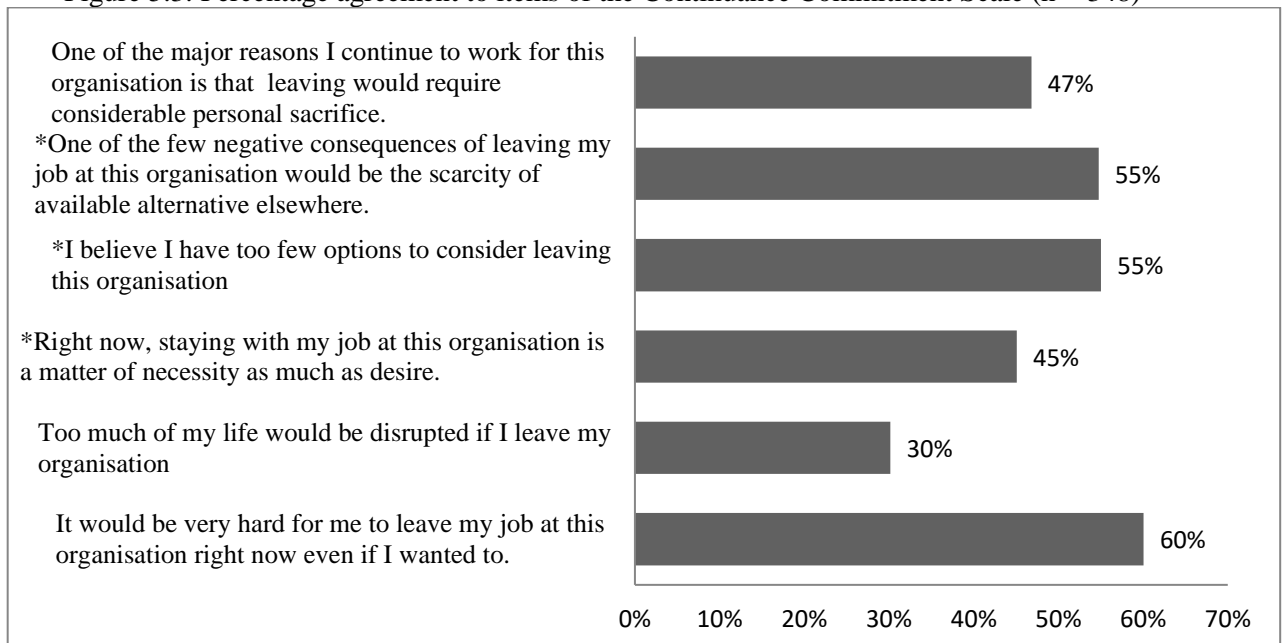
Figure 5.2: Percentage agreement to items of the Affective Commitment Scale (n = 348)



Source: Survey (Questions marked with \* have been rescaled and should be interpreted in reverse order)

In the data presented in the above table, 81% of the respondents agree that the organisation they are working has a great deal of personal meaning to them, 64% agree to happily spend the rest of their career, 42% of the employees feels the organisation problem as their own. But only 27% are emotionally attached to the organisation, only 22% of the employees feel the organisation as part of their family, and only 12% feel sense of belongingness to their organisation.

Figure 5.3: Percentage agreement to items of the Continuance Commitment Scale (n = 348)



Source: Survey (Questions marked with \* have been rescaled and should be interpreted in reverse)

In the data presented in the above table, 60% of the respondents agree that leaving their job would be hard even if they wanted to, 55% disagree that they have little option to consider leaving as well as there are no available alternatives, 47% of the employees stay in the organisation because of high cost of leaving. 45% of the employees disagree that their stay in the organisation is because of necessity as much as desire and 30% of the employees agree that too much of their life would be disrupted if they leave their organisation.

Figure 5.4: Percentage agreement to items of the Normative Commitment scale (n = 348)



Source: Survey (*Questions marked with \* have been rescaled and should be interpreted in reverse*)

In the data presented in the above table, 75% of the respondents agree that the organisation they are working deserves their loyalty, 69% agree that they will not leave because of their sense of obligation, 52% of the employees agree that they owe a great deal to the organisation. 27% feels obligated to remain with the organisation, only 24% of the employees agree not to leave the organisation even for their advantage, and only 19% of the employees agree that they would feel guilty if they left the organisation.

Therefore, it can be concluded that continuance and normative commitment have more effect on the levels of organisational commitment than affective commitment. In other words, ministerial employees in Mizoram state civil secretariat committed to the organisation because they feel that they 'needs to' or 'ought to' which is cost-based (continuance commitment) and obligation-based (normative commitment) rather than because of the feelings that they 'want to' which is desire-based (affective commitment).

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## CHAPTER 6

### RELATIONSHIP BETWEEN MOTIVATION, JOB SATISFACTION AND ORGANISATIONAL COMMITMENT OF EMPLOYEES

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## **Chapter 6**

### **RELATIONSHIP BETWEEN MOTIVATION, JOB SATISFACTION AND ORGANISATIONAL COMMITMENT OF EMPLOYEES**

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This chapter focuses on the relationship between motivation, job satisfaction and organisational commitment of ministerial staff employees in civil secretariat, government of Mizoram.

#### **6.1 INTRODUCTION**

This chapter highlights the relationship between motivation, job satisfaction and organisational commitment. Previous studies which deals with the relationship between motivation, job satisfaction and organisational commitment are reviewed, and to test if there is a relationship between motivation, job satisfaction and organisational commitment; correlation test was run.

“Motivation, job satisfaction and organisational commitment are a continuous process” (Robert 1974, Reichers 1985, Robbins 2005). Having a motivated, satisfied and committed employee once may not be enough; the organisation has to maintain motivation, job satisfaction and organisational commitment among its employees from time to time to fulfill the organisational goals. “Effectiveness of an organisation can be known from the degree to which it achieves its goals” (Lemos 2001, Howard & Erich 2005). Effective organisations always have to maintain a spirit of cooperation between motivation, job satisfaction and commitment because it is through the employees that the organisation moves forward to attain its goals.

#### **6.2 THEORETICAL ANALYSIS**

A number of studies have been conducted by various scholars investigating the relationship between motivation, job satisfaction and organisational commitment

(Tella & Popoola 2007, Warsi, Fatima & Sahibzada 2009, Khan et.al 2011, Hsu & Chen 2012, Tahere et.al 2012, Faith 2014, Sohail et.al 2014, Gholizade et.al 2014, Salmiaty & Handayani 2015, Idris 2015), but the methodology, areas of study and even the results was different from time to time, some study support each other while conclusion and report of some study contradict other studies.

The study conducted by Stokes and Riger, and Sullivan's (1995), Tang and Li Ping (1999), Hui-chung (2005), Tella, Ayeni & Popoola (2007), Warsi, Fatima & Sahibzada (2009), Garcia & Cox (2010), Khan et.al (2011), Gholizade et.al (2014), Kumar (2014) and Salmiaty & Handayani (2015) showed a significant relationship between motivation, job satisfaction and organisational commitment. "A significant relationship was found between job experience and satisfaction with organisational commitment; and also, between motivation and organisational commitment" (Tahere et.al, 2012).

Warsi, Fatima & Sahibzada (2009) reported that effect of job satisfaction on commitment is stronger than effect of work motivation on commitment, while Khan et.al (2011) reported that work motivation has stronger impact on organisational commitment than that of job satisfaction. The findings of Salmiaty & Handayani (2015) support Khan et.al (2011). Furthermore, Faith (2014) in his study found that organisational commitment has more impact on job satisfaction than that of work motivation on job satisfaction.

### **6.2.1 Relationship between Motivation and Job Satisfaction**

A number of scholars conducted a study on the relationship between motivation and job satisfaction, Oparanma (2011), Kamdron (2015) and Mamah, Augustine, Ogbu & Cyril (2015) found a strong relationship between motivation and

job satisfaction. The study conducted by Saleem, Mahmood & Mahmood (2010), Ayub, Rafif (2011), Maharjan (2012), Sunaryo & Suyono (2013), Kjeldsen & Hansen (2013), Scheers & Botha (2014), Jackson et.al (2014), Bautista (2014) and Mushtaq & Umar (2015) reported the existence of positive significant relationship between motivation and job satisfaction.

Ahmed & Islam (2011) conducted a study considering compensation, recognition and working conditions, they found that positive and significant relationship exist between working conditions, recognition and compensation on motivation. Singh & Tiwari (2011) also concluded that motivation and job satisfaction are positively correlated.

Shah et.al (2012) observes positive and significant relationship between job satisfaction and intrinsic motivation. The study conducted by Masvaure, Ruggunan & Maharaj (2014) also indicates positive relationships between job satisfaction, work engagement and intrinsic motivation among the workers. Jesarati et.al (2013) also reported weak but significant relationship between motivation and job satisfaction.

The above studies are conducted on different areas and different job aspect with different methodology, the nature of the job and employees are also different, viz., telecommunication services in Pakistan, higher educational institutions, retail business in Nigeria, college teachers, public educational institutions, public services in Japan, employees in Uganda's oil sector, diamond mining company in Zimbabwe and even call center agents in America.

Ultimately, we can concluded from the above discussion that a relationship usually exist between motivation and job satisfaction, this chapter also intended to find out whether a relationship exist between motivation and job satisfaction among

ministerial employees in civil secretariat, government of Mizoram, and if a relationship exist the strength of association between the two.

### **6.2.2 Relationship between Job Satisfaction and Organisational Commitment**

Organisational commitment characterizes the relationship between employees with the organisation he/she works for, and it implies the degree to which an employee wanted to continue membership in the organisation. Satisfied employees are supposed to have strong commitment to the organisation than those who are not happy with their job.

The study conducted by Tat Tom (2015) reported that satisfied employees tend to be more loyal to the organisation and also found a correlation between overall job satisfaction and organisational commitment. Imam, Raza & Ahmed (2014) in their study revealed a significant positive impact of job satisfaction on organisational commitment.

Mosadeghrad, Ferlie & Rosenberg (2008), Lumley (2009), Lumley, Coetzee, Tladinyane & Ferreira (2011), Yucel & Bektas (2012), Ogunleye, Odebiyi & Olaoye (2013) and Abigail & Oluwatobi (2015) found significant positive relationship between job satisfaction and organisational commitment. Lahai et.al (2004) also concluded that satisfaction with the individual facets or dimensions of job satisfaction were all positively related to organisational commitment. However, Ismail (2012) and Gangai & Agrawal (2015) found no significant relationship between job satisfaction and organisational commitment. Salem et.al (2016) also finds no statistically significant association between total intrinsic and extrinsic scores of satisfaction and total commitment individual domains score among the nurses.

Therefore, it is an important task to test the relationship between job satisfaction and organisational commitment with reference to ministerial employees in civil secretariat, government of Mizoram. The findings would extend the present knowledge and literature in the research community. Moreover, it will also be very important to develop the right strategy for improvement of the employee performance and even the organisation within the areas of study.

### **6.2.3 Relationship between Motivation and Organisational Commitment**

The relationship between motivation and organisational commitment had been the topic of a number of researches by various scholars; some scholars concluded that there exists a relationship between them while some concluded that there is no relationship between them. Even among those who support the existence of relationship between motivation and organisational commitment, different conclusion had been drawn.

The study conducted by Yundong (2015) showed that motivation and organisational commitment as well as the association between the two had been differences across the country. Botterweck (2007) and Amdan et.al (2015) found no significant correlation between organisational commitment and work motivation, while a study conducted by Choong, Wong and Lau (2011), Altindis (2011), Farwa and Niazi (2013), Yan Zhou (2013), Iqbal et al. (2013), Shaheen and Farooqi (2014), Rahmawati et. al (2015) and Zadeh, Moradi and Veisi (2016) found significant relationship between motivation and organisational commitment.

Furthermore, Sinani (2016) revealed that motivational factors influence the organisational commitment of teachers at work. Krishna, Tesfa and Prasad (2015) also suggested that the organisational commitment of academicians should be given



recognition in order to increase their intrinsic motivation. Meyer, Becker & Vandenberghe (2004) suggested that commitment would lead to motivation, and that motivation would feed back into organisational commitment through many mediators. In contrast, Gagne et.al (2008) proposed that motivation would lead more directly to changes in commitment while commitment rarely influenced work motivation.

Therefore, the conclusion of various studies on the relationship between motivation and organisational commitment were different among various scholars who tested on various areas of research, employees and on different country with different research methodology and design. Even among those who find relationship between motivation and job satisfaction, strength and direction of the relationship was not the same. So, it is necessary to investigate the relationship between motivation and job satisfaction which will provide and add knowledge for the scholars and administrative personnel.

### **6.3 Correlation between Motivation, Job Satisfaction and Organisational Commitment**

To test the relationship between motivation, job satisfaction and organisational commitment, Karl Pearson's coefficient of correlation was tested. The result of correlation analysis was presented in Table 6.1 below.

➤ **Testing of Hypothesis:** The following hypothesis is formulated for this study:

H<sub>1</sub>- There is a significant relationship between motivation, job satisfaction and organisational commitment.

Table 6.1: Multiple Correlation Matrices of Motivation, Job Satisfaction and Organisational Commitment

<b>Correlations</b>				
		<b>Motivation</b>	<b>Job Satisfaction</b>	<b>Organisational Commitment</b>
Motivation	Pearson Correlation	1	.424**	.171**
	Sig. (2-tailed)		.000	.001
Job Satisfaction	Pearson Correlation	.424**	1	.155**
	Sig. (2-tailed)	.000		.004
Organisational Commitment	Pearson Correlation	.171**	.155**	1
	Sig. (2-tailed)	.001	.004	
N=348				
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Survey

It is evident from the correlation analysis that a significant positive correlation existed between motivation and job satisfaction of employees with coefficient value of  $r = 0.424$ ,  $p < 0.01$ .

A significant positive correlation was also existed between motivation and organisational commitment with coefficient value of  $r = 0.171$ ,  $p < 0.01$ .

The relationship between job satisfaction and organisational commitment was also found to be significant, and positive correlation was found with coefficient value of  $r = 0.155$ ,  $p < 0.01$ .

However, the correlation between motivation and organisational commitment and between job satisfaction and organisational commitment was weaker as compared to the relationship between motivation and job satisfaction. According to Garrett (1984), even a small 'r' may be significant if computed from a very large sample (the present study was computed from a sample of 348 employees,

small 'r' is still significant and have meaningful impact). So, weaker relationship is still important to consider because they can still have a great impact.

Therefore, based on the result of correlation analysis, it can be concluded that motivation, job satisfaction and organisational commitment do influenced each other and a significant positive correlation exist between them. This finding also implies that increased in one among them increase in the other and vice versa, the result of the correlation analysis also shows that association between motivation and job satisfaction was stronger as compared to the association between motivation and organisational commitment or between job satisfaction and organisational commitment. And, the association between job satisfaction and organisational commitment is found to be the weakest. This tell us that increased in motivation have more impact on the satisfaction of employees or vice versa.

The correlation that exists between motivation, job satisfaction and organisational commitment in this study corresponds Stokes, Riger, and Sullivan's (1995), Tang and Li Ping (1999), Hui-chung (2005), Tella, Ayeni & Popoola (2007), Warsi, Fatima & Sahibzada (2009), Garcia & Cox (2010), Khan et.al (2011), Gholizade et.al (2014), Kumar (2014) and Salmiaty & Handayani (2015).

Brown and Shepherd (1997) reported that motivation have positive impact on job satisfaction and workers' performance. Bishay (1996) also found significant correlation between job satisfaction and motivation. Woer (1998) also finds relationship between organisational commitment and job satisfactions.

Furthermore, Stokes, Riger, and Sullivan's (1995) reported relationship between motivations with job satisfactions and commitment which again supports the above result. However, this finding contradicts Tat et. al (2012) who reported no

significant relationship between organisational commitment and job satisfaction. Tahere et.al (2012) also observed no correlation between motivation and organisational commitment. Tella, Ayeni & Popoola (2007) also found negative relationships between motivation and commitment.

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## CHAPTER 7

### SUMMARY OF FINDINGS AND SUGGESTIONS

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## Chapter 7

### **SUMMARY OF FINDINGS AND SUGGESTIONS**

This final chapter aims to highlight the important findings of the study and prescribe suggestions based on the findings. The chapter also brought out areas for further research in the field of motivation, job satisfaction and organisational commitment.

#### **7.1 SUMMARY OF FINDINGS**

##### **7.1.1 General Findings**

- Total number of employees under Mizoram state government was 56,239, out of which 48,453 were regular employees and 5995 were muster roll and 1791 were work-charged and 42,206 were male and 13,457 employees were females.
- There are approximately 4260 ministerial employees<sup>1</sup> as a whole (i.e. within directorate, secretariat and other offices of government of Mizoram), there are around 850 assistant, 1510 UDC's and 1900 LDC's.
- There are 527 ministerial employees in Mizoram civil secretariat 193 LDC, 124 UDC and 210 Assistants.
- Demographic profiles:

Age: Among the respondents, 6% are below 30 years of age, 20% are between the age level of 30 to 40, 43% are between the age level of 40 to 50 and 32% of the respondents are at the age level of 50 years and above. So, majority of the respondents in this study are 40 years and above, only 26% among the employees are below 40 years of age.

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<sup>1</sup> Source: Minute Book of Mizoram Ministerial Service Association

Gender: 28% of the respondents are male and 72% are female. So, majority of the ministerial staff in Mizoram civil secretariat comprises of females.

Qualification: 31% of the respondents passed matriculate, 25% passed higher secondary, 37% are graduates, 8% are post graduate and 0.3% has qualification other than qualifications already mentioned.

Marital Status: 78% of the respondents are married and 22% of the respondents are unmarried. So, majority of the respondents in the study are married.

Designation: 31% of the respondents are Lower Divisional Clerk (LDC), 28% of the respondents are Upper Divisional Clerk (UDC) and 41% of the respondents are Assistant.

Duration of Stay in Current Position: 7% of the respondents stay in their current position for less than 1 year, 20% stays for 1 to 5 years, 12% of the respondents stay for 5 to 10 years, 12% stays 10 to 15 years and 50% of the respondents stay for more than 15 years.

Experience: 3% of the respondents have work experience less than 1 year, 12% of the respondents have 1 to 5 years work experience, 8% of the respondents have 5 to 10 years, 9% of the respondents have 10 to 15 years and 67% of the respondents have work experience more than 15 years.

### **7.1.2 Motivation of Mizoram Civil Secretariat Employees**

➤ **Existing motivational factors adopted for ministerial staff:** This can be categorized into two broad categories - '*transactional benefits*' and '*relational benefits*'.

Transactional benefits include- Basic Pay, Dearness Allowance, House Rent Allowance, Special Compensatory Allowance, Transport Allowance, Cash

Handling Allowances, Incentive for Promoting Small Family Norms or Family Planning Allowance, Overtime Allowance, Child Care Allowance, Medical Attendance, General Provident Fund, Assured Career Progression, Advances, Insurance Fund & Saving Fund, Leave, Retirement Benefits, Canteen, Training and Promotion.

Relational benefits includes-recognition, work itself, Responsibility, personal growth, fear of failure, punishment or disciplined within the organisation, affiliation, achievement, power, security, social status, social service, creativity, working conditions, level of activity, organisation's policy, working hours, workplace culture, quality of supervision, supervisors, competition, transparency, independence, transfer and level of trust.

➤ **Factors Affecting Motivation of Ministerial Staff:** Top five factors affecting motivation level of the employees are non-financial or non-monetary benefits. The most important factor which increase motivation was 'Social Service' followed by 'Achievement, Recognition, Promotion, Affiliation, Pension Scheme, Salary (Pay), Creativity and Personal Growth (Self Actualization), Trust, Workplace Culture, Job Security, Responsibility, Fringe Benefits, Social Status, Work Itself, Transparency, Competency of Supervisors, Power (Authority), Working Conditions, Quality of Supervision, Privacy, Level of Activity, Disciplined, Punishment and Working Hours'.

The least important factors for increasing motivation of ministerial staff were 'Organisation's Policy, Fear of Failure, Availability for Transfer and Competition (benchmarked against other)'.

➤ **Overall Motivational Level of Ministerial Staff:** The ministerial staff in civil secretariat, government of Mizoram are found motivated to some extent. It was also found out that 3.4% of the respondents possessed ‘moderate’ level of motivation, 89.9% of the respondents are ‘motivated’ and 6.6% of the employees are ‘strongly motivated’.

➤ **Effect of Demographic Variables on Motivation (H<sub>01</sub>, H<sub>02</sub>, H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>):**

[i]The independent t-test result shows no significant difference between gender and motivation. Further, no significant difference was also observed between marital status and motivation. So, the study fails to reject null hypotheses H<sub>01</sub> and H<sub>02</sub> which assumes no relationship between gender and motivation as well as between marital status and motivation.

[ii]Correlation test reveals no significant relationship between motivation and various tested demographic characteristics viz. age, qualification, designation, duration of stay in current position and work experience. Therefore, the study fails to reject null hypotheses H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>.

### **7.1.3 Job Satisfaction of Mizoram Civil Secretariat Employees**

➤ **Overall Job Satisfaction Level of Ministerial Staff:**

- The study concluded that ministerial staff in state civil secretariat, government of Mizoram are satisfied. Among 348 respondents, only 2 employees are found dissatisfied (i.e. 0.6%) with their job, and 4 employees moderately satisfied (i.e. 1.1%) with their job. All other employees are satisfied or strongly satisfied with their job, 59.2% of the respondent satisfied with their job and 39.1% of the respondent strongly satisfied with their job.

- Ministerial employees are satisfied in all the factors selected to measure level of satisfaction except one, i.e. *'the way company policies are put into practice'* in which 59% of the respondent agrees that they are not satisfied with it.

➤ **Factors affecting Job Satisfaction of Ministerial Staff:**

- The top 5 factors affecting satisfaction level of the employees are non-monetary or non-financial benefits.

- The most important factor which improves satisfaction was 'Social Service', followed by 'Security', 'Achievement', 'Ability Utilization', 'Co-Workers', 'Recognition', 'Authority', 'Moral Values', 'Creativity', 'Compensation', 'Advancement', 'Responsibility', 'Activity', 'Independence', 'Supervision-technical', 'Working Conditions', 'Supervision-human relations', 'Social Status' and 'Variety'.

- The least important factors regarding the contribution it has for job satisfaction of ministerial staff was 'system policies and practices' and 'variety within the job'.

- It was found out that ministerial staff derived more satisfaction from intrinsic factors than that of the extrinsic factors of job satisfaction.

➤ **Effect of Demographic Variables on Job Satisfaction (H<sub>08</sub>, H<sub>09</sub>, H<sub>010</sub>, H<sub>011</sub>, H<sub>012</sub>, H<sub>013</sub> and H<sub>014</sub>):**

[i]The independent sample t-test shows no statistical difference in job satisfaction with respect to differences in gender. Also, there is no significant difference found between job satisfaction and marital status. So, the study fails to reject null hypotheses H<sub>08</sub> and H<sub>09</sub> which assumes no relationship between gender and job satisfaction as well as between marital status and job satisfaction.

[iii]Correlation test between job satisfaction and various demographic characteristics of the employee's viz. age, qualification, designation, duration of stay in current position and work experience shows no significant relationship. Therefore, the study fails to reject null hypotheses H<sub>0</sub>10, H<sub>0</sub>11, H<sub>0</sub>12, H<sub>0</sub>13 and H<sub>0</sub>14.

#### **7.1.4 Organisational commitment of Mizoram Civil Secretariat Employees**

##### **➤ Overall Level of Employees Commitment:**

The study concluded that ministerial employees in the state secretariat, government of Mizoram are to some extent committed to the organisation they worked for. Among the three forms of commitment, affective commitment contributed 32%, continuance and normative commitment contributed 34% each to the overall commitment level of the ministerial staff in Mizoram civil secretariat.

##### **➤ Relationship between Affective, Continuance and Normative Commitment:**

- Correlation test shows significant positive relationships between affective, continuance and normative commitment.
- Continuance and normative commitment have stronger association as compared to that of affective and continuance commitment as well as affective and normative commitment.

##### **➤ Effect of Demographic Variables on Organisational Commitment (H<sub>0</sub>15, H<sub>0</sub>16, H<sub>0</sub>17, H<sub>0</sub>18, H<sub>0</sub>19, H<sub>0</sub>20 and H<sub>0</sub>21):**

[i]The independent t-test result shows no statistical difference between gender and organisational commitment as well as between marital status and organisational commitment of employees. So, the study fails to reject null hypotheses H<sub>0</sub>15 and H<sub>0</sub>16 for gender and marital status.



[ii]Correlation test reveals no significant relationship between age and organisational commitment. But negative correlation was found between qualification and organisational commitment, and also between designation and organisational commitment. Significant positive correlation was found between duration of stay in current position and organisational commitment as well as between work experience and organisational commitment. Therefore, the study fails to reject null hypothesis  $H_{017}$  but rejected null hypotheses  $H_{018}$ ,  $H_{019}$ ,  $H_{020}$  and  $H_{021}$ .

➤ **Factors Affecting Organisational Commitment of Ministerial Staff:**

- Continuance and normative commitment have more effect on organisational commitment of employees than affective commitment. So, the commitment of ministerial staff to the organisation is more cost-based (continuance commitment) and obligation-based (normative commitment) rather than desired-based (affective commitment).

- 81% of the respondents agree that the organisation they are working for has a great deal of personal meaning to them, 64% agree to happily spend the rest of their career, 42% of the employees feels the organisation problem as their own. But only 27% are emotionally attached to the organisation, only 22% of the employees feel the organisation as part of their family, and only 12% feel sense of belongingness to their organisation.

- 60% of the respondents agree that leaving their job would be hard even if they wanted to, 55% disagree that they have little option to consider leaving as well as there are no available alternatives, 47% of the employees stay in the organisation because of high cost of leaving. 45% of the employees disagree that their stay in the

organisation is because of necessity as much as desire and 30% of the employees agree that too much of their life would be disrupted if they leave their organisation.

- 75% of the respondents agree that the organisation they are working for deserves their loyalty, 69% agree that they will not leave because of their sense of obligation, 52% of the employees agree that they owe a great deal to the organisation. 27% feels obligated to remain with the organisation, only 24% of the employees agree not to leave the organisation even for their advantage, and only 19% of the employees agree that they would feel guilty if they left the organisation.

#### **7.1.5 Relationship between Motivation, Job Satisfaction and Organisational Commitment (H<sub>1</sub>)**

The findings of the study were concluded with relationship between motivation, job satisfaction and organisational commitment, the test result showed a positive relationship between motivation, job satisfaction and organisational commitment. The findings also show that the association between motivation and job satisfaction was stronger than the association between motivation and organisational commitment or between job satisfaction and organisational commitment.

### **7.2 SUGGESTIONS**

- Ministerial staff in state civil secretariat, government of Mizoram are motivated and satisfied with their job, and also committed to the organisation. However, motivation, job satisfaction and organizational commitment are a continuous process. So, it is suggested to take continuous measures to maintain or improve motivation, job satisfaction and organizational commitment.
- While developing strategy towards motivation and job satisfaction it is suggested to put more effort in improving non-monetary benefits and then to monetary benefits.

- It is suggested to follow the order of importance among factors which influence motivation and job satisfaction presented by the study while taking measures to increase motivation and job satisfaction in order to achieve the best possible outcomes.
- Authorities are suggested to make an improvement in implementation or execution of organizational policy (i.e. a set of guidelines that can affect the goals of an organisation such as monitoring employee accountability, health, safety, working environment, monetary and non-monetary benefits, promotion, and other services related policies of the government) especially which concerns with employees in order to improve or attain more satisfied, motivated and committed employees.
- Commitment of employees towards the organisation is found to be more cost-based and obligation-based rather than desire-based. So, the authorities are suggested to take actions to improve the affective commitment by building good relationship between employees and their supervisor, encouraging team work, promoting workplace culture, shows appreciation and recognition for job done well, maintaining transparency, etc. so as to make employees stay with the organisation on their will, which will take commitment among ministerial staff to the next level.
- Demographic characteristics such as qualification, designation, duration of stay in current position and work experience have to be taken into consideration while dealing with organisational commitment because they are found to have an impact on organisational commitment. The study found that commitment declined with the increase in the qualification and designation, on the other hand commitment level increase with increase in duration of stay in current position and work experiences.

- Ultimately, it is important to acknowledge relationship that exists between motivation, job satisfaction and organisational commitment while dealing with them. Effective measures taken towards one factor might have impact on increase in the level of the other factors and vice versa.

### **7.3 SUGGESTED AREAS FOR FURTHER RESEARCH**

The prospective researcher may undertake research on the following related areas:

- Motivation, job satisfaction and organisational commitment of all ministerial employees under government of Mizoram.
- Motivation, job satisfaction and organisational commitment of the top and middle management level employees, government of Mizoram.
- Human resources practices in various government institutions in Mizoram.
- Comparative study on motivation, job satisfaction and organisational commitment of public and private sector employees in Mizoram.

## APPENDICES

### Appendix-I

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#### Questionnaire for Collecting Demographic Profile of the Respondent

Dear Respondent,

I am conducting research on “*Employee Motivation, Job Satisfaction and Organisational Commitment: A Case Study of State Secretariat Employees, Government of Mizoram*” in partial fulfillment of my PhD (Commerce).

I humbly request you to give your valuable response for the following questions. The information collected is for academic purpose and will be kept confidential.

I would be very thankful if you give me your cooperation.

*Regards*

Lalnunpuia Sailo Research Scholar Dept. Of Commerce Mizoram University Contact-9612613315 lnpsailo@gmail.com	Dr N.Rokendro Singh Supervisor Dept. Of Commerce Mizoram University Contact-9436154698 rokendros@yahoo.com
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*Pease put a tick mark which match your profile*

1. Age : Below 30  30-40  40-50  Above50
2. Gender : Male  Female
3. Qualification : Matriculate  Hr. Secondary  Graduate   
Post-Graduate  Others
4. Marital Status : Married  Single
5. Designation : LDC  UDC  Assistant
6. Duration of stay: Less than 1 year  1-5 years  5 -10 years   
in current position  
10-15 years  15 yrs & above
7. Work experience: Less than 1 year  1-5 years  5-10 years   
10-15 years  15 yrs & above

## Appendix-II

### Employee Motivation Questionnaire

Please rate the following statements about your current job and place of work by circling the numbers on your level of agreement from:

Greatly reduce motivation	Reduce motivation	Has no effect on motivation	Increase motivation	Greatly increase motivation
1	2	3	4	5

1. The praise and other sign of recognition for a job well done.....1 2 3 4 5
2. The nature of work itself.....1 2 3 4 5
3. The state or fact of having a duty to be accountable.....1 2 3 4 5
4. The opportunity for advancement.....1 2 3 4 5
5. The opportunity for learning, growth and development.....1 2 3 4 5
6. The fear of being seen to fall down on the job.....1 2 3 4 5
7. The feeling of attachment and connection I get.....1 2 3 4 5
8. The feeling of accomplishment I get for a job well done.....1 2 3 4 5
9. The opportunity I get to exercise authority.....1 2 3 4 5
10. The feeling of security I get from this job.....1 2 3 4 5
11. The salary I get from this job.....1 2 3 4 5
12. The fringe benefits available with this job.....1 2 3 4 5
13. The retirement benefits available with this job.....1 2 3 4 5
14. My social status in general as a result of the job I hold.....1 2 3 4 5
15. The chance to help and to be of service for other people.....1 2 3 4 5
16. The flexibility in this job to try own methods.....1 2 3 4 5
17. Punishment one get for disobedience or if against.....1 2 3 4 5  
organisational norms
18. The current working conditions and environment in general.....1 2 3 4 5
19. The level of activity within this job.....1 2 3 4 5
20. The policy of the organisation toward its employees.....1 2 3 4 5
21. The present working hours practiced.....1 2 3 4 5
22. The workplace culture within this organisation.....1 2 3 4 5
23. The quality of supervision in this organisation.....1 2 3 4 5
24. The way my supervisor handle problems, task and employees....1 2 3 4 5
25. Being compared and benchmarked against other .....1 2 3 4 5
26. Visibility with top management.....1 2 3 4 5
27. The way discipline is maintained within this organisation.....1 2 3 4 5
28. The opportunity to work alone on the job.....1 2 3 4 5
29. Opportunity to shift working environment.....1 2 3 4 5
30. The level of trust I get from others.....1 2 3 4 5

**Appendix-III**

**Minnesota Satisfaction Questionnaire (Short Form)**

Please rate the following statements about your current job and place of work by circling the numbers on your level of satisfaction from:

Very Dissatisfied (V.D)	Dissatisfied (D)	Can't Decide whether Satisfied or Dissatisfied (N)	Satisfied (S)	Very Satisfied (V.S)
1	2	3	4	5

***On my present job, this is how I feel about....***

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Being able to keep busy all the time .....                      | 1 | 2 | 3 | 4 | 5 |
| 2. The chance to work alone on the job .....                       | 1 | 2 | 3 | 4 | 5 |
| 3. The chance to do different things from time to time .....       | 1 | 2 | 3 | 4 | 5 |
| 4. The chance to be "somebody" in the community .....              | 1 | 2 | 3 | 4 | 5 |
| 5. The way my boss handles his/her workers.....                    | 1 | 2 | 3 | 4 | 5 |
| 6. The competence of my supervisor in making decision .....        | 1 | 2 | 3 | 4 | 5 |
| 7. Being able to do things that don't go against my conscience.... | 1 | 2 | 3 | 4 | 5 |
| 8. The way my job provides for steady employment .....             | 1 | 2 | 3 | 4 | 5 |
| 9. The chance to do things for other people .....                  | 1 | 2 | 3 | 4 | 5 |
| 10. The chance to tell people what to do.....                      | 1 | 2 | 3 | 4 | 5 |
| 11. The chance to do something that makes use of my abilities..... | 1 | 2 | 3 | 4 | 5 |
| 12. The way company policies are put into practice.....            | 1 | 2 | 3 | 4 | 5 |
| 13. My pay and the amount of work I do .....                       | 1 | 2 | 3 | 4 | 5 |
| 14. The chances for advancement on this job.....                   | 1 | 2 | 3 | 4 | 5 |
| 15. The freedom to use my own judgment .....                       | 1 | 2 | 3 | 4 | 5 |
| 16. The chance to try my own methods of doing the job .....        | 1 | 2 | 3 | 4 | 5 |
| 17. The working conditions .....                                   | 1 | 2 | 3 | 4 | 5 |
| 18. The way my co-workers get along with each other.....           | 1 | 2 | 3 | 4 | 5 |
| 19. The praise I get for doing a good job .....                    | 1 | 2 | 3 | 4 | 5 |
| 20. The feeling of accomplishment I get from the job .....         | 1 | 2 | 3 | 4 | 5 |

**Appendix-IV**

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**Allen and Meyer Organisational Commitment Questionnaire**

The following statements concern how you feel about the organisation where you work. Please indicate the extent of your agreement /disagreement with each statement by circling a number from 1 to 5.

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	2	3	4	5

1. I would be very happy to spend the rest of my career in this organisation..1 2 3 4 5
2. I really feel as if this organisation’s problems are my own.....1 2 3 4 5
3. This organisation has a great deal of personal meaning for me.....1 2 3 4 5
4. I do not feel like ‘part of my family’ at this organisation.....1 2 3 4 5
5. I do not feel ‘emotionally attached’ to this organisation.....1 2 3 4 5
6. I do not feel a strong sense of belonging to this organisation.....1 2 3 4 5
7. It would be very hard for me to leave my job at this organisation.....1 2 3 4 5  
right now even if I wanted to.
8. Too much of my life would be disrupted if I leave my organisation.....1 2 3 4 5
9. Right now, staying with my job at this organisation is a matter of.....1 2 3 4 5  
necessity as much as desire.
10. I believe I have too few options to consider leaving this organisation.....1 2 3 4 5
11. One of the few negative consequences of leaving my job at this.....1 2 3 4 5  
organisation would be the scarcity of available alternative elsewhere.
12. One of the major reasons I continue to work for this organisation is that....1 2 3 4 5  
leaving would require considerable personal sacrifice.
13. I do not feel any obligation to remain with my organisation.....1 2 3 4 5
14. Even if it were to my advantage, I do not feel it would be right to leave....1 2 3 4 5
15. I would feel guilty if I left this organisation now.....1 2 3 4 5
16. This organisation deserves my loyalty.....1 2 3 4 5
17. I would not leave my organisation right now because of my sense of .....1 2 3 4 5  
obligation to it.
18. I owe a great deal to this organisation.....1 2 3 4 5



**Appendix-V**

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**Permission and recognition to collect data**

No.A.44018/1/2013-SAE  
GOVERNMENT OF MIZORAM  
SECRETARIAT ADMINISTRATION DEPARTMENT  
\*\*\*

*Dated Aizawl, the 9<sup>th</sup> July, 2013*

To

✓  
Lalnunpuia Sailo,  
PhD Scholar  
Department of Commerce  
Mizoram University.

Subj : **Permission & recognition to collect data for  
academic research.**  
Ref : **Your letter no. NIL dt. 25.06.2013**

With reference to your letter and subject cited above, I am directed to inform you that you are permitted to collect data using questionnaire on secretariat ministerial employees for the purpose of academic research on fulfillment of your PhD (*Commerce*) course subject to the condition that this will not affect the performance of their daily routine duties.

Sincerely yours,

  
9 (LALHRIATPUIA)  
Deputy Secretary to the Govt. of Mizoram  
Secretariat Administration Department

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### **THESIS, DISSERTATION, SEMINAR PAPER, NEWSPAPER**

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## **I. INTRODUCTION**

The government plays an important role in every country's economy; the budget policy of the government affects the level of employment and prices in the private sector. "In socialist economy like India, government intervention is even more" (Gupta, 2008). Therefore, the administration and management practices of government towards its employees at different levels are of great importance as it affects the efficacy of the government. Effectiveness of a government depends on the various resources it has – human, finances, natural resources, technology etc. Of all these, human resource is the most important. "A motivated and willing civil service is the best instrument to achieve the outcomes desired by the state and society" (Second Administrative Reforms Commission, Government of India, 10th Report).

The work of the government of India is divided into ministries and departments which together constitute the central secretariat. State secretariat is also situated at various states. The organisation of state secretariat can be divided into-top management, middle management and the rank and file management. This study covers lower management group called as 'Rank and File Management' which includes 'Lower Division Clerk', 'Upper Division Clerk' and 'Assistant' who forms the bottom of the managerial hierarchy. However, this groups initiate files, make a summary of the cases, cite rules and put up files to the middle management for necessary action.

"It can be said that the work of government is a team work. Rank and file management collects data, the middle management arranges it systematically and the top administrative management on the basis of systematized material formulates policy, executes the policy, assists ministers, and coordinates programmes of state

government” (Avasthi, Maheshwari and Agarwal, 2009). Top and middle management personnel alone cannot accomplish the entire task without the help of the lower management, it is the lower management who put the plans of management into effective action, allocating individual work and seeing that it is accomplished as per schedule. The state secretariat is the nerve center of state administration; therefore, it is crucial that the people working there should be motivated, satisfied with their job and committed to their work as well.

## **II. STATEMENT OF THE RESEARCH PROBLEMS**

Public servants today are at the helm of complex challenges of administration. “The prevailing situation at the work place in India has been one of low work performance. Even the promotion is not used as a tool for motivation, the principle of seniority is generally followed rather than competence and performance. It has also been noted that a public servant rarely walks that ‘extra mile’ in carrying out his/her duties” (2<sup>nd</sup> Administrative Reforms Commission, 10<sup>th</sup> Report).

The Sixth Central Pay Commission also observed that government employees are generally de-motivated. There is no external motivation for risk-taking and delivering a higher level of performance, because though the risk-taking is punished if things go wrong, it is not financially rewarded if things improve because of employees’ initiative and risk taking.

“In various work studies carried on in different government departments, one consistent conclusion is that a significant proportion of work hours are lost simply for the reason that the people working at different levels were not appropriately motivated to work.” (Sharma B.R, 1986).



Mizoram government also face problems from the ministerial service employees, which is revealed in the form of strike (Zonet English News, 2008). On 5<sup>th</sup> may, 2012, ministerial staff burned Pay Committee Report 2011 to show their disagreement and demand for revision of their pay (Vanglaini, Mizo Daily Newspaper, 2012). They also revealed their disagreement against government decisions many times regarding their recruitment, promotion and staff related matters by submitting their demand, resolution and proposal to the government, they even apply mass casual leave to push the government in fulfilling their plea.

### **III. REVIEW OF LITERATURE**

Review of related literature enables the researcher to gain knowledge relating to the study and it helps to develops useful hypotheses for significant investigation. Furthermore, it helps to save the time and energy. Hence, review of literature is an essential aspect in research. The study reviewed 39 existing literature in the field of organisational commitment, job satisfaction and motivation. These reviews provided an insight into various dimensions of the problem and related issues at different stages.

It can be observed from the review of literature that study on motivation, job satisfaction and organisational commitment among employees had been a topic of many studies and of utmost importance for organisational productivity, performance, effectiveness and efficiency. It is also observed that existing literature usually focus on top management level and majority of literature focus on private sector employees. Thus, this study will open doors to a new and different venue in the study of motivation, job satisfaction and organisational commitment.

#### **IV. OBJECTIVES OF THE STUDY**

The main objective of the study is to investigate motivation, job satisfaction and organisational commitment among ministerial staff in state civil secretariat, government of Mizoram. For that purpose, the study specifically has the following objectives:

- [i] To investigate the existing motivational factors adopted for ministerial staff employees in State Civil Secretariat, Government of Mizoram.
- [ii] To examine the factors influencing motivation, job satisfaction and organisational commitment of employees.
- [iii] To investigate the effect of demographic variables such as age, gender, tenure, education level and seniority on motivation, job satisfaction and organisational commitment.
- [iv] To determine if there is a relationship between motivation, job satisfaction and organisational commitment of employees.
- [v] To investigate the strength of relationship and or association between motivation, job satisfaction and organisational commitment of employees.
- [vi] To present suggestions for improving motivation, job satisfaction and commitment of employees based on the findings of the study.

#### **V. HYPOTHESES FOR THE STUDY**

The following hypotheses were developed for the study:

##### 1) Hypotheses from Motivation

- [i] H<sub>0</sub>1: There is no significant difference between gender and motivation of the respondents.
- [ii] H<sub>0</sub>2: There is no significant difference between marital status and motivation of the respondents.
- [iii] H<sub>0</sub>3: There is no significant relationship between age and motivation of the respondents.
- [iv] H<sub>0</sub>4: There is no significant relationship between qualification and motivation of the respondents.

- [v] H<sub>0</sub>5: There is no significant relationship between designation and motivation of the respondents.
- [vi] H<sub>0</sub>6: There is no significant relationship between duration of stay in current position and motivation of the respondents.
- [vii] H<sub>0</sub>7: There is no significant relationship between work experience and motivation of the respondents.

2) Hypotheses from Job Satisfaction

- [i] H<sub>0</sub>8: There is no significant difference between gender and job satisfaction of the respondents.
- [ii] H<sub>0</sub>9: There is no significant difference between marital status and job satisfaction of the respondents.
- [iii] H<sub>0</sub>10: There is no significant relationship between age and job satisfaction of the respondents.
- [iv] H<sub>0</sub>11: There is no significant relationship between qualification and job satisfaction of the respondents.
- [v] H<sub>0</sub>12: There is no significant relationship between designation and job satisfaction of the respondents.
- [vi] H<sub>0</sub>13: There is no significant relationship between duration of stay in current position and job satisfaction of the respondents.
- [vii] H<sub>0</sub>14: There is no significant relationship between work experience and job satisfaction of the respondents.

3) Hypotheses from Organisational Commitment

- [i] H<sub>0</sub>15: There is no significant difference between gender and organisational commitment of the respondents.
- [ii] H<sub>0</sub>16: There is no significant difference between marital status and organisational commitment of the respondents.
- [iii] H<sub>0</sub>17: There is no significant difference between age and organisational commitment of the respondents.
- [iv] H<sub>0</sub>18: There is no significant difference between qualification and organisational commitment of the respondents.

- [v] H<sub>0</sub>19: There is no significant difference between designation and organisational commitment of the respondents.
  - [vi] H<sub>0</sub>20: There is no significant difference between duration of stay in current position and organisational commitment of the respondents.
  - [vii] H<sub>0</sub>21: There is no significant difference between work experience and organisational commitment of the respondents.
- 4) H<sub>1</sub>: There is significant relationship between motivation, job satisfaction and organisational commitment.

## **VI. RESEARCH METHODOLOGY**

The study was based on Case Study Method. The population of the study covered regularized ministerial staff employees (i.e. Lower Divisional Clerk, Upper Divisional Clerk and Assistant) in the state civil secretariat, government of Mizoram; which comprises of 527 employees (i.e. LDC-193, UDC-124 and Assistants-210) who works in various departments at Mizoram civil secretariat.

Both primary and secondary data are used for the study. Primary data was collected through a questionnaire. Census method was adopted for the collection of primary data. The researcher distributed the questionnaires and also collects the same. 500 questionnaires were distributed because there are some employees who are unavailable due to leave, etc. during data collection. Out of 500 questionnaires distributed, 397 were returned (i.e. 79.4 %). However, after careful examination, the researcher removed 49 responses due to too much missing data. So, the primary data collected represents 66.03 % of the population.

Instrument (or questionnaire) used for the study breaks into two sections. The first section was designed to collect employee's demographic profiles. The second section breaks into three parts:

**Part 1** measures motivation and consists of 30-item questionnaire using a 5-point Likert scale and was developed by the researcher.

**Part 2** contains 20-items that measure job satisfaction using a 5-point Likert scale. Items were adapted from the Minnesota Satisfaction Questionnaire (MSQ Short form).

**Part 3** contains fifteen items that measure organisational commitment using a Likert scale of five points adapted from Organisational Commitment Questionnaire (OCQ) by Meyer and Allen (1996).

## **VII. CHAPTERISATION**

The present study is divided into seven chapters which were as follows:

- Chapter 1 : Introduction
- Chapter 2 : Profile of Mizoram Civil Secretariat
- Chapter 3 : Motivation of Mizoram Civil Secretariat Employees
- Chapter 4 : Job Satisfaction of Mizoram Civil Secretariat Employees
- Chapter 5 : Organisational Commitment of Mizoram Civil Secretariat Employees
- Chapter 6 : Relationship between Motivation, Job Satisfaction and Organisational Commitment of Employees
- Chapter 7 : Summary of Findings and Suggestions

## **VIII. MOTIVATION**

Motivation is a complex concept which can be influenced by a variety of factors. Kleinginna and Kleinginna (1981) mapped more than 140 distinct definitions and clarify that most of the studies on motivation still incomplete or fall short of practical application. The word “*motivation*” has originated from the Latin word “*movere*”, which means ‘*to move*’. Therefore, motivation means the degree to which a person is moved or aroused to act (Rainey, 1993). Robbins (2009) defines motivation as “The process that accounts for an individual’s intensity, direction, and

persistence of effort toward attaining a goal”. Motivation is thus an attribute that moves an individual to do or not to do something” (Guay et.al. 2010).

Motivation is one of the most important factors affecting human behavior and performance. There can be a better human resource management, better performance and productivity through motivation (Achim et al. 2013). On the other hand, lack of employees’ motivation in an organisation will cause a higher turnover, absenteeism and lower service which leads to higher operating costs especially for recruitment, selection, and training (Thompson 1991).

Motivational theories can be classified broadly into two perspectives: content and process theories, content theories deal with “what” motivates people and are based on the type of needs people had and the way these needs could be satisfied so that they would be motivated. Maslow, Alderfer, Herzberg, McClelland, McGregor and Ouchi studied motivation from a “content” perspective. The process theories focus on the dynamics of motivation and how the motivation process takes place. Process theories deal with the “process” of motivation and concerned with “how” motivation occurs. Vroom, Porter & Lawler, Adams, Locke, Bandura, Skinner, and Charms studied motivation from a “process” perspective.

## **IX. JOB SATISFACTION**

Job satisfaction had been an area in which numbers of researchers widely conduct studies. Previous studies showed that better job satisfaction leads to higher performance, increased productivity and enhanced commitment whereas low level of job satisfaction leads to negative behaviors, such as withdrawal, absenteeism and turnover (Spector, 1997).

Job satisfaction has been defined by a number of scholars. Locke (1976) describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Spector (1997) defined job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".

Job satisfaction had a close relationship with motivation, theories of motivation such as Maslow's Needs Hierarchy Theory; Herzberg's Motivator-Hygiene Theory; Expectancy Theory, McClelland's Need Theory, Equity Theory relate to job satisfaction. Apart from these theories, the most common and prominent theories in this area include: Affect Theory, Discrepancy theory, Job Characteristics Model; and Dispositional Approach.

## **X. ORGANISATIONAL COMMITMENT**

Organisation's continuously faced the challenges of maintaining internally committed employees in order to adapt to the intense competition nowadays and rapid changes in technology and to ensure sustainability (Miller, 2003). Employees with a high level of commitment tend to take greater efforts to perform and invest their resources in the organisation. Committed employees contribute positively to the organisation which is not the case with less committed members (Cohen, 2003).

Hall, Scheider and Nygren (1970) define organisational commitment as the "process by which the goals of the organisations and those of the individual become increasingly integrated and congruent". It is also defined as the desire on the part of an employee to remain a member of the organisation (Mowday, Steers; and Porter, 1979). The adopted definition for this study corresponds with definitions by Meyer and Allen (1991) who defines that organisational commitment "is a psychological

state that characterizes the employee's relationship with the organisation, and has implications for the decision to continue membership in the organisation".

The study is based on the three-component model of organisational commitment developed by Meyer and Allen. Meyer and Allen's (1991) three-component model identified three "mind set" which characterizes an employee's commitment to the organisation namely-

Affective Commitment : *wants to* stay with the organisation and feels emotionally attached.

Continuance Commitment : *needs to* stay with the organisation because the cost of leaving is too high.

Normative Commitment : feels *obligated to* stay with the organisation because it is the moral and right thing to do.

## **XI. SUMMARY OF FINDINGS**

### **➤ General Findings**

#### **Demographic Profile of the Respondents**

Age: Among the respondents, 6 % are below 30 years of age, 20% are between the age level of 30 to 40, 43% are between the age level of 40 to 50 and 32% of the respondents are 50 and above years old. So, majority of the respondents in this study are 40 years and above, only 26% among the employees are below 40 years of age.

Gender: 28 % of the respondents are male and 72% are female.

Qualification: 31% of the respondents passed matriculate, 25 % passed higher secondary, 37% are graduates, 8% are post graduate and 0.3% has qualification other than qualifications mentioned.



Marital Status: 78% of the respondents are married and 22% of the respondents are unmarried. So, majority of the respondents for the study are married.

Designation: 31% of the respondents are Lower Divisional Clerk (LDC), 28% of the respondents are Upper Divisional Clerk (UDC) and 41% of the respondents are Assistant.

Duration of Stay in Current Position: 7% of the respondents stay in their current position for less than 1 year, 20% stays for 1 to 5 years, 12% of the respondents stay for 5 to 10 years, 12% stays 10 to 15 years and 50% of the respondents stay for more than 15 years.

Experience: 3% of the respondent has work experience less than 1 year, 12% of the respondents have 1 to 5 years work experience, 8% of the respondents have 5 to 10 years, 9% of the respondents have 10 to 15 years and 67% of the respondents have work experience more than 15 years.

### ➤ **Motivation of Mizoram Civil Secretariat Employees**

#### **Existing Motivational Factors Adopted for Ministerial Staff**

This can be categorized into two broad categories - 'transactional benefits' and 'relational benefits'. Transactional benefits include- Basic Pay, Dearness Allowance, House Rent Allowance, Special Compensatory Allowance, Transport Allowance, Cash Handling Allowances, Incentive for Promoting Small Family Norms or Family Planning Allowance, Overtime Allowance, Child Care Allowance, Medical Attendance, General Provident Fund, Assured Career Progression, Advances, Insurance Fund & Saving Fund, Leave, Retirement Benefits, Canteen, Training and Promotion.

Relational benefits include- Recognition, Work itself, Responsibility, Personal Growth, Fear of Failure, Punishment or Disciplined within the organisation, Affiliation, Achievement, Power, Security, Social Status, Social Service, Creativity, Working Conditions, Level of Activity, Organisation's Policy, Working Hours, Workplace Culture, Quality of Supervision, Supervisors, Competition, Transparency, Independence, Transfer and Level of Trust.

### **Factors Affecting Motivation of Ministerial Staff Employees**

The top five factors affecting motivation level of the employees are non-financial or non-monetary benefits. The most important factor which increases motivation was 'Social Service' followed by 'Achievement, Recognition, Promotion, Affiliation, Pension Scheme, Salary (Pay), Creativity and Personal Growth (Self Actualization), Trust, Workplace Culture, Job Security, Responsibility, Fringe Benefits, Social Status, Work Itself, Transparency, Competency of Supervisors, Power (Authority), Working Conditions, Quality of Supervision, Privacy, Level of Activity, Disciplined, Punishment and Working Hours'.

The least important factors for increasing motivation of ministerial employees were related to 'Policy of the Organisation' toward its employees, 'Fear of Failure', 'Availability for Transfer' and 'Competition' (benchmarked against other).

### **Overall Motivation Level of Ministerial Staff Employees**

It was found out that ministerial employees in Mizoram state civil secretariat are to some extent motivated.

Motivation of the respondent			
	Rating Scale	Frequency	Percentage
Strongly Demotivated	0-30	0	0
Demotivated	30-60	0	0
Moderate	60-90	12	3.4
Motivated	90-120	313	89.9
Strongly Motivated	120-150	23	6.6
	Total	348	100.0
Maximum Score		139	
Minimum Score		77	
Overall Motivation Score		107	

Source: Survey

The score of 139 out of 150 is the highest overall score among employees and 77 is the lowest score. It was also found out that 3.4% of the respondents possess ‘moderate’ level of motivation, 89.9% of the respondents are ‘motivated’ and 6.6% of the respondents are ‘strongly motivated’.

**Effect of Demographic Variables on Motivation (H<sub>01</sub>, H<sub>02</sub>, H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>)**

The t-test result shows that the t-value of 0.015 for gender does not fall within the critical region defined by the critical value of +/- 1.967 and  $p > 0.05$ . Also, in the case of marital status, the t-value is -1.378 which also does not fall within the critical region and  $p > 0.05$ . So, there is no significant difference between gender and motivation. Also, between marital status and motivation. So, the study fails to reject null hypothesis for gender and marital status (i.e. H<sub>01</sub> and H<sub>02</sub>).

The correlation test shows that there is no significant relationship exists between motivation and various tested demographic characteristics

<i>Age</i>	( $r = -0.08$ , $n = 348$ , $p > .001$ )
<i>Qualification</i>	( $r = 0.06$ , $n = 348$ , $p > .001$ )
<i>Designation</i>	( $r = 0.04$ , $n = 348$ , $p > .001$ )
<i>Duration of stay in current position</i>	( $r = -0.05$ , $n = 348$ , $p > .001$ )
<i>Work experience</i>	( $r = -0.08$ , $n = 348$ , $p > .001$ )

Therefore, the study also fails to reject null hypothesis relating to Age, Qualification, Designation, Duration of Stay in Current Position, Work experience (i.e. H<sub>03</sub>, H<sub>04</sub>, H<sub>05</sub>, H<sub>06</sub> and H<sub>07</sub>).

➤ **Job Satisfaction of Mizoram Civil Secretariat Employees**

**Overall Job Satisfaction Level of Ministerial Staff**

It was found out that ministerial employees in the state civil secretariat, government of Mizoram are to some extent satisfied with their job. The overall satisfaction of the respondents towards their job was found to be 78 out of 100, 98 was the highest score and lowest was 34.

<b>Job Satisfaction of the respondent</b>			
	<b>Rating Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Very Dissatisfied	0-20	0	0
Dissatisfied	20-40	2	.6
Moderate	40-60	4	1.1
Satisfied	60-80	206	59.2
Strongly Satisfied	80-100	136	39.1
	<b>Total</b>	<b>348</b>	<b>100.0</b>
Maximum Score	98		
Minimum Score	34		
Overall Job Satisfaction	78		

Source: Survey

Among 348 respondents, only 2 employees dissatisfied with their job i.e. 0.6%, and 4 employees are moderately satisfied with their job i.e. 1.1%. 59.2% of the respondent satisfied with their job and 39.1% of the respondent strongly satisfied with their job. Majority of the employees are satisfied in all the 20 factors selected to measure their level of satisfaction except one, i.e. *‘the way company policies are put into practice’* in which 59% of the respondent agree that they are not satisfied with it.

### **Factors affecting Job Satisfaction of Ministerial Staff**

The top 5 factors affecting satisfaction level of the employees are non-financial benefits. The most important factor which improves satisfaction was 'Social Service', followed by Security, Achievement, Ability Utilization, Co-Workers, Recognition, Authority, Moral Values, Creativity, Compensation, Advancement, Responsibility, Activity, Independence, Supervision-technical, Working Conditions, Supervision-human relations, Social Status and Variety.

The least important factors regarding the contribution it has for job satisfaction of ministerial employees was 'system policies and practices. Furthermore, it can be concluded that intrinsic factors have more influence or contributions on overall job satisfaction than extrinsic factors.

### **Effect of Demographic Variables on Job Satisfaction (H<sub>08</sub>, H<sub>09</sub>, H<sub>010</sub>, H<sub>011</sub>, H<sub>012</sub>, H<sub>013</sub> and H<sub>014</sub>)**

The t-test shows that the t value of -0.736 does not fall within the critical region defined by the critical value of +/- 1.966  $p > 0.05$  in case of gender. Therefore, the study failed to reject null hypothesis (H<sub>08</sub>). Again, in the case of marital status the t value is 0.077 which does not fall within the critical region i.e. +/- 1.966  $p > 0.05$ , the study then fails to reject null hypothesis (H<sub>09</sub>). Thus, it can be concluded that there is no statistical difference in job satisfaction with respect to differences in gender as well as marital status of the employees.

Correlation test between job satisfaction and various demographic characteristics of the employees (viz. age, qualification, designation, duration of stay in current position and work experience) also shows no significant relationship.

Age (H <sub>0</sub> 10)	(r <sub>s</sub> = -0.05, n = 348, p > .001)
Qualification (H <sub>0</sub> 11)	(r <sub>s</sub> = 0.05, n = 348, p > .001)
Designation (H <sub>0</sub> 12)	(r <sub>s</sub> = 0.11, n = 348, p > .001)
Duration of stay in current position (H <sub>0</sub> 13)	(r <sub>s</sub> = 0.01, n = 348, p > .001)
Work experience (H <sub>0</sub> 14)	(r <sub>s</sub> = 0.06, n = 348, p > .001)

Thus, the study fails to reject null hypothesis (H<sub>0</sub>10, H<sub>0</sub>11, H<sub>0</sub>12, H<sub>0</sub>13 and H<sub>0</sub>14)

➤ **Organisational Commitment of Mizoram Civil Secretariat Employees**

**Overall Level of Employees Commitment**

It was found that the ministerial employees in the State Civil Secretariat, Government of Mizoram are to some extent committed to the organisation they worked for.

Level of commitment			
	Rating Scale	Frequency	Percentage
Very low Commitment	0-18	0	0
Low Commitment	18-36	0	0
Moderate	36-54	116	33
Committed	54-72	225	65
Highly Committed	72-90	7	2
Maximum Score	74		
Minimum Score	38		
Average commitment Score	56		

Source: Survey

The overall organisational commitment score of the employees was 56 out of 90. Affective Commitment contributed 32%, Continuance and Normative Commitment contributed 34% each to the commitment level of the ministerial staff employees. 74 out of 90 is the highest score, and lowest score was 38 out of 90.

Correlation test between Affective, Continuance and Normative Commitment shows a significant positive relationship between them. The relationship between continuance and normative commitment is stronger (i.e. r=0.432) than between

affective and continuance (i.e. 0.171) as well as affective and normative commitment ( $r=0.153$ ).

### **Effect of Demographic Variables on Organisational Commitment (H<sub>015</sub>, H<sub>016</sub>, H<sub>017</sub>, H<sub>018</sub>, H<sub>019</sub>, H<sub>020</sub> and H<sub>021</sub>)**

The t-test shows that the t-value of -1.070 for gender does not fall within the critical region defined by the critical value of  $\pm 1.967$  and  $p>0.05$ . And also, in case of marital status, the t-value 1.562 does not fall within the critical region and  $p>0.05$ . So, the study fails to reject null hypothesis H<sub>015</sub> and H<sub>016</sub>. It can be concluded that there is no statistical difference between gender or marital status and organisational commitment of employees.

Correlation test reveals that no significant relationship exists between age and organisational commitment of the employees with coefficient value of  $r=0.04$ , a slight correlation was found between qualification and organisational commitment with coefficient value of  $r=-0.126$ , and also between designation and organisational commitment of employees with coefficient value of  $r=-0.136$ ; but the correlation between them was negative. Significant correlation was also found between duration of stay in current position and organisational commitment with coefficient value of  $r=0.132$  as well as between work experience and organisational commitment with coefficient value of  $r=0.151$ . Therefore, the study fails to reject null hypothesis H<sub>017</sub>, whereas the null hypotheses H<sub>018</sub>, H<sub>019</sub>, H<sub>020</sub> and H<sub>021</sub> were rejected.

### **Factors Affecting Organisational Commitment of Ministerial Staff**

All the three forms of commitment have to some extent effect on the organisational commitment of ministerial employees but continuance and normative commitment have more effect as compared to affective commitment. It was also

concluded that commitment of ministerial employees to the organisation they worked for is more cost-based (continuance commitment) and obligation-based (normative commitment) rather than desire-based (affective commitment).

Affective Commitment of ministerial employees: 81% of the respondents agree that the organisation they are working for has a great deal of personal meaning to them, 64% agree to happily spend the rest of their career, 42% of the employees feels the organisation problem as their own. But only 27% are emotionally attached to the organisation, only 22% of the employees feel the organisation as part of their family, and only 12% feel sense of belongingness to their organisation.

Continuance Commitment of ministerial employees: 60% of the respondents agree that leaving their job would be hard even if they wanted to, 55% disagree that they have little option to consider leaving as well as there are no available alternatives, 47% of the employees stay in the organisation because of high cost of leaving. 45% of the employees disagree that their stay in the organisation is because of necessity as much as desire and 30% of the employees agree that too much of their life would be disrupted if they leave their organisation.

Normative Commitment of ministerial employees: 75% of the respondents agree that the organisation they are working deserves their loyalty, 69% agree that they will not leave because of their sense of obligation, 52% of the employees agree that they owe a great deal to the organisation. 27% feels obligated to remains with the organisation, only 24% of the employees agree not to leave the organisation even for their advantage, and only 19% of the employees agree that they would feel guilty if they left the organisation.



➤ **Relationship Between Motivation, Job Satisfaction and Organisational Commitment of Employees (H<sub>1</sub>)**

Correlation test shows a positive correlation between motivation, job satisfaction and organisational commitment. The findings also reveal that the association between motivation and job satisfaction was stronger as compared to the association between motivation and organisational commitment or between job satisfaction and organisational commitment.

**XII.SUGGESTIONS**

- Ministerial staff in state civil secretariat, government of Mizoram are motivated and satisfied with their job, and also committed to the organisation. However, motivation, job satisfaction and organisational commitment are a continuous process. So, it is suggested to take continuous measures to maintain or improves motivation, job satisfaction and organisational commitment.
- While developing strategy towards motivation and job satisfaction it is suggested to put more effort in improving non-monetary benefits and then to monetary benefits.
- It is suggested to follow the order of importance among factors which influence motivation and job satisfaction presented by the study while taking measures to increase motivation and job satisfaction in order to achieve the best possible outcomes.
- Authorities are suggested to make an improvement in implementation or execution of organisational policy (i.e. a set of guidelines that can affect the goals of an organisation such as monitoring employee accountability, health, safety, working environment, monetary and non-monetary benefits, promotion, and other staff

related policies of the government) especially which concerns with employees in order to improve or attain more satisfied, motivated and committed employees.

- Commitment of employees towards the organisation is found to be more cost-based and obligation-based rather than desire-based. So, the authorities are suggested to take actions to improve the affective commitment by building good relationship between employees and their supervisor, encouraging team work, promoting workplace culture, shows appreciation and recognition for job done well, maintaining transparency, etc. so as to make employees stay with the organisation on their will, which will take commitment among ministerial staff to the next level.
- Demographic characteristics such as qualification, designation, duration of stay in current position and work experience have to be taken into consideration while dealing with organisational commitment because they are found to have an impact on organisational commitment. The study found that commitment declined with the increase in the qualification and designation, on the other hand commitment level increase with increase in duration of stay in current position and work experiences.
- Ultimately, it is important to acknowledge relationship that exists between motivation, job satisfaction and organisational commitment while dealing with them. Effective measures taken towards one factor might have impact on increase in the level of the other factors and vice versa.

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