# Study on Perception on Motivators of the Performance among Grama Niladaries

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*Abstract-* Motivation seems to be one of the most important tools of Human Resource Management. Organizations design motivation systems to encourage employees to perform in the most effective way but also to attract potential candidates. Employee motivation is a significant psychological aspect of management. To maximize the effort of employees, there should be a mechanism of motivation. This study sought to investigate the perception of motivation on the performance of Grama Niladaries attached to Kandy and Harispaththuwa Divisions. Specially, the study sought to find out whether motivation of GNs had any effect on their morale to perform and: the effect of intrinsic and extrinsic motivation on the performance of the GNs.

The main focus of this study to gain understanding of perception of Grama Niladharis on existing motivators. This is very important not only to understand the level of motivation among Grama Niladharis but also to understand different level of perception toward different motivators. This research was based on both quantitative and qualitative research methods and data were collected from hundred and twenty Grama Niladhari Officers in the Kandy and Harispaththuwa Divisional Secretariats in Sri Lanka by using a convenient sampling method. This study found that the dissatisfaction level of the Grama Niladhari Officers has negatively affected their performances. The study findings revealed that the respondents are not perceived the existing motivators as encouraging factors for them to perform exceptionally. Therefore, when developing a motivational program for the GNs, it should focus on both extrinsic as well as intrinsic motivators to encourage them to perform well in their respective divisions.

*Index Terms-* Perception, Performance, Grama Niladhari

## I.  INTRODUCTION

This study focused on "perception on motivators of the performance among "Grama Niladharis" in the two Divisional Secretariat Divisions in the Central Province.

Grama Niladhari ("village officer") is a Sri Lankan public official appointed by the central government to carry out administrative duties in a Grama Niladhari division, which is a sub unit of a divisional secretariat. The duties of a Grama Niladhari include the reporting of issuing of permits, gathering statistics, maintaining the voter registry and keeping the peace by settlement of personal disputes. Under Kandy and Harispaththuwa Divisional Secretariat Divisions, there are 120 GN divisions. These 120 GNs are varied in term of sex, age, education back ground etc. Therefore, the performance also varied according the incumbent job holders. Since the GNs are field level officers, most of the time they are in the field. Only two days they are supposed to be in their offices. The public find it difficult to meet them when required to see them. Hence, they have been criticized as inefficient and corrupt set of public officers.

The motivators play a vital role in encouraging staff to deliver efficient services. Unlike in the private sector, public sector officers enjoy limited types of motivators legally. Furthermore, the public services are intangible in nature. So, the public who receive those services cannot be seen the actual services. They assess the performance through how they experience the service. Therefore, personal factor is vital in delivering public services.

The GNs also as public officers are entrusted with number of essential services to the general public. They must receive those services only through the GNs. The GNs also receive a certain amount of motivators legitimately. Therefore, it is important to find out how does the existing legitimate motivators impact on the performance of GNs to provide efficient public services.

## II.  PROBLEM STATEMENT

This study will focus on the perception of GNs on the motivators for their performance. Accordingly, the problem statement has formulated as follows: "How do GN's perceive existing motivators towards their performance"?

This study focuses on whether the perception on motivators of Grama Niladhari Officers for their performance? What are the reasons for the perception of the Grama Niladhari Officers? Further, this study reveals how dissatisfaction of a Grama Niladhari Officer affects his performance? Finally, this study provides suggestions to enhance the motivational factors of the Grama Niladhari Officers.

Maslow's Hierarchy of Needs theory is the most popular one. Maslow believed that the underlying needs for all human motivation to be on five general levels from lowest to highest Self Fulfilment.

Physiological Needs - The need for food, drink, shelter and relief from pain. • Safety and security – Once the physical needs of the moment are Satisfied, man concerns himself with protection from physical dangers with Economic security, preference for the familiar and the desire for an Orderly, predictable world. • Social - become important motivators of his behaviour. • Esteem or egoistic – A need both for self-esteem and the esteem of others, which involves self-confidence,

achievement, competence, knowledge Autonomy, Reputation, Status and Respect. • Self-fulfilment or self-actualization – is the highest level in the hierarchy; 11th International Conference on Business Management - 2014 239. These are the individual's needs for realizing his or her own potential, for continued self-development and creativity in its broadest sense. It shows how expectations of a person will be increased. As a human being this theory is useful to understand the public-sector officials' behaviour.

## III. RESEARCH QUESTIONS

1. Are the socio demographic characteristics of GN's in two selected GS divisions notable?

2. Is the perception on effect of working environment on performance of GN's in two DS divisions critical?

3. Does the perception on effect of supervision and supervisors support on performance of GN's in two DS divisions

4. Does the perception on effect of rewards and incentives in performance of GN's in two DS divisions are different?

5. What is the perception on effect of growth and development opportunities on performance of GN's in two DS divisions

### Overall Objectives

The overall objective of this study is to find the perception on existing motivators by the GNs.

### Specific Objectives

In line with research questions following specific objectives for the study is identified

1. To describe socio-demographic characteristics of GN's in two DS divisions

2. To identify perception on working environment among GN's in two DS divisions

3. To describe perception on supervision and supervisors support among GN's in two DS divisions

4. To analyse perception on rewards and incentives among GN's in two DS divisions

5. To describe perception on growth and development opportunities among GN's in two DS divisions.

### Definitions of terms:

Motivation by definition refers to what activates, directs human behaviour and how this behaviour is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behaviour towards attaining some goals. Jones (1955) argues that" Motivation is concerned with how behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization while all this is going on."Gibson, Ivancevick, Donnelly (Organizations: processes, structure, behaviour Pp214)

Role of financial motivation: The potential role of money as (a) conditioned reinforce (2) an incentive which is capable of satisfying needs (3) an anxiety reducer (4) serves to erase feelings of dissatisfaction Opsahl and Dunette, (motivation and organizational climate Pp 65- 66)

Employee satisfaction: This refers to the positive or negative aspects of employee's altitude towards their jobs or some features of the job Ivancevich etal (Pp 448)

Organizational Goals: A concept, which refers to the focus of attention and decision-making among employees of a sub-unit. Organising: This involves the complete understanding of the goals of organization, the necessity of proper co-ordination, and the environmental factors that influence the gaols and employees within the organization.

Employee attitudes: Mental state of readiness for motive arousal. Performance: the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people.

Efficiency: The ratio of the output to the input of any system. Economic efficiency is a general term for the value assigned to a situation by some measure designed to capture the amount of waste or "friction" or other undesirable and undesirable economic features present. It can also be looked as a short run criterion of effectiveness that refers to the ability of the organization to produce outputs with minimum use of inputs.

### Limitations

Like any research the present research suffers from some of the limitations, which included, but not limited to, the size of the sample of present investigation is limited in its nature, which puts a limitation on the generalization of results of the present study. This study was confined to those GNs who were are working around only two DS areas in the Kandy District, not to all the district as a whole. This limitation of the study again brings limitation of the generalizations of results. And also only selected variables on motivation is included.

Expected research/project outcome or contribution

Since the performance of the GNs is vital for the development of the country, it is needed to improve the performance of GNs through introducing attractive motivators. Therefore, the findings of the research will be useful for policy makers, firstly to understand the reactions from GNs to existing motivators. Secondly, it helps to see the relationship between motivators and performances. Thirdly, it will suggest new strategies to improve the existing motivators for GNs.

## IV. LITERATURE REVIEW

Employee Motivation is the core of management. Employee Motivation is an effective instrument in the hands of the management in inspiring the work force .It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates .

In this research, it is intended to refer the following literature to provide theoretical back ground for the study. Abraham Maslow's Hierarchy of needs theory provides a conceptual framework for understanding the reactions of the individual jobholder for different motivational factors. Douglas McGregor's X and Y theory justify the types of individuals and their responses towards punishments and appreciations. Fredrick Hershberger's two factor theory discussed about the motivation

and hygienic factors.  In this study, it is intended to find the application of those three theories in motivating GNs for efficient performances.

## Maslow's Hierarchy of Needs

This is the most widely known theory of motivation and was hypothesized by American psychologist Abraham Maslow in the 1940s and 1950s. Maslow put forward the idea that there existed a hierarchy of needs consisting of five levels in the hierarchy. These needs progressed from lower order needs through to higher level needs.

The basic premise of the theory is that we all have these five levels of needs and that starting at the lowest level we are motivated to satisfy each level in ascending order. As each level is sufficiently satisfied we are then motivated to satisfy the next level in the hierarchy. The five different levels were further sub-categorized into two main groups, these being:

Deficiency needs - Maslow considered these the very basic needs required for survival and security. These needs include:
• physiological needs
• safety needs
• social needs

Growth needs - These are needs associated with personal growth and fulfillment of personal potential.
• esteem needs
• self-actualization needs

In Maslow's theory, we can never run out of motivation because the very top level, self-actualization, which relates to the achievement of our full potential, can never be fully met. Maslow's theory has been widely embraced and taught within the business world and few people who have attended a company supervision or basic management training course are unlikely not to be familiar with this theory.

Jones suggested "motivation is concern with how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organization while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance?

Specifically, Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this in a motivational point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001)

Per Greenberg and Baron (2003, p192) the five needs identified by Maslow corresponds with the three needs of Alderfer's ERG theory. Whereas Maslow theory specifies that the needs be activated in order from lowest to highest Alder's theory specifies that the needs can be activated in any order. His approach is much simpler than Maslow's. Alder specifies that there exist three main needs as opposed to five postulated by Maslow. This human basic needs include existence, relatedness and growth. These needs according to Alder need not necessarily activated in any specific order and may be activated at any time. According to him Existence needs corresponds to Maslow's physiological needs and safety needs. Relatedness needs corresponds to Maslow's social needs and growth needs corresponds to esteem and self-actualization needs by Maslow.

## Criticisms of Maslow's Need theory of motivation

Maslow proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well-adjusted individuals. Research testing. Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. According to the results of the research managers from higher echelons of organizations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific notion it proposes (Greenberg &Baron 2003, p195). To them this model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs.

According to Graham & Messner there are generally three major criticisms directed to the need theory and other content theories of motivation.
(a) There is scant empirical data to support their conclusions,
(b) they assume employees are basically alike, and
(c) they are not theories of motivation at all, but rather theories of job satisfaction. This was supported by the views of Nadler & Lawler (1979) in Graham &Messner.

Nadler & Lawler  cited in Graham & Messner  also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that:
(a) all employees are alike
(b) all situations are alike and that
(c) there is only one best way to meet needs. Another critic to this view was Basset-Jones & Lloyd

Basset-Jones & Lloyd  presents that in general, critics of the need theory argue that it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not met. Nonetheless and regardless of the heavy criticism levied at the hierarchy of need theory, many believes that this theory has a made a significant contribution in the field of organizational behavior and management especially in the area of employee motivation and remains attractive to both researchers and managers alike. The incorporation of the need theory into the work environment today could be as a result of the contributions made so far by Maslow's Hierarchy of need theory.

Empirical studies on employee motivation using the original and adapted Maslow's model

If any person has to come up with the question that is there any need for employees motivation? The answer to this type of question of-course should be simple-the basic survival of every organization be it public or private limited before, today and in the foreseeable future lies in how well its work force is motivated to meet the objectives of the organization. This explains why the human resource department in today's organization is became a focus of its core functions. I think that motivated employees are needed in this rapidly Business world where the principal-agent conflict is the issue confronting most managers. Most organizations now consider their human resources as their most valuable assets (a strategic or competitive advantage). Therefore, in order to effectively and efficiently utilize this strategic asset, many believes managers and the organization as a whole, must be able and willing to understand and hopefully provide the factors that motivate its employees within the context of the roles and duties they perform. This is because highly motivated employees are the cause of high productivity levels and hence higher profits for the organization. Having noted this rationale the next question one may ask is what factors motivate today's employees"

According to Wiley at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question "what motivates people to work is seldom asked. Wiley went on to say that "we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work",. Therefore, exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation

From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaking. These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first survey to be conducted was on industrial workers by over the years, similar or different survey employees have been carried out

According to a research carried out by Kovach on industrial employees who were asked to rank ten "job rewards" factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred.

The results were as follows

(1) Full appreciation of work done
(2) Feeling of being
(3) Sympathetic help with personal problems
(4) Job security
(5) Good wages and salaries
(6) Interesting work
(7) Promotion & Growth
(8) Employee's loyalty
(9) Good working conditions
(10) Tactful discipline

During the periods when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they taught employees would rank them. The rankings by the supervisors were relatively consistent for each of the years.

These rankings were as follows:

(1) Good wages
(2) Job security
(3) Promotion and Growth
(4)Working conditions
(5) Interesting work
(6) Personal loyalty to employees
(7) Tactful discipline
(8) Full appreciation
(9) Sympathetic help with personal problems
(10) Recognition

The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This shows that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory.

In a survey by Wiley (1997) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The survey concluded with the following collective rank order by respondents:

(1) Good wages
(2) Full appreciation of work done
(3) Job security
(4) Promotion
(5) Interesting work
(6) Company loyalty to employees
(7) Good working conditions
(8) Tactful discipline
(9) Recognition
(10) Sympathetic help with personal problems.

The results from a representative sample of the labor force in seven different countries by Harpaz showed that the two most dominant work goals were "interesting work"

Organizational /managerial Applications of Maslow's Need theory

The greatest value of Maslow's need theory lies in the practical implications it has for every management of organizations. The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualised. This is because self-actualised employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need

organizations can take the following strategies to attain this stage ¾ Recognise employee's accomplishments: Recognising employee's accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plagues etc.. Awards that are too general fail to meet this specification. ¾ Provide financial security: Financial security is an important type of safety need. So organizations to motivate their employees need to make them financially secured by involving them in profit sharing of the organization. In a research carried out with AT&T and Wang showed that 50% of their employees received financial outplacement services to assist laid-off employees in securing new jobs. ¾ Provide opportunities to socialise: Socialisation is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. Research conducted on IBM shows that it holds a "family day" picnic each spring near its Armonk, New York headquarters. ¾ Promote a healthy work force: Companies can help in keeping their Employees physiological needs by providing incentives to keep them healthy both in health and mentally.

## V. METHODOLOGY

### Research Design

The study is a descriptive cross sectional study among GN's in two DS division in Kandy district. Descriptive cross sectional studies are one of the commonest type of research studies undertaken analyse similar problems in similar scenarios. In addition, cross sectional studies provides a clear picture of the study population while utilizing minimal resources and suits best in this scenario.

### Research Model

It is evident from the literature reviewed that almost all the researchers have taken an immense effort to introduce models with high explanatory power in explaining the motivation to work. This is because a model with high explanatory power in other words depicts the capturing of correct combination of explanatory variables. Further it is vital to understand that either a mode with several explanatory variables or few variables does not ensure the better model building. But however the multidimensionality nature of social phenomena limits any researcher in selecting explanatory variables even upon theoretical grounds as theories are built upon several assumptions and different socio-economic and political back grounds. Thus regardless the degree of explanatory power of the model comes up it is vital to realize the limitations of the model in explaining the multidimensionality nature of social phenomena.

In the effort of selecting the explanatory variables it is vital to consider the different scholarly views and those are explained in the following paragraphs as the justification on variables selected for this study in terms of different dimensions.

### Conceptual Model

All four identified independent variables can have direct effect of the performance of GN's. Thus, following mini conceptual model is used for the research study and in operationalization of variables.

### Figure 3 1: Conceptual Framework

### Dependent Variable
Dependent variable in this research is considered as the performance of GNs, which includes different dimensions of the performance criteria's of Grama Niladharis' services.

### Independent Variables
Selection of independent variables is a curtail turning point for any researcher for the success of any research study. In this regard theoretical back ground of the research, the researcher's interest as well as the academic and the practical experience of the researcher in the relevant field is vital for the selection of explanatory variables for the study. Accordingly, the researcher selected nature of duties assigned, supervisors' support, reward and incentives, working environment and opportunity for growth and development as independent variables for this research.

### Study Setting
The study has focused on GN's in government settings. Therefore, divisional secretary offices was selected as service setting for the study.

### Study Population
The study population composed of all the GN's working in selected divisional secretary offices. Two divisional secretary offices were selected based on the convenience to the principal investigator.

### Inclusion Criteria
Selected GN's currently working in Kandy and Harispaththuwa divisional secretariat offices using simple random sampling method.

### Exclusion Criteria
All GN's on maternity leave, foreign leave during the study period

### Study Period
Data from All GN's were collected during the month of May 2015.

Sample
Sample Size Calculation
There were no studies carried out in the same subject in Sri Lanka. Therefore, researcher was unable to find figure on prevalence. Thus, 0.5 prevalence is assumed and sample size was calculated using an accepted statistical formula. This yields sample size of 422. However, as the total population is less than that, it was decided to include entire population for the study.

Sampling Technique
The study population is composed of only 120 GN's. Thus, it was decided to include all the population in the study. Final sample was composed of 120 GN's selected on simple random basis.

Study Instrument

The study instrument was a pre-tested self-administered close-ended questionnaire. The principle investigator himself collected the data at each divisional secretary offices. Principal investigator has visited twice to each office during the period to collect data.

Questionnaire development

Extensive literature search, by the researcher did not reveal any suitable existing scale to measure perception on existing motivators on the performance of GN's. Questionnaires developed in other countries were not suitable in Sri Lanka due variation in service settings. Therefore, the principle investigator chose to develop an instrument.

A panel consisting of experts that included a two senior administrator, a sociologist, a statistician scrutinized selected questions.

Final questionnaire comprised of 36 question. Closed-ended questions were used in most occasions as close-ended style.

All questions were arranged logically and sequentially in three parts to secure collection of required data and to minimize confusion.

1. Part 1 - Basic socio-demographic data (6 questions)
2. Part 2 – Perception on existing motivators. Divided in to 5 section according to the each of motivator group.
3. Part 3 – Open ended question to collect suggestion

Modified Likert scale with five responses were used in most occasion to avoid centralization of responses.

The questionnaire was pre tested at divisional secretary office of Kundasale.

Data Analysis

Data analysis was done using the IBM® SPSS® 22 statistical software. Due to the nature of questionnaire, mainly non-parametric tests used in determining statistical inferences (Jamieson, 2004).

VI. DATA PRESENTATION AND ANALYSIS

Demographic Characteristics

Once categorized into age groups, there was fairly wide distribution among all the age categories with highest number from 46 -50 age group ( 19.2). Males dominated the sample with relative percentage of 71.7%. Most of the GN's in the study belongs to experience of 0 -10 years category and comprises 45% of the sample. 4.1 illustrates distribution by service experience.

Table 4 1: Distribution of Sample by Service Experience

| | Frequency | Percent |
|---|---|---|
| 1-5 Years | 24 | 20.0 |
| 6-10 Years | 30 | 25.0 |
| 11-15 Years | 7 | 5.8 |
| 16-20 Years | 8 | 6.7 |
| 21-25 Years | 10 | 8.3 |
| 26-30 Years | 16 | 13.3 |
| 31-35 Years | 12 | 10.0 |
| 36-40 Years | 13 | 10.8 |
| Total | 120 | 100.0 |

Distribution of Sample by Service Grade
Class II GN's has the highest proportion of 44.2% of the sample while super grade was only 1.7%.

Figure 4 1: Distribution of Sample by Service Grade

**Distribution of Sample by Educational Level**
Most of the GN's were only studied up to ordinary level (41.7%) and bulk of the other were up to advanced level. Together above two categories comprised of 80% of the sample. There were no GN's with postgraduate qualification.

**Perception on Working Environment**
Perception on working environment was assessed using seven Likert scale and results were used to form a single score out of 25. A single score was formed to analyse the perception on working environment by the GN's of two divisions. The possible scores were 0 -25. Perception on working environment was good with mean score of 17.96 and SD of 3.51. The descriptive statistics are summarised in table below (Table 4 2).

Table 4 2: Perception on Working Environment
Descriptive Statistics

| | |
|---|---|
| Mean | 17.96 |
| Median | 18.75 |
| Std. Deviation | 3.51 |
| Range | 15.18 |
| Minimum | 9.82 |
| Maximum | 25.00 |

On analysing the distribution of scores, it was evident that distribution of perception scores on working environment did not show normal distribution pattern. It showed a pattern with two peaks and may be due to limited number of questions.Figure 4 2 shows the histogram of the distribution of scores.

Figure 4.2: Perception Score on Working Environment

**Perception on Supervisor Support**
Similarly, a single score was formed to analyse the perception on supervisor support by the GN's of two divisions. The possible scores were 0 -25. Perception on working environment was good with mean score of 18.74 and SD of 2.20. The descriptive statistics are summarised in table below.

Table 4 3: Perception Scores on Supervisor Support
Descriptive Statistics

| | |
|---|---|
| Mean | 18.74 |
| Median | 18.75 |
| Std. Deviation | 2.20 |
| Range | 11.72 |
| Minimum | 11.72 |
| Maximum | 23.44 |

On analysing the distribution of scores, it was evident that distribution of perception scores on supervisor support did not show near normal distribution pattern. It was bit negatively skewed and shown below.

Figure 4 3: Perception on supervisor support

## Perception on Rewards and Incentives

Similarly, a single score was formed to analyse the perception on rewards and incentives by the GN's of two divisions. The possible scores were 0 -25. Perception on working environment was good with mean score of 12.76 and SD of 3.75. The descriptive statistics are summarised in table below. The perception score on reward and incentives appeared lower than that or working environment or supervisor support.

Table 4 4: Perception score on Rewards and Incentives
Statistics
Mean    12.76
Median  13.54
Std. Deviation    3.75
Range   17.71
Minimum           1.04
Maximum           18.75

## Perception on Opportunities of Growth and Development

Perception on opportunities of growth and development was assessed using five Likert scale.A single score was formed to analyse the perception on rewards and incentives by the GN's of two divisions. The possible scores were 0 -25. Perception on working environment was good with mean score of 12.76 and SD of 3.75. The descriptive statistics are summarised in table below. The perception score on reward and incentives appeared lower than that or working environment or supervisor support.

Table 4 5: Perception Score on Opportunities of Growth & Development
Statistics
Mean    9.86
Median  10.00
Std. Deviation    2.63
Range   15.00
Minimum           2.50
Maximum           17.50

On analysing the distribution of scores, it was evident that distribution of perception scores on working environment showed normal distribution pattern and shown below.

Figure 4 4: Perception Score on Opportunities of Growth & Development

On summarizing the scores on working environment, supervisor support, rewards & incentives and opportunities of growth and development, it was evident that apparently different perception pattern. Highest perception score was on supervisor support while lowest on development opportunities. This showed GN's were more concern on career development. However, this needs further analysis to see whether there is significant difference on these scores. Friedman test was used in comparing means due to nature of scores and due to non-normal distribution of the scores. For the test significant level was set as 0.05. Test result is summarized in Table 4 6.

Table 4 6: Friedman Test
Ranks
         Mean Rank
Working Environment (Q1)          3.19
Supervisor support (Q2)    3.54
Rewards & Incentives (Q3)          2.00
Opportunities (Q4)          1.26
Test Statistics on Friedman Test
Number 120
Chi-Square          241.539
Degree of freedom          3
Asymp. Significance          .000

As significance level is less than 0.05, we can confirm that there is significant difference among means on for selected score. However, to find each group Wilcoxon signed-rank test was employed several times. From the test results, it was evident that there was significant differences on all occasion except between working environment and supervisor support.

## Total Score on Perception

Overall perception score was obtained by adding four score on working environment, supervisor support, reward & incentives and opportunities on development. The possible scores were 0 -100. Overall perception score was good with mean score of 59.32 and SD of 6.71. The descriptive statistics are summarised in table below (Table 4 7).

Table 4 7: Overall Perception Score
Statistics
Mean    59.32
Median  59.55
Std. Deviation    6.71
Range   36.35
Minimum           39.48
Maximum           75.83

On analysing the distribution of scores, it was evident that distribution of perception scores on working environment showed normal distribution pattern.

Figure 4 9: Distribution of overall Perception

Independent sample T test was employed to analyse differences among male and female GN of the population and following results were obtained. As value obtained from t test was above the 0.05, it is concluded that perception do not differ based on the gender of the GN.

Table 4 8: T test on Gender vs Perception

|  | F | Sig. | t | df | Sig. |
|---|---|---|---|---|---|
| Equal variances assumed | .069 | .794 | -.030 | 118 | .976 |
| Equal variances not assumed |  |  | -.030 | 61.040 | .976 |

One way ANNOVA test was performed to identify difference according to age of GN and found to have no significant difference (Sig = 0.17). Another one way ANNOVA test was performed to identify difference according to service

experience. It was found to have no significant difference (Sig = 0.14). Similarly, one way ANNOVA test was performed to identify difference according to service grade of GN and found to have no significant difference (Sig = 0.47).

## VII.   CONCLUSIONS, RECOMMENDATIONS & LIMITATIONS

The overall objective of this study was to investigate the perception on motivation of the performance among GNs. The conceptual model, developed according to three selected theories, was the foundation of this study. Both extrinsic and intrinsic motivational factors were identified as independent variables to conceptualize the dependent variable of employee performance and their perception on motivation.

**Relationship between independent and dependent variable**

To examine the relationship between the GNs perceptions on motivation of the performance was the key objective of this study. Results obtained through the inferential analysis, concludes that extrinsic and intrinsic motivation can positively contribute towards employee performance. Therefore, factors that can enhance the dimensions used to measure extrinsic motivation and intrinsic motivation can enhance the performance among GNs.

The results of this research suggest that the most appropriate motivation and reward system should try to satisfy variety of needs from more than one category. The perfect job of a GN should be interesting and well paid. Moreover, the work environment should create the feeling of involvement, appreciation and safety. Perhaps there should be also a great chance for promotion. The described job definitely would motivate employees to perform very well. Although, it might be hard to offer a position that satisfies all those needs, organizations should be aware of their existence. The information gained from this research might be a good starting point for creating motivation systems for supervisors of GN at present as well as for planning new recruits.

As per the primary research study, it is evident that the Grama Niladhari officer is dissatisfied with his job. The extent to which they are dissatisfied can be identified at three different levels – Strongly Dissatisfied, Dissatisfied and Neither Dissatisfied nor satisfied – further, did observations indicate that there is a difference between Job Dissatisfaction of male Grama Niladhari officers and female Grama Niladhari officers. Salary, Promotion, Political Influence, Recognition, Technology and Training are the main factors affecting job dissatisfaction of the Grama Niladhari officers. There is a negative relationship between job dissatisfaction and performance of Grama Niladhari officers.

Even though Grama Niladhari Officers have to stay at their office premises from 08.30a.m to 11.30a.m, it is observed that they do not come to the office on time. In the evening they have to visit their divisions to observe the people of their divisions. Excepting newly recruited officers, no one used to visit their divisions. If they do not have any field duty, they must stay at their office in the evening. But as per the observations, no one follows the rules as there is no person to supervise them. On the other hand, there are many social welfare programs for the disabled people and for the widows which are carried out by the Divisional and District Secretariats.

It is the responsibility of the Grama Niladhari officer to identify disabled or widows in his division and recommending them to the Secretariats. But Divisional and District Secretaries blame to Grama Niladhari officers, that they do not perform their duty well.

## VIII.   RECOMMENDATIONS

The final objective of this study is to provide suggestions to minimize the identified factors which cause dissatisfaction of the Grama Niladhari officers. Performance based Salary Scheme one of the main factors which causes job dissatisfaction of the Grama Niladhari Officers is low salary. Grama Niladhari officers demand some indicators to measure their performance. According to the performance, salary increments should be given. Even some performance measurements exist, but the performance is not measured fairly and correctly. One of the GN's stated as follows; "I received two years vacation with salary to follow a Diploma in social work in the Institute of National Social Development which is established under the Ministry of Social Services. I conducted a research too. But they did not give me even a salary increment. I did not receive any benefit from that diploma to improve my career life…." This kind of grievance is apparent with several Grama Niladhari officers. Thus, the government should pay more attention to encourage them by giving them the necessary financial benefits, career prospects etc.

At the same time, officials who show poor performance should be identified and necessary action should be taken to motivate them. 11th International Conference on Business Management - 2014 249 Opportunity to Career Development The promotion scheme of the Grama Niladhari officers have made frustrated them. Once a person is recruited as a Grade III Grama Niladhari officer, she/he has to wait ten years to enter into Grade II. Even, the government does not hold necessary examinations on time. In fact, even their EB exams are not held on time and in a systematic manner. Sometimes Grama Niladhari officers have to wait twelve years or fourteen years to get promoted. The period of conducting examinations should be reduced and the government should take the responsibility to hold examinations on time.

Minimize unnecessary political influence. Earlier, the interviews for the recruitment of the Grama Niladhari officers" were conducted at Provincial Council level. But currently those powers have been delegated to the local government agencies. Therefore, politicians receive more opportunity to influence that process. Unnecessary political influence is another major factor for the dissatisfaction of Grama Niladhari officers. All the powers of recruiting and promoting the Grama Niladhari officers should be centralized with the Ministry of Public Administration and Home Affairs. Then, politicians will not be involved those procedures.

The Recognition and dignity of Grama Niladhari Officers are also reduced due to lack of formal office premises, Social well-fair facilities, opportunity to show the seniority and qualifications. Thus, a part of a government building should be given to the Grama Niladhari officers to establish their office. It

is not an additional cost to the government. They can build single premises for all public officers in a particular area. Midwives, Samurdhi Officers, Development Officers, Grama Niladhari officers and other related officers could be available in one place. The absence of transport facilities is another issue. The Grama Niladhari officers do not visit their divisions and they often make an excuse due to the absence of the transport facilities, they are unable to visit divisions. So, they request some kind of transport facility to do their job.

At the same time, there should be social well-fair programs for the Grama Niladhari officers such as housing facilities in order to enhance the living standard of the Grama Niladhari officers.

Politicians and other people cannot use Grama Niladhari officers for political activities if the Grama Niladhari officers are well paid based on an independent performance evaluation system. They should be allowed to display their certificates in their office and mention their tenure in the name board.

Assistance of technological and Training Since the Grama Niladhari officer has to deal with more paper work and prepare documents; it is difficult to handle those entire activities manually. They request computers and other related technological equipment which make their tasks easier and faster. It is not enough providing technological equipment; they should be given training programs to handle those equipment to improve their performance.

General public always seek guidance from the Grama Niladhari Officers when they need assistance from any government institute. Therefore, the Grama Niladhari officers should have regularly updated information regarding all the services which are offered by the government. Therefore, continuous training programs and awareness programs should be conducted.

The Grama Niladhari officers should be closely supervised at office as well as their field duties. Necessary arrangements must be made by the Divisional Secretariats. As the closest Administrative officer to the general public, Grama Niladhari officers will perform better than they did, if they are recognized by government that the GN is the first point of contact by the public in the government's concepts of taking public administration and its delivery systems to the door step of the public.

Here, in a nutshell, some of the things we can take away from research in the field of the psychology of work motivation for GNs are:
- Set challenging and specific goals for employees.
- For complex or new tasks, set a goal of learning or mastering the task. For other tasks, set a goal that specifies performance (quantity and quality).
- Supervisors should explain the relevance and importance of the goals that are set, and they should discuss the goals with the employee to make sure that the goals are both achievable and challenging.
- Performance-oriented employees need to be given the tools and shown the steps necessary to achieve the goals. Training, modelling, and conveying confidence in the employee's abilities can increase their chance of success and maximize their future performance.

- Performance planning and management scheme for GNs.
- Goal setting and goal discussions should occur as often as necessary, which is probably more often than is being done now.
- All employees need direct and immediate feedback on progress toward goals.
- Performance-oriented employees need recognition and praise when they achieve their goals. Pointing out that they didn't meet their goals is de-motivating, and it reduces future performance. Instead, the manager should help the employee with strategies to achieve the goals.
- ICT facilities for delivery prompt services. (With an appropriate network systems)
- Upgrade the quality of work life an environment of GNs by status buildings and facilities enhancement.
- Provide for performance instruments and career growth thought execution of appropriate HRD plans.

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