

## ABSTRACT

*The aim of the study was to understand the level of achievement motivation and job satisfaction among SC / ST and non SC / ST employees in state government service. The sample consisted of 302 employees in various government institutions. 152 SC / ST and 150 general category employees were included in the study. An achievement motivation scale was developed for this study and job satisfaction scale was also used to assess the variables. The result has shown significant difference on achievement motivation between SC / ST and non SC / ST employees and no difference in job satisfaction among the groups.*

## INTRODUCTION

The government of India and the state governments have been earnestly trying to implement many programmes for uplifting scheduled caste and scheduled tribe employees. But their condition has not improved to the desired extent. Feeling of backwardness has secluded them from the main stream of the society. It has been observed that human behavior is invariably the result of both biological and cultural factors and the most vital finding concerns the contribution of caste factors. Birth in a particular caste is accompanied by a specific level of cognitive competence. Cognitive development in SC / ST individuals is less than that persons of other castes or communities and so reservation is essential for these deprived castes. The SC/ST communities enjoys reservation and other concessions because of deprivation they had been subjected for so many years. This reservation or concession on the other hand seems to affect their motivation and job satisfaction which determine the personal efficiency of employees. In this study their personal efficiency is compared with that of persons of other castes. Performance of SC/ST employees is low because of their anxiety about failure which is further associated with deprivation.

McClelland (1961) defines achievement motivation "as a motivational force which arouses the desire for achievement in situations involving standards of excellence." The people with high achievement motivation have a compelling desire to succeed and they strive for personal achievement rather than rewards or success. They have a desire to do something better and more efficiently. They often seek situations where they can attain personal responsibility or find solutions to the problem. High achievers accept the challenges in working out problems and accept personal responsibilities. They prefer tasks which involve moderate risk and which give immediate feedback.

## OBJECTIVE

The objective of the study is to compare the achievement motivation and job satisfaction of the SC/ST groups of employees with those of a general group of employees working in the same institutions.

## HYPOTHESES

- a) There is no significant difference between the achievement motivation of SC / ST employees and

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that of a comparable group of employees belonging to other communities.

- b) There is no significant difference between the job satisfaction of SC / ST employees and that of a comparable group belonging to other communities.

**METHOD**

Survey method was adopted for the study.

**SAMPLE**

The sample consisted of 302 persons employed in various institutions of Kerala state. 152 samples belonged to SC / ST and 150 belonged to general category. These employees were selected randomly with the permission of the chief officer in every office and with guidance of the office superintendent in the establishment section with the help of the service books in each office.

**INSTRUMENTS USED**

1. Achievement Motivation Scale: In this study the investigator developed a tool to measure achievement motivation. It is a self administering, internally consistent and valid test. It is particularly applicable to employees in offices and industrial settings.
2. Job Satisfaction Scale: Developed by Jayan and Dharmangadhan (1992), it consists of ten variables representing job satisfaction in employees. It is a five point scale with 100 items. Split-half reliability of the test was found to be high.

**PROCEDURE**

The scales were administered to the subjects individually. The tests were administered according to the instructions in the manuals.

**RESULTS AND DISCUSSION**

The result presented in table-I shows significant difference in achievement motivation between SC/ST and

non SC/ST employees but no difference between male and female employees.

The study shows that, when compared to privileged caste employees, achievement motivation is low in SC/ST employees because of their deprivation. Poor cognitive development and socio-cultural factors may also contribute to low achievement motivation in SC/ST employees. There is no significant difference between SC/ST employees and general category employees in the case of job satisfaction. SC/ST female employees on the other hand were more satisfied than non SC/ST females.

**Table-1**

**ANOVA RESULTS OF ACHIEVEMENT MOTIVATION SCORES**

Source of variation	DF	Ss	Ms	F ratio
Group	1	5064.21	5064.21	47.68 *
Sex	1	113.25	113.25	1.06
Group X Sex	1	0.094	0.009	0.001
Error	298	31659.64	106.24	

\*0.001

**Table-2**

**ANOVA RESULTS OF JOB SATISFACTION SCORES**

Source of variation	DF	Ss	Ms	F ratio
Group	1	63.67	63.67	0.166
Sex	1	555.69	555.69	1.452
Group X Sex	1	434.60	434.60	1.136
Error	298	114045.11	382.70	

Table-3 shows that there is no significant difference in job satisfaction between groups and sex. The effect may be due to the fact that the groups are government employees and they are all doing the same work (White Collar Job) and so the satisfaction level remains the same.

**Table-3**

**MEAN, SD OF ACHIEVEMENT MOTIVATION OF GROUP AND SEX DIFFERENCE**

Group	Variable	N	Mean	SD
Group	SC/ST	152	55.4	10.31
Sex	Male	87	55.58	9.98
	Female	65	54.31	10.77
Group	General	150	63.17	10.28
Sex	Male	76	63.76	9.55
	Female	74	62.56	11.09

**Table-4**

**MEAN, SD OF JOB SATISFACTION OF GROUP AND SEX DIFFERENCE**

Group	Variable	N	Mean	SD
Group	SC/ST	152	238.09	19.64
Sex	Male	87	240.29	20.23
	Female	65	235.14	18.87
Group	General	150	258.83	19.53
Sex	Male	76	238.99	20.22
	Female	74	238.67	18.92

Table-4 shows that group and sex wise difference in job satisfaction is the same among the groups. This is because they are doing the same work in the same time and at the same place. This shows that the satisfaction level is the same.

**CONCLUSION**

- 1) Scheduled Caste and Scheduled Tribe employees show less achievement motivation than the employees from other communities.
- 2) Female employees show more achievement motivation than male employees.
- 3) Scheduled caste and Scheduled tribe male employees show more achievement motivation than female SC/ST employees.

- 4) Job satisfaction is higher in SC/ST employees than in non SC/ST employees.
- 5) Job satisfaction is higher in female employees than in male employees.
- 6) Skilled/Technical staff is more satisfied than the white collar employees.
- 7) Employees working in the directorates have more achievement motivation than those in branch offices and also Head quarters staff are more satisfied than area office employees.

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