Exploring the Motivational Needs of BSNL Officer: An Empirical Study

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ABSTRACT

Motivation refers to reasons that underlie behavior that is characterized by willingness and volition. Motivation represents a fundamental theory to represent the explain the normal human behavior. It represents the reasons for people's needs, their desires and the actions to achieve those needs. Motivation can also be defined as one's direction to behavior, or what causes a person to want to repeat a behavior and vice versa. It also includes the characteristics of the Respondents and the multiple variables of the Respondents. All the independent as well as variables have been used for the purpose of discussion, which has been presented in a table wise sequence. We have also mentioned the details of the questionnaire i.e. the type of questions included and the significance of the same question to the respective theory. To measure, explore and analyze manager personality trait using a structured questionnaire. To measure, explore and analyze motivational needs of managers using a structured questionnaire. Testing certain hypotheses including those based on situational leadership model. Generating certain useful and valid hypotheses on the basis of the findings of the present study giving a useful direction for the future research in the field of managerial leadership and motivation.

Keyword: - *BSNL , Behavior, Human, and volition etc.*

1. INTRODUCTION

Bharat Sanchar Nigam Ltd. was incorporated on 15th September 2000. It took over the business of providing of telecom services and network management from the erstwhile Central Government Departments of Telecom Services (DTS) and Telecom Operations (DTO), with effect from 1st October'2000 on going concern basis. It is one of the largest & leading public sector units providing comprehensive range of telecom services in India. To define motivation, we can say it is an aspect, that is approached by different work levels, from senior to junior levels, in the workplace as employees up to all other workers and people in the organization but it is the role of the manager to start the motivation process for the team and open the door for others to add their inputs on what does really motivate them and if possible it should be added as a strategy to achieve business goals through their main assets which are people. When looking at factors that affect job satisfaction, it is found that Agency theory is quite approaching as it explains the extent to which organizations need to think of their human resource i.e. responsible in producing the output needed by organizations to meet stakeholder's expectations. Content (or need) theories of motivation focus on factors internal to the individual that energize and direct behavior. In general, such theories regard motivation as the product of internal drives that compel an individual to act or move (hence, "motivate") toward the satisfaction of individual needs. The content theories of motivation are based in large part on early theories of motivation that traced the paths of action backward to their perceived origin in internal drives. The work done for the motivation in the past explained that employees try hard and demonstrate goal-driven behavior in order to satisfy needs. For example, an employee who is always walking around the office talking to people may have a need for companionship, and his behavior may be a way of satisfying this need. This was the time when it was required to develop certain theories to clarify the things about motivation. At the time, researchers developed theories to understand what people need. Major content theories of motivation are Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's motivator-hygiene theory, and McClelland's learned needs or three-needs theory.

2. RESEARCH OBJECTIVE

1.   To measure, explore and analyze manager personality trait using a structured questionnaire.

2. To measure, explore and analyze motivational needs of managers using a structured questionnaire.
3. Testing certain hypotheses including those based on situational leadership model.
4. Generating certain useful and valid hypotheses on the basis of the findings of the present study giving a useful direction for the future research in the field of managerial leadership and motivation.

3. HYPOTHESIS

1.   Self-monitoring personality of a manager is associated with style effectiveness, style flexibility, motivational profile and the most used style.

2.   Motivational profile of manager is associated with style effectiveness, style flexibility and the most used style.

3.   A dominant or a most used style as well as style flexibility is not associated with effectiveness in terms of situational leadership model (SLM) of Paul Hersey and K. Blanchard.

4.   Biographical variables of a manager such as Age, Educational Level and Educational Discipline, Managerial Experience and Managerial level are associated with style Flexibility, Motivational Profile, Dominant Style. Style Effectiveness and self-monitoring.

4. LITERATURE REVIEW

Singh S. K. and Tiwari Vivek (2011) investigated the relationship between motivational job satisfactions and they concluded that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization.

According to Carlyle's Great Man Theory (1888) an organization's achievements are its employee's achievements. This theory tries to explain how important employees are for an organization and how important it is that they are satisfied, motivated and hence productive. As it is a well known fact that these two factors i.e., Motivation and Job Satisfaction have a great impact on the performance of an employee as well as the organization thus, the study of relationship between these two variables unarguably becomes a topic of prime importance and of great interest for study and further research.

According to Keith Davis and John W. Newstrom (2002), Job Satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work.   it is an affective attitude a feeling of relative like or dislike towards something

As per Verma Aarti (2015,) a good quality of work life is essential for an organization to continue to attract and retain efficient and skilled human resources as the success of any organization is highly dependent on how it attracts, recruits, motivates and retain its human resources. This study measures the Quality of Work Life in Diesel Locomotive Works, a government sector undertaking of India. The research design chosen is descriptive in nature and sampling technique is convenient sampling.

5. RESEARCH METHODOLOGY

The collection and presentation of data and the methods applied to collect them. It also includes the characteristics of the Respondents and the multiple variables of the Respondents. All the independent as well as variables have been used for the purpose of discussion, which has been presented in a table wise sequence. We have also mentioned the details of the questionnaire i.e. the type of questions included and the significance of the same question to the respective theory.

5.1 Nature and Sample
The present study is non-experimental and exploratory in nature that could be categorized as a questionnaire based Case Study. It has been conducted on the Officers of Bharat Sanchar Nigam Limited. It includes the technical support officer staff members of both rural and urban branches which include all branches of Jodhpur city and the Jalore branch. Around 400 printed questionnaires were distributed to these officers and at their locations and explained with the relevance.

Variables	Category
Gender	Male
	Female
Qualification	Bachelor Degree / Diploma
	Master Degree
	Professional Degree
	Ph.D. or Higher
Age Group	Below 20
	20 -40
	40-60
	Above 60
Position in Organization	Top Level
	Middle Level
	Lower Level
Monthly Income	Below 40,000
	40,000 – 60,000
	60,000 – 80,000
	Above 80,000
Experience	Below 5 Years
	5 - 10 Years
	10 - 15 Years
	Above 15 Years

5.2 Questionnaire and Variables

As the present work is questionnaire based case study, the collection of requisite data was done with the help of a printed questionnaire consisting of three separate sections. Part – I of the questionnaire sought general information about the respondent such as their age group, their educational level, their managerial level at which they are working in the organizational hierarchy, their educational discipline and the respective level, their experience and their monitoring benefits. These six biographical variables have been finally used as independent variables for the purpose of date analysis in this research work. Part – II of the questionnaire determines self monitoring behavior of the respondent with the help of an instrument developed by R. D. Lennox and R. N. Wolfe. Part – III of the questionnaire measures motivational needs of achievement, Power and affiliation on the basis of an instrument developed by R. Streers and D. Braunstein. Data Analysis work has been carried out by using the following variables:

Variables Set 'A'	
Independent Variables	Dependent Variables
Gender	Self-Monitoring
Age	Motivational Profile
Educational Level	Style Profile
Educational Discipline	Dominant Style

Managerial Level	Style Effectiveness
Salary	Degree of Effectiveness
Managerial Experience	Style Range

Variables Set 'B'	
Independent Variables	Dependent Variables
Self – monitoring	Degree of Effectiveness
Self – monitoring	Style Flexibility
Motivation	Self – monitoring
Motivation	Degree of Effectiveness
Dominant Style	Style Effectiveness
Style Flexibility	Style Effectiveness
Dominant Style	Self – monitoring
Dominant Style	Motivation
Motivation	Style Flexibility

The research report contains two separate chapters analyzing the results of the study. Chapter 8 contains the result and the discussion as a general analysis of the data obtained. The next chapter 9 represents result and discussion of the study by testing the formulated hypotheses using chi-square as a tool of analysis.

Limitations

Though case study conclusions are not regarded as generalizations or even the basis of deriving valid generalizations, the present work may help the relevant managers in examining their personality, leadership behavior and their motivational orientation that might enable them to be effective managers in their own organizational setting, i.e. Bharat Sanchar Nigam Limited. With limited resources available to an individual University academic researcher like me, the present work contribute usefully to enhance the existing knowledge base in the field of organizational leadership under Indian environment. Further on the basis of the conclusions of this investigation some useful and valid hypotheses have also been generated for further testing through a large and comprehensive study for making necessary generalizations in the Indian context.

5.3 Human Motivation

As it's also explained in the Introduction of the thesis, saying that different people behave differently in the exact same situation. It is quite similar to getting inspired by different personalities according to the different of opinions of the person. This also reflects into the difference in the behavior of the individual person. At the same time there is also the variability exists within the person according to the situations. This again can be understand by the example of the same person which passes through a coffee shop and enjoy a cup of coffee one day and on the very next day while passing through the same shop he avoids doing so as the behavioral difference. This clarifies that the same person behaves differently in an identical situation on different occasion. It is this variability in behavior both between individuals and within the same person on different occasions, which psychology seek to understand.

When we say motivational concepts help us make sense out of behavior, one important thing that we mean is that motivational concepts help to explain behavioral variability. As it is described by Badu, 2005, Motivation can be reciprocated as the psychological characteristic that adds to a person's degree of commitment. It is the management process of influencing employees' behavior. But it is also true that this characteristic of motive for the person never can be observed directly.

Motivation and its level can only by identified through the behavior. For example, after the closing bell at the school some kids rush the bus very quickly with the internal competition among them to reach first as somebody wants to grab the seat close to the driver but this belongs to the special class or group of the student as the first one to reach will the closest seat to the driver. Through this we can infer the motive to achieve the challenge. We also must have enough observation of the student's behavior to rule out other possible motive. Note that we need to be conscious, aware of our motives as other can make inference about our motive even though we may not be aware of them as through the example of kids we can make out the motive is same for the only set of kids and no else has got any sort

of idea about the same but they must have been observing them for their safety. That behavior can be driven by unconscious motivation, as it is called, is perhaps a mojor concept of the psychological theory of personality.

Motive can also be a significant tool to predict the behavior of anybody. As with the above mentioned example, the motive remains same for the set of kids and the observer can easily predict their movements and activities to wrap up the things before the closing bell on different occasions to get the opportunity reaching first to the bus. And if the predictions are correct for these occasions them it helps us to guess the direction of the activities for the future also. While motive do not tell us exactly what will happen as a result, but it gives us the idea about the range of things a person will do or attempt.

5.4 Motivational Needs

The perfect way to motivate a person is to understand his individual needs first which drives the activity of the person. According to the definition explained by McClelland, all motives are acquired and all motivations are based upon emotions, not identical with emotions but rather of change in the affective conditions. A motive is the reintegration of a cue in an affective situation wherein the word reintegration means to imply previous learning. Cues which are paired with the affective states, changes in these states and the conditions producing them become capable of reintegrating a state (A) derived from the affective situation (A), but not identical with it. According to this hypotheses, there can be two types of the possible motivations: the positive or approaching which is an pleasure or satisfaction and displeasure or pain. However, no distinction is there between primary, biogenic and secondary, psychogenic motives as all motives are acquired.

5.6 RESULTS AND DISUSSION: GENERAL ANALYSIS

This part of the chapter contains analysis of the data collected through the structured questionnaire. The analysis has been made by converting raw data into putting them in calculations by Chi-Square and by doing the interpretations with the different variables.

Motivation has been great challenge for manager and enormous researcher. The present study examines five primary motivation of a person i.e. Actualization, Esteem, Affection, Safety and the Physiological Needs with different variables.

Table 5.1: Gender Variable

Gender	No. Of Respondents	Actualization	Esteem	Affection	safety	Physiological
Male	168	1271	1319	1248	1163	1447
Female	32	261	300	289	281	343
Total	200	1532	1619	1537	1444	1790

In my data collection, there were 20 questions were incorporated for the analysis of the motivational needs of the employee of BSNL. Out of those 20 questions, No. 1, 6, 11 & 16 signifies the factor of Actualization. Similarly question No. 2, 7, 12, & 17 demonstrates the needs of Esteem. In the same manner question No. 3, 8, 13 & 18 kept fort the Affection needs. Question No. 4, 9, 14 & 19 were put for the safety needs. And as a final part question No. 5, 10, 15 & 20 describes the physiological needs.

As demonstrated in the Table 8.1, the total no of male Respondents were 168 and the female Respondents were 32. The total of the feedback from the different participants of the study is also reflecting in the table. For example, the

total of the responses from all the male participants for the questions for Actualization is 1271 and the total of the responses from all the female participants for the questions of Actualization is 260.

The rest part of the table shows the data in the same manner for males and females with the different set of questions asked for the different set of needs.

It is clearly reflecting the high scoring of 1271 in total in the need factors associated with actualization with males as compared to the females i.e. 260. For the Esteem needs of motivation, the total of males' response is 1313 and the female's feedback is 299. Similarly, the total of the response of the males and the females for the Affection need of motivation are 1248 & 291 respectively. It also clearly demonstrates the total of the response of males and females for the questions of safety needs are 1163 & 281 respectively. Finally for the physiological needs, the total of the reply from the males and females are 1447 and 340, accordingly.

This table describes the Indian Social Environment according to the gender variables in the working conditions. As a common feedback it is also getting reflected at these circumstances also that the Indian working Environment also seems to be a male dominant and easy for work for men as compared to the women. It can also be clearly understand with the Table 5.1. that in a prestigious Govt. Sector unit like BSNL, the number of male employee is significantly high as compared to the female which shows the conditions are more familiar and happening for males comparing to females.

Table 5.2: Age Variable

Age Group	No. Of Respondents	Actualization	Esteem	Affection	safety	Physiological
20-40	78	566	631	559	543	672
40—60	118	925	946	940	878	1082
Above 60	4	41	42	38	23	36
Total	200	1532	1619	1537	1444	1790

As per the data collected with the help of questionnaire of 20 questions for the Maslow's Theory, the feedbacks received are as per the Table no 5.2. Again in this data collection through the questionnaire, the flow of questions remains same with the same set of questions. Only the analysis with reference to the variable is difference i.e. age group. The table clearly demonstrates that there were three age group considered which includes the age group of 20-40, 40-60 and the age group above 60. As a Government Organization, the participants above 60 years of age are very minimal, which is quite easily visible. The major contributing age group is 40-60 which is very significant in terms of the performance output of the organization. The result of the analysis also clearly describe that the major age group of the employees has got the high needs for the life both personally and professionally. The total of the feedback for this age group is quite high as compared to the other age groups which shows that the physiological needs are of most importance for them as everybody wants to complete the professional tenure without much of the physical hurdles and this is also for the benefit of the organization for its outcome.

Table 5.3: Organizational Position Variable

Position	No. Of Respondents	Actualization	Esteem	Affection	Safety	Physiological
Top Level	16	142	146	140	103	148
Middle Level	136	996	1033	966	941	1179
Lower Level	48	394	440	431	400	463
Total	200	1532	1619	1537	1444	1790

As Table 5.3 describe the Variation of the Position Level in the Organization. According to the data collected, total no of Respondents for Top Level were 16, total no of Respondents for Middle Level were 136 and total no of Respondents for Lower Level were 48. The total of the feedback from the different participants of the study is also reflecting in the table. For example, the total of the responses from the entire Top, Middle and Lower Level participants for the questions for Actualization were 142, 999 and 395 respectively.

The table shows the data in the same manner for the same level with respect to the different factor and different level, with the different set of questions asked for the different set of needs.

It is clearly visible with the mentioned data that the Top Level of the organization is more of a satisfied group of the people as they are showing less motivational needs according to the questions asked. This also reflects that the Top Level have presumed the maximum potential of their skills or the knowledge with respect to the position. In the same manner if we explore the data of the middle level with respect to the different needs, it clearly demonstrates that the Middle Level is having the higher needs to be fulfilled as far as the future carrier is concern. It shows that they have a long way to go and the organization has a lot do for their growth. Finally if we explore the data for the Lower Level, we can easily find out that results are not as high as it seems they are satisfied with the current position. This can be taken as that the group has got some fresher's in it which are getting familiar with the system and learning the process of working in the organization also upgrading the skill level to maintain the same level efficiently.

As per the above mentioned table, there are group of people at different level in the same organization with different level of motivation. This data can be explored by the organization in the way to plan certain things with respect to the level of individual. Large number of the people belongs to the Middle Level, according to the table, which shows that this group is the major concern for the organization for which they have to plan something which is very close to their motivational needs as any movement of this group can be very fragile for the organization.

Table 5.4: Monthly Income Variable

Monthly Income	No. Of Respondents	Actualization	Esteem	Affection	safety	Physiological
Below 40,000	5	31	35	32	24	26
40,000 – 60,000	74	551	592	537	531	652
60,000 – 80,000	99	738	783	769	744	915
Above 80,000	22	212	209	199	145	197
Total	200	1532	1619	1537	1444	1790

In the same sequence of variables in the questionnaire, Monthly Income was also incorporate. The results were categorized in the four different groups i.e. below 40,000, 40,000 – 60,000, 60,000 – 80,000 and finally above 80,000, as a monthly income. The results are calculated and presented in the Table no 8.4. As per the table, it is clearly visible that the numbers of Respondents under the different category of monthly income are 5, 74, 99 and 22 respectively. It is quite in the same sequence of the results found in the Table 8.1II that the middle level has got the maximum number of employees in the organization. The same results are obtained in this category also wherein the maximum number of employees falls under the Monthly Income category of 40,000-60,000 and 60,000-80,000.

After exploring the results, for example, with one need of motivation i.e. Actualization, it was found that, the needs are very high for above mentioned two groups. The reason can be very simple that the group is representing a mature group with high social needs to fulfill. The group member may have some personal goals to achieve. This group can explore the change also and the same can be very difficult for any established organization. It also reflects that the group has got the internal competition also among the employees as everybody is observing each one and his performance.

The other two groups i.e. below 40,000 and above 80,000 represent the group wherein the people are either new or about the retiring age. In both the conditions, the level of competition is different. Herein the competition is not in the group but the competition is with the same individual. It can be about the efficiency, task, skill etc. Herein, the results are more important rather than the income as it has got the different level of appraisal.

Table 5.5: Experience Variable

Experience	No. Of Respondents	Actualization	Esteem	Affection	Safety	Physiological
Below 5 Years	4	24	31	28	26	27
5 – 10 Years	40	298	317	290	282	355
10 -15 Years	74	546	612	569	550	642
Above 15 Yrs	82	664	659	650	586	766
Total	200	1532	1619	1537	1444	1790

In the above mentioned Table No.5.5, it's been demonstrated the Experience variable. There are four categories in the table according to the experience. Those are below 5 years, 5 – 10 years, 10 -15 years finally above 15 years. The numbers of Respondents for the each group are 4, 40, 74 and 82 respectively.

Again if we assume one motivational need i.e. actualization for an example, the significant number of Respondents belong to the experience group of 10 – 15 years and above 15 Years. So this can be concluded that the motivational needs for this class of people are very high. This group is also carrying the legacy of the organization since a very long time so the importance of the group is also very high. After spending this much of the time in the same organization, there is a shift in the expectation level of the employees with respect to the organization and the same remains with the organization also. In this group people may look forward for stability, a consistent growth etc.

The other two groups are even if not having the much of the Respondents but at the same time play a very vital role for the organization. These groups of people do not have very big expectations but the small needs and recognition from the organization which work as a catalyst in their professional growth. This group of people tends to change the organization also so as to achieve the individual roles and responsibilities in a short period of time.

The same interpretation can be calculated with the other motivational needs apart from actualization, like, Esteem, Affection, Safety and finally the Physiological Needs. This is the main observation for the Maslow's Hierarchy of needs theory. The other set of questionnaire was representing the motivational factors for the Herzberg Theory of Two Factors.

In my data collection, there were 14 questions were incorporated for the analysis of the motivational needs representing the two factor theory of Herzberg, of the employee of BSNL. Out of those 14 questions, No. 1, 3, 5, 7, 9, 11 & 13 signifies the factor of Hygiene. Similarly question No. 2, 4, 6, 8, 10, 12 & 14 demonstrates the factors of Motivational according to Herzberg theory.

Table 5.6: Gender Variable

Gender	No. Of Respondents	Hygienic	Motivational
Male	168	2442	2474
Female	32	517	531
Total	200	2959	3005

As per the Table 5.6, again the gender variable with respect to the Herzberg Motivational theory factors. It is clearly visible with the outcome of the results that again the males are quite high in the numbers as well as the specific needs for the same is also very high.

Table 5.7: Age Variable

Age Group	No. Of Respondents	Hygienic	Motivational
20-40	78	1140	1175
40—60	118	1738	1766
Above 60	4	81	64
Total	200	2959	3005

As showed in the Table 5.7, the two factors for the Herzberg Theory, i.e. the hygiene and the motivation factor, the results clearly shows that the age group of 40 – 60 has for the maximum number of employees and at the same time the needs for the group is also very high. As in the government setup the retiring age is 60, so the age group of above 60 has got very less number of employees.

Table 5.8: Position Variable

Position	No. Of Respondents	Hygienic	Motivational
Top Level	16	278	244
Middle Level	136	1850	1950
Lower Level	48	831	811
Total	200	2959	3005

As shown in the Table 5.8, the variable considered is the Position of the employee in the organization. Again the middle level is high in number with high motivational needs for the future growth and the development.

Table 5.9: Income Variable

Monthly Income	No. Of Respondents	Hygienic	Motivational
Below 40,000	5	83	80
40,000 – 60,000	74	1086	1105
60,000 – 80,000	99	1422	1460
Above 80,000	22	368	360
Total	200	2959	3005

The above shown Table no 5.9 demonstrates the needs of the employees coming under the different variables according to the different income. The major contribution comes from the income group of 40000-60000 and 60000-80000. As the number of employees in these groups are high, so the level of competition as well as the expectation from the organization is also very high.

Table 5.10: Experience Variable

Experience	No. Of Respondents	Hygienic	Motivational
Below 5 Years	4	55	56
5 – 10 Years	40	610	612
10 -15 Years	74	1062	1114
Above 15 Years	82	1232	1223
Total	200	2959	3005

Table 5.10, shows the data collected about the two factors for Herzberg theory, with respect to the variable of the experience of the employees in the organization. It clearly shows that more than 75% of the Respondents having the experience of 10 years or more, which intern can be considered as the asset for any organization. It's the challenge and the achievement for any management to consistently motivate them and fulfill their needs.

6. RESULTS AND DISCUSSIONS: TESTING OF HYPOTHESES

As the topic headline says this chapter deals with testing of hypotheses. On the basis of "formulated research hypotheses", in all statistical hypotheses have been created and tested using Chi-Square test for the purpose of analysis and discussion. The presentation would be in a sequence of created hypotheses. It starts with a "statement of hypotheses" and ends with the "result of Hypotheses".

Table 6.1: Actualization Variable

Gender	No of Respondents	Actualization	Total
Male	168	1271	1439
Female	32	261	293
Total	200	1532	1732

Null Hypotheses: H_0 : f_0 - f_e = Zero

f_0 : Observed Frequency
f_e : Expected Frequency
The Degree of Freedom is one.
Calculated Value of Chi- Square $\chi2$ = 0.1352.
Critical Value of Chi-Square $\chi2$ =
Calculated Value < Critical Value
The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.
Since difference is considered insignificant the Null hypotheses is accepted.
The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- ***Result of Hypotheses:***
  Actualization examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Actualization does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.2: Esteem Variable

Gender	No of Respondents	Esteem	Total
Male	168	1319	1487
Female	32	300	332
Total	200	1619	1819

Null Hypotheses: H_0 : f_0 - f_e = Zero
f_0 : Observed Frequency
f_e : Expected Frequency
The Degree of Freedom is one.
Calculated Value of Chi- Square $\chi2$ = 0.7636.
Critical Value of Chi-Square $\chi2$ =
Calculated Value < Critical Value
The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.
Since difference is considered insignificant the Null hypotheses is accepted.
The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- ***Result of Hypotheses:***

Esteem examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Esteem does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.3: Affection Variable

Gender	No of Respondents	Affection	Total
Male	168	1248	1416
Female	32	289	321

Total	200	1537	1737

Null Hypotheses: H₀ : f₀ - fₑ = Zero

f₀ : Observed Frequency

fₑ : Expected Frequency

The Degree of Freedom is one.

Calculated Value of Chi- Square χ^2 = 0.9229.

Critical Value of Chi-Square χ^2 =

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- *Result of Hypotheses:*

Affection examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Affection does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.4: Safety Variable

Gender	No of Respondents	Safety	Total
Male	168	1163	1331
Female	32	281	313
Total	200	1444	1644

Null Hypotheses: H₀ : f₀ - fₑ = Zero

f₀ : Observed Frequency

fₑ : Expected Frequency

The Degree of Freedom is one.

Calculated Value of Chi- Square χ^2 = 1.3642.

Critical Value of Chi-Square χ^2 =

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational needs stands no association.

- *Result of Hypotheses:*

Safety examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Safety does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.5: Physiological Variable

Gender	No of Respondents	Physiological	Total
Male	168	1447	1615
Female	32	343	375
Total	200	1790	1990

Null Hypotheses: H_0 : f_0 - f_e = Zero
f_0 : Observed Frequency
f_e : Expected Frequency
The Degree of Freedom is one.
Calculated Value of Chi- Square $\chi 2$ = 1.1761.
Critical Value of Chi-Square $\chi 2$ =
Calculated Value < Critical Value
The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.
Since difference is considered insignificant the Null hypotheses is accepted.
The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- *Result of Hypotheses:*

Physiological examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Physiological does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 5.6: Age-Actualization Variable

Age	No of Respondents	Actualization	Total
20-40	78	566	644
40-60	118	925	1043
Above 60	4	41	45
Total	200	1532	1732

Null Hypotheses: H_0 : f_0 - f_e = Zero
f_0 : Observed Frequency
f_e : Expected Frequency
The Degree of Freedom is one.
Calculated Value of Chi- Square $\chi 2$ = 0.5681.
Critical Value of Chi-Square $\chi 2$ =
Calculated Value < Critical Value
The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- **Result of Hypotheses:**

Actualization examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Actualization does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.7: Age-Esteem Variable

Age	No of Respondents	Esteem	Total
20-40	78	631	709
40-60	118	946	1064
Above 60	4	42	46
Total	200	1619	1819

Null Hypotheses: H_0 : f_0 - f_e = Zero

f_0 : Observed Frequency

f_e : Expected Frequency

The Degree of Freedom is one.

Calculated Value of Chi- Square χ^2 = 0.2584.

Critical Value of Chi-Square χ^2 =

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- **Result of Hypotheses:**

Esteem examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Esteem does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.8: Age-Affection Variable

Age	No of Respondents	Affection	Total
20-40	78	559	709
40-60	118	940	1064
Above 60	4	38	46
Total	200	1619	1819

Null Hypotheses: H$_o$: f$_o$ - f$_e$ = Zero

f$_o$: Observed Frequency

f$_e$: Expected Frequency

The Degree of Freedom is one.

Calculated Value of Chi- Square χ2 = 0.6325.

Critical Value of Chi-Square χ2 =

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- *Result of Hypotheses:*

Affection examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Affection does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.9: Age-Safety Variable

Age	No of Respondents	Safety	Total
20-40	78	543	621
40-60	118	878	996
Above 60	4	23	27
Total	200	1444	1644

Null Hypotheses: H$_o$: f$_o$ - f$_e$ = Zero

f$_o$: Observed Frequency

f$_e$: Expected Frequency

The Degree of Freedom is one.

Calculated Value of Chi- Square χ2 = 0.3623.

Critical Value of Chi-Square χ2 =

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.

Since difference is considered insignificant the Null hypotheses is accepted.

The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- *Result of Hypotheses:*

Safety examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Safety does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

Table 6.10: Age-Physiological Variable

Age	No of Respondents	Physiological	Total

20-40	78	672	750
40-60	118	1082	1200
Above 60	4	36	40
Total	200	1790	1990

Null Hypotheses: H₀ : f₀ - f_e = Zero
f₀ : Observed Frequency
f_e : Expected Frequency
The Degree of Freedom is one.
Calculated Value of Chi- Square $\chi2$ = 0.184.
Critical Value of Chi-Square $\chi2$ =
Calculated Value < Critical Value
The calculated value of Chi-Square is less than the Critical Value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be insignificant.
Since difference is considered insignificant the Null hypotheses is accepted.
The acceptation of Null Hypotheses leads us to conclude that the Gender and Motivational need stands no association.

- *Result of Hypotheses:*

Physiological examined in terms of Motivational needs of respondent reveals that they are independent of each other. That means Physiological does not have any bearing on Motivational Profile of individuals. Human Motivation is an internal urge.

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