ACHIEVEMENT MOTIVATION LEVEL AMONG EMPLOYEES OF DIFFERENT GOVT. DEPARTMENTS

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Abstract:
The present study was conducted to explore the achievement motivation level in the employees of Pakistan. A sample of 205 employees (Mean age 32.40; SD 8.62) of Pakistan working in different Govt. departments was taken by convenient purposive sampling method. For the purpose of measurement achievement motivation scale by (Spencer & Helmreich 1983) was used. Independent samples t test revealed that male employees have greater level of achievement motivation. One way ANOVA showed that higher Govt. officers (Grade 17 and above) have the greatest level of achievement motivation and another independent samples t test revealed that young employees had greater level of achievement motivation as compared to the old employees.

KEY WORDS: ACHIEVEMENT MOTIVATION

Introduction:
Achievement motivation is the key to the progress of most of the departments of every country of the world( James, K. & Albert, S. 2002.). It refers to an individual’s desire for significant accomplishment, mastering of skills, control high standard (David C. Mccelland, D. 2001.) Achievement motivation has many factors and correlates and is dependent on many attributes e.g. good health, working environment, cultural implications and social prestige (Andrew, P 1999).

Although many other correlates are important in the level of achievement motivation in employees are important in the level of achievement motivation in employees yet gender differences also make a significant contribution in the level of achievement motivation (Nicole, F. 2005). Unfortunately conflicting literature is available in different parts of the world about
the gender differences (Pool, S.W. 1997). A great deal of literature is available related with achievement motivation level of the high class officers of different departments and the correlates of the same (Stephen P. & Robin, S.M. 2001). In spite of abundant literature on the issue of achievement motivation little is known about the real and genuine reasons and correlates of the attribute of achievement motivation (David, M. 1985). The organizations all over the world are indebted to the achievement motivated and new young’s workers. (Nicole, F. 2005). In Pakistan although there is increasing tendency to judge the level of achievement motivation of the employees of different departments but no practical work has been done to improve the construct in the workers and employees of Pakistan (Fatima, S. 2008) not much had already been done on the gender issues relating achievement motivation in Pakistan (Zahra, R. 2007). This study encompasses different departments of Pakistan. The sample includes women, youngsters experienced and young employees of all grades of Pakistan for the first time to explore and to compare the achievement motivation of those employees.

**Objectives:**

i. To measure the achievement motivation of the employees of different departments.

ii. To measure gender differences in achievement motivation

iii. To measure the level of achievement motivation in young and senior Govt. officers of different departments.

**Hypothesis**

i. Males have greater motivation level as compared to females in different Govt. departments of Pakistan.

ii. Higher officials grade (17&above) have the greatest achievement motivation than clerks and lower grade workers.

iii. Youngsters (18 to 30 years) have greater achievement motivation level than old employees (31 to 60 years).
METHOD

Participants
Sample consisted of 205 employees (Mean age 32.40; SD 8.12) which was selected through convenient purposive sampling technique. The sample consisted of different Govt. employees of different departments like education, Police, Wapda, Sui gas, Nadra and hospital officials of different age groups and gender, among these employees 116 were males (Mean age 34.69; SD 7.12) and 89 were females (Mean age 31.17, SD 9.84).

Instruments
One instrument achievement motivation scale (Spencer & Helmreich, 1983) was used to measure the motivation level of the participants. It consists of 19 items measured on a five point likert scale 1-Strong disagree to 5- strong agree the score ranged from 19 to 95. The high score on the scale revealed high achievement motivation level and low score showed low level of achievement motivation. According to Spencer and Helmreich, 1983 the internal consistency reliability was .81 and in this study the coefficient was found to be .83.

Procedure
The data was collected from the different officials of different departments. The collection of data was not an easy task from the lower grade employees because of their low education level. The employees were divided into three categories according to their grade i.e. first grade (17&above), the second grade (7 to 16) and the third grade (1 to 6). The employees were also divided according to their age group into 2 major group i.e. youngsters in group1 (18 to 30 years) and seniors in group 2(31 to 60 years).

The higher officials of all the departments filled the questionnaire readily. In case of low education employees the researchers made the employees each question understand and ensured that they fully understood the meaning and purpose of the question. The respondents were informed that the data will only be used for the research purposes only and will be kept confidential.
Results:
The data was analyzed by the help of SPSS 20 version. For the first hypothesis that males have greater motivation level as compared to females an independent samples t test was conducted.

Table 1
Mean, Standard deviation and t value for the scores of males and females on achievement motivation level.

<table>
<thead>
<tr>
<th>Employees</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>116</td>
<td>81.52</td>
<td>30.29</td>
<td>3.215</td>
<td>.000</td>
</tr>
<tr>
<td>Females</td>
<td>89</td>
<td>69.76</td>
<td>22.46</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

df: 104 p<.05
The results states t value to be 3.215 what is significant at .05 level of significance.

Table 2:
In the next hypotheses the higher officers i.e. (Grade 17 and above) have a higher level of achievement motivation than lower grade officials i.e. Grade (7-16) and low grade employees grade (1-6) a one way ANOVA was conducted

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>mean square</th>
<th>df</th>
<th>F</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>1137.049</td>
<td>5685.246</td>
<td>2</td>
<td>14.95</td>
<td>.000</td>
</tr>
<tr>
<td>118716.148</td>
<td>250.986</td>
<td>202</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130086.639</td>
<td></td>
<td>204</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The one way ANOVA was conducted to see the difference between the three groups. A significance difference in the achievement motivation was found in all three different grade employees. F (2,102)=14.95, P<.0005.
In Tukey HSD Post HOC test it was found that the highest level of achievement motivation was found in higher officers i.e. 17 and above with mean (8.65, SD 16.37)
Table 3
Mean, SD and the value of t for the scores of youngsters (18-35) and (36-60) on achievement motivation N = 205

<table>
<thead>
<tr>
<th>Employees</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>116</td>
<td>78.82</td>
<td>16.32</td>
<td>3.452</td>
<td>.000</td>
</tr>
<tr>
<td>Old</td>
<td>89</td>
<td>72.64</td>
<td>14.84</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Df= 203, p,.05
The independence of samples t test revealed that there was a statistically significant difference between the youngsters and employees (t = 3.452 P<.0005) this is indicates that youngsters have greater level of achievement motivation level as compared to old age employees.

Discussions and conclusion
The main aims of this study was to forces on the difference of achievement motivation of females, males and higher and lower officials and also to see the difference of age had any affect on a achievement motivation.

The first hypothesis revealed that males have great achievement motivation as compared to females. One of the reasons may be that in Pakistan the cultural implications have been formulated in such a way that males are more often than not considered to be the main guardians of the homes, so naturally future obligations compel them to be more achievement motivated than females who usually have to be come house wives in Pakistani culture. The other reason may be that males consider their career building as a permanent strife for life in this male dominated society of Pakistan but the females even if they take on a job in their early years of life after education, have to leave it most of the times when it comes to child rearing.

The other hypothesis that higher grade officers have greater achievement motivation as compared to low grade officials is the promotion system of Pakistan. There is no doubt in the fact that the promotion system of Pakistan has certain flaws and errors which need to be rectified (The daily Jang March 22, 2005) The Higher Officials jump to promotions more quickly as compared to low grade officials.

The third Hypothesis that youngsters (18-30years) are more achievement motivated as compared to old age group (31-60years) . The reason may be that the youngsters are at the start
of their careers. They are emotionally dreamy and physically energetic (Longman J. & Stephen 2002).

This extra energy keeps them moving and keeps on motivating them to go ahead in life.

**Limitations and Recommendations**

The sample size was small and was only taken from 3 main cities of Pakistan so it can not be the true representative of whole Pakistan.

The employees of all the departments of Pakistan showed be included in the sample with a bigger sample size so that the results might be generalized.
References
Spencer, R. & Helmrich, 1983) Achievement motivation and how it can be measured.