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Research Paper

Psychology



GOAL SETTING TENDENCIES, COMMUNICATION SKILLS AND WORK MOTIVATION VIS-À-VIS AGE DIFFERENCE – A STUDY ON PUBLIC SECTOR ORGANIZATION

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ABSTRACT

Goal setting is a set of skills that involves using goals in particular ways to achieve variety of effects. Communication is a process of sharing of experience till it becomes a common profession. An organization is a collection of people working together under a defined structure for the purpose of achieving, predetermined outcomes through the use of financial, human and material resources. The aim of the present investigation is to study the goal setting tendencies, communication skills and work motivation of the employees of different ages engaged in public sector organization. Accordingly, a group of 100 employees were selected as sample. A General Information Schedule, Goal Setting Communication Skill and Motivation Feedback Questionnaire were used as tools. The findings reveal that the more the age, the better is the goal setting tendencies and communication skills. Except safety need, other needs differ with age difference.

Keywords : Goal setting, Communication skill, Work Motivation and Impact of age

INTRODUCTION

Goal setting involves setting a clear objective and ensuring that every participant is clearly aware of what is expected from him or her, if this objective is to be achieved. Specific goals are more powerful motivating forces than general goals. A study regarding the effects of negative or positive feedback on group goal setting, strategy development and task performance revealed that the negative feedback groups were less satisfied, but they set higher goals, developed more strategies and performed at higher levels than that of the positive feedback groups (Mesch, et al., 1994). The degree of acceptance of set goals affects performance. But peer competition was considered and found to have no effects upon performance (Steer and Porter, 1979).

OBJECTIVES

1. To study the Goal setting tendencies of the employees of below and above 40 years of age engaged in public sector organization.
2. To study the Communication skills of the employees of below and above 40 years of age engaged in public sector organization.
3. To study the work motivation of the employees of below and above 40 years of age engaged in public sector organization.

HYPOTHESES

Hypothesis - I: Employees of below and above 40 years of age differ among themselves in terms of Goal setting tendencies.

Hypothesis - II: Employees of below and above 40 years of age differ among themselves in terms of Communication skills.

Hypothesis – III: Employees of below and above 40 years of age differ among themselves in terms of Work motivation.

STUDY AREA AND SAMPLE

A group of 100 (50 from below 40 years and 50 from above 40 years) male employees of public sector organization were selected as sample in this investigation. They are all graduates; belong to joint and nuclear families and at least five years

experience in service.

TOOLS USED

General Information Schedule

It consists of items like, name, address, age, educational qualification, marital status, family type, duration of service.

Goal Setting Questionnaire (Burton, 1990)

It consists of 20 statements answerable along five point scales viz; Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD) where high score indicates high goal setting tendencies and vice-versa. The odd-even split-half reliability is 0.78.

Communication Skills Questionnaire (Burton, 1990)

It consists of eighteen statements answerable along five point scale from strongly agree to strongly disagree where high score indicates good communication skills and vice-versa. There are three domains in this questionnaire, viz; Feed back skills, listening skills and articulation skills. The odd-even split – half reliability is 0.76.

Motivation Feedback Questionnaire (Pfeiffer and Jones, 1973)

It consists of 20 statements answerable along seven categories, viz; Strongly Agree, Agree, Slightly Agree, Don't Know, Slightly Disagree, Disagree and Strongly Disagree. There are five categories of needs in this questionnaire: Basic Needs, Safety needs, Belongingness needs, Esteem needs and Self Actualization needs.

ADMINISTRATION, SCORING AND STATISTICAL TREATMENT

General Information Schedule, Goal Setting, Communication skill and Motivation Feedback Questionnaire were administered to a group of 100 employees of public sector organization by giving proper instruction. Data were collected and properly scrutinized. Frequency and percentages were calculated for General Information Schedule. Mean and SD were done for Goal Setting, Communication Skill and Work Motivation Questionnaire. Comparisons were made by applying t – test.

RESULTS AND INTERPRETATION

The General characteristic data inserted in Table – 1 reveals

the characteristic features of the subjects, under study.

Table -1 about here

Data inserted in Table – 2 reveals that the goal setting tendencies of the employees of below and above 40 years of age engaged in public sector organization. Mean score reveals that the more the age the better is the goal setting tendencies. Analysis of data further reveals that promotion, success, reward and clear deadlines are the significant factors behind the difference. Not only this, maximum utilization of knowledge, patience and experience also take an important role in this regard. When comparison was made between the two groups, significant difference was observed. Thus, the Hypothesis – I which postulates, “Employees of below and above 40 years of age differ among themselves in terms of Goal setting tendencies” – is accepted.

Table – 2 about here

Data inserted in Table-3 reveals a comparative picture between the employees of below and above 40 yrs of age who are engaged in public sector organization in terms of communication skills. Overall picture reveals good and satisfactory communication skills of the employees of public sector organization. Analysis of data further reveals that in all the three domains of communication skills mean score is more for those who are above 40 years of age than those who are below 40 years of age. Proper expression of ideas, patience listening and avoidance of distractive cues are the main reasons for this difference. When comparison was made between the two groups, significant difference was observed. Thus, the Hypothesis – II which states, “Employees of below and above 40 years of age differ among themselves in terms of Communication skills” – is accepted.

Table -3 about here

Data inserted in Table – 4 reveals the comparative picture of employee of below and above 40 yrs of age engaged in public sector organization in terms of work motivation. Over all data reveals good and satisfactory work motivation of the employees. Analysis of data further reveals that the basic need is higher among the employees who are below 40 yrs of age in comparison to the other four needs. On the other hand, need for self-actualization is higher in comparison to the other four needs of the employees who are above 40 yrs of age. When comparison was made between the two groups, significant difference was observed except safety need. It can further be said that the more the age, the more is the belongingness and esteem need. Duration of service and experience took an important role in this regard. Thus, the Hypothesis – III which states, “Employees of below and above 40 years of age differ among themselves in terms of Work motivation” - is accepted except safety needs.

Table – 4 about here

MAJOR FINDINGS

1. Goal setting tendencies of the employees of public sector organization is better among the employees who are above 40 years of age than those of the employees who are below 40 years of age.
2. Promotion, success, reward and clear deadlines are the significant factors behind the difference in connection with goal – setting tendencies.
3. Communication skill is better among the employees who are above 40 years of age than those who are below 40 years of age.
4. Proper expression of ideas, patience listening, avoidance of distractive cues are the main reasons for this difference.
5. Except safety need, the employees of below and above 40 years of age engaged in public sector organization differ significantly in terms of work motivation.

6. Basic and safety needs are higher among the employees of below 40 years of age than the employees of above 40 years of age. On the other hand belongingness need, esteem need and self actualization are more predominant among the employees of above 40 years of age than that of the below 40 years of age.

CONCLUDING REMARKS

In conclusion it can be said that goal setting tendencies, communication skills and work motivation are better among the employees engaged in public sector organization who are above 40 years of age than those of the employees who are below 40 years of age. Duration of service has taken an important role in this regard. In connection with proper utilization of the human resource, measures should be taken by identifying strength and weakness of the employees of public sector organization. It can further be said that adequate measures may be taken regarding proper goal setting and appropriate communication so that the purpose of the organization be fulfilled as far as possible. Measures may also be taken regarding work motivation to increase the performance level of the employees.

Table –1: General Characteristic features of employees of public sector organization

General Characteristic Features	Information			
	Below 40 years of age (N = 50)		Above 40 years of age (N = 50)	
	f	%	f	%
1. Age in years (mode value)	30 Years		48 Years	
2. Educational qualification				
(a) Graduate	37	74	40	80
(b) Post Graduate	13	26	10	20
3. Marital Status				
(a) Married	39	78	38	76
(b) Unmarried	11	22	12	24
4. Family Type				
(a) Joint	14	28	18	36
(b) Nuclear	36	72	32	64
5. Duration of Service				
(a) Below 10 years	50	100	-	-
(b) Above 10 years	-	-	50	100

Table – 2: Goal setting tendencies of employees of below and above 40 years of age

Categories	Below 40 yrs of age (N = 50)		Above 40 yrs of age (N = 50)		t - value
	Mean	SD	Mean	SD	
Goal Setting Tendencies	66.58	5.25	72.36	4.78	5.78*

* p < 0.01, Score Range: 20 - 100

High score indicates strong and favourable goal setting tendencies

Table – 3: Communication skills of the employees of below and above 40 yrs of age

Categories	Below 40 yrs of age (N = 50)		Above 40 yrs of age (N = 50)		t - value
	Mean	SD	Mean	SD	
Communication skills:	19.60 20.22 21.36	1.15 1.54 1.42	21.22 23.16 24.57	1.56 1.70 1.91	5.78* 8.91* 9.73*
1. Feedback skill					
2. Listening skill					
3. Articulation skill					
Total	20.39	1.37	22.98	1.72	8.09*

* p < 0.01,

Score Range: for each domain: 6-30 and over all communication skill: 18-90

High score indicates strong and favourable communication skills.

Table – 4: Work motivation of employees of below and above 40 yrs of age

Categories	Below 40 yrs N = 50		Above 40 yrs N = 50		t - value
	Mean	SD	Mean	SD	
Work motivation:					
1. Basic needs					
2. Safety needs	10.22	1.20	9.32	1.17	3.75**
3. Belongingness	9.56	1.15	9.44	1.31	0.50*
needs	9.17	1.24	10.52	1.13	6.14**
4. Esteem needs	9.54	1.38	10.77	1.56	4.10**
5. Self-actualization	9.26	1.27	10.41	1.32	4.42**
needs					

* Difference is insignificant.

** $P < 0.01$,

Score Range: + 12 to - 12

High score indicates strong and favourable work motivation.

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