

ABSTRACT

An understanding of the factors that motivate employees is essential if senior functionaries in the organisation have to effectively address the major human resource and work force planning issues facing it

An efficient and rapidly growing force like SSB needs to know what the various factors which motivate its personnel are. What are the differences in motivational levels among different ranks? These insights can be helpful in enhancing collective efficiency of the force.

The present study aimed to identify the need expectation, need fulfillment and need gap of SSB personnel and how need expectation and need fulfillment varies across frontiers and various demographic subgroups in relation to ranks, age, gender, educational qualification and experience. Herzberg's theory of Hygiene and Motivational Factors was utilized.

A questionnaire prepared on the basis of a Pilot study was utilized in the study.

The major finding of the study was that highest need expectation was for Salary, Career Advancement and Promotion and Accessibility to Mobile Connectivity. The highest need fulfillment was for Interpersonal Relation with Superior, Subordinates and Colleagues. The highest need gap was found for Quality of Medical Facilities to Family Members.

The implication of these findings for SSB is that a more dynamic approach to human resource management can be taken with consideration of all these factors. The

effective application of these findings for planning various programmes and policies may assist the SSB to foster a more stimulating and motivating workplace. s