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# AN ASSESSMENT OF FACTORS INFLUENCING EMPLOYEES' WORK MOTIVATION -

with special reference to the applicability of  
Herzberg's Two-Factor Theory to the Administrative Officers  
of the State Universities in Sri Lanka

by

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## ABSTRACT

The non-academic administrative officers such as the Registrars, Bursars and their Deputies of the State Universities in Sri Lanka play a vital role in facilitating the academics in the fulfillment of their university duties and responsibilities i.e. - imparting new knowledge to the youth, dissemination of new knowledge through high quality research, and community services. However, it has been revealed that they are not motivated to be fully committed and devoted professionals. The objective of this study is, therefore, to identify the major factors which directly influence their motivation. The researcher mobilizes Herzberg's Two-Factor Theory of Motivation to identify these influences and examine the applicability of this theory to the non-academic administrators of the Sri Lankan state universities.

All the fifteen state universities were included in the survey. There were 325 non-academic administrative officers who fell into top, middle and lower level management. A structured questionnaire designed by the researcher on the Herzberg's Model was distributed by mail and 152 responded. Two of the responses were rejected as the questionnaires were not fully completed. The SPSS software package was used to analyse the data .

Statistical data reveals that both Hygiene Factors and Motivational Factors affect the motivation of the non-academic administrative officers of the state universities in Sri Lanka. Therefore, the research findings do not fully agree with Herzberg's Two-Factor Theory as far as the Sri Lankan state university administrators are concerned.

The policy makers should, therefore, consider both "Hygiene Factors" and "Motivational Factors" as important motivational factors when they frame policies to increase performance and to build a fully committed non-academic administrative team of officers in the state universities in Sri Lanka.

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