

A Study of Employees Satisfaction, Motivation and Engagement in Government Department with special reference to Subordinate and Ministerial Personnel in Tonk District (Rajasthan)

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ABSTRACT

Employee satisfaction, motivation, and engagement are key drivers of organizational performance, yet much of the existing research has focused on private-sector organizations, leaving a significant gap in understanding these dynamics within government institutions. This study bridges that gap by examining the interrelationship among employee satisfaction, motivation, and engagement among subordinate and ministerial personnel working in government departments of Tonk District, Rajasthan. A total of 700 respondents were selected using simple random sampling from five major departments: Treasury and Accounts, Medical and Health, Revenue, Panchayat Raj, and School Education. Overall, the study concludes that both motivation and recognition-based engagement practices substantially enhance job performance and organizational effectiveness in the public sector. The findings suggest that implementing structured recognition programs, supportive leadership practices, and clear communication channels can foster a more motivated, satisfied, and engaged workforce. These insights are valuable for policy formulation, HR reforms, and administrative improvements aimed at strengthening employee morale and productivity in Rajasthan's government departments. The main aim is to study the of Employees Satisfaction, Motivation and Engagement in Government Department with special reference to Subordinate and Ministerial Personnel in Tonk District (Rajasthan).

Keywords: Employee Satisfaction, Motivation, Engagement, Job Performance, Recognition, Government Departments, Tonk District, Rajasthan.

Introduction

Administrative reforms and organizational development, employee satisfaction, motivation, and engagement have become central themes in the discourse of effective human resource management. An organization's ability to achieve its objectives depends not only on its structural efficiency or technological resources but largely on the attitudes, commitment, and performance of its employees. When employees are satisfied and motivated, they tend to demonstrate higher levels of engagement—characterized by enthusiasm, focus, and a sense of purpose—which in turn enhances both individual productivity and organizational effectiveness.

In the public sector, particularly within government departments, maintaining employee satisfaction and engagement presents unique challenges. Bureaucratic procedures, limited incentives, hierarchical structures, and restricted opportunities for professional advancement often affect motivation and reduce enthusiasm among employees. Yet, subordinate and ministerial personnel who form the

backbone of administrative operations play a crucial role in implementing policies, managing records, and ensuring smooth public service delivery. Understanding their level of satisfaction and engagement is therefore vital for improving administrative efficiency and citizen service outcomes.

While numerous studies (e.g., Siengthai & Pila-Ngarm, 2016; Abdi et al., 2017; Muazza & Syarifuddin, 2017; Sam-Mensah, 2022) have examined employee satisfaction, motivation, and engagement across private-sector organizations such as banking, healthcare, education, and hospitality, there remains a notable research gap in the context of government institutions—especially at the district level in India. The working environment, job design, and motivational factors in government departments differ significantly from those in the private sector, making it essential to explore these dimensions in a public-sector setting.

This study aims to fill that gap by examining the interrelationship among employee satisfaction, motivation, and engagement among subordinate and ministerial personnel working in various government departments of Tonk District, Rajasthan. The research specifically investigates how factors such as recognition, appreciation from seniors, and a sense of belonging contribute to employee engagement and overall job performance.

Review of Literature

Research on job rotation, motivation, and employee engagement reveals diverse findings across sectors and regions. Siengthai and Pila-Ngarm (2016) examined Thailand's hotel and banking sectors and found that while job redesign initially lowers performance, it enhances it when combined with job satisfaction. Abdi et al. (2017) and Nurun & Dip (2017) established that motivation significantly improves both financial and non-financial organizational performance. In India, Asaduzzaman (2017) highlighted that employee motivation directly contributes to job satisfaction and organizational success, while Gupta and Asharuddin (2019) confirmed that intrinsic and extrinsic motivation strongly influence satisfaction and performance among government health workers. Studies on job rotation show mixed outcomes. Muazza and Syarifuddin (2017) reported that job rotation and satisfaction together improve performance in Indonesia's public sector, whereas Salih and Al. Ibed (2017) found no significant relationship in Sudan, citing experience as a moderating factor. Ragel and Ragel (2017) revealed that job satisfaction mediates the effect of job rotation on organizational citizenship behavior among Sri Lankan bank employees. Moscone Hampongo (2020) and Djalil & Lubis (2020) showed that while job rotation and work culture affect satisfaction and skill levels, they may not directly influence performance. Further, Agustian and Rachmawati (2021) demonstrated that both job rotation and person–job fit enhance employee engagement only through the mediating role of job satisfaction. Shin et al. (2021), Vishwakarma (2022), and Renu Patel (2022) supported the idea that job rotation reduces monotony, enhances skills, and improves motivation when properly implemented. Finally, Sam-Mensah (2022) and Suleman et al. (2022) found that job satisfaction and organizational commitment significantly mediate the relationship between job rotation and employee performance, confirming their joint importance in sustaining engagement.

Research Gap

A substantial body of literature has examined the relationship between employee satisfaction, motivation, and engagement across various private-sector organizations, including banking, healthcare, education, and hospitality (Siengthai & Pila-Ngarm, 2016; Abdi et al., 2017; Muazza & Syarifuddin, 2017; Sam-Mensah, 2022). These studies consistently highlight that motivated and satisfied employees exhibit higher engagement and performance levels. However, most of this research is concentrated in corporate or service-oriented sectors and in urban contexts, where organizational structures, incentives, and job dynamics differ significantly from those in public-sector environments.

Hence, this study addresses this research gap by analyzing the interrelationship among employee satisfaction, motivation, and engagement among subordinate and ministerial staff in government departments of Tonk District (Rajasthan). The findings aim to provide context-specific insights that can inform human resource policies, employee welfare initiatives, and administrative reforms in the public sector.

Research Methodology

- **Research Objective:** To Study of Employees Satisfaction, Motivation and Engagement in Government Department with special reference to Subordinate and Ministerial Personnel in Tonk District (Rajasthan) and their relationship

- **Research Type: Descriptive**

- **Research Area: Tonk District, Rajasthan**

The research focuses on subordinate and ministerial staff from the following selected government departments of Tonk District:

- Department of Treasury and Accounts – Offices of Treasury/Sub-Treasury
- Department of Medical and Health – Offices of CMHO, BCMHO, CHC, PHC, and related health institutions
- Department of Revenue – Offices of District Collector, SDO, Tehsildar, and other revenue offices
- Department of Panchayat Raj – Offices of CEO and BDO
- Department of School Education – Offices of CDEO, DEO, CBEO, BEEO, and non-teaching staff of selected government schools

Data Collection: Primary Method

Data Collection Tool: Well-structured close ended questions based on likert scale.

Sampling Method: Simple Random Sampling

Sample Size: 700

Data Analysis: Graph, Chi-square and Software used: SPSS, Excel.

Data Analysis

Table 1: Employees get the recognition of their work

Responses	Numbers	Percentage
Always	18	2.57
Mostly	112	16
Sometimes	305	43.57
Rarely	153	21.86
Never	112	16
Total	700	100

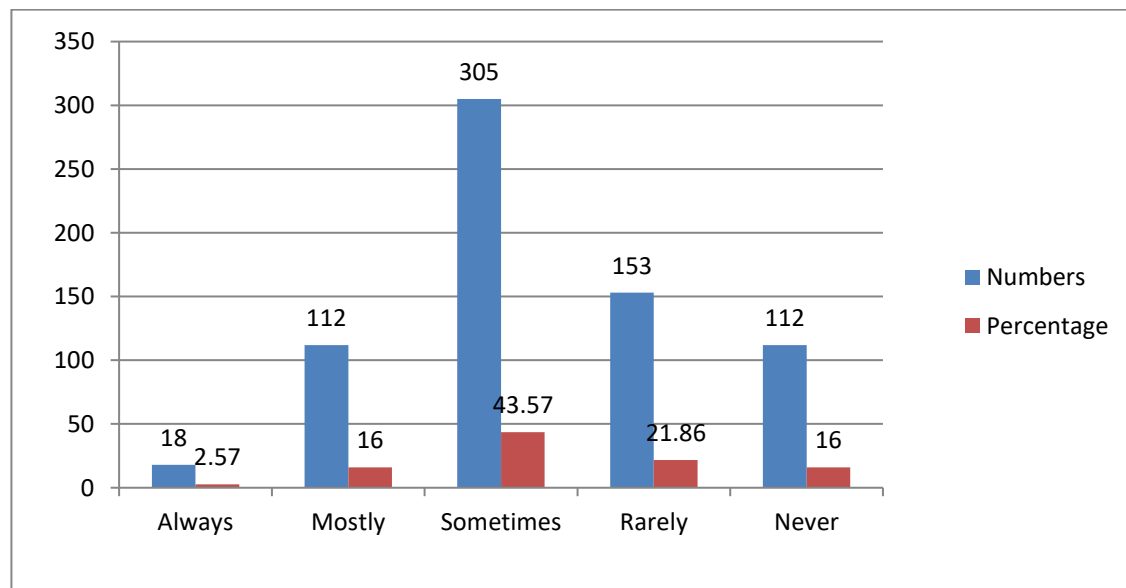


Figure 1: Employees get the recognition of their work

The above table shows that out of 700 respondents, 18 (2.57%) always and 112 (16%) mostly receive recognition for their work from their reporting officer or department head. About 305 respondents (43.57%) reported that recognition occurs sometimes, while 153 (21.86%) indicated it happens rarely and 112 (16%) said never. This indicates that around 62.14% of employees (combining always, mostly, and sometimes) receive at least occasional recognition, whereas a considerable proportion (37.86%) experience little or no acknowledgment. These findings suggest that although a majority receives some form of appreciation, there remains a pressing need to establish more regular and structured recognition practices to boost employee motivation and overall job satisfaction.

Table 2: Employees feel engaged in their work

Responses	Numbers	Percentage
Always	57	8.14
Often	435	62.14
Sometimes	107	15.29
Rarely	98	14
Never	3	0.43
Total	700	100

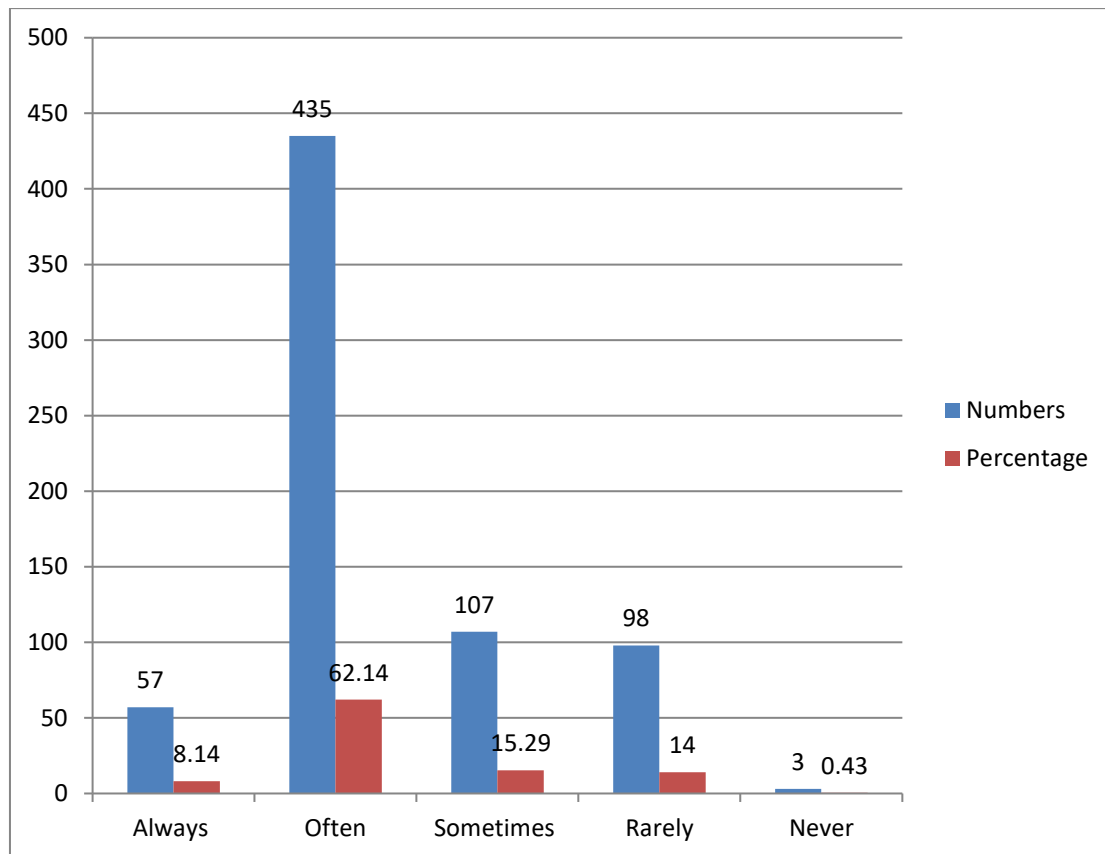


Figure 2: Employees feel engaged in their work

The above table shows that out of 700 respondents, 57 (8.14%) always and 435 (62.14%) often feel engaged in their work. About 107 respondents (15.29%) reported feeling engaged sometimes, while 98 (14%) indicated engagement occurs rarely and 3 (0.43%) said never. This indicates that nearly 70% of employees consistently feel engaged in their work, reflecting a generally high level of involvement and commitment, although a smaller proportion (14.43%) experience low engagement, suggesting room for improvement in strategies to maintain and enhance employee engagement across the organization.

Hypothesis

- **Employee engagement has a significant impact on job performance.**

Table 3: Regression Statistics

Multiple R	0.690585
R Square	0.476908
Adjusted R Square	0.474653
Standard Error	0.406013
Observations	700

Table 4: Anova Table

	Df	SS	MS	F	Significance F
Regression	3	104.6037	34.86789	211.5167	1.69E-97
Residual	696	114.7335	0.164847		
Total	699	219.3371			

Table 5: T-Stat and P-Value

	Coefficients	Standard Error	t Stat	P-value
Intercept	1.655419	0.114618	14.44291	1.51E-41
Belongingness	0.15724	0.037585	4.183598	3.24E-05
Complete The Task	0.497948	0.03963	12.56489	8.85E-33
All Circumstances	0.013653	0.029602	0.461203	0.644797

The regression results indicate a strong relationship between employee engagement and job performance, with Multiple R = 0.691 and $R^2 = 0.4769$, showing that 47.69% of the variation in job performance is explained by engagement factors. The ANOVA results ($F = 211.52$, $p < 0.001$) confirm that the overall model is highly significant, indicating that engagement is a crucial predictor of performance.

Examining the coefficients of individual predictors

Belongingness → Performance ($\beta = 0.157$, $p < 0.001$): Statistically significant. Employees who feel a sense of belonging are more likely to perform effectively.

Complete the Task → Performance ($\beta = 0.498$, $p < 0.001$): Strongest predictor. Employees who are engaged in completing tasks diligently show higher performance.

All Circumstances → Performance ($\beta = 0.014$, $p = 0.645$): Not statistically significant. Engagement in “all circumstances” does not significantly influence performance.

Implications for Government Departments (Rajasthan Context)

Encourage a sense of belonging through team-building and inclusive policies. Promote task-oriented engagement by assigning meaningful responsibilities and ensuring accountability. General engagement strategies may need refinement to link directly to measurable performance outcomes.

Interpretation

Employee engagement, especially task-focused engagement and a sense of belonging, positively affects performance. However, general engagement under all circumstances does not significantly predict performance outcomes. The model explains nearly 48% of the variance in job performance, highlighting the substantial role of targeted engagement initiatives.

The hypothesis is accepted for Belongingness and task completion engagement significantly impact performance, while it is not accepted for engagement under “all circumstances” which does not show a significant effect. Hypothesis Result: Partially Accepted.

- **There is positive impact of motivation on employee engagement**

Table 6: Regression Statistics

Multiple R	0.880529
R Square	0.775331
Adjusted R Square	0.774687
Standard Error	0.397466
Observations	700

Table 7: Anova

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	2	379.9955	189.9977	1202.674	1E-226
Residual	697	110.1117	0.157979		
Total	699	490.1071			

Table 8: T-Statistics and P-Value

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	1.679949	0.042625	39.41251	1.5E-179
Recognition at Work	0.428045	0.107452	3.983579	7.5E-05
Seniors Appreciate the Work	0.305958	0.107714	2.840478	0.004636

The regression results indicate a strong positive relationship between motivation and employee engagement, with Multiple R = 0.881 and $R^2 = 0.775$, showing that 77.53% of the variation in employee engagement is explained by motivation-related factors. The ANOVA results ($F = 1202.67$, $p < 0.001$) confirm that the overall model is highly significant, indicating that motivation serves as a key predictor of employee engagement.

Examining the coefficients of individual predictors

Recognition at Work → Engagement ($\beta = 0.428$, $p < 0.001$)

Statistically significant and the stronger of the two predictors. Recognition plays a crucial role in enhancing engagement—employees who are acknowledged and appreciated for their contributions tend to exhibit higher enthusiasm, commitment, and alignment with organizational goals.

Seniors Appreciate the Work → Engagement ($\beta = 0.306$, $p = 0.0046$)

Appreciation and encouragement from senior officials foster a supportive work environment, motivating employees to engage more actively in their roles and responsibilities. Both predictors have positive coefficients and p-values below 0.05, confirming that they significantly contribute to employee engagement.

Implications for Government Departments (Rajasthan Context)

Develop recognition-based initiatives to appreciate individual and team performance publicly or through formal programs. Encourage senior officials and supervisors to regularly communicate appreciation, feedback, and acknowledgment of employees' efforts. Create motivational systems such as performance awards, commendation letters, and transparent appreciation frameworks to boost morale and engagement. These steps can strengthen employee satisfaction, build trust, and enhance the overall engagement levels across government departments.

Interpretation

Motivation significantly and positively impacts employee engagement, explaining nearly 78% of its variation. Recognition and appreciation are both crucial elements in sustaining a motivated and engaged workforce. Recognition at work emerges as the most powerful motivational factor, followed by appreciation from seniors. The findings emphasize that when employees feel valued and appreciated, their emotional connection and commitment to their organization increase substantially. Hypothesis is accepted on all variables. There is a positive impact of motivation on employee engagement. Both dimensions of motivation recognition and appreciation from seniors have statistically significant and positive effects on employee engagement, confirming the hypothesis.

Conclusion

This study investigated the interrelationship among employee satisfaction, motivation, and engagement among subordinate and ministerial personnel in government departments of Tonk District, Rajasthan. The findings provide valuable insights into how employee-centered practices can enhance engagement and performance within public-sector organizations.

The analysis revealed that employee engagement is strongly influenced by both job-related factors and motivational elements. Employees who experience recognition for their work, appreciation from seniors, and a sense of belonging are more likely to demonstrate higher engagement levels, which in turn positively impacts their job performance. Specifically, task-focused engagement and recognition emerged as critical predictors, explaining a substantial portion of the variation in performance. While

general engagement under “all circumstances” showed less significance, targeted engagement strategies such as structured task allocation, learning opportunities, and appreciation mechanisms proved effective in improving workforce involvement.

The study also highlighted that job rotation and skill-based task assignment enhance engagement by providing learning opportunities, autonomy, and role clarity. A majority of employees reported that their tasks align with their competencies, yet some experienced stress due to workload and multitasking, suggesting the need for balanced task distribution and supportive supervision.

Motivation, particularly through recognition and senior appreciation, significantly enhances engagement, explaining nearly 78% of its variation. This underscores the importance of establishing formal recognition systems, mentoring, and appreciation programs in government departments to boost morale, satisfaction, and commitment.

Overall, the study confirms that satisfaction, motivation, and structured job practices collectively contribute to higher engagement and improved performance among government employees. These findings have practical implications for HR policies in the public sector, including the need for: Systematic recognition and reward mechanisms, Opportunities for skill development and learning, Balanced workload distribution and task clarity, Encouragement of a supportive and participative work culture. By addressing these factors, government departments in Tonk District and similar administrative contexts—can enhance employee engagement, increase productivity, and foster a motivated, committed workforce capable of delivering efficient public services.

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