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**MOTIVATION IN THE ACCOMMODATION AND WORKS DIRECTORATE,
MINISTRY OF DEFENCE**

BY

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ABSTRACT

This study is based on Marslow's Hierarchy of Needs Theory. The focus of this study is on the motivation of the staff members of the Accommodation and Works Directorate, Ministry of Defence. Staffs of the Directorate were chosen as the study sample. A total of 161 respondents participated. This study is concerned with determining the respondent's motivation level, their needs level, their perceived provision of needs, and the relationship between motivation level and the hierarchy of needs. The influence of demographic characteristics of the respondents on their motivation level and hierarchy of needs is also examined.

The results of the study showed that the majority of the personnel were highly motivated. Although the motivation levels of each of the three groups, that is, officers, other ranks and civilians were generally high, there were significant differences particularly within the officers group and the other ranks group respectively. All the three groups however showed a common priority of needs, but their needs were not arranged in a hierarchy of importance as postulated by Marslow. In any case there exist a common set of needs, where the lower needs were preferred rather than the growth needs. As for the level of perception of provision of needs, there were also significant differences found among and within each group. The motivating factors identified were security needs and the provision of social and self-actualization needs.

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