MOTIVATION

The term ‘Motivation’ is derived from the word ‘motive’, which means an inner state of our mind that initiates or sustains activity. It is an important function to be performed by the managers of an organization for enthusing people for work to accomplish the predetermined organizational goals and objectives.

“You can lead a horse to water but you can’t make it drink.” Meaning of this famous proverb is that, you can show a path to an individual but can’t make him walk without his own will. Similarly, in an organization the core of every activity is human activity. It depends on human will to act or not. Will to work is more important than the capacity or power to work. One can purchase man’s time and his physical work but not his enthusiasm or loyalty. So, motivation helps to bridge this gap by energizing, directing and sustaining human behavior towards the organizational goal. Effective motivation helps in directing an employee’s desire to do the best possible job and exert his maximum efforts to perform the tasks assigned to him.

Motivation, refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings.¹

Figure 4.1: Motivation Process:

Unsatisfied needs are the starting point in the motivation process. These unsatisfied needs results in tension within an employee and motivates him to search different ways to satisfy his tension. Once he finds the way, there’s a reduction in his tension and gives birth to new unsatisfied needs. Hence, here completes one cycle of motivation process. The motivation process is an ongoing process and keeps on working within an individual.
4.1 IMPORTANCE OF MOTIVATION

Motivation is the core of management, so is very important for every organization because of its following benefits:

1. Increase in Productivity: When workers are motivated continuously from within or outside, they become more passionate in doing their job and perform much better. This passion of doing work improves the productivity and quality of the work hence, secures best possible utilization of resources.

2. Improved Morale of Employees: If, motivation provided on a continuous basis to an employee he tends to work hard and accomplish the challenges, which in turn improves his morale level amongst himself.

3. Helps in achieving the organizational goals: To achieve an organizational goal, environment of co-operation and co-ordination is required within an organization, which can be effectively done through motivation. Motivated employees are more loyal to the organization and have cordial relations with their superiors and subordinate.

4. Helpful to Managers: It is seen that a motivated employee is generally more quality oriented. So, a clear cut knowledge and understanding of how the motivation works helps a manager to make his employees quality oriented and hence increase organizational effectiveness.

5. More Creative Workforce: Motivated employees perform the task assigned to them more freely and passionately. This helps them to improve their work and show better levels of creativity and imagination in their work.

6. Stability of workforce: The more the employees are motivated, the more they become loyal to their work and the organization. The feeling of participation in the organization makes them more loyal to the organization. The loyal workers tend to be more satisfied and comfortable with their job.

Hence, the importance of motivation to an organization can be summed up as, “If we compare management with driving, while the organisation is the vehicle, then motivation is the power or fuel that makes the vehicle moving.”
4.2 THEORIES OF MOTIVATION

With the establishment of human organizations, various thinkers got engaged in finding out the solutions to what can motivate people at work. These different approaches applied by them gave birth to different motivational theories. These theories are as:

1. **Maslow’s Need Hierarchy Theory**: One of the first behavioural scientists to make management aware of the complexity of human needs and their effect on motivation was Abraham Maslow. This theory received more attention from the managers than any other theory. It is the simplest and most widely discussed theory of motivation. Maslow’s theory is based on the human needs, which increase progressively. As soon as one need satisfies new need crops up in its place. Only unsatisfied needs can influence individual behaviour, satisfied needs act no more as motivators. Maslow’s need hierarchy identifies five levels in his theory as-

![Maslow's Need Hierarchy](image)

**Maslow’s Need Hierarchy**

The five levels of need hierarchy theory of Maslow are as:
i. **Physiological Needs** - The most basic, powerful and essentials of all human needs are psychological needs which are necessary for one’s survival. They include food, clothing, shelter, air, water, rest, sex, protection from extreme temperature etc.

Maslow adds: *For our chronically and extremely hungry man, Utopia may be defined simply as a place where there is plenty of food. He tends to think that, if only he is guaranteed food for the rest of his life, he will be perfectly happy and will never want anything more. Life itself tends to be defined in terms of eating. Anything else will be defined as unimportant. Freedom, love, community feeling, respect, philosophy, may all be waved aside as fripperies that are useless, since they fail to fill the stomach. Such a man may fairly be said to live by bread alone.*

ii. **Safety and Security Needs** - After satisfying the psychological needs, safety and security needs become motivators. These needs include the needs for protection from physical harms, economic disasters, ill-health and confidence that psychological needs will be fulfilled in the future also (like pension plan, insurance policy, provident funds etc.) Meeting these needs required more money, which motivates an individual to work hard.

iii. **Belonging and Love Needs** - Man is a social animal, so needs social interactions, love, affection and belongingness etc. A person feels lonely and rejected in the absence of friends, relatives or children. In an organization social needs represent the need of a co-operative work group, friendly supervision and peer acceptance. So, managers make their level best efforts to encourage informal groups within an organization to motivate their employees. This helps in reduced absenteeism among employees as workers develop affiliation with their co-workers.

iv. **Self-Esteem Needs** - Satisfaction of esteem needs is very difficult as it involves understanding your own talents and limitations, to know the value of your own experiences and to be able to relate with others. Fulfillment of esteem needs leads to feeling and attitude of self confidence, strength, worth and capability of being useful in the organization. In contrast, inability to fulfill these needs leads to inferiority, weakness, ineptness and helplessness.
v. **Self Actualization Needs**: After fulfilling the lower four level needs, the need for self actualization comes next. The term self actualization was coined by Kurt Goldstein and means to become actualized in what one is potentially good at. Self actualization is a desire to be everything that an individual is capable of becoming which can help him in the peak of his potential. Knowing self actualization needs of employees, employers may direct them towards achieving their personal as well as organizational needs.

2. **McClelland’s Theory**: McClelland, with his associates developed a well known need based theory of motivation that opposes Maslow’s Need Hierarchy Theory. This theory relates a little with learning theory, as McClelland feels that needs are learned and acquired by the people from their environment and people, who acquire a particular need behave differently than those who don’t have them. David McClelland’s model of motivation is based on three types of needs, which are as:

   i. Need for achievement (n-Ach): a drive to excel, advance and grow;

   ii. Need for power (n-Pow): a drive to influence others and situations; and

   iii. Need for affiliation (n-Aff): a drive for friendly and close interpersonal relationships.

3. **Herzberg’s Two Factor Theory**: Frederick Herzberg, a well known behavioural scientist proposed a popular two factor theory of motivation. He published his theory first time in a book entitled ‘The Motivation to Work’ in the year 1959. Herzberg’s original research took place in the offices of engineers and accountants in spite of the factory workers. There, he interviewed around 200 employees, employed by firms. The employers were asked two questions:

   (i) when did you feel particularly good about your job, and (ii) when did you feel exceptionally bad about your job?

   Critical incident methods were used to obtain the responses. After analyzing the responses it was concluded that the responses received when the employees feel good about their job were significantly different from the responses received when they felt bad. Good feelings among the respondents
were due to job satisfaction while bad feelings were due to job dissatisfaction. Herzberg labelled the job satisfiers motivators, and he called job dissatisfiers hygiene or maintenance factors.\textsuperscript{9} Thus the theory was named as, Herzberg’s two Factor Theory of Motivation.

According to Herzberg, the opposite of “Satisfaction” is “No Satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.\textsuperscript{10}

**Figure 4.3: HERZBERG’S VIEW OF JOB SATISFACTION AND JOB DISSATISFACTION**

Herzberg’s theory of motivation is much common to Maslow’s theory of motivation, as both the theories focus on motivational factors. Psychological, safety and social needs of Maslow’s hierarchy relates to Herzberg’s hygiene factors while Maslow’s higher level needs relates to Herzberg’s motivators. In spite of these similarities both the theories differ in their approaches. Maslow’s hierarchy of need states that once a lower level need satisfies it becomes a motivator and gives rise to next higher level need. But Herzberg’s hygiene factor only prevents job dissatisfaction rather than being a motivator to the employees.
4. **Vroom’s Valence-Expectancy Theory**: Vroom’s Valence-Expectancy Theory was proposed by Victor Vroom from Yale School of Management in the year 1964. This theory expands on the work of Herzberg and Maslow. The expectancy theory has its roots in the cognitive concepts of pioneer psychologists Kurt Lewin and Edward Tolman, and in the choice behaviour and utility concepts from the classical economic theories. The basis of valence-expectancy theory is that the people are motivated to put high level of efforts at their work when they believe that it will lead them to desired outcomes. It studies the relationship between effort, performance and rewards. Vroom’s valence expectancy theory can be expressed in the form of equation as:

\[ \text{Motivation (M)} = \text{Expectancy (E)} \times \text{Instrumentality (I)} \times \text{Valence (V)}. \]
5. **McGregor’s Participation Theory:** In the 1950s, Douglas McGregor (1906-1964), a psychologist who taught at MIT and served as president of Antioch College from 1948-1954, criticized both the classical and human relations schools as inadequate for the realities of the workplace. He believed that the assumptions underlying both schools represented a negative view of human nature and that another approach to management based on an entirely different set of assumptions was needed. McGregor laid out his ideas in his classic 1957 article “The Human Side of Enterprise” and the 1960 book of the same name, in which he introduced what came to be called the new humanism.12

Douglas McGregor in his book put forward two aspects of human behaviour at work place in the form of two theories, i.e. ‘Theory X’ and ‘Theory Y’.

McGregor’s Theory X is a traditional theory which believes in an authoritarian style of management. It is a negative type of theory as it
assumes that average type of people don’t like doing their work and tend to avoid it, if possible. So, it’s a duty of management to direct, motivate, control and modify their actions according to organizational demand. For this management can offer rewards, to the workers with higher productivity or punish those with performance below average. This approach is known as ‘carrot and stick’ approach to motivation. According to this theory workers need to be watched and instructed constantly.

McGregor questioned the Theory X and said “The conventional approach of Theory ‘X’ is based on mistaken notions of what is cause and what is effect.”

McGregor’s Theory ‘Y’ is a positive type of theory as it encourages worker’s participation in work. The Theory assumes that people put their efforts towards their work naturally, they don’t have to be compelled or pressurized by their supervisors for doing the work. Workers become committed towards their work if their needs are well satisfied. The Theory emphasizes on fulfilling their workers need rather than being authoritarian. So, it can be said that adaptation of Theory ‘Y’ can produce self direction towards organizational goals without any external control applied. Employees can seek opportunities for self respect and personal improvement.

6. Urwick’s Theory Z: Much after the Propositions of theories X and Y by McGregor, the three theorists-Urwick, Rangnekar, and Ouchi-propounded the third theory labeled as Z theory. Theory Z is not a part of theory given by McGregor, rather it may be seen as an extension of the work of McGregor after analyzing management conditions and its different cultures with regard to motivation.

William Ouchi, the professor of the University of California developed his theory Z in 1981, in his book ‘Theory Z: How American Management can meet the Japanese Challenge’. Around the year 1980’s Japan was well known for the highest productivity all over the world, while America’s productivity was falling drastically. In his book Ouchi stated, how American companies can meet the challenges of Japanese companies in a highly effective and efficient management style in order to transform their business. After his study Ouchi concluded that reason for Japanese highest productivity was the way how they manage their employees, rather than their technology.

7. Porter and Lawler’s Expectancy Theory: Porter and Lawler’s expectancy theory is an extended theory of Vroom’s Theory. They further developed Vroom’s model. They viewed motivation, performance and satisfaction as
three separate variables which relate to each other in ways different as assumed in traditional theories.

**Figure 4.6: Porter and Lawler Model of Motivation**

There are four variables in Porter and Lawler’s model. Under this model effort or motivation does not lead directly to performance rather they are mediated by traits, abilities and role perception followed by rewards. This performance ultimately leads to satisfaction. The four main elements of Porter and Lawler’s theory are Effort, Performance, Rewards and Satisfaction.

8. **Adam’s Equity Theory:** The popular equity theory of motivation was put forward by the famous psychologist John Stacey Adams in the year 1963. The theory assumes that employee’s motivation is affected by their desire to be equally rewarded (output) for the efforts that they put into their work (input). They want their output to be equal to their input. The core of Adam’s equity theory is a fair balance between employees input and his output. If the balance between input and output is not balanced positively the employee feels de-motivated and expresses his de-motivation through reduced efforts, being dissatisfied and frustrated. On the other hand in case of positive equity the employee feels satisfied and tries to give his best to the organization.

\[
\text{Equity} = \frac{\text{Self Output}}{\text{Self Input}} = \frac{\text{Others Output}}{\text{Others Input}}
\]
Here, in this equation inputs are the quality and quantity of contribution made by an employee towards his organization in the form of hard work, enthusiasm, loyalty, responsibility, skill level, commitment, flexibility, adaptability etc. Whereas, output are the rewards which an employee gets for his contribution in the form of salary, bonus, perks, benefits, commission, recognition, praise, promotion, sense of achievement, job security etc.

**Figure 4.7: Adam’s Equity Theory**

9. Alderfer’s ERG Theory: The ERG Theory of Clayton P. Alderfer is a model that appeared in 1969 in a psychological Review article entitled “An Empirical Test of a New Theory of Human Need.” His theory can be seen as a modification of Maslow’s Need Hierarchy Theory. He extended and modified his theory from five levels to three levels. ERG stands for Existence, Relatedness and Growth.

**Figure 4.8: Alderfer’s ERG Theory**

Existence is at the lowest level and includes physical and safety needs like food, shelter, water, clothing, physical love, safe working conditions etc. This level
includes Maslow’s lower two level needs. Relatedness includes Maslow’s third and fourth level needs and include social and self esteem needs like relationship with friends, families, coworkers, employers etc. Growth includes self actualization needs, the need for personal growth and development.

4.3 MOTIVATIONAL TOOLS:

Motivation is an important step of Human Resource Management used in a workplace by managers to inspire employees to work, both individually as well as in groups to maximize their productivity. Hence, motivational tools are those devices which inspire people to work. The human needs vary accordingly. It is different for every individual and at different point of time even for a same person, so, it becomes a duty of manager to identify these needs individually and use such motivational tools which are able to satisfy the human needs.

The various motivational tools which can affect the employees directly as well as indirectly are as-

1. **Incentives**: The term incentive refers to a positive motivational influence which encourages someone to work in a desired direction. It is a promise which stimulates employees for greater action. Incentives are provided to employees in addition with their remuneration in order to provide zeal among employees to give their best to the organization. Incentives can be broadly classified into two groups-

   a) **Financial Incentives**:- It can be given to the employees in the form of wages & salaries, medical reimbursement, bonus, housing facilities, insurance, retirement benefits etc.

   b) **Non-Financial Incentives**:- The non-financial incentives include status, growth opportunity, praise or recognition, worker’s participation in management, competition, security of service etc.

2. **Job Enrichment**: Job enrichment is a direct outgrowth of Herzberg’s theory on motivation. Job enrichment allows employees to use their abilities by providing them more authority and responsibility. This motivates the employees to perform their task more efficiently and effectively. Job
enrichment helps in increasing job satisfaction among workers. It discourages labour turnover and absenteeism.

3. **Job Enlargement**: Job enlargement relates with horizontal expansion of job related activities. It refers to increasing the number of tasks of a specific job.

4. **Job Rotation**: Job rotation may also be seen as a motivational tool in an organization. Under this technique employees are moved from one job to the other in a planned manner on regular intervals.

5. **Management by Objectives**: The term ‘management by objectives’ (MBO) was first coined by Peter Drucker in 1954. Under this system the objectives of management are aligned with the objectives of employees. This helps the employees to understand what they should do and how it will affect the organization. MBO defines the roles and responsibilities of an employee and guides him to put his best to achieve the predetermined goals of the organization in a given time period. It provides a proper sense of direction to the employees and makes easy for them to discriminate between the necessary tasks to be completed and those tasks which can only waste their valuable time. Employees’ greater participation in management helps to improve their morale and hence motivates them to improve their efficiency and productivity.

6. **Goal Setting**: Goal setting theory was developed by Edwin A. Locke in the 1960s. His first article on goal setting theory was “Toward a Theory of Task Motivation and Incentives” which was published in 1968. This article laid the foundation for goal setting theory and established the positive relationship between clearly identified goals and performance.

7. **Employee Empowerment**: Money is a primary reason which motivates employees to work, but beyond the certain limit, money fails to be a motivator. So, employee empowerment can serve as one of the motivator in such case. Empowerment in general refers to, increasing the spiritual, political, social, educational, gender, or economic strength of individuals and communities. And Employee empowerment refers to the process of authorizing an employee with the power to make decisions regarding his job.
It enables an employee to think, act, take decisions and control his work in an autonomous way. It gives an opportunity to the employee to take risk without making compromises with the organizational goals.

8. **Quality Circles**: The concept of quality circles was first pioneered in Japan around 1960s which has now spread all over the world. A quality circle is a volunteer group of seven to ten workers who meet together, usually under the leadership of their supervisor (who is elected as their team leader) to identify, analyze and solve problems affecting their work. The membership in quality circles is voluntary and the members are from the same working environment. As the workers from same working group are well familiar about the problems faced by them.

9. **Empowered Teams**: Empowered teams are quite similar to quality circles as these are also self directing and self managing teams. The main features of empowered teams are as follows:

   i. They plan, set goals, supervise progress and improve the same.

   ii. These teams prepare their own budgets and maintain coordination with other departments of organisation.

   iii. They are free to acquire any training which they feel necessary.

   iv. They prepare their work schedules and then monitor the same.

   v. These teams take sole responsibility for achieving quality in their products and services, whatsoever be the case.

   vi. These teams are also given right to share with management in decision making process.

10. **Worker’s Participation in Management (WPM)**: Worker’s participation in management also known as participative management leads to motivation, increased efforts and higher productivity in an organization. Worker’s participation in management refers to the involvement of non-managerial workers in the management based processes. If the workers are also allowed to participate in the decision
making processes, they accept the decisions made easily as they feel themselves the part of that decision in spite of feeling burdened with those decisions. Such participation allows workers to express their views in the functioning of the enterprise.

11. **Employee Health and Safety:** The term health relates with the state which is free of physical or mental illness, disease or any other malfunction. Ill-health of employees is a curse for both management and employees. Employees with ill-health can’t be able to work productively for the organization. Unhealthy employees show higher rate of absenteeism, poor performance, less productivity and are much prone to accidents in the working areas. Therefore, the management must be careful about the health of his employees. Employees must be provided with proper cleanliness, ventilation, lightning, clean drinking water, effective disposal of wastes etc. There should be proper arrangements of first aid, in case of any emergency.

4.4 VARIOUS MOTIVATIONAL TOOLS USED IN CPP:

After the study of different theories of various philosophers and thinkers and the tools provided on motivation by them the various motivational tools being used in CPP can be studied now as:

1. **Employee Suggestion Scheme:** The main aim of suggestion schemes used in CPP is to utilize the talents of the employees for the development of the organization as well as the employees. To motivate the employees for their participation, positive attitude and thinking for the development of the organization, scheme to award the best suggestion providers is also included in the suggestion scheme.

*Salient features of Suggestion Schemes are as-

- Responsibility of effective implementation and coordination lies with Personnel / HRD Dept.
- 30 suggestion boxes inside the plant are easily approachable and have fixed day of opening twice (i.e. Wednesday & Saturday) every week. The suggestion which may directly / indirectly affect the working/
environment/ growth of the company and saving of Natural resources are covered under the scheme.

- List of the suggestions are prepared and committee of four persons select two best suggestions every week. Finally out of 8 selected suggestions two best suggestions are awarded first and second prizes. The final decision of the best two suggestions is taken during the HOD’s meeting, after detailed discussion.
- Help of the suggestion provider is taken during the implementation of the suggestion.

2. **Attendance Award Scheme**: To motivate the employees to give their services regularly without any absenteeism, best attendance award is given to the workers on the basis of the attendance during the calendar year. This award is given to the concern workman publicly on Republic day.

3. **Safety Award Scheme**: To motivate employees to develop safe working environment & safety awareness CPP has following Safety award schemes:
   - Best safety award given on the basis of Safety Committee’s Activities / Contributing for safety awareness
   - Best Housekeeping Award
   - Best Safety Slogan Award
   - Best Safety Poster Award
   - Electrical Safety Awareness Award (Electrical Conservation Day).
   These awards are given on 4th March i.e. “Safety Day Celebration”.

**Appraisal, Praise or Recognition**: It is the policy of CPP to promote Staff strictly on the basis of their Performance, suitability, vacancy, merit, distinct achievement/ distinguished contribution to the organization. The company praise and recognize an employee for his specific achievement.

To fulfill the status need, time bound system of up-gradation of graded staff and workmen is also in existence to motivate the employee.

4. **Work Load / Incentive Scheme**: To motivate employees to work more efficiently and enthusiastically, CPP adopted Incentive scheme. Under the
scheme every employee is being paid extra money as work load allowance along with salary / wages of the month.

Work load is calculated on the basis of production as below:

1) Month of 31 days = $\frac{\text{Total production of month}}{29}$ = Average production

2) Month of 30 days = $\frac{\text{Total production of month}}{28}$ = Average production

3) Month of 29 days = $\frac{\text{Total production of month}}{27}$ = Average production

4) Month of 28 days = $\frac{\text{Total production of month}}{26}$ = Average production

<table>
<thead>
<tr>
<th>Average production per month</th>
<th>Rate of work load payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above 675 MT</td>
<td>8/= per ton</td>
</tr>
</tbody>
</table>

5. Fringe Benefits and some of the Social Security Schemes also motivate the employee to faith on the company. It increases the belongingness and the employees work with loyalty and sincerity. These schemes fulfill the basic needs of a person, hence plays a specific role in motivating the employees. Existing schemes in CPP are:-

i. Medi-claim Policy

Insurance Agency; Future Generally Insurance.

Eligibility for coverage: All permanent workmen and graded staffs, their wives and two children below 21 years of age.

Coverage: Up to 50000 in a year, once for any eligible person.

Conditions for claim: At least 24 hours hospitalization is compulsory.
Card system is available in those hospitals which are connected with hospital network. Where there are no such hospitals, the employee will submit his bills to the organization. The organization will forward the genuine bills to the Insurance Company and the Insurance Company will pay the amount to the organization. The organization will pay to the concern employee.

ii. **Rehabilitation Fund**

*Fund Generation:* Contribution of Rs. 25 per month per employee and the same amount will be contributed by the organization.

*Joint Committee:* A joint committee consists of union representatives and representatives from management side. Two members from each union (i.e. 12 members) and five persons from management side.

*Coverage/Eligibility:* Only permanent workers, dependent wives, two children including mother and father. Maximum age limit of son finalized is 25 years for coverage under this fund.

*Disease Covered:* Only 15 diseases are covered under this scheme like [Cancer, Angioplasty, Open heart surgery, Kidney problem, AIDS, Hepatitis (A,B,C,D,E) Brain Operation, Lung operation, Joint replacement, Brain tumour, Paralysis, Spinal cord operation, Rabies, Paresis.]

*Maximum Limit for the benefit:* One Lac per workman and Fifty Thousand per dependent.

*Condition:* For one disease the benefit will be availed once in five years, one can get relief for different diseases once in a year.

*Procedure:* First the employee submits his application for help with supporting papers, the doctor of CPP after verifying the disease puts it before the joint committee. After properly discussing the case, the amount is sanctioned to the concern person.
Mode of Payment: 50% of sanctioned amount given as an advance to start the treatment and the rest of the amount after the completion of the treatment.

iii. Group Personal Accident Policy

In case of accidents, whether inside or outside the plant, the affected person is benefitted by this insurance policy.

Eligibility: Employees those who are out of ESI (Workman & Staff)

Table 4.1: Table showing Status of GPA in CPP

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Designation Workman</th>
<th>Insurance Coverage</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Treatment expenses</td>
<td>Medicine expenses</td>
</tr>
<tr>
<td>1</td>
<td>Workman to Officer</td>
<td>1 Lac</td>
<td>1% of the insured sum</td>
</tr>
<tr>
<td>2</td>
<td>Sr. Officer to Asst. Mgr</td>
<td>1.5 Lac</td>
<td>-do-</td>
</tr>
<tr>
<td>3</td>
<td>Dy. Mgr</td>
<td>2 Lac</td>
<td>-do-</td>
</tr>
<tr>
<td>4</td>
<td>Manager to Sr. Mgr.</td>
<td>3 Lac</td>
<td>-do-</td>
</tr>
<tr>
<td>5</td>
<td>DGM &amp; above</td>
<td>5 Lacs</td>
<td>-do-</td>
</tr>
</tbody>
</table>

(Source: Century Pulp & Paper Mill, Lalkuan)

6. Quality Circles: To encourage participation of workmen in increasing productivity the company facilitates the group of workmen i.e. Quality circles. To motivate the QC the best performer QC is appraised and honoured by the management. A certificate of recognition and a gift prize is given to each group member.
7. **Counseling Fee** of Rs. 5000 is provided to graded staff & workers’ son for B.E./B.Tech/I.I.T/Medical course, whosoever will beat the competition.

**Table 4.2: Feedback of Executives on Motivation in CPP**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efforts made for Retention</td>
<td>10%</td>
<td>80%</td>
<td>Nil</td>
<td>10%</td>
</tr>
<tr>
<td>Motivation in CPP</td>
<td>Unsatisfactory Nil</td>
<td>Below Average Nil</td>
<td>Average 100%</td>
<td>Outstanding Nil</td>
</tr>
<tr>
<td>Assistance on personal issues</td>
<td>10%</td>
<td>30%</td>
<td>40%</td>
<td>20%</td>
</tr>
</tbody>
</table>

In the table above few questions were asked to the executives regarding motivation in CPP and the feedback given by them was as: Executives when asked whether the organization is making necessary efforts to retain qualified employees in the organization only 10% were very true while 80% were true. Then executives were asked to rate motivation provided in CPP, 100% of them rated it as average. Feedback regarding the company’s policy to assist employees on personal issues was 40% as partly true while 20% gave answer as not true also.
### Table 4.3: Feedback of Skilled Employees on Motivation in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory Incentives Provided</td>
<td>35%</td>
<td>33%</td>
<td>31%</td>
<td>1%</td>
</tr>
<tr>
<td>You Enjoy your Work</td>
<td>67%</td>
<td>28%</td>
<td>5%</td>
<td>Nil</td>
</tr>
<tr>
<td>Opportunities given to Express Views</td>
<td>58%</td>
<td>36%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Weightage given to Suggestion</td>
<td>54%</td>
<td>38%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Safe Working Conditions Provided</td>
<td>26%</td>
<td>63%</td>
<td>11%</td>
<td>Nil</td>
</tr>
<tr>
<td>Motivational Factors</td>
<td>Monetary</td>
<td>Non</td>
<td>Both</td>
<td></td>
</tr>
<tr>
<td></td>
<td>39%</td>
<td>Monetary</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>Motivation Rate in CPP</td>
<td>Unsatisfactory</td>
<td>Below Average</td>
<td>Average</td>
<td>Outstanding</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>23%</td>
<td>68%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Table 4.4: Feedback of Unskilled Employees on Motivation in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory Incentives Provided</td>
<td>31%</td>
<td>58%</td>
<td>11%</td>
<td>Nil</td>
</tr>
<tr>
<td>You Enjoy your Work</td>
<td>61%</td>
<td>37%</td>
<td>2%</td>
<td>Nil</td>
</tr>
<tr>
<td>Opportunities given to Express Views</td>
<td>43%</td>
<td>42%</td>
<td>15%</td>
<td>Nil</td>
</tr>
<tr>
<td>Weightage given to Suggestion</td>
<td>41%</td>
<td>46%</td>
<td>13%</td>
<td>Nil</td>
</tr>
<tr>
<td>Safe Working Conditions Provided</td>
<td>35%</td>
<td>55%</td>
<td>10%</td>
<td>Nil</td>
</tr>
<tr>
<td>Motivational Factors</td>
<td>Monetary</td>
<td>Non</td>
<td>Both</td>
<td></td>
</tr>
<tr>
<td></td>
<td>19%</td>
<td>Monetary</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>Motivation Rate in CPP</td>
<td>Unsatisfactory</td>
<td>Below Average</td>
<td>Average</td>
<td>Outstanding</td>
</tr>
<tr>
<td></td>
<td>5%</td>
<td>28%</td>
<td>58%</td>
<td>9%</td>
</tr>
</tbody>
</table>
The table shows the feedback of skilled and unskilled workers on the motivation given to them in CPP. Workers when asked about the incentives provided to them in CPP was satisfactory or not, 35% of the skilled workers were very true and 33% partly true on the other hand 31% of the unskilled workers gave answer as very true, 58% as true and 11% as partly true. Employees when asked whether they enjoy coming to the mill daily and giving their best, the feedback of skilled as well as unskilled workers was almost same, 67% of skilled and 61% of unskilled workers were very true. Employees when asked whether they were provided with the opportunities to express their ideas to upper management 58% of skilled workers were very true while only 43% of the unskilled ones were very true and so was the case regarding the weightage given to their suggestions by the superiors, 54% of the skilled one gave answer as very true while only 41% of unskilled workers gave answer as very true. Employees when asked about the healthy, safe and comfortable working conditions of the plant 26% of skilled workers were true and 63% were true on the other hand 35% of the unskilled workers gave answer as very true and 55% as true. Employees were then asked that which factor motivates them the most, 39% of skilled workers gave answer as monetary factor while only 19% of unskilled workers said monetary, 12% of skilled workers are motivated even by non monetary incentives and 49% by both. On the other hand no unskilled worker wanted non-monetary factor as a motivator but maximum of them wanted monetary and non monetary incentives. At last when employees were asked to rate the motivation system in CPP, 68% of unskilled workers rated it as average, 23% as below average, 7% as unsatisfactory while only 2% rated it as outstanding. On the other hand 58% of unskilled workers rated it as average, 28% as below average, 5% as satisfactory and 9% as outstanding.

4.5 CONCLUSION:

So, it can be said that while comparing the general motivational theories and tools given by different thinkers and philosophers with that of tools and techniques used in CPP, the researcher has concluded that few parts of various theories like Maslow’s Hierarchy, Herzberg’s Two factor theory, Porter’s & Lawler's Expectancy theory etc are being used in CPP while many tools like incentives (both non monetary and monetary), Quality circles, Workers
Participation in Management, Employee Health & Safety etc are being used in CPP.

And on comparing the feedbacks from the tables above it was seen that both skilled and unskilled workers are having almost same view regarding the incentives being provided to them but unskilled workers are given lesser opportunities to express their views to upper management and if given chance the proper weightage is not given to their suggestions. And maximum of unskilled workers want both monetary as well as non monetary incentives as a motivational tool.
REFERENCES:


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