Traditionally, managers are task-oriented and have low concern for people. In QC, it is likely that the effective facilitators/leaders would view tasks as. Very important but better results could be achieved at the same time if the members' needs are integrated with the goals of the organisation as far as possible.

Today, organisations all over the world have come to realise the significance of employees' satisfaction. It is only a satisfied employee who will apply not only his physical energy to the job he does but also his heart and mind, resulting in quality product(s)/service(s). Therefore, one can say that the key to success in an organisation lies in how the same is managed to satisfy its needs as well as its employees' needs and how they are motivated to work effectively in groups in order to achieve such needs. Broadly speaking, an organisation's goals can be stated, satisfying customers, profit maximisation and steady growth by producing/rendering quality goods/services. Employees' needs are often stated in terms of good working conditions, job security, job satisfaction, recognition, etc. Basically, good human relations and participative management are the two main things needed if the aforesaid organisational goals (and employees' needs) are to be achieved.
Motivational Factors

Motivation is a feeling experienced within an individual. It influences a person's will and causes him to act in a certain way. Motivation is also the quality that makes it possible for people to achieve psychological growth. An individual's performance depends on his ability, knowledge and skills and it is only when a person is properly motivated that he uses his ability, knowledge and skills to generate optimum performance. As such motivation is the key factor in the business/industrial world and in the society.

Some of the major motivational theories have been touched upon in brief below.

Maslow's Theory: Maslow has developed a theory of Hierarchy of Needs based on certain classification of human needs arranged in a particular order (from the lowest to the highest) as follows:

1. Physical/Physiological Needs
2. Safety/Security Needs
3. Social/Affiliation Needs
4. Esteem Needs
5. Self-actualisation Needs
1. Physical/Physiological needs are the fundamental human needs such as food, shelter, etc., without the satisfaction of which other needs (e.g., for wealth, esteem, recognition, etc.) usually remain inoperative.

2. Safety/Security needs: These include protection against arbitrary actions of the employer as also against danger, threat and deprivation.

3. Social/Affiliation needs: These include the needs for belonging, for association, for acceptance by one's fellows, etc.

4. Esteem needs: These are the higher-order needs for self-competence, achievement, independence, recognition, etc., which are seldom satisfied in any typical organisation.

5. Self-actualisation needs: The highest in the hierarchy of needs is the need for realising one's own known and hidden potentials for continuous self-development and self-fulfilment.

McGregor's Theory

Many managers in real life are influenced by the 'X' and 'Y' Assumptions identified by McGregor.
**'X' Assumptions**

1. Most people do not like to work.
2. Most people must be coerced, directed and threatened with punishment to make them work.
3. The average human being works for a minimum time, lacks ambition, refuses to take responsibility and does not want to develop himself.

**'Y' Assumptions**

1. People do not dislike work inherently.
2. Techniques based on authoritarian approach are not the only ones to motivate people to work.
3. People are not by nature resistant to the goals of the organisation.
4. Under the right circumstances, people do not shun responsibility but seek it.
5. People possess enough imagination, ingenuity and creativity to solve organisational problems.
6. Human beings, by and large, can be motivated to achieve the individual and the organisational goals.

**Herzberg's Theory**

According to Herzberg, there are two factors that
generate satisfaction among the employees, i.e., hygiene or maintenance factors and motivators.

The first group includes company policies and administration, working conditions, nature of supervision, wages, status, security, etc. The motivators, on the other hand, have positive effects on job satisfaction. They include sense of achievement, recognition for accomplishment, challenging work and increased responsibility. Hygiene factors if not taken care of give rise to great dissatisfaction but when taken care of do not automatically motivate the employees. Therefore, to enthuse a person to give his best, motivators are necessary in any organisation.

Argyris' Theory

According to Argyris, immature people are passive and dependent while matured persons are active, independent type, have deeper interests and have long-term perspective. The traditional style of supervision (in which the superior makes all the decisions and his subordinates simply carry those out) is unhealthy and stifles all ingenuity and innovation.

Relevance of motivational theories to QC

The QC philosophy takes care of all the different types of needs identified by the behavioural scientists
in the wider field of motivation. The main features of a QC programme are motivation, participation and recognition, while the driving forces behind all the motivational activities are job satisfaction and teamwork. A QC encourages each member to develop to the utmost of his capacity. It offers a co-operative group to belong to and provides a forum to draw attention to the problems affecting performance. It facilitates satisfaction of the esteem needs of a member and supports his ego with well-earned recognition. In short, it helps develop a positive approach and attributes which benefit not only the members themselves but also the organisation as a whole. This is apparent from the glow of pride, satisfaction and enthusiasm on the faces of the members of a QC and the self-confidence with which they face their audience at a case study presentation.

Motives that have the power to generate human motivation are basically economic, psychological and sociological. However, it is important to mention that the motive forces relevant for the QCs in an organisation are mainly derived from the psychological and sociological factors. Thus, for motivating the QCs, the focus should be on the psychological and sociological factors of motivation. Motivation and goals of individuals may vary. People
differ not only in their ability to do but also in terms of their willingness to do. The motivation of a person depends on the strength of his motives. Motives are sometimes broadly expressed as needs, desires, wants, drives, or impulses within an individual. Motives are directed towards goals which may be at the conscious or sub-conscious level. In a given situation, different people will perform differently. This again is dependent on the strength of the motive(s) of each individual.

Where do motives spring from

Motives spring from needs, desires and wants. The driving force behind motivation is meeting one's innate complex needs. The major needs which are very much related to QC are discussed in brief below.

1. **Security**: Security is a basic need. If one has security in one's job, he can be expected to perform well. Acquisition of knowledge also provides one with a secured feeling.

2. **Freedom**: In QC, respect for the individual is the very foundation. Therefore, the basic needs for freedom of expression and freedom of association are quite important.

3. **Self-assertion**: Here self-assertion implies the right to take decisions and the power to decide upon the
changes in one's own job for betterment and to improve the very quality of work life.

4. Affection: Everybody wants to belong to a group such as association, club and so on. People want to have the love and affection of others. When the employees of an organisation have these, they feel comfortable and get a peace of mind.

5. Achievement: Everybody wants to do a good job and to achieve something in whatever he does. It is a basic human need. If enough guidance and facilities are not provided to do a good and meaningful job that develops a sense of achievement, then one will not be motivated to perform well.

6. Recognition: To be recognised is to be openly acknowledged for one's contribution. It gives a person a social status and prestige.

7. Self-actualisation: It is the need for getting the opportunities to do things for which one is suited. When that is provided, one propels oneself through self-motivation to rise to a higher level of performance.

Desire: This is the motive force which impels one to possess a short-lived thing or an object. The moment it is acquired, the motive force ceases.

Want: This again stems from the comparison with
someone else of one's own social standing who possesses something which one does not have. It is a feeling of deprivation. Often an employee tries to compare with someone of his own category in another organisation getting much more perquisites/benefits than he does. This feeling, whether genuine or not, may result in loss of motivation though mere fulfilment of wants does not necessarily motivate one. It is here that a line has to be drawn between pleasures that things provide and happiness which comes from the positive state of mind.

Needs like freedom, achievement, recognition, etc., are the higher-order needs and those covered under desires and wants are usually the lower-order needs.

In brief, the sources of motives can be broadly presented in the following manner:

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<th>Sources of Motives</th>
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A QC provides opportunities for satisfying the higher-order needs of the members, besides fulfilling the basic needs. It is assumed that the basic needs of the employees are already met in almost all the industrial organisations where QCs have been launched.

For the achievement of the organisational goals, it is absolutely necessary that both the organisational goals and the employees' goals should be properly integrated. Then only an organisation can hope to satisfy the customers and all the stakeholders.

**Intrinsic Motivation**

Intrinsic motivators are those which make work itself enjoyable as in the case of playing a game simply for the enjoyment of the game. Intrinsic motivation gets a push when the employees feel that the management genuinely cares for them. As in games, participation which encourages intrinsic motivation. If one were to enjoy one's work, the environment for the work should be made conducive and enjoyable. But, the work alone may not motivate; more challenges in the work and greater responsibility may do this. The aim is to develop intrinsic motivation by providing more and more challenges in the work and passing on the responsibility to them.
results of the jobs they do rather than directing them to give a certain amount of output. If autonomy is given and responsibility passes on to the employees of an organization, they may give more output than the quantity stipulated. And when the employees are given the responsibility for the results of their jobs, they also expect recognition.

Management must increase the scope for intrinsic motivation and minimise the restraining forces. The restraining forces are those which obstruct a group's drive to move forward enthusiastically. Not providing guidance and enough help to do a good and meaningful job, not providing opportunity to the employees to have a say in the work they do, not providing a conducive working atmosphere, etc., constitute the restraining forces.

The implications of intrinsic motivation in the working environment in contrast to extrinsic motivation have been presented in brief, below.

**Intrinsic**

In a conducive working environment, people enjoy doing a job; work itself becomes enjoyable; while doing the job, one's heart and mind are applied

**Extrinsic**

For every activity, one looks for a reward (external); the mind is set on calculating what and how much one would get in return and hence excellence will not result from one's job.
to the job and one uses all his skills; one enjoys and derives pleasure as the job turns out to be a product of one's desire for excellence and abilities.

The major sources of intrinsic motivation are:

1) job satisfaction, (2) love for work and excellence in work, (3) love for duty, (4) love for service, etc.

Job satisfaction and commitment to duty are of non-economic value. They stem from a sense of meaning and purpose of work (service) and urge for self-actualisation. Therefore, though the premise for QC is that all people are of positive type by nature, the values, perceptions and performance of the individuals of a team vary. However, such variations in the understanding, values, perceptions, etc., can be minimised through the process of continuous education and training.

There are a number of techniques for improving job satisfaction and work motivation, e.g., an incentive scheme may help reinforce desired behaviour and possibly increase motivation and restructuring the job to give
more variety would help reduce monotony in work. Out of a number of such techniques, a few commonly-practised ones have been discussed below in brief.

**Job rotation**: Job rotation involves rotating employees amongst the jobs at the same level, either on an agreed or on an informal basis. This process enables one to get exposed to increased number (and varied types) of jobs and get the opportunity to acquire different types of skills. It definitely helps improve an employee's skills and, therefore, increases his flexibility. However, it makes limited contribution to improve the motivational content of a job and is often viewed, quite negatively, as 'more work' by the employees in general.

**Job enlargement**: This combines a number of tasks at the same level to create a more complete and meaningful job. Yet again, the needs for autonomy, decision-making authority, interaction, responsibility, etc., are not fulfilled to that extent.

However, both job rotation and job enlargement tend to break the established group relationships.

**Job enrichment**: This, on the other hand, gives employees increased responsibility for decisions
relating to their work by introducing changes on a vertical plane, e.g., making them involved in the planning and organisation of their work. It results in increased autonomy, more responsibility, recognition and self-development. It does have some implications in terms of organisational improvement since it gives employees the opportunity for greater involvement in decision-making which traditionally has continued to be the responsibility of management. Generally, job enrichment results in less direct control of employees with an emphasis on the desired results.

The difference between QC and these techniques for improving job satisfaction is that a QC does not basically change the structure of a job. It is voluntary in nature and members are able to experience autonomy, recognition, self-development, share more responsibility, use their intellectual abilities and varied types of skills, etc., and job satisfaction has something to do with all these. QC generates all the benefits that can be derived from the techniques discussed earlier. The involvement of employees in problems relating to quality, safety, productivity, etc., does mean that they have more say so far as different aspects of their own work organisation are concerned. Since
QC does not require a change in the authority structure, managements tend to see QC as less threatening and damaging than the more extreme and basic changes involved in certain types of work restructuring.

**Motivation provided by the operation of QCs**

A. **Presentation before the management**

Achievements of the QCs before the management. When the members of the QCs, led by their leaders, participate in such presentations, they get immense satisfaction.

B. **Meeting with the facilitators/experts**

Facilitators and specialists invited to enlighten the members of the QCs whenever they want some relevant information. They are much more competent people who but for the QCs would not have interacted with the employees. The very fact that they are participating in a meeting with such important people brings to the members of the QCs immense satisfaction and presumably satisfies some of their higher-level needs.

C. **Training**

All the members of the QCs are provided training on the philosophy, operation and techniques of QC. This
is another visible proof of the management's efforts in improving the workforce. The very fact that a person nominated to the training differentiates him from the one who has not been so nominated and acts as a form of recognition.

D. Inter-QC visits

Whenever a QC presents its case study before the management, members of the QCs in the other departments and in the other organisations, working in the vicinity, working on the same and/or related problems, are also invited to attend the presentation. Moreover, the members of one QC attend the meetings of another QC, study their workings and exchange information. Dissemination of information, mutual respect and fraternal feelings are the distinct gains. Similarly, playing host to the guests from other organisations (desirous of learning from the experience of the QCs in operation in the host organisation) gives the members a sense of great satisfaction.

E. Articles and photographs in newsletters

When a number of QCs start operating, the co-ordinating office may think of publishing newsletters periodically so as to keep everyone informed about the various activities of different QCs. Articles and photographs published in such
newsletters bring company-wide publicity and satisfy some of the higher-level needs of the members of the QCs.

F. Annual conventions/meets

Nomination to the annual conventions/meets of the QCs and opportunity to present papers there is another motivating factor.

G. Visits by dignitaries

Visits by the dignitaries and opportunity of getting introduced to them is yet another important motivating factor which generates a sense of achievement to the members of the QCs so selected.