CHAPTER - I

INTRODUCTION AND DESIGN OF THE STUDY
CHAPTER – I

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1.1 INTRODUCTION

Performance results from the interaction of physical, financial and human resources. The first two are intimate; they are translated into "Productivity" only when the human element is introduced. However, the human element interjects a variable over which a management has limited control. When dealing with the inanimate factors of production, a management can accurately predict the input-output relationship and can even vary the factor it chooses in order to achieve a desired rate of production. In dealing with employees, however, an intangible factor will volition or freedom of choice is introduced, and workers can increase or decrease their productivity as they choose. This human quality gives rise to the need for positive motivation.

In fact, the level of the performance of an employee is a function of his abilities and motivation. The first determines what he can do, the second determines what he will do. Where there is a strong positive motivation, the employee's output increases; but where it is negative or a weak positive motivation, his performance level is low. One of the key elements in personnel management is motivation; "it is the core of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship which gives him a sense of worth in face-to-face groups which are most important to him...A
supervisor should strive to treat individuals with dignity and a recognition of their personal worth”.

**Meaning of Motivation:**

Management is an art of getting the work done by the people and thereby achieving the best results. Getting the work done depends upon the inducement of the people to better his performance by inspiring the personnel with a zeal to do work for the accomplishment of objectives of the organization. It may rightly be called that motivation of people is the most important function of the personnel management. Management should constantly provide for incentives or motivating forces to intensify their desires and willingness to apply their potentialities for the achievement of common objectives. Motivation is, thus, an art of stimulating people to take desired course of action. The intense outer pressures of reward may motivate some people while some others are self-motivated.

Motivation is desired from ‘motive’. Motive means any idea, need, emotion or organic state that prompts a man to an action. Motive is an internal factor that integrates a man’s behaviour. As the motive is within the individual, it is necessary to study the needs emotions etc. in order to motivate him to do work. There are certain inducing factors which influence the man’s behaviours and induce him for the best performance to meet his needs and emotions. So motivation is a process to get the
needs of the people realized with a view to induce him to work. Indeed motivation is nothing but an action of inducement.

**Definition:**

MICHAEL J.JUCIUS defines “Motivation is the act of stimulating some one or oneself to get a desired course of action to push the right button to get desired action”.

DELTON E.FARLAND defines “The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impel him to act or not to act in certain ways”.

EDWIN B.FLIPPO defines “Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward”.

CARROL SHARTLE defines “Motivation is the reported urge or tension to move in a given direction or to achieve a certain goal”.

DUBIN defines “Motivation is the complex of forces starting and keeping a person at work in an organization”.
PROCESS OF MOTIVATION:

Since an organization can only be as effective as its members, an enlightened, motivated and job satisfied body of employees should be its main objective. To be motivated means to be engaged in a goal-directed behaviour. A goal-directed behaviour always begins with the individual feeling certain need (also referred to as drives or motives). These needs give an energizing thrust to the individual toward certain goals or incentives which he perceives (rightly or wrongly) as possible satisfiers of individual needs. Thus, a need is personal or internal to a person, while incentives are external. The individual acts or behaves in a particular manner. But it is not a random act or unguided behaviour. The individuals behaviour is motivated or caused. It is directed towards a goal, i.e., satisfaction of the individual need, or achievement of what individual is lacking. With the satisfaction of the individual need, or achievement of what the individual is lacking, the mechanism of motivation is complete. Satisfaction of a need restores the balance or equilibrium in the organism, which remains upset and disturbed until the need is unsatisfied.
**Elements of Motivation:**

In any motivational system, there are three elements, namely: (a) the individual who is being motivated; (b) the job; and (c) the work situation.

**The Individual:**

Every individual, whether top ranking manager or a lower-level worker, is unique being. Workers may differ from one another in several respects, such as, age, sex, education, intelligence, personality, physical characteristics, experience, heredity, and social and cultural background. These differences will determine the needs and attitudes of workers. They will also determine how each worker will react to motivational devices such as monetary and non-monetary incentives.

**The Job:**

Every job within the set-up of an organization prescribes different requirements and holds a different level of attractiveness for each workers. Routine jobs are not liked by many because of the monotony and dullness involved in doing them. But sometimes even challenging jobs may not bold attraction for some people. This means there will rarely be a job which is regarded as a source of enjoyment and pride by one and all.
The Work Situation:

The environment within which work is to be performed also creates motivation. This includes (a) organizational goals and values which help to identify desired outcomes or results, and the nature of behaviour that will help to achieve them; (b) the type of technology and structural relationships which together determine how work is to be divided and integrated; (c) leadership style in terms of participation in decision making and (d) the rewards such as salary, perquisites, benefits, promotion prospects, status etc.

Characteristics of Motivation:

The following are the characteristics of motivation.

1. A psychological concept:

Motivation deals with workers on the psychological plane. Even workers with extraordinary abilities will not be able to perform as desired until they are effectively motivated.
Effective performance on the part of workers can be said to be the result of their abilities backed by proper motivation.

Thus,

Performance = Abilities x Opportunity x Motivation.

While motivation has the capacity to secure desired performance from workers, it can be effective only upon an accurate analysis of worker's needs for the satisfaction of which they may be induced to work in the desired manner.

2. Motivation is total, not piecemeal:

A worker cannot be motivated in parts. For successful motivation, the worker should be treated as an indivisible unit, taking into account all the urges and aspirations of the individual.

A motivational device which promises fulfillment of some needs of workers and not others, will fall short of its objective of evolving total commitment of workers.

3. Motivation is determined by human needs:

A worker will perform the desired activity only so long as he seeds his action as a means of continued fulfillment of his strongly-felt needs. Once a particular need is satisfied for good, he may lose interest in the activity that provides him satisfaction of the said need. In such a case, the worker will have to be provided awareness of satisfaction of other needs so that the worker continues to be included to pursue the said activity.
4. Motivation may be financial or non-financial:

Motivation may be provided in several ways depending upon the needs, emotion and sentiments of workers. But broadly speaking, it may be classified as financial and non-financial.

Financial motivation seeks to satisfy physiological and security needs and it is by way of wages, allowances, bonus, prizes and other perquisites. On the other hand, non-financial motivation which seeks to satisfy social, recognition and creative needs may be by way of appreciation for the work done, higher status and greater responsibility or increased participation is decision making.

5. Motivation is a constant process:

Human needs are infinite. No sooner a person has satisfied one need than he seeks to satisfy another. As very aptly put by Mc.Gregor, “Man is a wanting animal—as soon as one of his needs is satisfied, another appears in its place. This process is unending…”

Motivation cannot be a time-bound process. Nor can it be a touch-and-go affair. To keep the workers continuously engaged in the planned activities, they must be kept in a state of continued animated tension by means of unfolding before them ever, new avenues for the satisfaction of their limitless needs.
Importance of Motivation:

Motivation is an important function of personnel management because management of personnel means getting the work done by the people to achieve the organizational objectives. Motivation is one of the method to induce the man on the job to the work done effectively to have the best results towards the common objectives. Administrative action loses its point unless the members of the organization are willing to contribute their efforts for the fulfillment of their assigned tasks. Motivation is necessary for the better performance. The expected results from motivation are:

1. High Performance Level:

Motivated employees put higher performance as compared to other employees. A distinction should be made between ‘capacity to work’ and ‘willingness to work’. A man can be physically, mentally and technically fit to work but he may not be willing to work. Motivation concerns to create a need and desire on the part of the workman to present his better performance. Thus, it bridges the gap between ‘capacity to work’ and ‘willingness to work’. The high performance is a must for an organization being successful and this performance comes by motivation.

2. Low Employees Turnover and Absenteeism:

Motivated employees stay in the organization and their absenteeism is quite low. High turnover and absenteeism create many
problems in the organization. Recruiting training and developing large number of new personnel into a working team take years. In competitive economy, this is almost an impossible task. Moreover, this also affects the reputation of the organization unfavourably.

3. Acceptance of Organisational Changes:

Organisations are created in the society. Because of changes in the society—changes in technology, value system, etc. organization has to incorporate those changes to cope up with the requirement of the time. When these changes are introduced in the organization, there is a tendency to resist these changes by the employees. However, if they are properly motivated they accept, introduce, and implement these changes keeping organization on the right track of progress.

In the nutshell, to achieve the organizational and individual goals in an economical and efficient manner, motivation is an important tool in the hands of management to direct the behaviour of subordinates in the desired and appropriate direction and thus minimize the wastage of human and other resources.

Principles of Motivation:

Motivation of work force is the main theme of the personnel management. It is an art of inducing people at work. So the motivation should be based on the following principles.
1. Principle of participation:

It is one of the most important principles of motivation that people in the organization should be induced to participate in decision-making process in matters concerning them. Participation involves consultation with subordinates in matters relating to their jobs. This opportunity enthuse the people to carry out the decisions carefully in the accomplishment of the objectives because they, themselves were the parties to the decision. Participation makes people more interest and increases their enthusiasm in the job. However, participation should be limited to these decisions only where people can contribute something meaningful to the organization.

2. Principle of communication:

The people in the organization must be informed about the matters concerning the results or objectives of the organization because the more a person knows about a matter, the more interest and concern he will develop. Communication helps make work purposeful, gives meaning to the job and makes people feel important in the organization. The organization must also provide an opportunity to the workers to tell their grievances to their elders. Two-way communication-upward and downward-will be more meaningful in motivating the workers.
3. Principle of recognition:

People will be motivated to work hard if they get continuing recognition of their efforts. If superiors have a praise for outstanding performance, a credit for efficient service and an appreciation of good work of their subordinates, they will feel satisfied from their work and, they will have feeling of being proved for their work. Thus recognition tends to motivate the people to work. The management should follow the rule "Praise in public and criticism in private".

4. Principle of delegation of authority:

People in the organization should be allowed to share the responsibility of taking decisions affecting the goals of the organization by delegating the authority for accomplishing the results. Giving people authority to make their own decisions gives them a vested interest in the results they accomplish and they feel that they are concerned.

5. Principle of individuality:

People are different physically and psychologically. The management should not assume that all people in the organization can be motivated by the same needs or desires. So, the management should ascertain first the need craving satisfaction in the particular individual’s mind and then a motivating situation should be created. Everyone should be treated differently in such a way that they all feel themselves important for the organization.
6. **Principle of guidance:**

The job of the management is to guide his subordinate towards the attainment of goals. The managers should give suggestions instead of orders.

Managers should also guide their subordinates by setting an example of good conduct. They often presume at time erroneously that their superior’s conduct is the appropriate one for adoption. So, management should play up the positive and be a person worth copying.

7. **Principle of confidence:**

The management should show a confidence in its subordinates. This will instill confidence in themselves. Managers should adopt the attitude that they are sure of their (workers) good performance. This confidence will motivate them to do their best.

**Types of Motivation:**

If a manager wants to get work done by his employees, he may either hold out a promise of a reward for them for doing work in a better or improved way, or he may constrain them, by instilling fear in them or by using force, to do the desired work. In other words, he may utilize a positive or a negative motivation. Both these types are widely used by managements.
A positive motivation involves the possibility of increased motive satisfaction, while negative motivation involves the possibility of deceased motive satisfaction.

1. Positive or incentive motivation:

It is generally based on reward. According to Flippo, “Positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward”.

People work for incentives in the form of the four points of motivations:

i) Praise

ii) Prestige

iii) Promotion and

iv) Pay cheque

According to Peter Drucker, the “real and positive motivators are responsible for placement, high standard of performance, information adequate for self-control and the participation of the worker as a responsible citizen in the plant community”.

Incentive motivation is the “Pull” Mechanism. It has its own benefits. The receipt of awards, due recognition, and praise for work well done definitely lead to good team spirit, co-operation and a feeling of happiness.
2. Negative or fear motivation:

It is based on force and fear. Fear causes persons to act in a certain way because they are afraid of the consequences if they don't. If workers do not work, they are threatened with lay-off or demotion. In other words, fear motivation is a 'push' mechanism. Negative motivation has certain limitations; through its use only the minimum of effort is put into avoid punishment. Moreover, the imposition of punishment frequently results in frustration among those punished, leading to the development of maladaptive behaviour. Punishment also creates a hostile state of mind, and an unfavourable attitude to the job. Moreover, it may result in lower productivity because it tends to dissipate such human assets as loyalty, co-operation and esprit de corps.

In spite of these demerits, negative motivation has been used to achieve the desired behaviour, as in the case of a fire, a breakdown, a panic or a riot. There is no management which has not used the negative motivation at some time or the other. However, in recent years, the trend has been towards the use of positive motivation. This tendency has been influenced by extensive unionization, a higher level of employee education, a number of researches in the field which have emphasized the importance of the use of positive motivation.
3. Extrinsic Motivation:

It is concerned with external motivators which employees enjoy: pay promotion, status, fringe benefits, retirement plans, health insurance schemes, holidays and vacations, etc. By and large, these motivators are associated with financial rewards.

4. Intrinsic Motivation:

It is concerned with the "feeling of having accomplished something worthwhile" i.e., the satisfaction one gets after doing one's work well. Praise, responsibility, recognition, esteem, power, status, competition and participation are examples of such motivation.

5. Self-motivation of Attitude Motivation:

Before one can motivate others, one must motivate oneself. One must overcome a certain amount of one's natural inertia. One of the most common deterrents to human action is that of a tired feeling. This tired feeling is due to emotional reactions within oneself. The things that affect the conscious mind and are generally known as anxiety, are:

i) Monotonous work
ii) Driven by boss
iii) Bad physical conditions
iv) Does not get along with associates
v) Dissatisfied with work or achievement
vi) Under constant strain
vii) Gets no real rest at home; worried about holding the job; and

viii) Financial troubles

Besides these, some other factors also affect the subconscious mind and are known as inner conflict. These factors indicate that a person:

i) Is unwilling to work

ii) Wants to be tired to have an excuse for failure

iii) Craves sympathy

iv) Resents the kind of work he is forced to do

v) Thinks the world owes him a living

vi) Has some sort of inferiority complex

vii) Hates his wife—does not want to support her or her children; and

viii) Is repressing things he had better face.

Anxiety and inner conflict may be reduced by:

i) Making the job more interesting

ii) Thinking constructively

iii) Making the best possible use of one's strong points and not dwelling on weaknesses, which should be corrected as far as possible

iv) Doing things one is afraid of because of ignorance causes fear

v) Being though minded, particularly towards oneself

vi) Adopting oneself to the situation
vii) Acquiring a sensible and worthwhile philosophy of life.

One can motivate oneself by setting certain objectives and goals before oneself.

6. Group Motivation:

The motivation of a group is as important as self-motivation. Other can be well motivated, when they are informed of ideas, plans, inventions or systems. "Nothing can be done, no act can be undertaken, no decision made, no thinking process brought to a real conclusion unless and until the act of communication is made an inherent part of the understanding". This communication of ideas, plans, etc., can be made effective when certain personal qualities have been developed. The qualities are: honesty, fairness, integrity truthfulness, loyalty, stability, tolerance, ability to assure responsibility and co-operative, give-and-take constructive criticism and compromise when necessary, orderliness in mind and action, poise and control of temper, a sense of humour and broadmindedness.

A group can be motivated by improving human relations and dealing with people in a human way, by developing the will to do, by encouraging people to feel involvement in their work, and by giving their an opportunity to improve their performance and by complimenting or praising them. In dealing with others, it must be borne in mind that the
greatest returns can be obtained when each member of a group is properly motivated. Therefore, motivation must be in one’s day-to-day activities.

INCENTIVES

The needs of individuals serve as driving forces in human behaviour. In the context of these needs, management tries to govern the behaviour of employees in satisfying their needs. The objects which are perceived to satisfy their needs are called incentives. Incentives may be either positive or negative. Positive incentives attract people and when they obtain these incentives they feel satisfied. Examples of positive incentives are increase in pay, prospects of promotions, etc. Employees will try to achieve these. Negative incentives are those which motivate an individual to abstain from doing something. Examples are fine for doing certain thing in the organization, demotion for not maintaining particular efficiency, etc. Sometimes, substitute incentives are also applied. These are artificial and are used as substitute for normal incentive. For example, an employee may be given extra rise in pay instead of promotion.

Individuals have varied types of needs. Some of them can be satisfied by money, while others cannot be satisfied by money alone. On the basis of this, the various incentives, which may be used by the organization, may be classified into two parts, viz., financial incentives and non-financial incentives.
I. Financial Incentives:

In the context of existing economic system, money has become a means not only to satisfy the physical needs of daily life, but also of obtaining social position and power. Human beings first take care of their primary needs of food, shelter, clothing, etc. Since money has the exchange values – these they can have in exchange of money-money becomes a basic incentive for individuals. The organizations offer wages which become incentives of individuals to join the organization. The wage structure should be such that it motivates the present and prospective employees of the organization.

Money as Motivator:

Though various theories do not emphasis the role of money as motivating factor, it should be borne in mind that money has its special significance in the motivational scheme which may not necessarily be covered by these theories. Since money is not an end but a means of purchasing ends, it can gratify both physical and safety needs, the lower-order needs. Thus, to some people, money is not important, whether they have a lot or little. Others, no matter how much money they have are continuously driven by the desire to acquire more money, possibly to satisfy their desire for status or their goal of being rich (esteem and self actualization needs respectively in terms of need-hierarchy). Thus, money is a factor by which a person can satisfy his various types of needs.
Research indicates that for some money can be instrumental in satisfying esteem and recognition needs as well as basic physiological needs.

Thus, following points are important for analyzing the role of money as motivator.

1. Economic conditions necessarily affect the importance of money as a motivator. Money is an urgent means of achieving, a minimum standard of living, although this minimum has a way of expanding upward as people become more affluent. However, this cannot be taken as generalization because for some people, money will remain important irrespective of their economic conditions, while for others, it is not important after a certain level.

2. The type of organization also determines the importance of money to the people. For example, Gellerman points out that in most kinds of business organizations, money is actually used as a means of keeping an organization adequately staffed and not as a motivator. This can be seen in the practice of making wages and salaries competitive between various organization so as to attract and hold people.

3. If they money is to act as motivator, it is necessary to assume a relationship between performance and reward in terms of money. Those who seek money will be motivated only if they can clearly link higher performance to the reward of money. Moreover, people are concerned not only with absolute amount of money they are paid for their efforts; the
relationship of this amount to what others are paid is also important. This is based on equity theory. This suggests that people at the same level should be paid same or nearly same money.

5. The social attitude towards wealth plays an important role in determining whether, within a given culture, money will be actively sought and used to satisfy human needs. In some societies, the personal acquisition of wealth has been looked upon as evil, or as being beneath the dignity of man. For such cultural values, the money cannot act as motivator.

These financial incentives may be classified into two parts, viz., individual and collective:

i) Individual Financial Incentives:

This group of incentives includes all such plans which induce an individual to achieve higher output to cash higher financial rewards. Piece-rate wages, Taylor's differential piece-rate system, Halsey's efficiency plan are example of such incentives. The basic assumption behind this incentive is that an individual will be motivated for higher output to earn more money which satisfies his needs.

ii) Collective Financial Incentives:

This group of incentives tries to motivate individuals collectively. This basic idea of these incentives is the same that of individual financial
incentives; however, the employees are given these collectively — Examples are bonus, profit-sharing, pension plan, etc.

II. Non-financial Incentives:

Financial incentives are used to motivate employees for higher work. However, individuals have various needs which they want to satisfy while working in the organization. People at comparatively higher level of managerial — hierarchy attach more importance to social-psychological needs which cannot be satisfied by money alone. Thus management; in addition to the financial incentives, provides non-financial incentives to motivate people in the organization. The connotation of non-financial incentives does not mean that organization has nothing to spend on these. However, the emphasis of non-financial incentives is to provide psychological and emotion satisfaction rather than financial satisfaction. For example, if an individual gets promotion in the organization, it satisfies him psychologically more, that is, he gets better status, more challenging job, authority, etc., than financially though he gets more pay also by way of promotion. The non-financial incentives can be grouped into three parts:

A. Individual Incentives:

These incentives motivate people on individual basis. The incentives exist, but only certain individuals may get them, though on
individual basis not on group basis, e.g. making job more pleasant. The various forms of individual non-financial incentives are as follows:

i) Status

ii) Promotion

iii) Responsibility

iv) Making job pleasant and interesting

v) Recognition of work

vi) Job Security

B. Collective Incentives:

People may be motivated in groups also. They perform their duties in groups and are affected by the group. If the group in general is efficient, and individual tends to become efficient. Some of the collective non-financial incentives are as follows:

i) Social Importance of work

ii) Team Spirit

iii) Competition

iv) Informal Groups

C. Institutional Incentives:

These incentives are related with the environmental factors in the organization. Conducive and congenial atmosphere of the organization motivates employees to produce better results. Following incentives fall on this category:
i) Human Relation of Industry

ii) Participation

iii) Communication

iv) Building Morale

v) Discipline

1.2 NEED FOR THE STUDY

Employees are considered to be wealth of the organization. Since employees constitute the total work force, he is motivated to carry out the responsibilities entrust on him and much emphasis is given on the people doing the work rather than the work itself.

The present study is designed as “A study on Motivational Factors in Salem Steel Plant” in order to know how far the employees are motivated by the various incentives provided by the company.

1.3 OBJECTIVES OF THE STUDY

The objectives of this study are as follows:

1. To study about the existing motivational factors in SSP.

2. To study about the level of satisfaction of employees towards the existing motivational factors in SSP.

3. To examine the adequacy of employees financial and non-financial incentive schemes of SSP.
4. To suggest measures for improving the various employees incentive scheme of SSP.

5. To suggest overall measures for improving the motivational factors in SSP.

1.4 SCOPE AND IMPORTANCE OF THE STUDY

Every organization needs effective labour force to increase the efficiency and productivity of the entire organization. For this, adequate financial and non-financial incentives should be provided by the organization. So, this study aims to examine adequacy of existing motivational factors provided by SSP and to find out how far employees are satisfied with these financial and non-financial incentives provided by SSP.

Organisation involves group activities needs people whatever be the level of automation. Provision of adequate motivational factors involves continuous improvement of employees, and their capabilities, and improving the quality of this life and showing increasing the total productivity of the organisation. So, motivational factors consisting of both financial and non-financial incentives are essentials to motivate employees to their effective task performance in the SSP.
1.5 REVIEW OF LITERATURE

According to Sinha (1977) suggests that the foremost indicator of quality of work life would be the possibility of the fulfillment of the basic needs of man and secondly, reduction of the enormous economic disparities in the have and have nots. This would lead to 1. More committed job behaviours. 2. The resultant increases in productivity which is needed in order to meet the basic requirements of the majority (1977).

Nilakant and Tandon (1982) suggested that management can initiate a member of changes in work procedures, rationalize wage structures and bring about improvements in worker amenities and working conditions all these would lead to improvement in the quality of work life.

Restricting the work place and redesigning job is one of the two major thrusts of “Quality of working life” movement. Job enlargement and job enrichment make employees feel more involved in and challenged by the actual content of the work. Ford (1973) States that 17 out of 18 experiments with clerical and other telephone company employees showed positive improvement after jobs were enriched. A study of technicians, engineers and sales representatives indicated that job enrichment pays off in better performance and greater satisfaction (Panl et al., 1969).
Building upon the work of Maslow, it became clear to Herzberg (1966), who was greatly interested in the problems of work motivation. According to him – when lower order needs are not satisfied the worker is likely to feel unhappy, but the satisfaction of these needs does not necessarily make him happy. Herzberg isolated five motivators.

1. the need for achievement, 2. recognition by others, 3. the work itself, 4. responsibility and 5. the opportunity for advancement. According to Herzberg, work organization should therefore seek to introduce these motivators into the work situation.

During the same period another group of researches in Tavistock Institute of London focused on the integration of technical as well as human and social dimensions of industry. The concept here emphasizes that the optimization of the technical production system may be undertaken currently with the optimization of social system, by means of job constructed to satisfy human needs adequately. The socio technical approach fostered the idea that there appears to be possible and desirable alternative to the modes of work organization inherited from SM for a given technology. There is not only one but several possible and effective ways of organization work. Some of these offer better socio-technical combinations than others and allow for improvement in quality of work life without sacrificing of the organizational effectiveness of the enterprise.
Walton (1974) one of the major interpreters of the quality of work life movement has proposed eight major conceptual areas for understanding, adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, the total life space and social relevance.

HRM 2000 by P.Subbarao, a compendium presented the various developments in the HRM in a comprehensive form. It also attempted to look into the current trends in the Human Resource Function with a view to outline the future development that are likely to take place in the years ahead. It also discussed in a lucid manner. The topics such as job analysis, job evaluation, employee benefits, recruitment and selection, line staff conflicts, social responsibility policies along with other current topics such as organizational culture and climate, organizational politics, organizational effectiveness, followership, participative management, dual career problems, quality of worklife, quality circle and organization development.

Causes and effects of multiple Unions – by Mr.P.D.Maharajan – conducted a study of causes and effects of Multiple Unions in SPB Ltd. He found that ‘Union-Management relation is the corner stone of labour relations in any organization. The management can improve labour relation if proper steps are taken such as (i) Stopping the practice of
selecting workers based on union recommendations will remove the stigma of favoritism that is associated with management-union relations.

A study on absenteeism of SPB Ltd. By D.Vijayalatha conducted a research about absenteeism and she also studied on the performance of SPB Ltd. And various Labour Welfare facilities provided by the company and she found that the notable causes for absenteeism are insufficient leave facilities heavy workload, family problems, sickness, liquor consumption and improper leave application procedures.

A study on quality of work life by P.Deepalakshmi. Her study has taken into account a mixture of factors like, job satisfaction, motivation; grievances redressal features training and development programme, salary and welfare facilities etc. According to her study majority of the respondents felt that there was high level of quality of work life in Seshasayee Paper and Boards Ltd, due to the influence of factors like job satisfaction. Motivation, training and development, salary and welfare. So the level of quality of work life in Seshasayee Paper and Boards Ltd., was found to be very high.

A study on Labour Welfare Services in Tamil Nadu State Transport Corporation Ltd., Salem by P.Raju in January 2002. He has found that regarding canteen facilities, employees are felt it is good and officials it is satisfactory, 2/3 of worker felt that Drinking Water Facility is good.
A study on Labour Welfare Measures of TVS Lucas Ltd., Madras conducted by R. Elangovan in the year September 1987. He found that Statutory Welfare Measures are sufficiently provided by TVS Lucas Ltd., Madras.

A study of Human Resource Development practices in Major Paper Industries in Tamil Nadu conducted by R. Elangovan, in the year May 2001. He found that there was significant relationship between the welfare facilities and job satisfaction among employees in Tamil Nadu Newsprint and Paper Ltd. (TNPL, Kagithapuram, Karur Taluk) and SPB Ltd., Erode. In addition, he has found that Non-statutory Welfare Measures are largely and sufficiently given by both TNPL and SPB Ltd.


1.6 HYPOTHESES

1. The level of satisfaction about the scale of pay/wage amount is not significantly associated with different categories of employees of SSP (Null).

2. The level of satisfaction of the employees with respect to existing incentive system followed by SSP is not significantly associated with different categories of employees of SSP (Null).
3. The level of satisfaction about the existing promotion policy is not significantly associated with different categories of employees of SSP (Null).

4. The level of satisfaction of the employees with respect to training facilities provided by SSP is significantly associated with different categories of employees of SSP (Alternative).

5. The level of satisfaction of the employees with respect to the employees counselling scheme followed by SSP is not significantly associated with different categories of employees (Null).

6. The level of satisfaction of the employees with respect to existing Statutory Welfare Measures provided by SSP is significantly associated with different categories of employees (Alternative).

7. The level of satisfaction with respect to the existing non-statutory welfare facilities is not significantly associated with different categories of employees (Null).

8. The level of satisfaction with respect to the Grievance Redressal Procedure is not significantly associated with different categories of employees (Null).

1.7 METHODOLOGY

This study is mainly based on both the primary and secondary data collected from Salem Steel Plant. The primary data is collected by means
of a well-designed questionnaire containing questions about employee's satisfaction on the various motivational factors existing in Salem Steel Plant. The researcher had a personnel discussion with middle and senior level officers at SSP. Chi-square test is conducted to test the above mentioned hypotheses.

Secondary data are collected from the source such as Journals, Magazines, and various records of SSP.

1.8 SAMPLING

The main focus of the study is motivational factors in SSP., with a special reference to employees satisfaction about the existing motivational factors in SSP. A stratified random sampling method is adopted for the purpose of the study. Out of total 1357 employees, (10%) 135 employees are selected on random basis. Data are collected by the researcher in person.

The sample represents a judicious and a cross section of the employees network. While collecting the data, employees are classified into four categories.

1. Executive – Works
2. Executive – Non-works
3. Non-executive-Works
Out of 135 respondents taken for the study (10%), 20 respondents are Executive-works constitutes 14.81%. 9 respondents are Executive-Non-works constitutes 6.67%. 85 respondents are Non-executive, Works Constitutes 62.96%, 21 respondents are Non-executive-Non-works Constitutes 15.56%.

1.9 QUESTIONNAIRE

Initially a pilot study was conducted and then it was included into a final well-designed questionnaire based on the outcome.

The data relating to the various financial and non-financial incentives provided by SSP have been collected through questionnaire as well as discussions with the senior officers at various levels.

The questionnaire has been designed in such a way as to meet a cross section of various employees representing various departments of SSP.

Tools used:

The chi-square test is applied to test whether the employees are satisfied with the existing motivational factors in SSP (or) not. Percentage are also applied for the analysis of data.
1.10 LIMITATIONS OF THE STUDY

1. The research was conducted within a limited period.

2. There was a Bias on the part of the respondents while answering questions.

3. This study represents the data collected only for 5 years from 1998-99 to 2002-2003.

4. This study covers only 10% of the total employees (135 employees) working in SSP.

5. While collecting the primary data, top-level executives are exempted.

6. This study considers the information supplied by the companies as authentic.

Abbreviation used in the Research Report:

1. SSP – Salem Steel Plant

2. S_1 to S_{10} - Grades given to non-executive employees

3. E_o to E_9 - Grades given to executive employees.

4. SAIL – Steel Authority of India Limited

5. TISCO – TATA Iron and Steel Company

6. VISL – Visvesvaraya Iron and Steel Limited

7. ASP – Alloy Steel Plant

8. MONET – Mohan Nagar Network
1.11 SCHEME OF CHAPTERISATION

Chapter 1:

It deals with introduction, meaning and definition of motivation, importance of motivation, need for the study, objectives of the study, review of literature. Scope and Importance of the study, Hypotheses, Methodology, Tools used, Sampling, Questionnaire, Limitations of the study and scheme of chapetrisation.

Chapter 2:

It deals with profile of Salem Steel Plant (SSP) including the performance of SSP.

Chapter 3:

It deals with an overview about the existing motivational factors in SSP.

Chapter 4:

It deals with analysis and interpretation of data about employee’s satisfaction on the motivational factors in SSP.

Chapter 5:

It deals with summary of findings and suggestions for the improvement of existing motivational factors in SSP.