Motivation is related to motives of the people by which they are moved and activated to achieve the goal. Motivation may be understood differently by different people as incentives to work, motives to achieve goals, desire to possess something useful, drives to come forward for outstanding performance and so on. The Latin word movere is the basis of motivation. Movere means to move. Motivation is the spirit of the people which is ignited by something, message, appeal and the like. Since the level of realising the self, spirit and power is different indifferent people, motivational factors have varying degrees of impact upon them. People are motivated under certain situations and actions. Many situations and actions are more interesting and highly inspiring. They are used for motivational purposes. In an organisation, the job design, managerial relationship, reward system, performance appraisal and interaction with employees are important components of motivation.

Motivation has been variously defined by scholars. Usually one or more of these words are included in the definition: desires, wants, aims, goals, drives, motives and
incentives. "Motivation" is a latin word, meaning "to move". Human motives are internalised goals within individuals. According to Dubin, "Motivation is the complex of forces starting and keeping a person at work in an organisation."\(^1\)

Webster defines the term 'motivate' as "to provide with a motive; to impel; incite", and motive as "that within the individual rather than without, which incites him to action; any idea, need, emotion, or organic state that prompts to an action".\(^2\)

As Berelson and Steiner states: "A motive is an inner state that energizes, activates, or moves and directs or channels behaviour toward goals."\(^3\) Stanford and Wrightman describe a motive thus: "It is a restlessness, a lack, a yen, a force. Once in the grip of a motive, the organism does something. It most generally does something to reduce the restlessness, to remedy the lack, to alleviate yen, to mitigate force."\(^4\)

Motivation is the process of creating organisational conditions which will impel employees to strive to attain company

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goals. Lillis observes: "It is the stimulation of any emotion or desire operating upon one's will and prompting or driving it to action."5

"Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need."6 "Motivation implies any emotion or desire which so conditions one's will that the individual is properly led into action."7 According to Dubin, "motivation is the complex of forces starting and keeping a person at work in an organisation."8

The Encyclopedia of Management observes: "Motivation refers to the degree of readiness of an organism to pursue some designated goal, and implies the determination of the nature and locus of the forces, including the degree of readiness."

But here by motivation we mean the act of inspiring a man to do a thing with a particular aim. There are two kinds of factors with which we can inspire a man, the internal factors

and the external factors. By internal factors are meant the needs, wants and desires which inspire a man to work. By external factors are meant the motivational assumptions and techniques used by the management or employers.

The internal motivation is much more significant than the external motivation. The worker who is motivated internally does his work with more responsibility than another who is not motivated. The employer need not order a motivated worker to do the work. He himself knows that he has to do the work in the best possible manner and so he acts accordingly. Such a man gives his best possible co-operation to the raising of the production and consequently the mills is able to get the maximum production at the minimum cost.

To provide external motivation workers are given rewards in the form of prizes or some other material gains. But such motivation will not be permanent as it tempts a man to work only for a reward.

External motivation is of two kinds: Monetary and Non-monetary. Monetary motivation includes bonus, reward, increment, promotion and allowances. The non-monetary motivation includes:

- providing recognition for accomplishment;
- providing involvement or participation;
- providing responsibility through job enlargement;
- creating a sense of achievements;
- offering inducement of promotion and growth as a result of effective performance.

However, it is wrong to regard motivation as something simply external or something simply internal. As a matter of fact, it includes both the factors because both internal and external factors motivate a man to do his work.

A worker cannot be made to work by force. Man is basically a thinking animal and in order to make his work, it is needed to motivate him to do it rather than force him. If the worker has a strong motivation before him, he will be able to do his work more efficiently and more skilfully. A properly motivated worker bring to an organisation a lot of profits. The main contributions of motivation to an organization are the following ones:

- it provides a means of satisfying the employee’s needs;
- it increases the employees’ productivity;
- it creates a favourable company image;
- it encourages discipline among the employees; and
- it helps boost group morale.

Motivation has to be changed from circumstance to circumstance. A man can be motivated by monetary gains while another can be motivated by non-monetary gains. For
example, in America monetary gain are not as important as they are in India because in India the workers are poor and do not have sufficient money to satisfy even their basic needs while in America the conditions are different. In America raising the status of a worker is more important than giving him a monetary gain while in India monetary gains are more important than status.

That is why the management has to keep in mind the importance of motivation. As a matter of fact, there is a direct link between motivation and productivity. The higher the motivation level the higher likelihood of more production. If there are two workers engaged in a particular task, the motivated worker will be able to produce much more than the unmotivated worker. The unmotivated worker will also require a lot of incentives to produce as much as a motivated worker does. The following equation expresses this fact in a graphic form:

\[
\text{Productivity} = \frac{\text{Production}}{\text{Incentives}}
\]

The management gives motivation to the workers in both the forms: the external and the internal. The external motivation is measurable while the internal motivation cannot be measured objectively. In the external motivation we include various kinds of material rewards while internal motivation includes persuasion, status and threat.
IMPORTANCE OF MOTIVATION

Motivation is essential to the operation of organisations. No matter how much machinery and equipment an organisation has, these things cannot be put to use until they are released and guided by people who have been motivated.

The major benefits of motivation are as follows:

(a) Need satisfaction :

Motivation satisfies the needs of individuals as well as groups. Every individual or group of individuals joins an organisation to fulfil certain personal needs. The motivation function of the manager serves to help such fulfilment.

(b) Job satisfaction :

Motivation also promotes job satisfaction. When an employee’s needs are satisfied, he is on the whole happy. His job satisfaction is of more direct concern. It is the key to other important consequences. Managers in general are satisfied with jobs which are challenging in character and involve some creative thinking.

(c) Productivity :

An individual’s contribution to output is the resultant of two variables—his capacity for work and his willingness to
work. If P is performance, A ability and M motivation, then
P = A X M. It is clear that performance is not equal to the
sum of an individual’s ability and motivation but rather to
the product of these two variables. Given the value of
ability greater than Zero, level of performance is a
constantly increasing function of amount of motivation. Since
productivity is the effect of performance, it is logical to
conclude that proper motivation increases productivity.

(d) Learning:
Motivation helps the learning process. Without motivation
learning does not take place. There must be motivation or
drive before there can be learning. Motivation stimulates
interest and the attitude of willing to learn. If a person
does not want to learn, he will not learn, even though he
understands clearly what is being taught and has perfect
capacity to respond in the way that would show the
learning. This means that the trainer needs to select
trainees on the basis of motivation and needs to have
policies and practices that will encourage the growth of
motivation.

(e) Discipline:
Motivation promotes self-discipline. The idea of discipline
generally carries a negative connotation. Subordinates obey
a superior and maintain orderly behaviour for fear of punishment. But motivation raises discipline to a positive level. The self-discipline of an individual costs less and accomplishes much more than the discipline imposed by the boss from above. Committed workers discipline themselves. They feel that by doing so they further their own interest.

(f) Dynamism:

There is an element of dynamism in motivation. When the rank and file workers and managers are properly motivated, a kinetic energy is generated which produces a tremendous impact not merely on the productivity and profits of an organisation but also on its industrial relations, public image, stability and future development.

MANAGEMENT TECHNIQUES DESIGNED TO INCREASE MOTIVATION

Management generally use financial and non-financial motivation techniques to motivate their employees.

[a] Monetary Motivation:

Such motivation is connected directly or indirectly with money. Wages and salary, bonuses, profit-sharing, leave with pay, medical reimbursement, etc. are included under this type of motivation. At a first glance, money would seem to be one of the "lower level" needs, a need that is
quickly satisfied. But in reality this is not true. The reason is that money is more than just a medium of exchange. It is more than a vehicle through which one can satisfy other higher-order needs. He uses money to satisfy some of higher-order needs – self-actualisation, ego and social needs besides the safety and physiological needs. For this reason, money is sometimes regarded as the most esteem need and, hence, a most reliable motivator.

Besides money, there are other motivator, which deal with the personal development of the employee and his relation to the environment in which he works. This is corroborated by the observations of experts. Yoder observes; "Theories of joint goals and identification have attracted wide attention. They have encouraged participative management and consultative supervision. They have been highlighted is proposals for management by objectives. The common theme is that workers who help set their individual and groups goal are strongly motivated to achieve them." 9

[b] Non-Monetary Motivation

These motivators are not connected with financial rewards. Non-financial incentives are the psychic rewards, or the

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rewards of enhanced position, than can be secured in the
work organisation. These are:

[i] Recognition:

When an employee does his work well, he naturally
wants it to be praised and recognised by his boss and
fellow-workers. Recognition satisfies human need for
esteem by others and for self-esteem. This recognition may
be shown in the form of praise, of a pat on the back of the
employee or a recommendation for a pay raise, promotion,
or assignment of more interesting tasks. Collective
recognition may be given by award of a shield or a banner
or a certificate, or by giving certificate, special privileges or
a money bonus to the employees.

[ii] Status and Pride:

Status refers to "the social rank of a person," and
satisfies social and egoistic needs. A management often
tries to satisfy these needs by establishing status symbols
and distinctions in its organisation providing costly
furniture, carpets on the floor, picture on the wall, artistic
curtains, a separate stenographer, a few peons, and a
personal assistant. Individuals try hard to gain these status
symbols; and once these have been achieved, there is a
carving for higher status symbols. It refers to "good
products, dynamic leadership, fair treatment, service to the community, ethical conduct and such other things have to stimulate an employee's pride in his work and organisation." Pride is regarded as a powerful and valuable motivator towards higher productivity.

[iii] **Competition:**

Promotion of competition is widely used as a means of motivation individuals do complete with one another if they feel they have chances of winning and satisfying their "ego". This competition may be in regard to sales, production, or safety measures. The person who is adjusted the best is awarded the covered prize.

[iv] **Delegation of Authority:**

The delegation of a substantial amount of responsibility to execute a given task proves to be a strong motivating force. An authority is the right to act, to direct, and to requisition resources needed to properly perform the job. The employer feels that he must show results, but for persons who lack confidence, this technique of motivation often prove fruitless.

[v] **Participation:**

It implies the physical and mental involvement of the people in an activity, especially in that of decision—making.
This satisfies one's ego and self esteem, and the needs of creativeness and initiative. A management may encourage employees to help in such areas of decision—making as production methods, materials handling, safety measures, cost reduction, employees—management problems, and improving in working conditions.

[vi]  Job Security:

It is also an important motivator. Job security implies that an employee would continue on the job in the same plant or elsewhere, and that he shall enjoy economic and social security through health and welfare programmes providing security against sickness, unemployment, disability, old age, and death etc. Job security may be provided either by properly regularising the amount of work that must be done by a fixing of the hours of work and by finding out work for those who have been rendered surplus because of changes in techniques of production or lines of production or recessionary conditions in the market, or by adoption of schemes of rationalisation, modernisation and automation.

[vii]  Job Rotation:

It implies the shifting of an employee from one job to another so that monotony and boredom are reduced. The
basic objective of job rotation is to increase the skill and knowledge of the employee about related jobs. In job rotation, workers learn to do all different activities necessary for an operation or unit of work.

[viii]  *Job Enlargement*:

It is the process of increasing the complexity of the job in order to appeal to the higher-order needs of workers. It implies that the employee performs more varied tasks, which are all on the same level, the idea being to make the jobs less monotonous. According to Strauss and Sayles, “It implies that, instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organise the work. Such changes permit more social contacts and greater control over the work process.”

The idea of job enlargement is to provide the workers skill so that they are more able to help satisfy their need for self-esteem and dignity.

[ix]  *Job Loading*:

It implies making the job more interesting. A horizontal job loading assumes that if employees are given more work at the same level at which they are currently performing, they

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will be motivated to work harder and also be more satisfied with their work. In a vertical job loading, changes in jobs include larger areas of responsibility. Jobs are restructured so that they will become intrinsically more interesting. The worker is motivated because his job is more challenging and more meaningful. He is given as much responsibility as possible, and is encouraged to be accountable for his work with little supervision.

[x] **Job Enrichment:**

It is a form of changing or improving a job so that a worker is likely to be more motivated. It provides the employee with the opportunity for greater recognition, advancement, growth and responsibility. Through job enrichment, the job is made more interesting and challenging. It is designed to be less specialised and more enriched. Usually this is accomplished by giving the worker more autonomy and by allowing him to do much of the planning and inspection formerly done by his supervisor. Job enrichment implies a deliberate upgrading of responsibility, scope and challenged.

In an enriched job, an employee knows the overall deadlines and the quality standards he must meet; and within that framework he plans the order in which he will tackle the various
tasks and the time that should be devoted to each. He holds himself responsible both for meeting the deadlines and for producing work of the necessary quality, and he does not pass his work or let others to judge it till he is satisfied that it meets the required standards.

Motivational techniques are utilised to stimulate employee growth. This was indicated by Clarence Francis when he was Chairman of General Foods. He said: “You can buy a man’s time, you can but a man’s physical presence at a given place; you can even buy a measured number of skilled muscular motions per hour or day; but you cannot buy enthusiasm. You cannot buy initiative; you cannot buy loyalty; you can not buy devotion of hearts, minds and souls. You have to earn these things.

A SURVEY REPORT UPPER DOAB SUGAR MILLS, SHAMLI

The Labour Adviser informed while answering question that cash help is given to the workers in case of illness, marriage and death in the family. Medical expenses for treatment outside the Mills dispensary to patients suffering from T.B. or some other diseases of the kind are reimbursed. While answering regarding promotions we were told that only three factors are kept in mind to promote an employee seniority, efficiency and behaviour. While answering question he said the workers were fully satisfied with the facilities given to them.
Information given by the Labour Adviser about the promotion policy is true because all this has been mentioned by many a worker-informant too. But his statements regarding the promotion policy of the management and the satisfaction of the workers have been contradicted by many worker-informant. This indicates that the management is not in the know of what the workers think about their style of functioning and the facilities they get in their jobs. It is advisable for the management to study the worker's attitude towards these questions and take appropriate measures to satisfy them.

Worker's opinion was also collected regarding job satisfaction working conditions, salary, promotion, housing and punishment etc. They responded as under:

**TABLE 5.1**

**WORKER'S OPINION REGARDING JOB SATISFACTION**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Response</th>
<th>Responses No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Satisfied</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>2.</td>
<td>Not much satisfied</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>3.</td>
<td>Dis-satisfied</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>
The number of workers dissatisfied with their jobs was found 22% and it is these people wished to go to some other mills. It is rightly said "beggers can not be choosers" a large section of workers (36%) favoured the idea of making a change in their present employment if they were allowed better facilities.

Frustrated employees are less productive. A frustrated worker is likely to cause a harm to the mills. Huneryager and Hockmann refer to this fact when they point out, "One of the most serious responses to frustration is that of aggression, either in the form of opposition and antagonism or open conflict and physical violence. Whatever form this particular types of response takes, it always involves action against the barriers and obstacles that prevent satisfaction of a motivation force."¹¹

The reasons of dissatisfaction amount the workers are given in the following table.

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TABLE 5.2
REASONS OF WORKER'S DISSATISFACTION REGARDING JOB

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Description</th>
<th>Responses No. = 100</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Poor Salary</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>2.</td>
<td>Seasonality of job</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>3.</td>
<td>Want of job-security</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>4.</td>
<td>Unhealthy and Unsafe working conditions in the mills.</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>5.</td>
<td>Unjust and undesirable behaviour of the jobbers.</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>6.</td>
<td>Humiliation on usually being rebuked by the supervisors.</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>7.</td>
<td>Lack of the housing facilities</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>8.</td>
<td>Lack of proper opportunities for promotions</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

It can now be concluded that 48% of the workers were not satisfied with their salaries and the number of workers not satisfied with the promotion opportunities was found to be only 4% and the number of workers who complained of the discourteous behaviour of their supervisors was found to be 7% of the total sampled workers.

The observations suggest an improvement in the salaries, housing facilities, job-security, the behaviour of jobbers
and supervisors. Most of the workers will feel happy with their jobs and contributes towards their work if their grievances are removed. Other causes of dissatisfaction are usual but the unjust behaviour of the jobbers is something that should be taken a serious note of. When a worker finds that on the one hand he gets poor salary and on the other he is put to insult by the boss, a rebellion feeling will naturally rise in the heart. It will be like adding a happy situation will be one in which all the complaints of the workers are removed, but if this is not feasible, one thing should be compensated by the others. Injustice is something that people are not likely to tolerate, even though they can tolerate financial troubles.

The responsibility for dissatisfaction can partly be put to the employees and partly to the administrative staff. The problem of poor salary and inadequate housing facilities can only be solved at the higher level while other problems like working conditions, sympathy towards workers etc. can be solved at the administrative level itself.

Some cause of dissatisfaction are inherent in the job itself. Those who are temporary will definitely get work irregularly. It is some supervisor who compels a worker to overstay in the mills. It is for this reason that only one man had a complaint of being compelled to stay in the mills for extra work.
Had these methods been adopted in the mills the number of dissatisfied workers would not have been as large as 22%. However, it can be argued that the majority of workers were satisfied but it is not the majority that matters in such cases. Even one dissatisfied person can harm to the mills. The supervisors consulted in the regard were asked what methods they are adopting to motivate the workers. Their response is summarised in the following table:

**TABLE 5.3**

**SUPERVISORS ADOPT THE METHOD OF MOTIVATE THE WORKERS**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Approaches adopted</th>
<th>No. of</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Positive Motivation</td>
<td>16</td>
<td>64</td>
</tr>
<tr>
<td>2.</td>
<td>Negative Motivation</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>3.</td>
<td>Negative and Position both</td>
<td>5</td>
<td>20</td>
</tr>
</tbody>
</table>

This table shows that 16% supervisors were adopting a negative motivation technique. Positive approach is always better arrangement the negative one. As also suggested by management experts. It is rightly said that the days of driver and boss have gone by.
Workers were asked as to how many times they had been promoted or demoted. Seventy eight percent of them said that no promotion had been given to them. The details of their statements are given in the table as under:

**TABLE 5.4**

**WORKER’S ANSWER REGARDING THEIR PROMOTION**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Description</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Negative Answer</td>
<td>78</td>
<td>78</td>
</tr>
<tr>
<td>2.</td>
<td>Affirmative Answer</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>3.</td>
<td>No Response</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

This table shows that very few workers are promoted in the mills. Usually promotions are given to those who show efficiency, flatter the supervisor, belong to the management group and have some recommendations. These things have been mentioned both by the workers and supervisors as well. Supervisors categorically mentioned that the basis for recommendation are three:

(i) The worker should be a supporter of the management;
(ii) He should be in the good books of the supervisor; and
(iii) He should be an efficient worker.
Efficiency of the worker was thus the third consideration as a basis for promotion. Supportiveness to management being the first. If an employer promotes a man for something other than his efficiency, he will be motivating the workers in a wrong direction. These facts show that there are at least two defects in the promotion policy of these factors; First that promotions are given here in a very small number and, secondly, promotions are also given for reasons other than efficiency. Both these things are highly undesirable and will generate ill-will and heart-burning in the minds of the workers.

Some workers complained of inadequate quarter facilities. They referred to a very urgent need of the workers. This is also one of the basic physiological needs and unless this is satisfied a worker will not be able to do his work satisfactorily. Heneryager and Heckmann are right when they observe. "Physiological needs are the most primitive and fundamental of all motivating forces. They are identified in both animals and men and are primarily instinctive in nature. They are the most obvious and the most easily observed of all human motives. Included in this class are our needs for food, water, shelter, air, sleep and so on. In a sense, they are the most powerful of motivating stimuli, for we must satisfy most of them in order to exist. Consequently, they are the needs that we take care of first. They quite obviously exert tremendous influence on
behaviour, especially in the world of work, because many of them like food and shelter, are most easily satisfied with money earned from gainful employment."\textsuperscript{12} Though quarter facilities have been made available to a large section of the workers. Yet the number of quarters is not sufficient to meet the demands of all the workers. In view of this fact, some more quarters should be built and provided to the employees.

Many of the workers come from the neighbouring villages, from the distance of even ten kilometers from the mills premises. Some workers told that they were not safe while they join in their duties. Much of the energy of such a worker is exhausted in cycling. If residential facility is made available to them, their efficiency will be increased and much of the inconvenience reduced.

Man works to fulfil his needs. If most of his needs are satisfied with what he gets, he will lead a happy life. In order to find out whether the workers of this mills are happy with their jobs or not, they were asked various questions with regard to their needs. They were asked whether their needs of food, residence and clothing are satisfied. Forty two percent workers stated that they could not satisfy these needs easily. Thirty six percent workers stated that their needs were satisfied and the

remaining twenty two percent did not give any response. It means that the workers of the mills were facing difficulty in satisfying even their basic needs. A dissatisfied worker can never be happy. Workers were also asked as to the other sources of their income. Thirty one percent workers admitted that they wholly depend on their salaries while sixty nine percent admitted that they had some extra source of income. The extra source in most cases was agriculture and animal husbandry.

This signifies the fact that the salaries of these people should be increased considerably. If even the basic needs of a worker are not properly satisfied, he will lose his health and the working capacity as well. The workers should not have a large number of domestic workies. Discounted worker may cause various kinds of harms to the mills, and himself too.

To find out whether workers' jobs was secured, they were asked the grounds on which they lose jobs and how many workers have lost their jobs. So far as their information goes they were found to believe the following grounds :

[i] for absenteeing from duty;
[ii] for negligence of duty;
[iii] for not flattering the supervisors;
[iv] for taking part in anti-factory activities like instigating the workers against the employer;
[v] for quarrelling with colleagues;
[vi] for not flattering the union's leader.

Though these people did not mention any specific case, it is certain that workers here did not feel their jobs as secure.

Workers do their work in a satisfactory manner when the goal of their activity is explained to them. If workers have a motive a continuous cycling function is established between goal directed activity and goal activity. It is therefore, advisable that the goals and targets expected to the attained through workers be communicated to them well in advance.

Workers can be motivated not only individually but also by creating a motivating environment. If workers are made to feel that the work they are made to do is not different from play, they will enjoy it and do it in a better manner. The best form of motivating is motivation by participation, but this happens only when the employer has full confidence in the workers. This system has been explained by Rensis Linkert in the following manner "Management is seen as having complete confidence and trust in subordinates. Decision making is widely dispersed throughout the organization, although well integrated. Communication flows not only up and down the hierarchy but among peers. Workers are motivated by participation and
involvement in developing economic rewards, setting goals. There is extensive, friendly superior subordinate interaction with a high degree of confidence and trust. There is widespread responsibility for the control process, with the lower units fully involved. The informal and formal organisations are often one and the same. Thus, all social forces support efforts to achieve stated organizational goals." 13

No doubt this system cannot be achieved immediately because at present the relations of the workers and employers are not cordial in this mills but efforts should be made rapidly to achieve it.

It is not only physical needs of the workers that call for satisfaction. Men’s social needs are equally important. In order to find out what kind of personal relationship exists between the supervisors and their subordinates in this mills, supervisors were asked two questions. The first question was whether and when they go to meet their subordinates. Forty three percent supervisors told that they call on the workers on the occasions like marriages, celebrations, diseases, accidents and death. While 57% supervisors said that they never pay visits to the workers.

These answers show that most of the supervisors some times visit the workers yet the meetings were not frequent. This implies that supervisors consider themselves superior to the workers and do not treat them as their equals. Not even a single supervisor informed that he was usual in his visits to his subordinates.

The second question that was put to the supervisors in this regard was whether they invite their subordinates to their residences. The response was as under:

**TABLE 5.5**

**SUPERVISORS INVITE THEIR SUBORDINATES AT RESIDENCE**

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Description</th>
<th>Responses No. = 25</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Affirmative Answer</td>
<td>12</td>
<td>48</td>
</tr>
<tr>
<td>2.</td>
<td>Negative Answer</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>3.</td>
<td>Workers come without any invitations</td>
<td>9</td>
<td>36</td>
</tr>
</tbody>
</table>

The table show that 48% supervisors invite the workers to their residence on some occasions, 16% supervisors do not like the workers to visit their residence and 36% supervisors were found to be indifferent of workers' visits. The
reasons for which supervisors wish the workers to visit them were found to be as discussed below :-

(i) to make some queries;
(ii) to detect the malpractices of the jobbers;
(iii) for some personal work.
(iv) to find out the conditions in the informal group of workers;
(v) to celebrate some happy occurrence in the family; and
(vi) for help demotic’s work.

These answers make it evident that supervisors invite the workers to their residence mainly to find out the weakness of the jobbers and make them act, as spics. This is something very undesirable. It is the duty of a supervisor to encourage healthy relations among the workers and to make them feel that they are the members of one and the same family. The practice of supervisors must be encouraging quarrels, feuds and heart-burning among the workers. What a subordinate expects from his supervisor has been explained by Strauss and Sayles in the following way "Naturally the subordinate wants to be treated fairly. He wants a fair hearing when he thinks his supervisor has made a wrong decision, and he wants the right to appeal over the supervisors' head. Most people like recognition when they do something well (though sometimes praise from a fellow worker is more meaningful than praise from management). The
average worker is also expects acceptance from his supervisor that is, understanding and consideration when he makes a mistake."\(^{14}\) The theory that a boss should divide a worker and rule over them is an outdated theory and should be discarded in favour of the "happy relations" theory. If workers are engaged in mutual quarrels, they will not think of improving their skill and capacity and this, in the long run, will be harmful for the mills.

Some supervisors make the workers work for them at their residence. This is again a very undesirable thing and needs every kind of discouragement. When a worker has worked hard for eight hours in the mills it is presumed that all his energies have been exhausted in his work and if he is made to work more, his efficiency will be adversely affected. This practice will be found harmful for efficient production in the mills. It should be regarded as a duty of the management to create a family atmosphere in the mills. The employer here can learn much from a mills like Kirloskar Cummins Limited, Poona. Explaining how the employer in the Kirloskar company have created a family atmosphere, R.S. Davar observes "For creating a 'family atmosphere' Kirloskar Cummins Limited gives for instance a reception to all newly weeded couples every year. At this reception, both Mr. and Mrs. Kirloskar mix freely among them.

This reception is arranged as the company feels that every newly weeded woman is anxious 'to know more about her husband, his friend, associates, colleagues, the place where he works, exact nature of his standing in the company etc. In their experience, these functions have resulted in the formation of many a friendship and providing of a family atmosphere."15 An employee wishes to be loved by the employer, and when he finds that the employer dislikes him, he will be under tension. Dale S. Beach is right when he said "In the home the child feels a need to be wanted and loved. We are all familiar with the serious emotional problems that occur in children who are rejected by their parents. The same needs to be necessary, to be wanted, and to belong are present in adults. An employee can readily sense when his boss disapproves of him. If a supervisor or manager, by his attitude and actions, make it apparent that he dislikes one of his employees, this usually causes anxiety, tension and frustration in the subordinate. If the supervisor’s attitude is readily apparent to the other employees, this would affect their relations with the rejected employees."16

This state of affairs is very derogatory for the mills. If the workers find that they neither are able to satisfy their basic

needs, the secondary needs, they will never think of contribution anything worthwhile to the mills. A man will never think of making any sacrifice unless he has a sense of belonging and devotion. After all, man's actions are only the projections of his thought. If a man is pleased with somebody, he must make some kind of sacrifice for him, but if he is dissatisfied with him employer he cannot avoid something harmful to him. A job should provide some challenge and autonomy to a worker. According to Strauss and Sayles "Since the average man spends nearly a third of his working hours on the job, if that job does not provide challenge and autonomy, he may suffer real frustration, with results that are costly both to himself and his employer. Thus, the fact that many individuals have boring meaningless jobs may lead to severe social problems."^{17}

Efforts should be made to make the workers feel that factory belongs to them and they belong to it. Louis A. Appleby once said : "A manager does not deal with men, money and materials, he deals with money and materials through men. He does not deal with schedules, costs, quality volume and people. His job is not a number of major activities, one of which is human relations. His job is a Human Relations job that functions through several major activities. Thus, in modern management

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practice, human relations have been given paramount importance, and is recognised as a vital process influencing the effectiveness of organisation. The importance of human relations and employee development is evident from the fact that the present government has established a separate Ministry for the task. Human Relations is the gate-way to motivation, which may justifiably be considered 'the core of management'. Motivation is an important factor in the quest for efficiency in production. In the whole, gamut of management it is the worker, an individual, who plays a vital role and it is his relationship with the management and the environment in which he works that is of fundamental importance to the quality and quantity of production. Though some clubs have been opened by the employers for the workers, they are not satisfying the social need of the workers, as none of the workers made even a passing mention of them in their response.

When a worker is given a responsibility to do a job he is motivated to do his work in a better manner. In the light of this fact, the workers of this mills too should be given the responsibility to do their work independently. The supervisors should be told that they are there to help the workers rather than to work as administrators. William R. Van Dersal suggests

that supervisors should refrain from supervising too closely, should assign workers more responsible tasks to perform and should develop more responsible people to utilize the principle of participation. The workers in This Mills were not being given to realise a sense of participation and belongingness.

**IMPLICATIONS OF MOTIVATIONAL THEORIES FOR MANAGEMENT**

The significance of motivation for HRD experts in getting the work done cannot be overestimated. All managers have to devise ways and means to motivate employees to achieve organisational effectiveness. Poor motivation of employees is reflected in late attendance, high rate of absenteeism, no concern for production and interpersonal problems in the organisation.

The manager should take steps to prevent such developments. It is his task to create an environment which would motivate his employees.

1. Prof. Yoder has suggested that job enlargement and job enrichment are effective measures for work motivation. Several jobs should be combined together to satisfy the "whole man".

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2. Expectation levels of individuals can be used to determine what types of needs should form bases for providing incentives to the workers. Obviously, studies on job satisfaction and morale surveys can indicate the expectations of the individuals. Hence management strategy for commitment must be based on intensive research.

3. Maslow's needs hierarchy theory has been modified by Herzberg's two-factor theory which asserts that positive motivation is caused from the satisfaction of the nature of the work itself and that dissatisfaction stems from the environmental factors of the work. The former is called motivators while the latter is defined as hygiene factors. The motivators include achievement while dissatisfiers or hygiene factors include policies, wages, interpersonal relationships and allied factors. Herzberg's theory has significant implications for managers. Attempts should be made to provide opportunities for achievements, recognition, responsibility, challenge and advancement in work situations to accomplish commitment. Side by side, measures should be taken to avoid hygiene factors, from becoming the source of dissatisfaction. Indian experts like Ishwar Dayal and Mirza Saiyadin support the Hygiene Theory of Motivation.
It is the duty of the management to pay attention to these rewards and motivate the workers through them. Douglas McGregor explains the task of the management when he says "The task is to provide an appropriate environment – one which will permit and encourage employees to seek intrinsic rewards at work. Its performance will involve managers at every level in an examination of the way work is organised, the nature and administration of managerial controls, the way responsibilities are assigned and supervised, the way goals are set, policies established planning is done in short, in almost every aspect of managerial practice." When a worker is given a responsibility to do a job he is motivated to do his work in a better manner. In the light of this fact, the workers of this company too should be given the responsibility to do their work independently. The supervisors should be told that they are there to help the worker rather than to work as administrators.

We suggest below line of guidance for motivating people:

1. The management should let his people know that he considers them valuable, capable individuals, i.e., should treat the people with respect and honesty.

2. He should make sure that subordinates have the tools to get the job done for achieving the goals.

3. The person should be fitted on the job where he can set his own standard, get concrete feedback and deal with moderate risks.

4. He should avoid building "dissatisfiers" into the job, i.e., he should make sure that salary and working conditions are adequate.

5. He should set fair, achievable goals and communicate them to the employees, for understanding what they are shooting for helps them adequate accomplishment of the goals.

6. The people should be made known, through feedback, how they are doing.

7. All such techniques as reinforcement incentives, MBO, job enrichment and maintenance of high morale should be utilised.

8. Job analysis, selection and training should be used to ensure that people are hired who could do the jobs if they wanted to — people with the required skills and abilities.

We close this chapter with the words of Haksar. He observes: Human beings want to work, seek responsibility,
expect to know what they are responsible for and what is expected of them; and having participated in establishing the results they should achieve, like to be treated as mature, trustworthy people capable of directing and controlling themselves, and then agree willingly to be held accountable for their performance, to be measured and assessed objectively .... While satisfaction and creative input of people are brought about largely by providing satisfaction for them in their job, a challenge to their ability and an opportunity for achievement have to be followed by fair recognition as a reward. That job satisfaction is aided by individuals seeing their part in the whole and identifying their own objectives and growth with those of the company and its progress.