Chapter – III

REVIEW OF LITERATURE

3.1 Introduction

Review of past and present literature is an important activity in the research work. It plays an important role as it helps the research worker in achieving the following objectives\(^1\).

- to frame the problem under scrutiny
- to identify relevant concepts, techniques and methods
- to position the study

The research worker can refer to the various sources for this purpose, eg.

- books by eminent authors
- state of art articles / reviews
- data base (internet)
- conference proceedings / journals
- conference participation
- experts

The research student has made use of some of these sources. Here it is proposed to give abridged reviews of some important books / publications in this chapter. Certain references have been used while writing other chapters also. They have been duly acknowledged. It has been seen that whatever has been included is relevant and important to the study. A summary of the contents of these books, articles has also been given at the end of this chapter.

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### 3.2  Review of books

#### 3.2(a) Thresholds of motivation

<table>
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<tr>
<th>Author</th>
<th>V. S. Mahesh</th>
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<tr>
<td>Publisher</td>
<td>Tata McGraw – Hill Publishing Co Ltd, New Delhi</td>
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<td>4th reprint</td>
<td>1995</td>
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A number of books have been written on this important aspect of motivation. One of these books which has made a profound impact on the research student, is the above mentioned book written by Shri V. S. Mahesh. This book is a product of his rich experience in Corporate management as well as teaching and research experience, gained over the past years. It may not be inappropriate to mention here that Shri. Mahesh, while working in Indian Hotels, had taken a sabbatical to pursue his research in The University of Buckingham, England.

It presents a workable, user friendly model of motivation, combining virtues of Western psychological advances with Eastern philosophical traditions. To illustrate his points, he has made effective use of well known success stories based on his own experience of more than 2 decades in Indian industry. He successfully demonstrates, with the help of this East – West model, how corporations can help employees to reach the state of self – actualization while they are engaged in the organizational tasks. Moreover, some aspects of this model were successfully tested and implemented in TELCO (Now Tata Motors) and Taj Group of hotels.

The book deals with intrinsic motivation and its linkage with quality of human endeavour. He begins by quoting the visionary writings of Late JRD Tata, written way back in 1943, explaining the value of the
brain and brawn of people in achieving greater efficiency in operations.

The main aspects of this book are summarised in the following pages.

His model of motivation seeks to:

- explain the process by which human nature upholds itself to its full potential.
- indicate respective roles of both an individual (employee) and his corporation (organization) in facilitating this process.
- identify and explain the crucial link between quality of endeavour and human development.
- explain the reasons for people not reaching their full potential and suggest remedial measures.

Describing / tracing the evolution of man, he states three main stages, which he terms as waves, viz

1st wave − transformation from hunting to farming
2nd wave − transformation to industrial working
3rd wave − transformation to information technology

Thereafter he discusses various fallouts of the third wave in particular as

- decentralised production
- exploration and exploitation of renewable sources of energy
- advances in automation and robotics
- knowledge workers

This has resulted in managerial problems as given below:

- change in the role of frontline employees
- elusive nature of “moments of truth”, a concept popularised by Jan Carlzon of Scandinavian Airlines Systems
As such the autocratic managers of yesteryears, who used to consider a man as a ‘cog in wheel’ need to undergo a major paradigm shift. Adam Smith’s ‘economic man’ will have to be replaced by Abraham Maslow’s ‘self actualizing man’. Thereafter he discusses the historical perspective of human nature. Here he deals with Aristotle and his famous example of growth of an acorn into a fully developed oak tree, Copernicus revolution, Adam Smith’s ‘The Wealth of Nations’ (published in 1776) and Industrial Revolution. He traces the next important happenings like Charles Darwin’s ‘The Origin of Species’, Karl Marx’s ‘Das Kapital’, Freudian Studies etc. Then he comes back to ‘Abraham Maslow Revisited’ and his own West – East model. While explaining Maslow’s theory of hierarchy of needs, he draws parallel references from Rajshekhar’s “Kavyameemansa” (rajaSaoKr ivaricat kavyamalmaaMsaa – 9th Century AD) and Chinese philosophers. He states that the 4th and 5th tiers from Maslow, viz esteem needs and self actualization needs can be related as under:

Esteem – recognition by others – aupadeshika (AaOpdoiSaka) – neng (accomplished)
Esteem – recognition by self – aharya (Ahya-) – miao (profound)
Self actualization - Sahaja (sahja) - Shen (divine)

Here he states that esteem stage corresponds to others’ domain whereas self actualization happens when an individual goes beyond others’ domain and starts working for his own domain. He substantiates his statement with various real-life examples. He concludes ‘Maslow revisited’ stating that man is born with the
intrinsic need to thrust himself all the way towards self actualization. The path to this stage runs through satisfaction of series of needs (hierarchically) and later through ‘intense’ activity in his chosen area of endeavour.

He, then, introduces another concept viz Threshold limits. He begins with quoting from ‘Ethics’ by Spinoza, three different feelings and emotions, as will, appetite and desire. According to him
Will – corresponds to the force that guides man’s instinctive thrust upwards to self esteem and self actualization.
Appetite – means that part of hierarchical level of need, the satisfaction of which can inhibit or deter man’s progress up the hierarchy and
Desire – relates to greed, relatively unjustified part of each hierarchical level of need and its satisfaction is not necessary for one’s upward movement.

At this stage, he deals with the concept of threshold limits. These are equated to springs, one end of which is tied to a fixed point where appetites get converted into desires. The other end of these springs is stretched by desires. He further states that a person who has a strong will to climb up towards self actualization will impose a threshold limit on needs and satisfaction. People who are controlled by extrinsic motivation have low threshold limits. They give up efforts and are dependent upon others’ domain. Whereas people driven by self actualization set high threshold limits and stretch in their own domain. They are visionaries. Thus they are able to sacrifice a lower need for a higher one which indicates their ability to reduce threshold limits of lower needs for the sake of higher and nobler needs. He explains how early childhood, parental behaviour, school and college days go on influencing threshold limits. According to him people who
transgress threshold limits take *fate by throat* and direct all their energies towards self actualization.

Here he deals with the role of corporations in creating environment which will be conducive to human development just as a nursery is designed to protect, nurture and enable the growth of plants. It will result in transforming people who are ready and willing to spend their time and energy, seeking pride in their work, go beyond “recognition by others” to “self esteem”. He discusses few suggestive steps in this direction.

The writings can be summarized in the following lines.

Pure extrinsic motivation always has a debilitating effect on intrinsic motivation. Human beings are inherently motivated to reach or reveal their inherent nature of perfection. The organizations that invest their power and wealth to enable human beings to actually reach perfection will succeed.

It is really difficult to condense his writings in such a small write up. In fact the research student feels that the book itself and validation of its observations can be yet another topic for research study.

The research student has reviewed the book in his research study because it has inspired him to study the dynamic concept of motivation. It was observed that human nature has been changing on account of various reasons. As such it was thought necessary to ascertain whether the factors that arouse motivation have undergone any change in the 21st Century. It has been accepted worldover that effectiveness of the organizational work, mainly depends upon the integration of brain and brawn power of its employees. This can be achieved to a great extent when esteem and self actualization needs assume importance. In the words of Shri Mahesh, when the
employees go beyond “others’ domain” and start working for “own
domain” they exhibit intense activity in their chosen area of
endeavour. As such they set high threshold limits in respect of the
higher and nobler needs. Naturally they sacrifice lower needs for
higher needs. Thus they transgress threshold limits and take “fate by
throat”. The research student proposes to test this through the
questionnaire since it will substantiate the hypothesis of the research
topic.

3.2(b) The human side of enterprise
Author - Douglas McGregor
Publisher - Tata McGraw Hill Publishing Co. Ltd.
Year of publication - 1960
Reprint - 1981

‘The human side of enterprise’ written by Douglas McGregor stands
as an important milestone in the study of management and
motivation. It was written and published in 1960, when the
behavioural aspect of management was attracting the attention of
academics, scholars as well as businessmen. In fact this book is a
result of systematic examination of many common but inconsistent
assumptions about a manager, at the instance of Alfred Sloan who
had raised this issue at MIT School of Industrial Management.
Moreover the study was funded by him.

This Book deals with policies & practices in the management of
human resources in business & industrial organization on the
background of human nature & behaviour. It is based on two
important suppositions / assumptions as under:
Theory x - assumptions upon which traditional organizations are based, which appear inadequate for the full utilization of human potential.

Theory y - based on assumptions consistent with current research knowledge which could lead to higher motivation & greater realization of both individual and organizational goals.

The author demonstrates the unrealistic & limiting assumptions of traditional theories of management concerning human nature & control of human behaviour in the organizational setting. Reliance on authority as the primary means of control in industry leads to resistance, restriction of output, indifference to organizational objectives, refusal to accept responsibility & results in inadequate motivation for human growth & development. In contrast to the above, the author observes that selecting methods of managerial control, appropriate to the situation & persuasion are as effective as use of authority.

If such methods were to be adopted, they would initiate the need for new managerial policies and practices. McGregor describes and analyses several of the important practices and also has suggested the possibilities of further improvement.

The key question, here is, “what are your assumptions ( implicit as well as explicit ) about the most effective way to manage people?” Basically management seeks to achieve successfully economic objectives of an enterprise. As such the major task is to organise human effort in the service of economic objectives of the enterprise. Successful management depends significantly upon the ability to
predict and control human behaviour so as to tap unrealized potential present in their human resources. This can not be achieved through attempts to control behaviour by means which are against natural law. However, it can not also be achieved through incentive plans, which are based on an assumption that people want money and they will work harder to get more of it.

Every manager at every level is dependent upon those below him in the organization. Therefore authority is an inappropriate method of control and as such can not be relied upon wholly. At the same time it can not be dispensed with altogether. Under certain circumstances it may be essential but it is certainly not effective in promoting collaboration. Thereafter he propagates his theory x which contains traditional view of direction and control. Behind every managerial decision or action there are certain assumptions about human nature and human behaviour. The theory x assumes that average human beings are lazy, want to avoid work, are selfish and do not want to shoulder responsibility. As such McGregor suggests use of coercion, threat of punishment and other measures to make him perform the job.

On the contrary, theory y contains integration of individual and organizational goals. The assumptions about human nature in this theory are diagonally opposite to the earlier theory x. Here the theory assumes that average human being is sincere, hard working and draws same joy and happiness from work as he would get from playing and rest. Therefore the coercive measures suggested above may not be required.

Thus he concludes that development in physical sciences during the 1st half of the 20th Century led to the creation of a new world. It is not
important that managements accept the assumptions of theory y. However, they have to definitely abandon the limiting assumptions of theory x. Once they become convinced that the potential of human resources is underestimated, they will fall in line with the assumptions of theory y. The author states that the purpose of the book is not to induce the managements to choose sides over theory x, theory y but to urge them to examine their assumptions of human nature and behaviour and make them more explicit. In doing so, it will open the door to the future. He further states that “If properly implemented, such environment would result in high level of motivation as employees work to satisfy their higher order personal needs.” It can also be described as self actualization.²

Theory x, theory y, propagated by Douglas McGregor, describes the manager’s perception of his people and how to get the things done through them. One more theory called theory z is also discussed simultaneously with theory x, theory y. It has been put forward by Prof. William Ouchi. It describes as to how organizations can achieve effective performance by combining traditional American and Japanese management practices.

Theory z is a management perspective. It has been formed by a synthesis of American and Japanese management practices. Prof. Ouchi, in this theory adapts select Japanese managerial practices to the work environment of United States so as to produce superior performance.

He describes traditional American practices as under:

- individual responsibility

• formal control mechanisms
• individual decision making

whereas traditional Japanese practice are –
• collective responsibility
• informal control
• participative/collective decision making

Theory z blends these two styles retaining emphasis on individual responsibility but encouraging participative decision making and more informal control measures. There is an emphasis on interpersonal skills that are necessary for group interaction. Prof. William Ouchi has focused on increasing employee loyalty to the company by providing a job for life time. There is a strong focus on well being of the employees on the job.3

This will make the employees more responsive, motivated and produce better results.

3.2(c) The Seven day weekend

Subtitle - Changing the way work works
Author - Mr. Ricardo Semler
Publisher - Portfolio, Penguin books Ltd.
Year of Publication – 2004

Ricardo Semler, CEO of Brazil based Semco, for more than two decades, has written this interesting, exciting and thought provoking book. His earlier book ‘Maverick’ has been a best seller for the past

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13/14 years. It is about the world’s most unusual workplace, wherein every traditional / conventional principle of management has been broken. Even then Semco has grown from a 35 million dollar company to 212 million dollar company within a span of 8/9 years. With total employees around 3000, working in 3 countries, its attrition rate is virtually nil.

The Seven day weekend is a sequel to Maverick wherein the same quest has continued unabated.

His favourite question is why? e.g.

- Why do people routinely bring work home on the weekends but never go to the movies on a Monday afternoon?
- Why do we need to sit on the same desk every day?
- Why are we interviewed by our bosses but never get to interview someone who wants to be our boss?

Semler has initiated and implemented his radical management practices in Semco. According to him instead of becoming slaves to hyper competitive, bottom line obsessed American work ethic, one can explore the seven day weekend practices. The above book is about the same, which he describes as “Changing the way work works.”

Some of these thoughts/ views are given below

Since work is ubiquitous, we have to find ways to make it fulfilling and to curb its propensity to suck up all available hours. Some of the ways adopted are as under -

- Semco puts employee freedom and happiness ahead of corporate goals and still can achieve profit and growth that far exceeds that of the competitors; emphasis here is on giving up control.
- Status, power and even money are sometimes not enough to make a job interesting
Ever-increasing hours and money are spent on motivational training. Why do people need so much self-help? Instead of signing up for motivation makeovers, they need a different job.

Is Sunday really an oasis for rest, relaxation and rejuvenation? Is it really much needed and awaited relief amidst the daily, usual cellphones ringing, piling up email, papers rolled out by a fax machine?

The Seven day weekend is a roadmap to personal and business success; a better way for work to work.

It is not abolishing work. It is a pleasant fantasy of endless strolls on a beach, mixing work time with personal time.

We can explore ways of making work more fun and finding a balance between work and private passions, so that both can be significantly gratifying.

The repetition, boredom and aggravation that too many people accept as an inherent part of working can be replaced with joy, inspiration and freedom.

At Semco, they don’t identify the business they are in as it restricts their thinking and gives them a reason to ignore new opportunities. The identity on the other hand, is shaped by the employees with individual efforts, interests and initiatives.

They practise a philosophy of democracy, open communication and encouraging questions and disagreements in work.

The employees are permitted to explore so as to find out where their interests and talents lie and merge their personal aspirations with the goals of the company.

The Seven day weekend is about creating an atmosphere and culture that enables them to enjoy all the seven days of a week. They don’t consider Monday morning as a stop for fulfilment and enjoyment and keep it on hold till Friday night.
The employees are encouraged to rearrange their week, drop the traditional notions of workweek and weekend. Thus they can make room for work, leisure and idleness. All the three can coexist, harmonize together to produce happiness and a sense of purpose.

Late Rogerio Ottolia, the CEO of Semco’s digital scale factory, asked a cleaning lady, what her exact job was. Without missing a beat, she replied, “I build scales”. She knew her work contributed more to Semco than just her efforts with a broom, a bucket and a pushcart. Instead of compelling to stick to an anonymous job description, she identified with the very purpose of her factory. That is why, cleaning staff also participates in monthly meetings to discuss the company work.

Make it interesting and they will came.

A few years ago, it was popular for business Gurus to equate companies with armies and so a barrage of military paradigms such as marketing blitz, Sun Tzu’s war strategies etc were increasingly used. Today they equate a well run company to a symphony orchestra which brings together individuals with initiative, discipline and love of their art.

This leads to one common score. It becomes the mission statement.

Thus it will be seen that there are very few references pointing directly to motivation. However the work culture, extent of autonomy, freedom and stress on integrity and transparency result in most conducive atmosphere. This leads to none other than intrinsic motivation and as such the employees become self motivated, involved and committed. Is not the same objective of every organization for which it strives hard?
3.2(d) Moments of Truth

New strategies for customer driven economy

Author - Jan Carlzon, President Scandinavian Airlines System (SAS)
Publisher - Harper & Row Publishers, New York
Year of publication - 1989 (Perennial Library Edition)

Jan Carlzon’s book ‘Moments of Truth’ has made a great impact upon the world of management, as it leaves behind it the conviction of success repeated in three crucial assignments.

Jan Carlzon was instrumental in the extra-ordinary turnaround of Scandinavian Airlines Systems (SAS) in the 1980s which was headed for a loss of 30 million dollars. Earlier he had successfully steered two SAS subsidiaries viz Vingresor and Linjeflyg through troubled waters. As such he was entrusted with the most daunting challenge at SAS and he succeeded in this. Repeated success in these three crucial assignments, in the words of the ‘London financial Times’, has drawn the Gurus of modern management theory to Scandinavia to study the Carlzon phenomenon like bees to a honey pot. SAS was also chosen as “Airline of the Year” by Air Transport World in the year 1984. The strategy adopted in this endeavour, restructuring of the organization, his methods to motivate the people and to establish a dialogue with the front line people have been described in this book. He also explains as to how to a manager has to perform the role of a leader and a facilitator.

Carlzon repeatedly tries to drive home the message of customer orientation. He says that “a customer driven company - a company that recognizes that its only true assets are satisfied customers will make them select us as their airline”.

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According to him the employees who mostly come in contact with the customers are ticket agents, flight attendants, baggage handlers and other frontline employees and this contact lasts for an average of 15 seconds each time. He thereafter says that these put together “create moments of truth which are the moments that ultimately determine whether SAS will succeed or fail as a company”. All these people cannot rely on rule books and instructions issued by distant corporate offices and as such have the responsibility for ideas, decisions and actions because they are SAS during those 15 seconds. He therefore stresses the need for restructuring the conventional structure, delegating and empowering the people all along the line to work for the organizational goals.

He says that in the age of customer orientation extensive changes all along the hierarchical pyramid will be needed and initiative for these changes must originate in the executive suite. It is upto the top leader to create the right atmosphere, the right conditions for others to do their jobs better. It can be achieved through giving the employees a chance to share their ideas and experiences as all have to work together. With their active participation he introduced and implemented various measures. A few of them, in brief, are given below.

- to stir new energy by ensuring that everyone from board members to reservation clerks knows about and understands our overall vision.
- to encourage people to accept responsibility and make decisions on their own. It develops their skills to achieve specific goals.
- to flatten the pyramid – eliminate hierarchical tiers in order to respond directly and quickly to customers’ needs.
- by providing a sense of security to employees when they take a risk, to guide them and not punish them if occasionally they make mistakes
- to develop a sense of self worth amongst the employees.
- spending more time in communicating than doing anything else.
- devising appropriate systems to measure results and rewarding them. This generates a feeling among them that “their contributions are noticed”.
- helping talented people blossom and develop.

Through all these and other measures he could successfully turnaround SAS.

It will be observed that Jan Carlzon’s main focus was ‘people’ since he believed that the future of the organization depends upon people. Its continued success depends upon their full support and willingness to strive towards achievement of goals. He believed that “if we prepare ourselves today for tough competition of tomorrow, we have everything to gain.”

The research student feels that these ‘moments of truth’ cause and result in the intrinsic motivation of the employees. They fully get involved and committed and thereafter strive for achieving organizational objectives. This is precisely needed in the present customer driven volatile economy.

3.2(e) Work in the 21st Century

Author         –  Frank J Landy & Jeffrey M Conte
Publisher    -   Tata McGraw – Hill Publishing Co Ltd, New Delhi
Year of Publication  –  2005
As against a few works discussed earlier, this book is written in the very 21st Century.

Initially the authors describe how the 21st Century differs from what was as recently as 10 years ago. They discuss the various characteristics of this century and state as to how it has become essential to strike a balance between work and non-work. A satisfying life depends upon this balance.

They state that effectiveness of the organizations depends upon the evaluation of the performance of the employees. However their performance is often controlled by the factors which are beyond the actions of individuals and as such may affect their motivational levels.

They discuss motivation as
- choices individuals make
- choice to perform
- level of efforts
- persistence of efforts
- prioritising of goals

Thereafter they discuss various modern approaches to work motivation
- Austin & Vancouvers (1996) – thrust on goals in addition to other measures.
- Locke & Latham (also in 1996) stress on centrality of the goals in organizational motivaiton.

Further they state that, people will readily express their actions when they have a purpose. In that case they don’t even need follow up while they are working to achieve these goals.
They illustrate this goal setting theory by a diagram given below –

![Diagram of goal setting theory]

**Fig 3.1**

Research on this theory has been supportive. The studies have shown that specific, difficult goals lead to higher levels of performance provided the individual has accepted the goals. This model makes a differentiation between goal acceptance and goal commitment. The acceptance indicates that the goal has been assigned whereas commitment means that assigned goal has been a self set goal. Thus goal acceptance gets transformed into goal commitment.

In this way the authors say that apart from other factors, goal commitment assumes an important role in organizational motivation. As such the organizations should strive to build and develop an environment wherein there will be congruence in the individual and organizational goals. That will steer them through this challenging and demanding situation.

The research student intends to ascertain the extent of validity of these observations in the current scenario.
3.3 Review of articles

Name of the Book - Harvard Business Review on Motivating People
- Collection of Harvard Business Review articles on motivating people
Publisher - Harvard Business School Publishing Corporation, Boston, MA 02163
Year of Publication - 2003

Harvard Business School has published a series of books on the various aspects of management. It covers a wide range of topics such as leadership, change management, decision making, communication and so on. The series is designed to bring today’s managers and professionals the fundamental information they need to stay competitive in a fast moving world. Each book is a collection of articles on the specific area, written by prominent thinkers in that field.

The above mentioned book from this series deals with one of the most important and sought after subjects ie. motivation. Lack of motivation can lead to employee inefficiency and low productivity, not to mention higher turnover rate. The collection of articles in this book will help managers not only to retain their key employees but to create happy working environment also. There are eight articles in this book. The brief contents of these articles are given below

1. **Beyond empowerment : Building a company of citizens**
   - Brook Manville and Josiah Ober.

Today we live in a knowledge economy. The core assets of the modern business enterprise are not its buildings, machinery and real estate, but the intelligence, understanding, skills and experience of its employees. It is a difficult task to harness the capabilities and
commitment of these knowledge workers. In this article, the authors explain as to how the city state of ancient Athens, some 2500 years ago, gave its citizens a direct voice and an active role in civic governance, which resulted in unprecedented political and economic power. They further state that the participative and democratic system made use of creativity of the people in a proper manner and could achieve greatest good for the society. The system succeeded in bringing individual initiative and common cause into harmony. This is precisely the need of the 21st Century. Thus the authors present a model of a democratic business organization suitable in today’s knowledge economy, so that people can work in an atmosphere of dignity and trust and successfully govern themselves. This could free them from the tentacles of bureaucracy. This model thus indicates a way to develop commitment in the people which will motivate them to achieve the goals of the organization.

2. How to motivate your problem people

– Nigel Nicholson

This article deals with a critical aspect of motivating the problem employees.

In every organization, there are employees who are motivated by external measures like pep talks, money or threats of punishment. But as everybody knows, all these have limited impact and that too on those who respond favourably to these measures. But then what about the other people who are the problem? The managers, through experience, know that it takes 80% of their time and energy in managing these 20% problem people. So how to motivate these problem employees? The author, Nigel Nicholson, after studying business organizations and training the executives for about 30 years has come to a conclusion that “You cannot motivate these problem
people; only they themselves can”. A manager’s job is to create the circumstances in which their inherent motivation, the natural commitment and drive that most people have, is freed and channelled towards achievable goals. This approach requires an altogether different managerial mindset. Instead of pushing solutions on people with the force of arguments, a manager should pull solutions out of them. This can be achieved through removing various barriers, one of which can be the manager’s own demotivating style. It also means that a manager should take a charge of a difficult situation and resolve it. The author explains this point by quoting various examples. However he does not forget to point out the potential drawbacks in this method. Thereafter the author suggests few ways to remove these blockages through employee participation. It will require investment of time but this investment will enable the manager to get to a resolution of the problem. The pay off of this method does not remain confined to the specific problem employees only. It can inspire the entire team as it sends across a message that the organization deals with difficult people rather than disregarding them.

3. **One more time : How do you motivate your employees?**

   - Frederick Herzberg

The article has been written by Frederick Herzberg, exponent of the famous hygiene theory of motivation. He begins the article with a perennial question faced by a manager. “How do I get an employee to do what I want?” He states that “the psychology of motivation is tremendously complex and what has been unraveled with any degree of accuracy is small indeed”.

The simplest, surest and most direct method of motivation, put bluntly is to deliver a kick in the pants, known as the KITA. The literal
application of this method was frequently used in the past. However it has 3 major drawbacks.

1. It is inelegant
2. It goes against the benevolent image of the organization and
3. The receiver may retaliate.

Moreover the person receiving a kick only moves and is not motivated. On the contrary the person delivering a kick is more motivated. As against that, positive KITA which includes incentives, fringe benefits, human relations training, employee counselling and so on, is more effective. As such organizations usually adopt this method. However positive KITA might result in change in behaviour but not in motivation. If an employee is to be motivated, he should have an internal generator and in that case he would not need KITA, either negative or positive. How do you install a generator in an employee is a million dollar question. Here Herzberg introduces his hygiene and motivating factors, which have emerged as a result of his exhaustive research. He says that achievement, the work itself, responsibility and growth motivate the people. The author substantiates this through his research work which shows that these intrinsic factors are distinct from extrinsic factors. The absence of extrinsic factors like company policy, supervision, working conditions, salary, job security and so on lead to job dissatisfaction. As such intrinsic factors go a long way in really motivating and charging the employees. Managers can achieve this through job enrichment. They should concentrate on those areas which indicate that attitudes of the people are poor. Thereafter Herzberg describes the various steps for job enrichment. The process of job enrichment should not be a one time process but a continuous management function. According to him motivators have a much long term effect on the attitudes of the
employees which will make a difference in performance. This will yield rich dividends to the industry and society.

4. **Management by whose objectives?**

   - Harry Levinson

When one reads the title of the article he feels that it may be about management by objectives and also regarding performance appraisal. But as one goes on reading further he realises that Harry Levinson talks basically about the complex issue of motivation. He critically examines the performance appraisal system and its use and abuse in inspiring and guiding organizations. He states that in order to really motivate people, management must focus on one question, “how do we meet both individual and organizational requirements?” Mostly it is seen that we ignore that people work to meet their own psychological needs also. As such commitment of an employee to meet organizational goals should emerge from his own desire. Present performance appraisal system, based more on MBO, fails to take into consideration the important aspects of motivation. On the contrary, managers are forced to accept unrealistic goals. The superiors are also uncomfortable while evaluating performance of employees. As such an important job is completed some how and of course poorly. The system does not take into account the individual desires. The superiors presume that these desires match with the organizational goals and if not, it is the individual who should move on.

Levinson further states that self motivation takes place when there is congruence between individual needs and organizational requirements. As individuals ultimately work for fulfilment of organizational objectives, successful managements make these as starting points. They try to understand their needs and thereafter discuss with them how the organization can help them in achieving
these needs. When their individual aspirations are fulfilled they get really motivated to achieve organizational objectives.

Levinson suggests certain steps for this. These suggestions endorse the findings of Frederick Herzberg that “people are most deeply motivated by work that stretches and excites them while also advancing organizational goals.”

5. **Power is the great motivator**
   
   – David C McClelland & David H Burnham

This article can be said to be a sequel to the achievement motivation theory propagated by David C McClelland in 1960’s, who has written this article in association with David Burnham.

Various motivation models were developed in 1960’s and 1970’s. Thereafter many writers, research scholars wrote articles on various issues involved in motivation and their application in organizational work. In most of these articles, it was assumed that motivation of the managers was well aligned with the organizational goals and as such it was never examined. This vital aspect has been dealt with in the captioned article.

In the present days of decentralization, the importance of power has been reduced. However, the authors say that power is essential for good management. If the manager has the desire for power i.e. the desire to have an impact, to be strong and influential, he can be successful. The key to success has been the need for achievement, the desire to do something better or more efficiently.

The managers fall into three motivational groups. The affiliative, achievement oriented and those interested in power are these three groups. In case of the affiliative managers, the need to be liked is more
than the need to get things done. Their decisions are mainly aimed at increasing their own popularity than promoting the goals of the organization. In respect of the second group, the managers are primarily motivated by the need to achieve and as such are not worried about what people will think of them. They focus on setting goals and achieving them. However achievement of personal goals and recognition is more important for them. The managers in the third group are primarily interested in power. They believe that they can get the things done through the people if they are able to influence people around them. As such they focus on building power through influence rather than through their own individual achievement. These ‘institutional managers’ as named by the authors are most effective and people working direct under them develop a greater sense of responsibility. They see organizational goals more clearly and work with team spirit. They are more happy and their morale is high as compared to the employees who are driven by fiat.

Thus the authors describe the important role played by power in good management. They further demonstrate that the managers who are aware of their own motives and styles, can work towards own improvement as there is great potential for it.

6. The best laid incentive plans

- Steve Kerr

This is a fictional case study in respect of the perceived turnaround in the performance of a company, brought about by its CFO and CAO. However his well intensioned measures did not yield the desired results but adversely affected its performance. What went wrong, who had failed in this endeavour and how? This has been critically examined by four experts in this field. Steven Kaufman, a senior lecturer at Harvard Business School, Steven Gross, Compensation
consultant, Diego Hernandez, retired vice admiral US Navy and now a management consultant and Barry Leskin, a consultant and former Chief learning officer of Chevron Texaco are these experts. The case and the findings are described in brief in the following lines.

Hiram Phillips has been working with Rainbarrel Products, a diversified consumer durables manufacturer, as the Chief Financial Officer (CFO) and Chief Administrative Officer (CAO). He feels that within his brief tenure of one year with this company, he has single handedly turned around its performance. The figures and statistics, according to him, prove that the performance has improved by leaps and bounds.

When he shares this information and makes a presentation of his impressive performance before the Top management and his colleagues in the executive council meeting, all of them including Rainbarrel’s CEO Keith Randall applaud and appreciate his work which has resulted in cost reduction and improvement of operating efficiency. This is due to the changes he has designed and implemented.

Everything goes on well until the other participants start sharing their observations and information which proves otherwise, eg. it is revealed that a breakthrough product developed by R & D could not be launched in the market due to Hiram’s inflexible budgeting process, an employee survey shows that the workers have been demoralised. The longtime customers are complaining of delayed deliveries and unsatisfactory responses from the staff in this regard and so on. Thus it was established that the new performance metrics and incentives had adversely affected the overall performance of Rainbarrel Products.
The author, Steve Kerr, thus explains that the best laid incentive plans may not yield the desired results if they are implemented without proper examination and discussion with the implementers of the plan.

7. Moving mountains

- Bronwyn Fryer

All management finally boils down to people management. Success of the organization, primarily, depends on their performance. They will perform only when they are interested in performing. As such the fundamental question faced by the managers is how to inspire, to motivate the people.

A manager is one who gets the work done through people. Moreover, it is his prime responsibility. This will depend upon his ability to motivate the people to do what he wants them to do. Considering the complex nature of people, vagaries of human nature at both individual and group levels, motivation depends upon establishing appropriate and reasonable expectations and goals coupled with a balanced set of tangible and intangible incentives. It requires hard thinking and hardwork. Especially in critical situation, it becomes a daunting challenge. How can managers help people feel enthusiastic and committed specially in difficult times? The author, Bronwyn Fryer, asked the top business leaders to describe as to how they met this challenge of motivating an individual, a team and an organization.

The answers are as varied as human nature. Carly Fiorina, Chairman & CEO of Hewlett-Packard(US) believes in facing hard truths and setting aspirational goals. Thereafter it is essential to letting the employees know how they have come already and how close they are to achieving the goals. Robert A Eckert, Chairman and CEO of Mattel
(US), feels that people can’t and won’t do much for you, unless they know what is going on, what you expect of them and what the future holds. This should be done continuously through messages of direction, inspiration in a variety of forms. Some of them see the powerful measure of asking them to rise to the difficult challenges and to encourage them to take risks. Herb Baum, Chairman, President and CEO of Dial Corporation believes in setting an example. He says that if you draw a line on your own greed and if your employees see it, they will be incredibly loyal and perform much better for you. He himself practised it when he donated $1000 from his bonus to the employees who drew lowest salaries. He substantiates his statement by acts and figures from their performance.

Thus the article describes various measures of motivating people like persuasion, encouragement, compulsion at times in addition to appealing to their deepest drives, needs and desires, so that they produce great results.

8. **Pygmalion in Management**

   **- J. Sterling Livingston**

   In George Bernard Shaw’s Pygmalian, Eliza Doolittle explains, “you see, really and truly, apart from the things any one can pick up, the difference between a lady and a flower girl is not how she behaves but how she is treated.”

   The powerful influence of one person’s expectations on another’s behaviour has long been recognised by physicians and behavioural scientists and recently by teachers. However its impact in managerial field has not been widely understood. J. Sterling Livingston, the author, in this article explains how a manager’s expectations and treatment of a subordinate influences his performance. He
substantiates this through the findings of his research for over a
decade, carried out in various areas. These can be summarised as
under:
- Managers’ expectations from their subordinates and the way they
treat them, largely determine their performance and career
progress.
- Superior managers have the ability to create high performance
expectations that subordinates fulfil. In fact this ability is their
unique characteristic.
- Less effective managers fail to develop similar expectations and as
a result the productivity of their subordinates suffers.
- Usually, subordinates appear to do what they believe they are
expected to do.

The author cites the examples of insurance executives, their agents
and the superior performance shown by them. He also describes the
adverse impact on performance in other cases where similar situation
was not prevailing. He states that what managers believe about
themselves subtly influences what they believe about their
subordinates, what they expect of them and how they treat them.

He thereafter explains the importance and impact of managerial
expectations on young people and their performance in future. He
says that a young person’s first manager is likely to be the most
influential in that person’s career. He places high expectations in him,
trains him and thus motivates him for superior performance not only
in the present but also throughout his future career. As such
developing young people is a very important and challenging job
every effective manager has to perform.
3.4 Review of ancient Indian literature

When one looks to Indian literature in respect of motivation, the most prominent and all time great work is undoubtedly the “Shrimat Bhagvadgeeta (Ealmat\ Bagavad\gaIta)” propagated by Lord Shrikrishna to his beloved disciple Arjun. At the start of the epic war between Pandavas and Kauravas on the battlefield of Kurukshetra, Arjun on seeing the revered and respected personalities like Bhishmapitamah, Guru Dronacharya and all the near and dear ones lost his nerve to fight against them. It was not out of cowardice but because of his reluctance to annihilate his own people. He was in a dilemma whether to fight or not. He laid down his ‘Gandeev Dhanushya’ and told Shrikrishna that this fighting was not worth the material gains of victory, enjoying the kingdom, etc. Here at this critical juncture, Shrikrishna explained to him the importance and need of the duties to be performed (Kartavya – kt-vya) without expecting the rewards (phala - fla). This immortal work is spread over 18 chapters (adhyay - AQAyaaya) and 700 verses (Slaaok). Bhagvadgeeta has been attracting the attention of worldwide thinkers, academics, religious exponents, critics and so on eversince and thousands of pages have been written on the philosophy of life described in it. As such it is extremely difficult to condense the essence of geeta in few lines. However it has been attempted to describe some of the important aspects below.

kma-NyaovaaiQakarsto maa flaoYau kdacana È
maa kma-flahotuBaU-maa- to saMgaao|s%vakma-iNa ÈÈ
ch II verse 47

You have to perform your assigned duties / responsibilities without looking for the rewards from this work. At the same time you should not develop inclination towards not performing your set duties.
You have to do your assigned work as it is better than doing nothing. A human being will not be able to take care of his physiological needs without working.

As such without looking for the rewards of work everyone ought to perform his job continuously considering it as his obligation. Then only he would be able to win over God the Almighty. (That then used to be the ultimate goal of every human being.)

Thereafter Shri Krishna explains the true meanings of the various related concepts which are described in brief in the following lines:

Tapa (\textit{tp}) – it does not mean merely meditation but swadharmacharan (\textit{svaQamaa-carNa}) i.e. to perform ones duties with dedication.

Yadnya (\textit{ya&}) – to discharge one’s responsibilities reighteously.

Sanyas (\textit{sanyaasa}) – not indulging in the activities that yield material gains and happiness.
Tyaga (\%yaaga) – to renounce expectations / desire for rewards.

Dana (dana) – to help the weak / needy without any expectation and publicity.

One should not nurse a feeling also that he is obliging the receiver, but take it as his duty (kt-vya)

Thus Shrikrishna tells Arjun to resolve to follow this path of niyat karma (inayat kma- assigned duties) which would ultimately lead to moksha (maaoxa – salvation)

It is well known that on hearing this counselling, all the doubts of Arjun were clarified. He resolved to fight this war which went on for 18 days, finally resulting in the victory for Pandavas.

If one follows the path shown in the Bhagvadgeeta, he will be self motivated, perform the duties which ultimately will lead to self actualization.

Indian philosophy and culture mainly believed that every human being is basically good and later on develops certain vices, bad qualities etc. It is similar to a river, where water is most pure at the source however it gets polluted subsequently. As such all the saints, thinkers and religious exponents focussed on overcoming these vices, which can be considered as demotivating factors eg. anger, hatred, malice, violence, idleness, theft and so on. They felt that if these are corrected every person can lead a righteous and peaceful life. Therefore no direct reference to motivation can be seen in their teachings and preachings.
e.g. Sant Tulsidas said that, “Pran jaye par vachan na jaye p`aNa jaee pr vacana na jaee” which lays stress on fulfilling the commitment.

Another milestone in the Indian literature happens to be the preachings of Samarth Ramdas Swamy, the Marathi saint during the 17th Century. Through his keen observation during his Bharat bhraman for 12 years, he could realize the social and political situation prevailing at that time. In response, he wrote his most acclaimed work “Shrimat Dasbodh, Ealma\ dasabaaOQa” which shows right way of life. He also wrote Manache Shlok (manaaco SlaaoK) wherein he preaches himself as to how to behave righteously, of course, for others to emulate these preachings. Some of his preachings which infer to motivation are given below

lahanaqaao kama kahl È kolyaavaogaLo haot naahl È krMTyaa saavaQa pahl È sadova haosal ÈÈ – Dasbodh – Ch 12, Sec 9, Verse 6

A task may be minor / petty or a major one. But it has got to be completed. You have to be cautious all the time or else you will be a doomed one.

mhNaaona AaLsa saaoDavaa È yao%na saaxaopo jaaDavaa È
duiSca<apNaacaa maaoDavaa È qaara baLo ÈÈ – Dasbodh – Ch 12, Sec 9, Verse 8

As such one has to shed idleness and make conscious efforts for completing the task. Any deviation and procrastination should be forcibly weeded out.
Aalasya AvaGaica dvaDavaa È yao%na JdMDcal kravaa È – Dasbodh – Ch 12, Sec 10, Verse 11
One should get rid of idleness and all out efforts must be made.

jaOsao baaolaNao baaolaavao È tOsaoctal caalaNao caalaavao È – Dasbodh – Ch 12, Sec 9, Verse 23
One has to walk the talk

Sant Tukaram, contemporary of Shri Samarth Ramdas has also aptly described it as
baaolao tOsaa caalao | %yaacal vaMdal val pa}lao ||

Is it not same as “Walk the talk” one of the leadership principles of the present era?

klit- pahao jaata sauK naahl È sauK pahata klit- naahl ÈÈ – Dasbodh – Ch 12, Sec 10, Verse 19
For achieving self actualization one has to come out of comfort zone and make vigorous efforts. If one is merely interested in physical comforts he will not be able to achieve self actualization.

Yet another landmark in motivation happens to be the life and work of Chatrapati Shri Shivaji Maharaj. He was an inspiring force behind the creation of our Sovereign Rule. His work has been compared with Alexander, the Great and Napolean. However historians lament that while more than 29000 books have been written on the life and work of Napolean, 29000 lines also have not been written on Shivaji Maharaj. Out of the available literature on this subject, I have drawn
In the year 1294, the first Islamic aggression came from the north and led to the fall of the mighty and prosperous empire of Yadav dynasty at Devagiri (Today’s Aurangabad). Since then Maharashtra was being crushed under the alien rule. Over a period of time the whole of the Southern India was conquered by them. The tyranny, destruction witnessed the darkest period of history. The worst part was that people had lost their nerve to fight and were scared to even utter a single word against this tyranny. They had accepted both physical and psychological slavery. It went unabated for about three and half centuries, with growing intensity.

On this backdrop, it was a very very difficult task ahead of Shivaji Maharaj first to free them from the tentacles of mental slavery and thereafter to create a strong will to strive for independence. What had he to offer them in return? Their physiological needs were being met through the slavery of the alien rulers. On the contrary what they would have got from siding with Shivaji Maharaj? Fierce battles, loss of lives, property and every material gain. He could offer them in return was their ‘own sovereign rule, ‘ a goal that would lead to the intrinsic satisfaction. Once fired by this strong urge, they were ready to undergo any ordeal.

The life of Shivaji Maharaj is full of such incidents where his people, very very ordinary people, made supreme sacrifices, showed valour and tenacity and achieved extra ordinary tasks. Be it Bajiprabhu Deshpande who laid down his life in Pawankhind so that Shivaji
Maharaj could safely get away from the siege of Panhala or be it Murarbaji who fought a valiant battle of fort Purandar. An ordinary barber named Shiva Kashid, a look like Shivaji Maharaj, acted as his dummy so that he could get some time for escaping. Result on being detected? Beheaded.

The incidents are just illustrative and not exhaustive. All these indicate the urge, the motivation Shivaji Maharaj could create among these people which finally led to the establishment of ‘own sovereign rule’ in 1674, when Shri Shivaji Maharaj was coronated.

3.5 **Review of literature in nutshell**

It is proposed to compile a summary of the various books and literature mentioned above.

**Table 3.1**

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the book</th>
<th>Author</th>
<th>Central theme</th>
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<tr>
<td>1</td>
<td>Thresholds of Motivation</td>
<td>V.S. Mahesh</td>
<td>User friendly model of motivation combining Western psychological advances and Eastern philosophical traditions</td>
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<td>2</td>
<td>The human side of enterprise</td>
<td>Douglas McGregor</td>
<td>Perception of managers about the people they have to manage. Based on these perceptions he has propagated theory x, theory y.</td>
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<td>3</td>
<td>The Seven Day</td>
<td>Ricardo Semler</td>
<td>Work’s most unusual work</td>
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<tr>
<td>Week</td>
<td>Title</td>
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<td>4</td>
<td>Moments of truth</td>
<td>Jan Carlzon</td>
<td>Thrust on Customer orientation and creation of ‘moments of truth’ for the employees, especially front line employees.</td>
</tr>
<tr>
<td>5</td>
<td>Work in the 21st Century</td>
<td>Frank J Landy &amp; Jeffrey M Conte</td>
<td>Written in the 21st Century, the authors describe how it differs from earlier period. An attempt to differentiate between goal acceptance and goal commitment.</td>
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<tr>
<td>6</td>
<td>Harvard Business Review – Compilation of 8 articles</td>
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<td>i</td>
<td>Beyond empowerment: Building a company of citizens</td>
<td>Brook Manville and Josiah Ober</td>
<td>A model of democratic business organization suitable for today’s knowledge economy; based on ancient Athens governance 2500 years ago</td>
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<tr>
<td>ii</td>
<td>How to motivate your problem people</td>
<td>Nigel Nicholson</td>
<td>Critical aspect of motivating problem employees</td>
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<td>iii</td>
<td>One more time: How do you motivate your employees?</td>
<td>Frederick Herzberg</td>
<td>Negative and positive KITA (i.e. Kick in the pants) factors, significance of +ve KITA in organizational effectiveness.</td>
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<td>iv</td>
<td>Management by whose objectives?</td>
<td>Harry Levinson</td>
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<td>v</td>
<td>Power is the great motivator</td>
<td>David C McClelland &amp; David H Burnham</td>
<td>Explain importance of power in good management. 3 kinds of desire of power in a manager - desire to have an impact, to be strong and influential and to be successful.</td>
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<td>vi</td>
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3.6 **Summing up**

From all these books, articles, etc it will be observed that abundant literature on motivation is available, either direct or indirect. In one way or other, one can find general aspects of motivation, principles and practices etc. Frederick Herzberg has studied in particular the factors that cause extrinsic and intrinsic motivation. The later result in satisfaction of the employees and as such in effectiveness of organizations. However human nature is changing, the environment - social, economic, political and business is also undergoing change. Under these circumstances whether these factors have also changed or whether they remain the same is worth studying.

According to Teresa M Amabelle and Steven K Kramer there has been some shift in these areas. In Harvard Business Review of January 2010
(South Asian Edition), in an article ‘what really motivates workers’ they have observed as under.

600 and more business managers from dozens of companies were invited to rank the impact on employee motivation of the factors viz recognition, incentives, interpersonal support, support for making progress and clear goals. Recognition for good work (either public or private) emerged as number one.

Unfortunately the managers were proved wrong.

A multilayer study in respect of motivational factors conducted among hundreds of knowledge workers in a wide variety of settings, progress has emerged as the top motivational factor. On days when the workers have the sense that they are making headway in their jobs or when they receive support to overcome obstacles, their emotions are most positive and their drive to succeed is at its peak. As such the key to motivation appears within the control of the managers. They can provide meaningful goals, resources, encouragement and thus influence the events that facilitate progress. The strongest advice the authors give (based on the study) is as under. ‘Scrupulously avoid impeding progress by changing goals autocratically, being indecisive, or holding up resources. Negative events have greater impact than positive events. Therefore you can proactively create both the perception and reality of progress. Recognition cannot happen everyday. You can however, see that progress happens everyday.’

After the completion of ground work in the first three chapters, it was felt that the next logical step would be to undertake the work on Research Methodology. It has been covered in the next chapter.