CHAPTER V

SUMMARY, CONCLUSIONS & SUGGESTIONS
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A) SUMMARY

B) CONCLUSIONS

C) SUGGESTIONS
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SUMMARY, CONCLUSIONS & SUGGESTIONS

A SUMMARY

Motivation is one of the most important factors determining organisational efficiency. Every superior in the organisation must motivate his subordinates for the right types of behaviour. Diagnosing human behaviour and analysing as to why people behave in a particular way is of prime importance in motivating them irrespective of the nature of the organisation because individual is the basic component of any organisation.

The word 'motivation' has great importance not only in management but also in all walks of life. Today everyone is thinking about human motivation. Guardians are not satisfied with their children's behaviour; teachers do complain about the students' behaviour; employers complain of the employees' low capacity utilisation. Now-a-days human motivation has become the thought of the day and the theme of universal discussion. The topic clarifies that the traditional methods to motivate human being have failed. Motivation is a broad work for management which is related with human strength. Motivation is a human aspect of management. In different factors of management, man is an active factor which actuates other factors. The human being is the central, the rarest.
the most precious capital resource, of an industrial society (Drucker). Progress towards a new society largely depends upon his achievement, releasing, directing and controlling the energies of man himself. Fair and unfair use of other resources depends on the desire of the human assets. Development of human or labour power is more important than other resources. Labour itself can increase its contribution, that is possible only under efficient management. Although the efforts to motivate people towards work have been made by managers, psychologists and others for many years, yet after the Second World War the importance of motivation to employees has increased to a large measure. Population explosion and its needs can be fulfilled only by production and production can be increased by motivating employees.

In developing countries incentive systems started with the emergence of scientific management. Industrial psychologists have developed that system which has tried to attain co-operation and motivate people to maximise production. The mental stage of a person which incites him for the accomplishment of the activity is motivation.

Psychologists have presented knowledge towards management about how employees work. How to motivate in particular situations and why people get motivated for work are the points to know about. There are so many theories.
developed which have tried to solve the motivation problems. The first chapter explains the nature of motivation and various theories on motivation developed by various persons like Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory of Motivation, MacGregor's Participation Theory, Adams Equity Theory of Motivation, D. McClelland's Achievement Motivation Theory, and Alderfer's ERG Theory.

A fairly large number of studies have been carried out in India in order to find out how far Maslow's need-hierarchy motivational model is relevant in Indian socio-cultural milieu. Most researches are concerned with the managerial personnel. Conflicting findings characterise such researches as well. The studies on industrial workers particularly on those working in large scale organisations have not been done. Narain did not find any significant difference in the ranking of various needs by different levels of managers. Prasad and Gowda found a significant difference in the ranking of need-hierarchy between different levels of managers.

In the present study researcher has covered total six units of Aurangabad Industrial Area. Out of these units three are engineering units, namely, Dagger Forst, Pembril Engineering and Jhalani Tools Ltd., and remaining one each from textile, pharmaceutical and electronics, namely,
Aurangabad Textile Mill, Lupin Laboratories and Meltron.

The study covers total 160 workers, 17 from Dagger Forst Ltd, 12 from Pembril Engineering, 31 from Aurangabad Textile, Lupin Laboratories and Meltron 30 each and 40 from Jhalani Tools.

The selection of sample is based on 10% of the total workers employed in each unit. The researcher has prepared questionnaire in the language known to the workers so as to give the exact answers to the questions raised in the questionnaire. The questionnaire expects the psychological satisfaction in a quantitative form by way of giving scores to different five psychological answers.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strongly agree</td>
<td>5</td>
</tr>
<tr>
<td>2. Agree</td>
<td>4</td>
</tr>
<tr>
<td>3. Neither agree nor disagree</td>
<td>3</td>
</tr>
<tr>
<td>4. Disagree</td>
<td>2</td>
</tr>
<tr>
<td>5. Strongly disagree</td>
<td>1</td>
</tr>
</tbody>
</table>
a) Motivational Factors for Workers

To motivate the workers in any industry six factors are considered more important namely (1) Job satisfaction (2) Salary and wages (3) Fringe benefits (4) Security of job (5) Participative climate and (6) Physical working conditions.

Accordingly the level of satisfaction at individual level in each factory is judged.

1 Job Satisfaction

It is stated that job forms an essential part of human activity. Work occupies so much of a man's life span, that the satisfaction or dissatisfaction with it could affect the individual considerably in all walks of life. Job satisfaction is very important motivating factor. Job satisfaction represents the attitudes of the workers towards the job as a whole. It is essentially related to human needs and their fulfillment through work. It is the function of satisfaction with different aspects of the job. Unsatisfied workers only can be motivated well. A fully motivated workers can only give highest productivity level with his own satisfaction is the ultimate aim of every industry. While judging the level of job satisfaction as a motivating factor nine variables are considered more important. The rankings
given by the workers to these variables are as follows:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handling difficult job helps in getting the job satisfaction</td>
<td>1</td>
</tr>
<tr>
<td>Regular feedback leads to evaluate my own performance.</td>
<td>2</td>
</tr>
<tr>
<td>Freedom in job helps me to achieve highest efficiency.</td>
<td>3</td>
</tr>
<tr>
<td>Job provides a sense of identity</td>
<td>4</td>
</tr>
<tr>
<td>Job suits to my aptitude</td>
<td>5</td>
</tr>
<tr>
<td>Work situation is interesting</td>
<td>6</td>
</tr>
<tr>
<td>Job consists of a variety of task</td>
<td>7</td>
</tr>
<tr>
<td>Opportunity to learn new jobs</td>
<td>8</td>
</tr>
<tr>
<td>Change in nature of job time to time makes work more interesting</td>
<td>9</td>
</tr>
</tbody>
</table>
2 SALARIES AND WAGES

The first and the most important motivating factor to the employee in any organisation is considered as financial incentives. You can expect motivation more at the initial stage by way of offering higher salaries and wage structure. This could be considered as an important motivating factor to a certain extent thereafter non-financial incentives work more. In a country like India is under the developing stage, industrial development is taking a momentum. The per capita income compared to developed countries is too low. Unemployment is severe. Maximum number of people chases to few jobs and ultimately in such a economy employee concentrates more on financial incentives rather than non-financial. In Indian context workers, therefore, being motivated more through financial incentives, therefore, "salary and wage", being considered as an important motivating factor. In all eight variables are considered and rankings given are as follows :-
Mean Rankings given by workers to various variables of Salary and Wages (Table No. 4.60).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary must be based on performance</td>
<td>1</td>
</tr>
<tr>
<td>Increase in salary increases productivity</td>
<td>2</td>
</tr>
<tr>
<td>Monetary rewards are most important</td>
<td>3</td>
</tr>
<tr>
<td>Salary according to ability</td>
<td>4</td>
</tr>
<tr>
<td>Pay satisfies personal and family needs</td>
<td>5</td>
</tr>
<tr>
<td>workers are underpaid</td>
<td>6</td>
</tr>
<tr>
<td>Reward is the result of skill intelligence, etc.</td>
<td>7</td>
</tr>
<tr>
<td>Base rate fixation for your job.</td>
<td>7</td>
</tr>
</tbody>
</table>
3 FRINGE BENEFITS

The workers who are working at the bottom level they are always inclined to get more and more financial incentives. Fringe benefits help them to get more psychological satisfaction because the workers are being benefited by way of paying additional or over and above their salaries in the financial form. It is the expectation of the worker the salary structure in the organisation must be designed on par with the units located in the same area or town. Therefore, without much demand workers get their salaries for their job on par with others. He treats his salaries and wages as a right but if it is possible to get over and above of his regular salaries he becomes more happy. Whatever additional benefits either in cash or kind form he gets, they are treated as fringe benefits to the workers. Following are the important items could be considered as fringe benefits from the workers' point of view for example - house rent or free accommodation, conveyance allowance, conveyance facility, uniform when the work is being performed, washing allowance in cash form, subsidised canteen facilities to the workers, educational facilities to their wards, recreational and sport facilities to the workers and reimbursement to visit the native place of a worker alongwith his family members etc. For seven variables data
showed the following rankings.

Mean rankings given by workers to various variables of Fringe Benefits (Table 4.62)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perquisites are good hence, employees are happy.</td>
<td>1</td>
</tr>
<tr>
<td>Organisation has real interest in welfare of the workers.</td>
<td>2</td>
</tr>
<tr>
<td>Incentive scheme is simple and easy.</td>
<td>3</td>
</tr>
<tr>
<td>My organisation gives allowances.</td>
<td>4</td>
</tr>
<tr>
<td>Profit sharing plan has reduced the labour disputes.</td>
<td>5</td>
</tr>
<tr>
<td>Effective bonus system has increased productivity</td>
<td>6</td>
</tr>
<tr>
<td>Medical benefits are satisfactory</td>
<td>6</td>
</tr>
</tbody>
</table>

4 SECURITY OF JOB

Security of job is the most important motivating factor to all types of workers who are working in different industries. It is a predominant motivating factor to skilled, semi-skilled, unskilled, technical and non-technical workers. No doubt there is an exception to this rule that the workers
who are highly or advanced technical in their skill they do not mind much about the security in their jobs. They show a migratory character in their service career. It is said that employment opportunities are always after them. But these examples are very few and negligible. The majority of the employees in the industry are always conscious about their safety and security in their jobs. Many a times they prefer to accept lower structure of wages at the cost of unsecured future in their services. The study covers six factories of different nature in their production which included the workers of technical and skilled knowledge but they are not supposed to be highly technical in their skill. This motivating factor covers seven variables. Rankings given to them are as follows.
Mean Rankings given by workers to various variables of Security of Job (Table 4.64).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job security increases productivity.</td>
<td>1</td>
</tr>
<tr>
<td>Sincere and hard working employee need not worry about security.</td>
<td>2</td>
</tr>
<tr>
<td>Efficient performance needs security of service.</td>
<td>3</td>
</tr>
<tr>
<td>More trust in superior gains more security.</td>
<td>3</td>
</tr>
<tr>
<td>More pay has an insecure job.</td>
<td>4</td>
</tr>
<tr>
<td>Insecure job has advancement possibilities.</td>
<td>5</td>
</tr>
<tr>
<td>Security is less important to highly educated person</td>
<td>6</td>
</tr>
</tbody>
</table>

5 PARTICIPATIVE CLIMATE

The participation of employees in the management has a power to motivate workers in any industrial concern. It is observed that gone are days where without consultation is possible to run it efficiently and reach to its highest profit earning level. Today management can not dictate the terms regarding working hours, working conditions and their financial incentives at their work. In fact because of the enactment and implementation of industrial laws, employees are having adequate right to claim for their just demands. Management can not overlook the will and wish of the workers.
while taking any decisions which are related to the interest of the workers. Therefore, it is the slogan of the management that there should be a participation of the employees in all sorts of decisions regarding work and working methods. The rankings for seven variables are as follows.

Mean rankings given by workers to various variables of Participative Climate (Table 4.66 ).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees' suggestions are considered in making decisions regarding his job.</td>
<td>1</td>
</tr>
<tr>
<td>Management and representatives of employee make decisions together about methods and workings.</td>
<td>2</td>
</tr>
<tr>
<td>Employee participation leads to better performance.</td>
<td>3</td>
</tr>
<tr>
<td>Participation increases self respect and social approval.</td>
<td>4</td>
</tr>
<tr>
<td>Representatives of the employees sit on the board of directors.</td>
<td>5</td>
</tr>
<tr>
<td>All the employees can become owner of the company and run it for themselves.</td>
<td>6</td>
</tr>
<tr>
<td>Organisation provides a chance to participate in pay decisions.</td>
<td>7</td>
</tr>
</tbody>
</table>
6 PHYSICAL WORKING CONDITIONS

The motivating factor, physical working conditions, is more important for the motivation of an individual worker. No doubt financial incentives work more to motivate bottom level workers but at the same time there is also expectations of the workers that they should get pleasurable and comfortable working conditions wherever they are required to work. It is implied that as per the provisions of Industrial Laws it is binding on the part of the management to provide good working conditions in their factories for the employees but in practice the experience is rather different. Many a times it is not seriously considered by the employer to spend funds on physical facilities again and again. It is neglected on account of why to spend unnecessary for the workers and hence, number of workers are required to work where the physical conditions are not pleasurable.

The above aspect as and when overlooked by the employer it reduced the motivation and productivity of the worker at individual level. Certainly the accumulated effect of this would be higher cost of production with minimum of output. Therefore, now a days it is important to concentrate more on the aspect of providing good physical working conditions to the employees. Rankings for the eight variables are given below.
Mean rankings given by workers to various variables of Physical Working Conditions (Table 4.68).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fine work environment increases the capacity of workers to work</td>
<td>1</td>
</tr>
<tr>
<td>Everybody is given chances of promotion and advancement</td>
<td>2</td>
</tr>
<tr>
<td>Working hours affect the productivity of a worker to a great extent</td>
<td>3</td>
</tr>
<tr>
<td>Lighting, ventilation and sanitary facilities are provided at work place.</td>
<td>4</td>
</tr>
<tr>
<td>I am satisfied adequately with my superior</td>
<td>4</td>
</tr>
<tr>
<td>I am adequately satisfied with my co-workers</td>
<td>5</td>
</tr>
<tr>
<td>Provisions for accident prevention measures are made</td>
<td>6</td>
</tr>
<tr>
<td>Training facilities are made available in the organisation.</td>
<td>7</td>
</tr>
</tbody>
</table>
Motivational factors for Managers

Management is an art of getting things done through and with the people in formally organised groups. Managers are very important to get the work done in any organisation. Behind any beauty there is an art and behind any art there is a management. The Taj of Agra, Temples of Khajuraho and Konark. The Temples of Modern Civilisation like the Multi-purpose river-valley projects, steel producing capital goods like the Bharat Heavy Electricals or the Hindustan Machine Tools, etc., are all 'Beauty Spots' and their beauty is nothing but the result of management. Management is the only magic that can convert sand into gold.

Most of under-developed and developing countries of the world are rich in physical resources, but due to poor human element, they could not prosper. For example, India is popularly known as 'A rich country inhabited by the poor'.

Effective and efficient management is vital for optimum utilisation of MEN, MACHINES AND MONEY. Efficient management is highly beneficial to consumers. It can enable them to get better quality goods at cheaper prices. Good management is also advantageous to the employees. They can get more wages and therefore, enjoy a higher standard of living. Moreover good management reduces chances of strikes and lockouts and this leads to more production and increase the total wealth.
Efficiency of managers depends upon the facilities, amenities and incentives provided by the organisation. Therefore, motivation is needed to increase the efficiency of the managers.

The present research study covers total 30 top level managers and 50 middle level managers. The break up of managers is as follows-

<table>
<thead>
<tr>
<th>Units</th>
<th>Top level Managers</th>
<th>Middle level Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dagger Forst</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>2. Pembril Engineering</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>3. Aurangabad Textile</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4. Lupin Lab. Ltd.</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>5. Meltron</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>6. Jhalani Tools</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>50</td>
</tr>
</tbody>
</table>

The selection of the sample of managers is based on 50% of the total managers employed in each unit. The researcher had prepared a questionnaire. The managers were expected to give the ranks to the motivating factors according to their importance by putting the numbers like 1, 2, 3, 4 and so on.
In present study ten motivating factors are considered important to motivate the managers. They are -

1. Higher salaries

2. Adequate personal benefit like canteen facility.

3. More leave with full pay.

4. Adequate material benefit like housing facility or loan.

5. Welfare scheme like free education to the children.

6. Greater job security.

7. Enough authority to get the job done.

8. Opportunity to lead and develop subordinates.

9. Good physical working conditions.

10. Prestige of the company.

Accordingly the level of motivation at individual level in each unit is judged.
**Mean Rankings of the Managers**

Mean ranks given by the top and middle level managers in various units for various motivating factors (Table 4.73)

<table>
<thead>
<tr>
<th>Motivating factors</th>
<th>Mean Ranks</th>
<th>Top level Managers</th>
<th>Middle level Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Higher Salaries</td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2  Canteen facility</td>
<td></td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>3  More leave with full pay</td>
<td></td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>4  Housing facility or loan</td>
<td></td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>5  More Welfare scheme like free education to the children</td>
<td></td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>6  Greater Job Security</td>
<td></td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>7  Enough Authority to get the job done</td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>8  Opportunity to lead and develop subordinates</td>
<td></td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>9  Good physical working conditions</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>10 Prestige of the company</td>
<td></td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>
# Influence of Motivation in nutshell

## Motivation of workers

<table>
<thead>
<tr>
<th>Workers</th>
<th>Variables</th>
<th>Dagger (17)</th>
<th>Pembril (12)</th>
<th>A'bad (31)</th>
<th>Lupin (30)</th>
<th>Meltron (30)</th>
<th>Jhalani (40)</th>
<th>Total (160)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Job satisfaction</td>
<td>9</td>
<td>641</td>
<td>406</td>
<td>1065</td>
<td>983</td>
<td>994</td>
<td>1362</td>
<td>5451</td>
</tr>
<tr>
<td>2 Salaries and wages</td>
<td>8</td>
<td>492</td>
<td>316</td>
<td>860</td>
<td>772</td>
<td>856</td>
<td>1038</td>
<td>4334</td>
</tr>
<tr>
<td>3 Fringe benefits</td>
<td>7</td>
<td>453</td>
<td>286</td>
<td>748</td>
<td>741</td>
<td>743</td>
<td>910</td>
<td>3881</td>
</tr>
<tr>
<td>4 Security of job</td>
<td>7</td>
<td>461</td>
<td>303</td>
<td>816</td>
<td>737</td>
<td>725</td>
<td>907</td>
<td>3949</td>
</tr>
<tr>
<td>5 Participative climate</td>
<td>7</td>
<td>479</td>
<td>361</td>
<td>839</td>
<td>832</td>
<td>755</td>
<td>929</td>
<td>4195</td>
</tr>
<tr>
<td>6 Physical working conditions</td>
<td>8</td>
<td>557</td>
<td>361</td>
<td>948</td>
<td>891</td>
<td>874</td>
<td>1174</td>
<td>4805</td>
</tr>
<tr>
<td>Motivational Factors</td>
<td>Daggar Pembril A'bad Textile Lupin Meltrom Jhalani Total Ranks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Job Satisfaction</td>
<td>4.18 3.75 3.81 3.64 3.68 3.78 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Salaries &amp; Wages</td>
<td>3.61 3.29 3.46 3.21 3.56 3.24 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Fringe Benefits</td>
<td>3.80 3.40 3.44 3.52 3.53 3.25 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Security of Job</td>
<td>3.87 3.60 3.76 3.50 3.45 3.23 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Participative Climate Work</td>
<td>4.82 4.29 3.86 3.96 3.59 3.31 3.74 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Physical Working Conditions</td>
<td>4.09 3.76 3.82 3.71 3.64 3.66 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The above table indicates that as a whole the job satisfaction is the most important and effective motivational factor (3.78 score) and it is followed by physical working conditions, participative climate, security of job, fringe benefits and the least importance is given to salaries and wages. At individual level the workers in Dagger Forst, Pembril Engineering, Aurangabad Textile and Lupin Laboratories give more importance to participative climate, physical working conditions and job satisfaction and less importance to salaries/wages and fringe benefits whereas workers in Meltron and Jhalani Tools hold more positive attitude towards job satisfaction, physical working conditions, and participative climate than the security of job, fringe benefits and salary/wages as motivational factors.
### Motivation of Managers

**Ultimate Influence of Motivational Factors for Managers (Table 4.76)**

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>Top level Managers</th>
<th>Middle level Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Score</td>
<td>Per Manager</td>
</tr>
<tr>
<td>1. Higher salaries</td>
<td>219</td>
<td>7.3</td>
</tr>
<tr>
<td>2. Adequate personal benefit like canteen facility</td>
<td>143</td>
<td>4.7</td>
</tr>
<tr>
<td>3. More leave with full pay</td>
<td>111</td>
<td>3.7</td>
</tr>
<tr>
<td>4. Adequate material benefit like housing facility or loan</td>
<td>126</td>
<td>4.2</td>
</tr>
<tr>
<td>5. Welfare scheme like free education to the children</td>
<td>105</td>
<td>3.5</td>
</tr>
<tr>
<td>6. Greater job security</td>
<td>155</td>
<td>5.1</td>
</tr>
<tr>
<td>7. Enough authority to get the job done</td>
<td>210</td>
<td>7.0</td>
</tr>
<tr>
<td>8. Opportunity to lead and develop subordinates</td>
<td>196</td>
<td>6.5</td>
</tr>
<tr>
<td>9. Good physical working conditions</td>
<td>225</td>
<td>7.5</td>
</tr>
<tr>
<td>10. Prestige of the company</td>
<td>160</td>
<td>5.3</td>
</tr>
</tbody>
</table>

The above table indicates that top level managers consider that good working conditions, higher salaries, enough authority, opportunity to lead subordinates as more important.
and free education to children, more leave with full pay, housing facility, canteen facility and greater job security as less important motivational factors.

From the view point of middle level managers good working conditions, higher salaries, enough authority, prestige of the company and opportunity to lead subordinate have greater influence against leave with full pay, free education to the children, canteen facility, housing facility and greater job security.

**Financial and non-financial motivators for workers**

**Score of Financial and Non-financial Motivators for Workers**

<table>
<thead>
<tr>
<th>A. Financial motivators</th>
<th>Score per worker per variable (Table No.4.77)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Salary/Wages</td>
<td>3.38</td>
</tr>
<tr>
<td>2. Fringe Benefits</td>
<td>3.46</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>6.84</strong></td>
</tr>
<tr>
<td><strong>Mean score</strong></td>
<td><strong>3.42</strong></td>
</tr>
</tbody>
</table>

B. Non financial motivators

| 1. Job Satisfaction                         | 3.78                                          |
| 2. Security of job                          | 3.52                                          |
| 3. Participative climate                    | 3.74                                          |
| 4. Physical working conditions             | 3.75                                          |
| **Total Score**                             | **14.79**                                     |
| **Mean score**                              | **3.69**                                      |

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The scores indicate that non-financial motivators are more powerful than financial motivators.

### Score of Financial and Non-financial Motivators for Managers

<table>
<thead>
<tr>
<th>A. Financial Motivators</th>
<th>Score per Manager (Table No. 4.78)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Top level Managers</td>
</tr>
<tr>
<td>1. Higher salaries</td>
<td>7.3</td>
</tr>
<tr>
<td>2. Canteen facility</td>
<td>4.7</td>
</tr>
<tr>
<td>3. More leave with pay</td>
<td>3.7</td>
</tr>
<tr>
<td>4. Housing facility</td>
<td>4.2</td>
</tr>
<tr>
<td>5. Free education to the children</td>
<td>3.5</td>
</tr>
<tr>
<td>Total score</td>
<td>23.4</td>
</tr>
<tr>
<td>Mean score</td>
<td>4.68</td>
</tr>
</tbody>
</table>

### B. Non-financial motivators

<table>
<thead>
<tr>
<th>B. Non-financial motivators</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Greater job security</td>
<td>5.1</td>
</tr>
<tr>
<td>2. Enough authority</td>
<td>7.0</td>
</tr>
<tr>
<td>3. Opportunity to lead subordinates</td>
<td>6.5</td>
</tr>
<tr>
<td>4. Good working conditions</td>
<td>7.5</td>
</tr>
<tr>
<td>5. Prestige of the company</td>
<td>5.3</td>
</tr>
<tr>
<td>Total score</td>
<td>31.4</td>
</tr>
<tr>
<td>Mean score</td>
<td>6.28</td>
</tr>
</tbody>
</table>
Non-financial motivators are more powerful than financial motivators in case of both top and middle level managers as their score indicates.

CONCLUSIONS AND SUGGESTIONS

B CONCLUSIONS

1. To find out influence of motivation various motivational factors were studied. The study reveals the rank orders of motivational factors given by bottom level workers, middle level managers and top level managers as follows:

   a) Rank orders given by workers

   **Motivational factors** | **Ranks**
   --- | ---
   Job satisfaction | 1
   Physical working conditions | 2
   Participative climate | 3
   Security of job | 4
   Fringe benefits | 5
   Salary and wages | 6

   Job satisfaction and physical working conditions are the most important whereas salary/wages and fringe benefits are the least important.
b) Rankings given by the middle level and top level managers.

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>Rank orders given by Top level managers</th>
<th>Rank orders given by Middle level managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Higher salaries</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2. Canteen facility</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>3. Leave with pay</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>4. Housing facility or loan</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>5. Free education to the children</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>6. Greater job security</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>7. Enough authority</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>8. Opportunity to lead subordinates</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>9. Good physical working conditions</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>10. Prestige of the company</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

For both levels of managers good working conditions and higher salaries are the most important and free education to the children and leave with pay the least important.

2. To find out the total level of motivational factors various contributory variables relating to each motivational factors for workers were studied. Findings regarding highest priorities given by the workers to the contributory variables of motivational factors are as follows-

a) Under job satisfaction -

"Handling difficult job"
b) Under salaries and wages -
   "Payment system be based on performance"

c) Under fringe benefits -
   "Good perquisites"

d) Under security of job -
   "Job security increases productivity"

e) Under participative climate -
   "Employees' suggestions"

f) Under physical working conditions -
   "Fine work environment"

3. Various units of different nature were selected for the purpose of study. Ultimate priorities for motivational factors are as below :-

A Worker's priorities in

a) Dagger Forst
   - Participative climate
   - Job satisfaction
   - Physical working conditions
   - Security of job
   - Fringe benefits
   - Salary and wages

b) Pembril Engineering
   - Participative climate
   - Physical working conditions
   - Job satisfaction
   - Security of job

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- Fringe benefits
- Salary & wages

c) **Aurangabad Textile mill**
- Participative climate
- Physical working conditions
- Job satisfaction
- Security of job
- Salary and wages
- Fringe benefits

d) **Lupin Laboratories Ltd.**
- Participative climate
- Physical working conditions
- Job satisfaction
- Fringe benefits
- Security of job
- Salary/Wages

e) **Meltron**
- Job Satisfaction
- Physical working conditions
- Participative climate
- Salary/Wages
- Fringe benefits
- Security of job

f) **Jhalani Tools**
- Job satisfaction
- Physical working conditions
- Participative climate
- Fringe benefits
- Salary/Wages
- Security of job

B) Manager's priorities in Units

a) Dagger Forst

Top level managers 
- Higher Salaries
- Opportunity to lead subordinates
- Good working conditions
- Enough authority
- Canteen facility
- Leave with pay
- Housing facility
- Greater job security
- Prestige of the company
- Free education to the children
- Prestige of the company

Middle level managers
- Higher salaries
- Housing facility
- Leave with pay
- Greater job security
- Prestige of the company
- Opportunity to lead subordinates

b) Pembril Engineering

Top level managers
- Good working conditions
- Enough authority
- Opportunity to lead subordinates
- Prestige of the company
- Greater Job Security

Middle level managers
- Good working conditions
- Greater job security
- Enough authority
- Prestige of the company opportunity to lead subordinates

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- Higher salaries
- Housing facility
- Canteen facility
- Free education to the children
- Leave with pay

\[ \text{c) Aurangabad Textile Mill} \]
\begin{align*}
\text{Top level managers} & \quad \text{Middle level managers} \\
\text{Higher salaries} & \quad - \text{Prestige of the company} \\
\text{Greater Job Security} & \quad - \text{Good working conditions} \\
\text{Good working conditions} & \quad - \text{Greater job security} \\
\text{Prestige of the company} & \quad - \text{Enough authority} \\
\text{Canteen facility} & \quad - \text{Opportunity to lead subordinates} \\
\text{Enough authority} & \quad - \text{Free education to the children} \\
\text{Housing facility} & \quad - \text{Canteen facility} \\
\text{Opportunity to lead subordinates} & \quad - \text{Higher salaries} \\
\text{Leave with pay} & \quad - \text{Housing facility} \\
\text{Free education to the children} & \quad - \text{Leave with pay} \\
\end{align*}

(Variables in bracket are equal with each other)

\[ \text{d) Lupin Laboratories Ltd.} \]
\begin{align*}
\text{Top level managers} & \quad \text{Middle level managers} \\
\text{Enough authority} & \quad - \text{Enough authority} \\
\text{Higher salaries} & \quad - \text{Good working condition} \\
\text{Good working conditions} & \quad - \text{Opportunity to lead subordinates} \\
\text{Opportunity to lead} & \quad - \text{} \\
\end{align*}
subordinates
- Higher salaries
- Prestige of the company
- Housing facility
- Canteen facility
- Greater job security
- Free education to the children
- Leave with pay

Middle level managers
- Higher salaries
- Canteen facility
- Housing facility
- Leave with pay
- Greater job security
- Opportunity to lead subordinates
- Good working conditions
- Enough authority
- Free education to the children
- Prestige of the company

Top level managers
- Higher salaries
- Canteen facility
- Housing facility
- Leave with pay
- Free education
- Good working conditions
- Opportunity to lead subordinates
- Enough authority
- Greater job security
- Prestige of the company
f) **Jhalani Tools**

**Top level managers**
- Good working conditions
- Opportunity to lead subordinates
- Enough authority
- Prestige of the company
- Higher salaries
- Leave with pay
- Greater job security
- Canteen facility
- Free education to the children
- Housing facility

**Middle level managers**
- Good working conditions
- Prestige of the company
- Opportunity to lead subordinates
- Higher salaries
- Greater job security
- Enough authority
- Free education to the children
- Housing facility
- Canteen facility
- Leave with pay

4. **Main findings are as follows** -

a) Present study reveals that even though money is one of the most powerful motivators it could not attract the workers more. The workers under present study are more attracted towards non-financial incentives—particularly towards job satisfaction and physical working conditions.

b) Top level managers and middle level managers are of the opinion that non-financial incentives or motivators are more powerful than financial motivators. particularly 'good working conditions' is the most commanding one amongst the non-financial and 'higher salaries' amongst the financial motivators.
C Suggestions

Life is for satisfaction. It is necessary to find out what satisfies the individual and to know some thing about what makes man to do what he does. The understanding of the nature of priorities and expectations of the employees would help organisations in preparing the motivational programme. The motivation of employees largely depends upon the level of incentives that they are getting from their organisations. After studying the motivational factors relating to the employees in various units the present study gives the following suggestions.

- Job Satisfaction is very important motivating factor. Life without work can be boring. Work acts almost like a tonic to the human body and mind. Under various contributory variables 'handling difficult job' is standing first amongst the all. to maximise the satisfaction of workers from their job it is suggested that workers should be provided with the difficult job.

- Salary or wage is the means of livelihood to the workers, as such it is an important motivational factor and particularly it is more so in less developed countries like India where industrial development is taking a momentum. Most of the workers want that their salary should be paid on the
basis of performance. To make the wages or salary as the most
influencing motivating factor, the payment of salary should
be made on the basis of performance.
- In order to ensure the commitment of workers to the work
extra incentive is essential. This is called fringe benefit.
The workers are more interested in perquisites rather than
other facilities. To make the fringe benefit system more
realistic as a motivating factor good perquisites must be
provided.
- From the viewpoint of production of the undertaking
productivity of workers is important. Secured job creates
stability in the minds of the workers. And stability
increases productivity of the workers. Hence, to increase
productivity job security should be given to the workers.
- Participation of workers in management provides for
substantial transfer of authority and power from the small
group of managerial elite to the large mass of workers. It
promotes cardial and meaningful industrial relations based on
mutual trust and good will. To make the participation system
more efficient worker's suggestions to improve the working in
the concern are considered more important. Hence, worker's
suggestion scheme must be introduced.
- A worker has to spend much part of his total day at the
work place. Man is always affected by his environment. A
good attractive working environment and congenial working
atmosphere is something that employees enjoy and look forward
to go to work. Therefore, to attract workers to come in and be punctual and regular fine environment is considered most important.

- It is the managers who can play a powerful and purposeful role to bring the prosperity to the country. They can help the nation in avoiding waste of all kinds and in proper utilisation of idle resources. By serving as a pivotal element in the operation of business enterprises and especially by providing a dynamic forces in guiding enterprises in useful activities, management makes a significant contribution. Therefore, motivation of managers is very important. Good physical working conditions and higher salaries are preferred most by the top as well as middle level managers. Hence, the organisations must give more importance to these two motivating factors.

- Every industrial unit wants to earn maximum profit. This is the object of any business concern. Profit depends upon the efficiency of the employees employed in the undertakings. To reach the highest efficiency the following motivating factors are suggested more important from the view point of various units -

1. **DAGGER FORST**

   For Workers
   - Participative climate
   - Job satisfaction
For top level managers
- Higher salaries
- Opportunity to lead subordinates

For middle level managers
- Higher salaries
- Housing facility

2. PEMBRIL ENGINEERING

For workers
- Participative climate
- Physical working conditions

For top level managers
- Good working conditions
- Enough authority

For middle level managers
- Good working conditions
- Greater job security

3. Aurangabad Textile Mill

For Workers
- Participative climate
- Physical working conditions

For top level managers
- Higher salaries
- Prestige of the company

For Middle level managers
- Prestige of the company
- Good working conditions
4. **Lupin Laboratoried Ltd.**

   **For Workers**
   - Participative climate
   - Physical working conditions

   **For top level managers**
   - Enough authority
   - Higher salaries

   **For Middle level managers**
   - Enough authority
   - Good working conditions

5. **Meltron**

   **For Workers**
   - Job satisfaction
   - Physical working conditions

   **For top level managers**
   - Higher salaries
   - Housing facility

   **For middle level managers**
   - Higher salaries
   - Canteen facility

6. **Jhalani Tools Ltd.**

   - **For workers**
   - Job satisfaction
   - Physical working conditions

   **For Top level managers**
   - Good working conditions
   - Opportunity to lead subordinates
For middle level managers

- Good working conditions
- Prestige of the company

Need fulfillment is the responsibility of organisation. Therefore, the organisations should know what the needs of the employees are and then should evaluate their legitimacy and finally provide opportunities for their attainment.

The first task before the organisation is to discover the present needs or motives of an employee. Such needs may vary in intensity with which they are expressed. Observation of the employees' interest and response patterns may reveal the needs of each employee. Personal conversations with the employees may also reveal these needs. Some times non-directive interviewing or open-ended invitations to express the interests, goals, etc. may also give an idea about their needs.

After identifying the motives, the organisations must decide what will be most appealing and stimulating. In other words, this is matching needs to possible means of fulfilment. In so doing, the organisations must give attention to

(i) Selection and provision of incentives that will be adequately rewarding to the employee if his performance satisfactorily earns the reward.

(ii) The questions whether or not the incentive will
attract and sustain the type of effort needed to help organisation attain its objectives.

(iii) Discern the cost to the organisation of providing incentives and
(iv) Incentives offered must be attractive, realistic and worthwhile for all parties concerned.

The organisations should communicate the reward terms to the employee pointing out clearly what he will earn if he performs capably and successfully. The organisations should avoid making false promises. The role of organisations should be to give informative and supportive assistance rather than be manipulative.

The next step is to encourage the employee to do things that are within his capacity to achieve. The performance demands beyond the abilities of the employees will lead only to frustration. To increase the capabilities of the employees there must be a provision of necessary training, physical resources, equipment, policy support and a co-operative work atmosphere.

The next step is that of evaluating the actions of the employee to determine if the performance is sufficient to earn the promised reward. If the employee deserves the reward it should be given promptly to reinforce and encourage future performance. If performance is inadequate, causes of inadequacy should be discovered. If possible, corrective measures should be suggested.
The present study specifically suggests that suitable financial and non-financial rewards should be given to motivate the employees at different levels i.e. bottom level workers, middle level managers and top level managers. Providing the motivational factors like job satisfaction and physical working conditions for workers and like good working conditions, higher salaries, enough authority, opportunity to lead subordinates for top and middle level managers would be of great help to the organisations in creating the will to work more.

It should be remembered that every employee's priorities and expectations are not identical to those of other employees. Differences appear by occupation and it should be expected that differences occur within individuals. Therefore, it is suggested that, the priorities should be based upon the situation prevailing in the organisation. The suggestions may not be considered panacea for all the ailments which affect the undertakings in our country, but it is thought that these suggestions will be helpful in motivating the employees at different levels and making them much more responsive towards their job for obtaining the objectives of the undertaking.
References: