CHAPTER 1

INTRODUCTION
Chapter I

Introduction

- The Meaning of motivation
- Motivation in industry
- Objectives
- Importance of understanding human behaviour
- Statement of problem
- Hypotheses
- Research methodology
- Period of study
- Scope of study
- Review of literature
  - Historical Development
  - Need Hierarchy Theory - Maslow
  - Two-Factor Theory of Motivation - Herzberg
  - Participation Theory - McGregor
  - Equity Theory of Motivation - Adams
  - Achievement Motivation Theory - D.McClelland
  - ERG Theory - Alderfer
  - Research Studies.
INTRODUCTION

THE MEANING OF MOTIVATION

Motivation is an effective instrument in the hands of the management in inspiring the work force. It is the major task of every manager to motivate his subordinates or to create the "will" to work among the subordinates. It should also be remembered that a worker may be capable of doing some work but nothing can be achieved if he is not willing to work. Creation of a will to work is motivation in simple term. Literally motivation means incitement or inducement to act or move. The term "Motivation" was originally derived from the Latin word 'Movere' which means 'to move'. Therefore, motivation includes these words - desires, wants, aims, goals, drives, motives and incentives which make a person strive for doing a thing. Motivation is what makes people do things.

The term motivation refers to motives in action. A motive may be conceived as a latent disposition to strive for a particular goal state or aim.¹

Berelson and Steiner state "A motive is an inner state that energizes, activates or moves and directs or channels behaviour toward goals".²
Standford and Wrightman describe a motive thus, "It is a restlessness, a lack, a yen, a force. Once in the grip of a motive, the organism does something. It most generally does something to reduce the restlessness, to remedy the lack, to alleviate yen, to mitigate force."

Motivation has been defined as "Anything which changes behaviour."
Terry writes:

"Motivation is a desire within an individual that stimulates him/her to action". According to Vroom "Motivation is a process of governing choices made by persons among alternative forms of voluntary activity."

In the opinion of Donald "Motivation is the combination of forces which initially direct and sustain behaviour towards a goal."

Following are some of the important definitions

Hodgetts, Richard M. states.

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

Lillis Observes –

It is the stimulation of any emotion or desire operating upon one's will and prompting or driving it to action."
Viteles Morris S.-

"Motivation represents unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need."  

Vance Stanley -

"Motivation implies any emotion or desire which conditions one's will that the individual is properly led into action.'

According to Dubin-

"Motivation is the complex of forces starting and keeping a person at work in an organisation."

Tolman Observes -

"More specifically, the term motivation has been called an intervening variable'

S.Zedeck and M.Blood -

"Motivation is a predisposition to act in a specific goal directed way"

As per M.R.Jones:-

The study of motivation is concerned with "how behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on."
The Encyclopaedia of Management Observes -

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

On the basis of the above definitions we may define motivation as -

"A willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organisation."

IMPORTANCE OF MOTIVATION IN INDUSTRY:

In an industrial setting motivation means to make subordinates act in a desired manner. Obviously "desired" implies as desired in the interests of the organisation or employer. It implies not only the subordinate should act in a disciplined manner, but also that he should act in an efficient and productive manner.

Survival and growth of an undertaking depends considerably on the performance of its employees and the performance of an employee depends on the two factors, that is (1) his ability to work and (2) his will to work. The first is determined by the quality of education, training and experience that he has acquired. Even if there is deficiency in the same, it can be made good by arranging further
training and developing facilities for him. The second factor i.e. willingness to work is more difficult to manage as it involves change in behaviour and attitudes of a person towards work, motivating him to work in a desired manner and give overall better performance.

Motivated workforce is essential for efficient working and optimum productivity and thus, for attaining organisational objective. The importance of motivation in personnel management can hardly be better seen than from the fact that after planning and organising, motivation is the third important function of a personnel manager. In order to make any managerial decision really meaningful, it is necessary to convert it into an effective action which the manager can accomplish by motivating his subordinates. Almost every human problem the manager faces throughout the organisation has motivational elements. In fact every aspect of the personnel function is pervasively endowed with motivational attitudes.

Motivational techniques are utilised to stimulate employee growth. This was indicated by Clarence Francis when he was Chairman of General Foods. He said:

"You can buy a man's time, you can buy a man's physical presence at a given place; you can even by a measured number of skilled muscular motions per hour or day; but you can not buy enthusiasm. You can not buy initiative; you can not buy loyalty: you can not buy devotion of hearts,
minds and souls. You have to earn these things."

Material, money and machines are the very important factors for the effective production. Quality of material and machines, no doubt, increases the standard of product but human mind behind all these factors is more important. If human mind is not working well, every thing will go waste. Every thing without mind in the manufacturing concern has no value. Therefore, it is necessary to motivate the human mind for the accomplishment of a desired goal.

Higher motivation leads to job satisfaction of the workers which can reduce the absenteeism and labour unrest. This will create better industrial relations in the enterprise. Since there are opportunities in the organisation for the need satisfaction of the workers, workers will be more committed to the organisation and better workforce will be willing to join the organisation. Motivation will also foster team-spirit among the workers and increase their loyalty to the work group.

OBJECTIVES

In a developing economy like ours the problem of understanding job attitudes of workers, middle managers and top managers has acquired added importance. Most of the backward countries are not backward in physical and financial resources but they are inadequate supply of human resources, i.e. skilled personnel which required to turn these inanimate resources for the benefit of society. Hence, the role of
human resource has become predominant in achieving the economic growth of every country.

Motivation is the aspect which makes the human resource meaningful, useful, devoted and pains taking in the task assigned to him/her. Development requires a high rate of production and the fullest possible utilisation of both human as well as material resources. Under such circumstances it is essential that a proper understanding concerning satisfactions and deprivations emanating from the job life be obtained. This can be best achieved through scientific job attitude studies.

The present study is undertaken to study the job satisfaction of employees working in the Industrial Area of Aurangabad and the factors that seem to be associated with it. The specific purposes of the present study are -

1. To find out what kind of attitudes people have towards their jobs.

2. To investigate factors that contribute to the formation of such attitudes in individuals towards their jobs.

3. To find out the incentives to attract the workers to work more.

4. To find out the influence of financial and non-financial incentives which attract the middle level managers.

5. To find out whether non-financial incentives are more important than financial incentives to the top level managers.
IMPORTANCE OF UNDERSTANDING HUMAN BEHAVIOUR.

Organisations are social systems. If one wishes either to work in them or to manage them, it is necessary to understand why people act as they do i.e. to understand their behaviour.

Every individual can and is able to work; but he may or may not be willing to work at all for want of certain incentives, motivations or a particular work situation or out of mere indolence and lethargy. His willingness to work is based largely on a management's ability to integrate the interests and needs of its employees with the objectives of the organisation. In order to know why an individual is or is not willing to work, it is necessary that a manager should first acquaint himself with the issue as to why an individual responds quickly or remains indifferent to work and becomes unco-operative, indifferent arrogant, irritating, insubordinate, unfriendly or acts in an undesirable manner. He should, therefore, know that all human behaviour has some cause; and to know this, he must examine the nature of employee needs and the causes that motivate an individual to achieve certain goals or fulfils his needs. Other important fact is that the action of all human beings are goal oriented. Human behaviour is directed towards the fulfilment of some aspirations, needs, drives, wants etc. It is, therefore, necessary for the employers to find out the answer to the question "Why" or "What is it that makes people do things?"
No manager can neglect this aspect of human behaviour; if he does, the inevitable behavioural consequences would be an employee's passivity, his hostility, his refusal to accept responsibility, his resistance to change, indolence, unreasonable demands for economic benefits, high labour turnover and absenteeism, poor quality of work, fall in production and reduced efficiency, social turmoil arising out of strikes, lock-outs, discontentment, conflicts and cleavages, walk-outs, indiscipline, low moral, withdrawal from work, day dreaming, wasteful and destructive behaviour, jealousy, irritation, antagonism, annoyance, excessive complaining, bragging and frustration. Unsatisfied employees often become aggressive and unco-operative towards the management, and this is often disastrous for labour management relations.

To get work from people, the management should -

i) Have full knowledge of human behaviour and about the contribution it has made to organisational development, i.e. why it behaves in a particular way.

ii) Know what satisfies the employees - mere money or something else. By studying their needs and motives, it should try to motivate them.

iii) Should provide a congenial working environment, if the performance of human resources is to be effectively enhanced, for this will encourage personal growth and development as well as creative
thinking, i.e. the idea should be "to work with the people, not with things."

STATEMENT OF PROBLEM

We are going through a vast and exciting experiment of accelerated economic growth. Through our own efforts and fullest utilisation of our resources and aids from the friendly countries, we are trying to telescope within a few years the process of socio-economic development which in other countries has taken centuries to come about. A development of this character not only requires material resources and technical knowhow but it involves the availability of managerial skill in adequate measure. The basic pre-requisites for rapid and balanced economic growth are technology, industrialisation, improved methods of agriculture, better public health and adequate human skill. But for the success more important is the highest skill on the part of those who are responsible for administering and managing them. In fact human capital in the form of well trained managers and administrators is the pivot for accelerated industrial development.

Our industrial effectiveness depends to a considerable extent upon the physical and mental efforts and abilities of those who manage and perform the productive operations. Without human energies, skill and knowledge, natural resources are inert and of little value.

In India the relations between labour and management
are not very happy. Both sides withhold informations, withhold confidence and withhold team work.

The employees regard the management as their exploiter. Management on the other hand, firmly believes that a worker is interested only in his pay. He enjoys idling away his time and relishes disobedience and disloyalty. It fails to understand that employee too is a human being with his own assets and liabilities, with his own hope and aspirations and own social prestige and personal ego and that the worker too can take pride in his workshop. It is possible only with the aid of human motivation approach that the worker too can take pride in his workshop.

It is possible only with the aid of human motivation approach that the two – labour and management – can be brought closer to each other, to help in the task of accelerating the productivity which is the need of the hour.

Indian enterprises have not assumed these important functions and therefore, they are facing the problems like industrial unrest and low productivity. Our personnel are working at low capacities. Reservation of capacity has become a common phenomenon among the Indian personnel. Work is not pleasure. Individual and selfish attitudes are developing, group behaviour is dominated, leading to conflicts. This low working capacity is the result of inhuman working conditions, traditional views of managers, lack of welfare activities, absence of skilled labour and ignorance towards human

18
attitudes. Now a days, the problem of human motivation has received considerable attention from social scientists all over the world. There is a wide gap between willingness to work and the capabilities of the individual to work. To bridge this gap it is essential to consider ways and means whereby he can be motivated to perform his job willingly. Individuals can be motivated by providing the financial and non-financial incentives at the work. It is therefore, necessary to findout employees' attitudes towards these incentives. If the incentives are identified then the introduction of an incentive system may enhance motivation towards job.

The present study is aimed at meeting the wide gap between willingness to work and capabilities of individual to work. To bridge the gap various incentives or motivational factors are to be used. Incentives are the inducements placed along the course of ongoing activities, keeping the activities directed towards organisational goals rather than others. Incentives are what the working employee gets from his employment in the organisation for being productive. Incentives are tangible and form part of the working environment. Furthermore, incentives entail more than stimulation of minimum work performance, they are vital in keeping the employee in an organisation as well as keeping him productive while at work. A major approach to move effective motivation has appeared in various forms of attention to incentives. A manager now a days engages himself
in driving the employees toward work through numerous incentives. The goal of incentives is to get superb performance by all members of organisation. The present study is considering the following motivational factors. They are—

1. Job satisfaction.
2. Salaries and wages.
3. Fringe benefits.
5. Participative climate
6. Physical working conditions and
7. Individual motivators like -
   a) Delegation of authority
   b) Leadership
   c) Status and pride

**HYPOTHESES**

The present study is going to test the following hypotheses.

1. The workers are motivated more by financial incentives rather than non-financial incentives.
2. Financial incentives do not work more in motivating the superior or middle level manager.
3. Top managerial level people can be motivated more by offering non-financial rather than financial incentives.
METHODOLOGY

The present study is entirely based on primary source of information. Questionnaire method is used. The three independent questionnaires are prepared on the basis of hierarchy of employee i.e.

1. Top level managers those who are engaged in decision making process.

2. Middle level managers, those who have to exchange the decisions taken by the top management and assist to the workers as and when they seek guidance from middle level managerial people. These people have to play a major role in motivating the workers while performing their job.

3. Bottom level employees, they have to perform the job as per the guidance of management. They do not have an opportunity in decision making.

In any organisation, jobs are arranged in a hierarchy. This system of stratification divides people in an organisation broadly into three groups— 1. Top level managers 2. Middle level managers and 3. Bottom level workers.

Financial remunerations in an organisation follow a system of differential payment for different occupational levels. Those at higher levels of the occupational hierarchy are usually paid more than those at lower levels. Thus,
managers are paid much more than others in the organisation. Besides this, managerial jobs require a high degree of intelligence, higher education (sometimes of a specialised nature), initiative, drive, and ability to command and co-ordinate activities of hundreds of workers in such a manner that the targets set for the organisation are achieved. It is rather difficult to get persons with such qualities, training and experience.

The present work is undertaken to study the motivational factors affecting the performance of:

1. Top level managers.
2. Middle level managers and

In order to insure that the questionnaire relates to real life situation the researcher had taken three mini surveys. In the first survey the researcher contacted about 250 workers and obtained information relating to problems both at work place and outside the work place. This provided the researcher an opportunity to understand the problems relating to work.

A second pilot survey was undertaken immediately after the completion of first survey. The purpose of the second survey was to collect information relating to those factors which according to workers would contribute to increase in productivity. About 200 workers were approached and they were asked to give a list of factors which according to them would contribute to raising the productivity. This survey helped
researcher to prepare a list of factors which would motivate workers to work more.

The researcher visited various libraries to collect the information. Some of them are Library of Bombay University, Library of Poona University, Library of Gokhale Institute Poona and Library of IIT Bombay.

On the basis of the above information the researcher developed first draft of questionnaire. This questionnaire was circulated among the workers and the survey tried to ascertain whether the workers had understood the questions and that the language was easy to understand and that the questions were self explanatory and not leading to any confusion. After making necessary changes a final questionnaire was prepared.

There were two separate questionnaires. One for workers and another for top level managers and middle level managers. First part of the workers questionnaire was relating to the respondents personal information. Information regarding his name, age, family background, education, hobbies etc. Next part of the questionnaire was relating to the questions in connection with motivational factors. The motivational factors were:-

1. Job satisfaction.
2. Salary and wages.
3. Fringe benefits.
5. Participative climate
6. Physical working conditions and
7. Individual motivators (like Delegation of authority, Leadership, Status and pride)

A pilot study was conducted to pretest the schedule. The Schedule for the pilot project contained 9 statements or items on job satisfaction, 8 statements were on salary and wages, 7 statements on Fringe benefits, 7 statements on security of job, 7 statements on participative climate and 8 statements on physical working conditions.

These statements were used to measure the effects of motivating factors in motivating the workers. The respondents were asked to state the extent to which they agreed or disagreed with a particular statement.

A five point scale was used to measure the extent of motivation of the individual. The scale range was from 1 point to 5 points, low scores indicating lower satisfaction/motivation and high scores indicating greater satisfaction/motivation. The respondents indicated their agreement or disagreement with the statement in the terms of

1. Strongly agree.
2. Agree
3. Neither agree nor disagree
4. Disagree.
5. Strongly disagree.

As most of the workers were marathi speaking,
researcher developed the questionnaire in Marathi. Normally the researcher met a group of four workers, explained to them personally the various questions asked in questionnaire and also the method of answering the questions. The questionnaire was relatively long. Many of the workers were not highly educated. It was necessary, therefore, to sit with the workers and explain the true meaning of each question.

Another questionnaire was prepared for top level managers and middle level managers. First part of the questionnaire was related to the personal bio-data of the respondent. The second section was dealt with the ranking sheet. Each manager was asked to grade ten motivating factors assigning a score of "1" to the most important down to a score of "10" for the least important. It was explained to each respondent the term "importance" referred to the priority of what he wanted most in his job. The ten motivating factors were used for the present study.

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. More 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.

The ranking sheet was prepared on the basis of study made by Singh and Wherry. (*)


PERIOD OF STUDY

Primary data relating to the motivational factors for employees working in the factories situated at Aurangabad Industrial Area have been collected during the period 1995 and 1996. Data have been processed and analysed by using simple statistical techniques like percentage, average, etc. The data so collected were scrutinised, tabulated, computerised and finally used for study.

SCOPE OF STUDY

The investigations in this study are confined to the manufacturing units in the Industrial Area of Aurangabad. The study covers the various types of manufacturing units such as units producing engineering goods, pharmaceuticals,
automobiles, electronic goods and textile units.

The study of different types of manufacturing units has been undertaken because the situation and atmosphere in different types of manufacturing concerns are not the same. Therefore, it becomes interesting to find out the motivating factors which are same in nature but their effects are different in various types of manufacturing concern. Following units are included in the present study:-

1. Dagger Forst Tools Ltd.
3. Aurangabad Textile Mills Ltd.
4. Lupin Laboratories Ltd.
5. Meltron.
6. Jhalani Tools (India) Ltd.

They are all situated in Industrial area of Aurangabad of Maharashtra State since long back. All these units are quite senior in age and also reached to their full capacity level.

**REVIEW OF LITERATURE ON MOTIVATION**

**HISTORICAL DEVELOPMENT.**

The study of motivation dates back to the writings of the ancient Greek Philosophers. More than twenty three centuries ago, they presented hedonism as an explanation of human motivation, i.e., a person seeks pleasure and avoids pain.

**EARLY MANAGERIAL APPROACHES TO MOTIVATION AT WORK**

Despite the fact that large scale complex organisations have existed for several hundreds of years, managerial
attention to the role of motivation in such organisations is a most recent phenomenon. Before the Industrial Revolution, the major form of motivation took the form of fear of punishment - physical, financial or social. As manufacturing processes became more complex, large scale factories emerged which destroyed many of the social and exchange relationships.

Increased capital investment, degree of impersonalisation between superior - subordinate relationship brought social revolution in factory system. These new social forces brought about the need for a fairly well defined philosophy of management. Many of the more intrinsic motivational factors of the home industry system were replaced by more extrinsic factors. The end result of that was the 'Traditional' model of motivation.

TRADITIONAL MODEL.

This model is best characterised by the writings of Fredrik W. Taylor (1911) and his associates in the scientific management school.

This approach to motivation rested on several very basic contemporary assumptions about the nature of human beings. Specifically, workers were viewed as being typically lazy, often dishonest, aimless, dull and most of all mercenary. The manager's major task was, thus, seen as closely supervising to ensure that they met their production quotas and adhered to company rules.

As the model became increasingly applied in organisations, several problems began to arise. While jobs
were made more and more routine and specialised, management began putting severe constraints on the incentive system, thereby limiting worker income. Fear of job security arose. Unionism began to rise and the unparallel growth and efficiency that had occurred under scientific management began to subside.

In an effort to overcome such problems some organisations began to reexamine the simplicity of their motivational assumptions about employees and to look for new methods to increase production and maintain a steady workforce. One such revisionist approach to motivation at work is the 'Human Relation Model.'

HUMAN RELATIONS MODEL.

Beginning in the late 1920s, initial efforts were began to discover why the traditional model was inadequate for motivating people. The earliest such work carried out by Mayo (1933, 1945) and Roethlisberger and Dickson (1930) pointed the way to what was to become the human relation school of management by arguing that it was necessary to consider the 'whole person' on the job.

The new assumptions concerning the 'best' method of motivating workers were characterised by a strong social emphasis. It was argued here that management had a responsibility to make employees feel useful and important on the job, to provide recognition and generally to facilitate the satisfaction of workers' social needs. Attention was
shifted away from the study of man-machine relations and toward a more thorough understanding of interpersonal and group relations at work.

The motivational strategies which emerged from such assumptions were several. Management felt it had a new responsibility to make workers feel important. Many organisations attempted to open up vertical communication channels so employees would know more about the organisation and would have greater opportunity to have their opinions heard by management. Workers were interestingly allowed to make routine decisions concerning their own jobs. Greater attention was paid to employing group incentive systems. The basic goal of management remained at securing employee compliance with managerial authority (Miles 1965).

HUMAN RESOURCES MODELS.

More recently, the assumptions of the human relations model have been challenged, not only for being an oversimplified and incomplete statement of human behaviour at work, but also for being as manipulative as traditional model.

These newest models have been proposed under various titles including McGregor's (1960) 'Theory 'y', Likert's (1967) 'System 4', Schein's (1972) Complex Man,' and Miles (1965) 'human resource model.'

Human resource models generally view humans being motivated by a complex set of interrelated factors. It is assumed that different employees often seek quite different
goals in a job and have a diversity of talent to offer. Under this model, employees are looked upon a reservoirs of potential talent and management's responsibility is to learn how best to tap such resources.

It is assumed that people want to contribute on the job, work does not necessarily have to be distasteful. Many of the current efforts at job enrichment and job redesign are aimed at increasing the potential meaningfulness of work by adding greater amounts of task variety, autonomy, responsibility and so on. It is assumed that this increased self-control and direction allowed on the job, plus the completion on more meaningful tasks, can in large measure determine the level of satisfaction on the job. In other words, it is generally assumed that good and meaningful performance leads to job satisfaction and not the reverse, as is assumed in the human relations model. Such a philosophy implies a greater degree of participation by employees in relevant decision-making activities as well as increased autonomy over task accomplishment. Management's task is seen not so much as one of manipulating employees to accept managerial authority as it is of developing a 'Partnership' or 'family' of employees, with each member contributing according to his or her abilities and interests towards the organisation's goals.

In conclusion, it should be pointed out that the human
resource approach to motivation has only recently begun to be adopted. Several organisations have ongoing experiments in enriching the nature of the job. In fact, when one looks across organisations it becomes readily apparent that all three models have their staunch advocates, and empirical evidence supportive of each approach can be offered. Each model has its rightful place, depending upon the nature of the organisation, its technology, its people and most of all, its goals and priorities for the future.

THEORIES ON MOTIVATION

So many theories have been developed on motivation. To have a knowledge about various theories on motivation and how these affect the behaviour of human beings some of the important theories are narrated.

NEED HIRARCHY THEORY

BY A.H.MASLOW

Abraham Maslow, a U.S. Psychologist, advanced his "Need Hierarchy Theory of Motivation" in 1943 to explain how needs influence human behaviour. Maslow's need priority model is one of the most popular theories of motivation in the management and organisational behaviour literature. He made a few refinements to his theory in his subsequent writings. He urged that man is a wanting animal. Man's needs are multiple, complex, interrelated and ever-changing. He identified five broad types of human needs these are -
Physical needs:

Physical needs are the biological needs required to preserve human life. These needs are at the lowest level and are concerned with breeding, shelter, sexual gratification etc. These needs are inherent in the nature of organism and are found to occur both in men and animals. They are the most powerful motivators as man can not survive without them. If these needs are unsatisfied other needs will not emerge or will be pushed into the background. Man lives for bread alone.

"For the man who is extremely and dangerously hungry, no other interests exist but food. He dreams food, he remembers food, he thinks about food, he emotes only about food, he perceives only food and he wants only food.

These needs must be met at least partly before higher level needs emerge. They exert a tremendous influence on behaviour. These needs are recurring needs and they tend to dominate human behaviour till they are reasonably gratified on a sustained basis. But as soon as these physiological needs are satisfied they fail to motivate people because in the words of McGregor, "A satisfied need is not a motivator of behaviour."

Safety needs:

When the physiological needs are fairly well satisfied needs at the higher level begin to dominate man's behaviour. These needs are called safety needs. These needs are essentially related to protection against danger, threat and deprivation. Safety needs are basically needs for self-preservation. At
this stage man begins to think of future and makes efforts to provide for a rainy day. A man will not think in terms of other needs if his safety or security is in danger. Generally organisations can tend to satisfy the security needs by providing elaborate fringe benefits, health, accident insurance plans in an attempt to motivate workers.

. Social needs:-

After physiological and safety needs are fairly gratified social needs become important motivators of man's behaviour. These needs are concerned with love and affection, sense of belonging, association and friendship. At this stage of hierarchy of needs, a person seeks affectionate relation with people in general and a place in his group in particular. People obtain gratification by becoming a member of a family, a group, political party, club etc. They obtain more direct satisfaction from belonging to someone or some group that will meet their needs.

It has been rightly pointed out that if a man's social needs of love and affection are not satisfied he will become resistant, antagonistic and un-co-operative.

. Ego or esteem needs :-

Esteem needs are of two fold in nature: self esteem and esteem of others. Self esteem needs include those for self confidence, achievements, competence, self respect, knowledge, independence and freedom.
The second group of esteem needs are those that related to one's reputation needs for status, for recognition, for appreciation and deserved respect of one’s associates.

These are higher level needs but have low priority. The satisfaction of esteem needs leads to feelings of self confidence, worth, strength, capacity and adequacy, of being useful in the world: but any thwarting of these needs produces feelings of inferiority, weakness and of helplessness which, in turn, give rise to either basic discouragement or else compensatory or neurotic trends. Most of these needs are rarely satisfied.

Self actualisation needs:

The final stage in the order of needs is self fulfilment. These needs are the needs for realising one's own potentialities for continued self development, for being creative. The individual has a desire to become every thing that he is capable of becoming. It is that stage where work becomes worship for a man. Dr. Maslow writes - "A musician must make music, an artist must paint, a poet must write, a general must win battles, a teacher must teach if he is to be ultimately happy. What a man can be he must be. The need we can call self actualisation" self-actualisation is a 'growth' needs.

It has been pointed out that man's most refined need is that of self-actualisation. It should, however, be noted that these needs will function as motivators only when the
lower needs have been satisfied to a large measure.

Maslow gave a structure to the various types of human needs and arranged them into a five tier hierarchy to distinguish their levels of importance. Physiological needs are placed at the base of the hierarchy while self-actualisation needs are at the apex. Safety needs, social affiliation needs and esteem needs are positioned in between, in ascending order. The most basic needs are physiological needs; as one proceeds from the base, needs become less basic. There are thus, relatively lower order and higher order needs. Self actualisation is the highest level need.

Criticism on Maslow's Theory:

However, the need hierarchy theory of Maslow attracted much scepticism and criticism from theorists and practitioners. The main points of attack on the theory are outlined as follows:

1. Theoretical difficulties:

   It is an almost untestable theory. It is not amenable for empirical validation because of complexity of developing meaningful measures for various needs. Hence, attempts to find conclusive empirical evidence in support or in rejection of the theory have not met with significant success.

2. Hierarchy appears to be rigid:

   Individuals do not necessarily follow up a step-by-step, bottom to top way of meeting their needs. Needs need not be as inter-related as contended by Maslow. Also many individuals
can afford to ignore higher level needs, which for them remain more as dreams rather than needs, they may not even be aware of such needs. For majority of individuals living in underdeveloped countries, higher level esteem and self actualisation needs have no meaning. Such needs are neither known to them nor felt by them. Their dominant concern is to somehow eke their daily living. They live from day to day, always struggling to keep their body and soul together. Even relatively well to do people may not care for higher level needs. It is a function of their cultural environment.

3. Chain of causation in the hierarchy

There is often a lack of direct cause effect relationship between need and behaviour. A particular need may cause behaviour in different ways in different persons similarly, one particular behaviour may be the result of different needs. For example, if a person is thirsty, he may take water, or some soft drink or some juice. Similarly, people may earn money to satisfy their several types of needs, not only physiological needs. Thus, need hierarchy is not as simple as it seems to be.

4. Individual differences:

Individuals differ in the relative intensity of their various needs. Some individuals are strongly influenced by love needs despite having a flourishing social life and satisfying family life. Some individuals have great and continued need for security despite continued employment with enormous fringe benefits. Surveys in Japan and continental
European countries show that the model does not apply to the managers. Cultural, religious, environmental influences play a major role in determining the need priority in various countries.

5. Reasonable level of gratification

There is another problem in applying the theory into practice. A person tries for his higher level need when his lower order need is reasonably satisfied. What is this reasonable level is a question of subject matter. Thus, the level of satisfaction for particular need may differ from person to person. In fact needs and their satisfaction are mental feelings. Some times even the person concerned may not be aware about his own needs. The question is: how can a manager know the needs of others?

HERZBERG'S TWO FACTOR THEORY OF MOTIVATION

By Frederick Herzberg

Another very popular theory of motivation is that of Frederick Herzberg, a U.S. behavioural scientist, proposed in 1959. This model is known by various names such as Two-Factor Theory, the Dual Theory and Motivation Hygiene Theory. This theory is based on some empirical research on job attitudes of 200 Accountants and Engineers. During the course of his research, Herzberg found that his respondents had two sets of experiences: satisfying experiences and dissatisfying experiences. According to Herzberg there were two categories of need essentially independent of each other affecting
behaviour in different ways. His findings are that there are some conditions which operate primarily to dissatisfy employees when the conditions are absent, their presence does not motivate them in a strong way. Another set of job conditions operates primarily to build strong motivation and high job satisfaction, but their absence rarely proves strong dissatisfier. The first set of job conditions has referred to as maintenance or hygiene factors and second set of job conditions as motivational factors.

**Maintenance or hygiene factors:**

1. Company policy and administration.
2. Technical supervision.
3. Inter-personal relations with supervisor.
4. Inter-personal relations with peers.
5. Inter-personal relations with subordinates.
7. Job security.
8. Personal life.
9. Working conditions.
10. Status.

Hygiene factors include wages, fringe benefits, physical conditions and overall company policies and administration. These are not intrinsic factors of a job but they are related to conditions under which a job is performed. They produce no growth in workers' output. They only prevent losses in workers' performance due to work
restrictions. They are called hygiene factors because they play a role in creating a healthy congenial climate in the work setting. They are associated with negative feelings. The presence of these factors at a satisfactory level prevents job dissatisfaction but they do not provide motivation to the employees. These maintenance factors are necessary to maintain a reasonable level of satisfaction in employees. Any increase beyond this level will not provide any satisfaction to employees, however, any cut below this level will dissatisfy them. Therefore, they are called as dissatisfiers.

Motivational factors:

Herzberg includes six factors as motivational factors which motivate employees. These are:

1. Achievement.
2. Recognition.
3. Advancement.
5. Possibilities of growth.

Motivational factors are associated with positive feelings of employees about the job. They are related to the content of the job. They make people satisfied with their job. Motivational factors are essential for increasing the productivity of the employees. Herzberg was of the opinion that these factors lead to strong motivation and job
satisfaction when they are present but do not cause much dissatisfaction when they are absent.

**CRITICISM ON**

**Herzberg's Two Factor Theory Of Motivation:**

There has been an extensive research on the two factor theory of need motivation and there is considerable research support for the theory. However, much controversy still surrounds the theory. Its research methodology and propositions have been widely questioned by critics. The points of criticism are as follows:

1. The research methodology adopted was such as to induce respondents to take credit for good performance and pass on the blames for poor performance to their work environment. The researchers relied on self-reports of the respondents which could be biased.

2. Job context and job content factors can not be neatly seperated. The former, in some cases, may generate positive motivation, satisfaction and higher performance while the latter in some cases, may totally fail to do so. It is difficult to isolate some factors as purely maintenance or hygiene facotrs with no motivational content. It is also questionable whether removal of job dissatisfaction does not induce higher performance. For example higher wages to workers or higher salaries to managers do most probably motivate them to perform better.

3. It is unwise to apply the theory blindly to all
situations irrespective of their peculiarities and to treat all managers, employees and workers alike. Some types of people may not show any interest in challenging and meaningful jobs; they may be indifferent to such aspects as promotional opportunities, for example, for them, good wages, job security, working conditions and the like, are sufficiently motivational. The theory ignores the fact that people are heterogenous in their needs and expectations.

4. According to the theory, just as it is possible to reduce job dissatisfaction without increasing job satisfaction it is possible to increase job satisfaction without reducing job dissatisfaction. This seems to be doubtful.

5. Another group of writers believe that the two factor theory is an over simplification of the true relationship between motivation and dissatisfaction. They reviewed several studies which showed that one factor can cause job satisfaction for one person and job dissatisfaction for another. They concluded that further research is needed to enable to predict in which situation worker satisfaction will produce greater productivity.

**McGREGOR’S PARTICIPATION THEORY**

By Douglas McGregor

The late Douglas McGregor, a U.S. behavioural scientist and professor of Industrial Relations at MIT was a great
critic of traditional, orthodox or classical approaches of management towards employees in work organisation.

He coined the term Theory 'X' to describe the traditional management philosophy, its assumptions about employees and the way to manage them. He coined another term Theory 'Y' to depict the modern, liberal, humanistic assumptions about the nature of employees and approaches to manage them.

McGregor presented Theories X and Y as two alternative contrasting sets of assumptions about the nature of people at work. They are in fact two different models or stereo-types of man and management well known for some time. McGregor gave a coherent shape and value-free names like Theory X and Theory Y.

In the Theory X McGregor proceeds with the assumption that the average human being has inherent dislikes for work and will avoid it if he can. The managers of such employees think that most people must be coerced, contributed, threatened with punishment to get them put forth adequate efforts towards the achievement of organisational objectives.

Theory X presumes that people by nature:
1. Lack integrity.
2. Are fundamentally lazy and desire to work as little as possible.
3. Avoid responsibility.
4. Are not interested in achievement.
5. Are incapable of directing their own behaviour.
6. Are indifferent to organisational needs.
7. Prefer to be directed by others.
8. Avoid making decision whenever possible.
9. Are not very bright.

Theory X rationalises from these assumptions that management has to assume full responsibility for achieving organisational goals by getting things done through people in a disciplined and structured setting. Managers who believe in Theory X, put emphasis on discipline, incentive programme, welfare measures, close supervision, pension and other benefit programmes. They feel that external control is clearly appropriate for dealing with irresponsible, unreliable and immature people, if work is to be got from them. In other words, they take a somewhat pessimistic view of humanity.

McGregor, drawing heavily on Maslow's hierarchy of needs, concluded that the "Theory X assumptions about human nature, when universally applied, are often inaccurate and that the management approaches that develop from these assumptions may fail to motivate many individuals to work towards organisational goals." He said "Management by direction and control may not succeed because it is a questionable method for motivating people whose physiological and safety needs are reasonably satisfied and whose higher level needs are becoming predominant."
He, therefore, developed an alternative theory of human behaviour called Theory Y. This theory represents the democratic approach and gives to the employees scope for creativity and responsibility.

Theory Y holds a different set of assumptions about employees namely, that the average employee is a sociable and shrewd person, likes work, capable of assuming responsibility and accepting challenge and change. An employee is ambitious and achievement-oriented and competent to exercise self-direction and self control. He has a wide range of needs, both economic and non-economic and is dynamic in his attitudes towards fulfilment of his needs. Under theory Y it is assumed that people by nature:-

1. Have integrity.
2. Work hard towards objectives to which they are committed.
3. Assume responsibility within their commitments.
4. Desire to achieve.
5. Are capable of directing their own behaviour.
6. Want their organisation to succeed.
7. Are not passive and submissive.
8. Will make decisions within their commitments.

The assumptions of Theory Y are -

1. Work is as natural as play, if the conditions are favourable.
2. Self-control is often indispensable in achieving
organizational goals.

3. The capacity for creativity in solving organisational problems is widely distributed in the population.

4. Motivation occurs at the social, esteem and self-actualisation levels, as well as physiological and security levels.

5. People can be self directed and creative at work if properly motivated.

The assumptions of McGregor's Theory Y suggest a new approach to management. It lays greater emphasis on cooperation between management and workers. The managers following this theory aim at getting maximum output with minimum degree of control. Generally, no conflict is visible between the organisational goals and individual goals. Thus, the efforts of employees which are in their best interest are also in the interest of the organisation. Theory Y has proved to be useful in such management practices as job enrichment, decentralisation and participative management. However, these techniques are applicable in organisations where self motivated, self controlled, mature and responsible people work. According to McGregor researches in the behavioural sciences have shown that the assumptions of Theory Y are more valid than the practices of Theory X.

In summary Theory 'X' is associated with mental sickness, while Theory 'Y' with mental health. Theory X
believes in negative motivation, while Theory Y believes in positive and intrinsic motivation. Theory X believes in bureaucracy while Theory 'Y' believes in democracy. Theory 'Y' is more dynamic than Theory X, more optimistic about the possibility of human growth and development, more concerned with self-direction, self-control and self responsibility.

The dissatistiers of Herzberg roughly tally with Theory 'X' of McGregor. Theory 'X' gives importance only to the factors surrounding the job and ignores the nature of the work itself or job contents.

Theory Y's conclusions are similar to the motivators or satisfiers of Herzberg and Maslow's higher level needs. They emphasize intrinsic incentives demanding satisfaction.

**Criticisms on McGregor**

McGregor seems to have played a "very disturbing little joke," unwittingly by drawing a sharp line of demarcation, between the two distinct perspective of administrative action. One is equated with tradition and the other is identified with change. One is labelled as autocratic, control centered and the other is glamorized as the epitome of democratic governance. The impression that one might get from the discussion is that managers who accept Theory X assumptions about human nature exhibit a built-in affinity for carrot and stick policies while Theory Y managers exhibit a builtin devotion to participative,
behaviour - centered policies

Which theory is right?

According to Theory X man is weak, sick, and incapable of looking after himself. He is full of fears, anxieties, neuroses, inhibitions. Essentially he does not want to achieve but wants to fail. He therefore, wants to be controlled. More dangerously it does not assume that people are lazy and resist work, but it assumes that the manager is healthy while everybody else is sick. It assumes that the manager is strong while everybody else is weak. It assumes that the manager knows while everybody else is ignorant. It assumes that the manager is right, where everybody else is stupid. These are nothing but "assumptions of foolish arrogance."

Now let us turn our attention to the so called democratic theory based on the needs of man, addressed to his managerial brethren by McGregor in a persuasive, yet, forceful manner. Theory Y gives us an impression that everyone is mature, independent and self motivated. Most of the writers, no wonder, glamourised the vision of a so-called administrative democracy (simply because it is good)

The rationale behind this observation whatever is autocratic is 'bad' by definition. This may not be good always. Sometimes, managers may have theory Y assumptions about human nature, but they may find it necessary to behave in a very directive, controlling manner with some people in the short run to help them 'grow' up in a developmental sense, until
they are truly people. One interesting question can be posed in this connection.

Is it possible for a Theory X person to become a Theory Y person?

Probably yes, but only through "a fairly significant growth or development experiences over a period of time." Theory X places exclusive reliance on external control of human behaviour while Theory Y relies heavily on self-control and self-regulation. This difference is the difference between treating people as children and treating them as mature adults. After generations of the former, we can not expect to shift to the later overnight.

(McGregor). Another interesting question to explore may be. . .

Will a theory Y person be a good manager?

(automatically). Theory Y person, no doubt, will have a greater potential for being a good manager, especially, at higher managerial jobs but he must have the relevant training and experience for this potential to become real. Theory X person might be more suitable in some crisis situations and less appropriate in more routine and formalized situations. The essential point is that Theory Y may be a more desirable and productive path, reflecting a more reality centred view of people, to follow. It may not be the best approach for all situations. The best approach, obviously is one that is appropriate to the nature of the work done. Recognizing this, McGregor stated later that it was not his intention 'to
suggest more than that these (Theory X and Theory Y) are examples of two among many managerial cosmologies. For the present, let us say that under same conditions Theory X works best and under other conditions, Theory Y works best. Perhaps, the optimum theory would be called Theory Z and would take into consideration the manager's need to press into service both approaches at one time or the other.

EQUITY THEORY OF MOTIVATION

By J.S. Adams

34

Equity Theory of Motivation was primarily formulated by J.S. Adams of U.S.A. in 1965. It is a prominent theory in the series of social comparison theories of motivation. Its basic assumption is that many members of organisations experience strong expectations of justice, balance and fairness in treatment by their employers. Members tend to make evaluation of the treatment they get in comparison with what others get in the organisation.

In equity theory, two variables need to be understood. They are inputs and outcomes. Inputs are the qualities and element which a member of an organisation perceives that he puts into his job, they include his education, intelligence, experience, seniority, stamina, skills, efforts and the life. They form part of the contributions and investments which the member believes that he makes to his performance and which he perceives to be relevant.

Outcomes are the things which the member receives from
the organisation and from his job. They are the returns, receipts or rewards for his inputs and include pay, fringe benefits, status, working conditions, praise, recognition, respect and so on.

Input and outcomes are important elements in the exchange relationship between the organisation and its members.

The theory is examined as follows:

The individual member attaches weights or values to the various relevant inputs and outcomes in a subjective manner and arrives at a ratio of his outcomes to his inputs (input output ratio.) He then compares his input:outcome ratio with the ratios of inputs and outcomes of some other members of roughly his status or level in the organisation. This comparison is also a subjective process based on his perceptions and feelings. Such a comparison enables him to arrive at a conclusion whether the ratios are in balance or not in balance. If the ratios are in balance, the individual experiences positive feelings of equity, fairness and justice. If they are not in balance, feelings of inequity are generated in the individual. Imbalance or/and inequity exists when the members ratio of outcomes to inputs is significantly less or significantly more than the ratios of others with whom he compares himself. If the ratio is significantly less in comparison with those of others, it means that the individual feels underpaid or under-rewarded; he feels that
he does not get outcomes commensurate with his inputs or efforts. In such a case he is likely to feel angry, hostile and frustrated. If the ratio is significantly more, it means that the individual feels overpaid or over-rewarded. Such a situation may generate feelings of guilt in the individual. In either case, individual experiences some tension or anxiety and is motivated to reduce the perceived inequity or imbalance. The following are the possible ways of reducing the inequity of imbalance.

a) Alteration of inputs:

The individual, if he feels underpaid, may reduce his inputs to his job. For example, he may put in less efforts, develop some indifference in his work or withhold the application of his skills.

b) Alteration of outcomes:

The individual may attempt to increase or decrease his outcomes. He may pressurise his boss to recommend a salary rise; in case he feels relatively underpaid. He may try to please his boss and earn some praise or recognition. He may show more interest in his job and thus, derive some extra satisfaction.

c) Distortion of inputs or outputs:

The individual instead of altering his inputs or outputs, simply distorts them in his perceptions. For example, if he feels overpaid, he may overvalue his inputs and imagines that he is more experienced, intelligent, hard working and so on.
d) Leaving the field

The individual has the option of quitting the job or seeking transfer if he has acute feelings of inequity. By doing so he hopes to restore equity in the transferred or new job.

e) Alteration or Distortion of inputs and outputs of others

Another way of reducing inequity is for the individual to change his perceptions on the value of inputs and outcomes of members with whom he compares himself. For example, he may belittle the efforts, intelligence and skills of these people or may develop a dislike for the nature of work done by them, laugh at the working conditions under which others work, doubt the quality or relevance of rewards they get and so on. He may also try to induce or encourage others to improve or reduce their efforts.

f) Changing the objects of comparison

Inequity can also be resolved by changing the sources of comparison i.e. the other people with whom the individual compares himself. He may shift his sources of comparison to other people and thereby seek restoration of equity. The above methods of inequity reduction may be adopted relatively by the individual depending on several factors in the situation. For example, if the individual finds a more attractive job outside, he will quit his present job. If he thinks that putting in more effort is difficult, he will not do so. He is unlikely to change his sources of comparison if
he has been adopting them over a long period for comparison purposes.

Criticisms on Equity Theory of J.S. Adams

1. It is somewhat narrow in its emphasis on visible rewards and overemphasizes conscious processes.

2. It is difficult to assess the perceptions (misperceptions) of employees. Hence, the difficulty in operation alizing the concepts of the theory. In the words of Dunham, although easily understood the theory is complex and difficult in application.

3. How does person choose the comparison with other? The process by which individuals decide whom to compare themselves with is not clearly understood at present. According to Hammer and Organ 'One of the weakest elements of equity theory is its analysis of the process by which individuals choose a comparison.

4. Equity theory is not precise enough to predict which actions are most probable.

In spite of these limitations equity theory is a promising motivation theory and has direct relevance for compensation practice.

Achievement Motivation Theory

By David McClelland

David McClelland of Harvard University, in association with John Atkinson and others, evolved the Achievement
Motivation Theory in 1948. This theory, which has alternatively been termed "Need Achievement Theory," posits that a major portion of an individual's will to perform can be explained or predicated by the intensity of his or her need for achievement.

The theory had its origin in Henry Murray's Manifest Needs Theory developed in 1930s and 1940s. Murray listed and defined over a two dozen needs which include achievement, power, affiliation, autonomy, understanding, order and so on. He believed that most needs are learned rather than inborn. Needs become manifest when the environmental conditions favour, an individual may be influenced by a variety of needs at any point of time, needs may also be conflicting with each other.

McClelland Atkinson and associates picked up the threads from Murray and proceeded to do extensive work on three needs. For a number of years from 1948 onwards they concentrated on the study of the need for achievement but subsequently extended their attention on the needs for power and affiliation. We may briefly explain the motivations aroused by these three needs as follows:

Need for achievement

It is a need to excel in terms of internally set standards of performance or in relation to external competitive situations. Some individuals, groups and communities are characterised by a strong need for
achievement. Achievement oriented individuals seek satisfaction in doing things better and in assuming important personal responsibility for problem solving. They undertake attainable goals of moderate difficulty neither too difficult nor too easy. They are highly devoted to their task assignment and have the necessary drive to push through roadblocks. They desire frequent and clear feedback on their performance - how they fare in their tasks so as to gain confidence and get over deficiencies, if any. They depend on their own capability and not on luck. They are not much money minded; they look upon money as a symbol of their achievement. They look for freedom and control over their task environment.

Need for power

This is the need to dominate, influence or control people. Power speaks about the ability to manipulate or control the activities of others to suit one's own purposes. It includes manipulative ability to get hold of certain resources which are sources of power such as key information, knowledge, access to centres of power, wealth and so on. It is an all consuming drive among some individuals who do any thing to grab and retain it. They seek positions, leadership, whether in politics, law enforcement, business, education or arts. Power is sought in some cases for the sheer pleasure of possessing it and fulfilling other needs in some other cases. An individual who has a high need for cruelty may use his power to harass, humiliate and hit other people, who happen to
get in touch with him. Power motivation manifests itself in different ways both good and bad.

McClelland views that managerial behaviour in organisations could be better explained in terms of the need for power than the need for achievement. Managers generally enjoy exercising their authority over others, to get things done, to make decisions, to utilise resources and to influence events. They derive much satisfaction in the process.

Need for affiliation

The need for affiliation is a social need for companionship and support for developing meaningful relationships with people. Persons who have a high need for affiliation view the organisation as a chance to form new and satisfying relationships. They are motivated by jobs that demand frequent interaction with co-workers. Such people are not likely to succeed well at tasks that force them to work in isolation. Persons with a high need for affiliation are likely to be sensitive to the feelings and views of others. They derive satisfaction from liking others and being liked by them. Need for affiliation may or may not be an important element among managers. Managers can afford to remain aloof and yet achieve success. However, affiliation orientation tends to be helpful to managers in their tasks of influencing people. Managers may also recognise the need for affiliation among their subordinates, colleagues and superiors.
The utility of McClelland's achievement motivation theory is that it provides an insight into managerial behaviour in particular and human behaviour in general. It also provides guidance on training individuals to induce into them needs for achievement and affiliation and even power.

Limitations - McClelland's Achievement Motivation Model

McClelland's achievement motivation, however, is fraught with a number of limitations.

1. The use of projective technique is objectionable.

2. The evidence in support of this theory is fragmentary and doubtful.

3. Achievement motivation can not be taught. It is because acquisition of motives occurs in childhood and it is very difficult to change them once established.

4. Achievement motivation is a slippery term. It is only a temporarily induced feeling rather than a permanent change in behaviour.

5. The theory does not fully address the question of the process of motivation and how it really comes about.

6. Achievement training, though promising, is time consuming and expensive.

In spite of these limitations, McClelland's theory holds promise for work motivation.

ALDERFER’S ERG THEORY:

By Clayton Alderfer

Clayton Alderfer attempted to improve upon Maslow’s theory in 1972 by proposing a three tier hierarchy of needs: Existence needs, Relatedness needs and Growth needs (ERG).

The existence needs are concerned with survival (physiological wellbeing). Existence needs correspond to Maslow’s physiological and to some extent safety and security needs (economic safety). They are at the base of the hierarchy.

Relatedness needs include the desire to interact and socialise with others to gain affection as also desire to compete with others for self esteem, ego satisfaction, power and so on. They are similar to Maslow’s social affiliation needs and certain esteem needs.

Growth needs are those which enable to gain recognition from others, to become autonomous, to achieve competence, to do challenging and creative things and to reach his full potential of development. They are akin to Maslow’s esteem and self-actualisation needs. Relatedness and growth needs are the second and third tiers of Alderfer’s framework of needs.

Alderfer’s existence needs are related with Maslow’s physiological and safety needs. Relatedness needs are same as Maslow’s love or belongingness needs and growth needs are same as Maslow’s esteem and self-actualisation needs.
Existence and some part of relatedness needs are same as Herzberg's hygiene factors and some part of relatedness and growth needs are related with motivators.

Since ERG theory is of recent origin, not much research evidence is available either in support of it or otherwise. Alferfer himself did some research to test his theory and arrived at certain propositions in support thereof.

**RESEARCH STUDIES:**

Various research studies have been conducted both in foreign and Indian contexts to find out what motivates people for better performance. A number of theories on motivation have been developed based on foreign researches. Indian researches are however, concerned mostly to find out applicability or non-applicability of these theories in Indian environment.

**Motivational Studies on Managers**

There are various studies conducted to show what motivates Indian managers. In study by Lahiri and Shrivastava to test applicability of Herzberg's two factor theory, it was found that for middle level manager, responsibility, domestic life, accomplishment and job were found to be motivational factors while organisational policy and administration, promotion, salary, superior and growth were dissatisfiers.
In another study on the same pattern by Sawlapurkar et al., it was found that for middle level managers, many of the maintenance factors such as job security, money, working conditions, relationship with boss etc. were satisfiers and motivators. However, Iswar Dayal and Saiyadin found through a research study that motivation—hygiene theory is applicable in Indian context. Pestonjee and Basu conclude that motivators contributed significantly more towards satisfaction than hygenes in public sector, whereas in the case of private sector, motivators contributed significantly more towards the feeling of dissatisfaction than hygenes. Thus, it partially supports the theory of motivation proposed by Herzberg. Thus, the review of researches based on Herzberg’s model presents quite contrasting results some supporting the theory fully, others supporting it partially while many others contradicting it. In fact in Indian situations, or for that matter even else where also, it is always not possible to classify various job factors into motivators and hygenes as defined by Herzberg, rather, both these have to be seen in an integrated way and the situational variables play an important role.

Various studies have been carried out in India to find out how far Maslow’s need hierarchy motivational model is relevant in the socio-cultural matrix. Most studies fall in the category of identifying what factors are given higher priority by managers. Laxmi Narain did not find much
significant difference in the ranking of various needs by top, middle and lower level of management though there were variations in their ranking need priorities. He concludes that for managers in public sector in India, feeling of worthwhile accomplishment, recognition, decision making, opportunities for personal growth, promotion, company's prestige outside the organisation, pay, perks and job security are important in that order.

42 Lahiri in his study finds that importance of job factors related to various needs as perceived by different levels of managers does not correspond to the need hierarchy suggested by Maslow. Autonomy, responsibility, promotion and growth opportunities are assigned higher priorities by Indian managers.

43 Shrivastava confirms Lahiri's findings. In fact he does not find that there is any significant difference in rankings of needs among managers, supervisors and workers.

44 The study of Ganguli disclosed that status is more important than money for managers organisational setting. This is more so with younger managers who are professionally qualified.

45 Shah found that managers at all the level ranked high pay at the top followed by esteem, autonomy and self actualisation.
Angarwal, Khandwala and Naik have found that middle level managers' ranking of various needs is in the order of security, self actualisation, self esteem, physiological and social.

Singh has identified that managers rank various job factors in the order of scope for autonomy at work, scope to shoulder responsibility, scope for challenges and varieties at work, scope for career advancement, self-actualisation, interpersonal relations, appreciation and recognition of work, chance to get prestige in the organisation, consistent and sound company policy, salary and perquisites, good leadership by superiors, good physical working conditions, stability and security of job. Further there is no significant difference in motivation profile of public and private sector managers.

In another study by Prasad and Gouda, it is disclosed that top level managers rank recognition for work, job contents, higher status and authority, good salary informal relationship with higher-ups and clearly defined responsibility in that order. Lower level managers attach more importance to good salary, higher status and authority as their first three important needs. These factors command low rank from top level. In another recent study by Kumar, Singh and Verma it was found that managers and supervisors ranked various job factors as job security, opportunity for advancement, pay according to merit, working conditions,
task, welfare, housing, supervisors, work group, bonus and
name of the company in that order.

In a study of occupational goal values of the Indian
managers by Sharma it was found that managers had the higher
preference for intrinsic job factors as compared to extrinsic
ones.

Saiyadin and Manappa found that only 33 1/3 P.C. of
managers chose their jobs for the remuneration, on the other
hand advancement, stability, opportunity to use skills and
the image of the organisation were predominant in the choice
of managerial career.

Some research evidence is available about work value
and reasons for choice of career of management students.
Prabhu et al in their study found that promotion, salary
and job security were ranked below as compared to intrinsic
job factors such as challenging work, self-actualisation and
so on.

Motivational Studies On Workers:

A number of research studies have been carried out to
understand the pattern of workers' motivation.

In a study by Dixit he disclosed that workers ranked
various job factors as adequate salary, job security,
adequate personal benefits, opportunity for advancement,
suitable work, good supervision, opportunity for training
and learning and comfortable working conditions in the order
of importance.
Ganguli's study reveals that the three most important job factors for workers are salary, security and promotion. The workers gave low priorities to the nature of work and appreciation and good supervision was given the 5th rank.

Sinha found that interesting work, social status and boss were crucial factors contributing to worker's satisfaction whereas inadequate salary and lack of security were regarded as important factors causing dissatisfaction.

Kapoor in a national representative study of one thousand seven hundred forty one (1741) workers found that 75% P.C. of the workers were satisfied with their jobs and 25% were dissatisfied.

Bhatt carried out three case studies and came to know that choice of work, advancement, co-workers and wages ranked in the order of importance. Benefits, conditions of work and supervision were given fifth rank. Security, hours of work and holidays were given least importance.

Vaid found that of the 75 workers who were employed by the Rajasthan Govt. at Kota for the construction of buildings, road dams etc. 93% regarded wages as the most important aspect of their job. Job security was assigned the second rank by 52.3%. They assigned third rank to housing. Opportunity for advancement was given the fourth rank. For them it appears that the need for better supervision, work groups and working conditions is only 'Secondary' to
financial incentives and job security. Kulkarni compared relative importance of ten job factors for white collar employees and found intrinsic job factors more important as compared to extrinsic ones.

Rao and Rao found that both motivation and hygiene factors are important in motivating workers.

In a recent study by Prasad it was found that workers ranked good wages, job security, promotion and growth, appreciation of work and working conditions, interesting work, management loyalty to workers, sympathetic understanding of personal problems, feeling in on the things and tactful discipline in that order.
REFERENCES:


