CHAPTER - I
INTRODUCTION AND DESIGN
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1.1 INTRODUCTION

Individuals working in groups can achieve much more than when they are working alone. Properly organized group action can enable them to use the available resources to maximum advantage so as to tackle their needs and problems far more effectively.

Our society is heavily dependent on collective, organized activity. Organisation, such as manufacturing concerns, banks, transport undertakings, insurance companies, hospitals, educational institutions socio-cultural and religious bodies, and the Government aid and assist the society in accomplishing its varied activities. They produce goods and services, which we consider useful and essential to our way of life. They also contribute to satisfaction of various human needs such as money, physical resources, relevance, purpose, order, stability, security, status, prestige, power, authority and control.

Organisational Problems:

Organizations are social systems, which are brought into existence to achieve collective human goals which are worth pursuing, but which cannot be achieved by individuals acting alone.
In the pursuit of their goals, organizations have to keep their performance at satisfactory levels.

Performance levels of organizations are determined by the technology and the people employed by it. Technology helps people to do more and better work but it also restricts them in various ways, particularly as it significantly affects their working relationships with one another. People constitute the mainstay of any organization. They activate the resources and contribute greatly to the accomplishment of organizational goals. But they are different from the other resources of an organization. They are the living thinking and feeling beings, they create and work for any organization to achieve their individual objectives, which include money, security, status, prestige, power, authority, meaningful life and so on. The objectives of individual members of an organization may be quite different from and may sometimes be inconsistent with the collective purpose of their organized activity.

Combination of the two complex factors, e.g. technology and people is bound to throw up problems of co-operation, co-ordination and decision-making. The external environment within which an organization works which further complicates the problems. An organization cannot escape being influenced by the external
environment of which the family, consumers, competitors, other organizations and the Government are important components.

This means in order to achieve its collective purpose, an organization is required not only to co-ordinate its own technological and human resources but also adjust and adapt itself to the needs of the external environment. The question is: how best to bring about co-ordination of the internal resources as also adjustment and adaptation with the external environment? The answer is an efficient and effective management.

MOTIVATION

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

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

Motivation Defined: various authors defined Motivation as follows:

(1)"Motivation is the act of stimulating some one or oneself to get a desired course of action to push the right button to get desired action”.

- MICHAEL J.JUCIUS
(2) “The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impel him to act or not to act in certain ways”.

-DELTON E.FARLAND

(3) “Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward:.

-EDWIN B.FLIPPO

(4) “Motivation is the reported urge or tension to move in a given direction or to achieve a certain goal”.

-CARROLL SHARTLE

It is clear from the above definition that motivation is the process consisting of the three parts: (a) motives, (b) the needs, drives, desires, aspiration etc. which are the motivating factors, (c) attainment of the objectives.

CHARACTERISTICS OF MOTIVATION

The above description reveals the following characteristics of motivation.

1. **Motivation is a psychological concept.** Motivation should come from inside each individual. There are two desiring factors in motivation: (a) Fundamental needs, such as food, clothes and shelter and (b) Ego-satisfaction, including self-esteem, recognition from
others, opportunities for achievement, self-development and self-actualisation which act as powerful though unconscious, motivator of behaviour. Inner motivation can be more decisive for behaviour than any external influence.

2. The whole Individual is motivated, not part of him. A person’s basic needs determine to a great extent what he will try to do at any given time. All these needs are inter-related because each individual is an integrated organised whole.

3. Motivation is an unending process. Man is a social animal. Being a social animal he has innumerable wants which induce him to work. If one basic need is adequately satisfied for a given individual it loses power as a motivator and does not determine his current behaviour but at the same time other needs continue to emerge. Wants are innumerable and cannot be satisfied at one time. As satisfaction of needs is an unending process, so the process of motivation is also unending.

4. Frustration of basic needs makes a main sick. If anybody fails in meeting a need, which he feels is essential for him, he becomes to some extent mentally ill and such frustrated man cannot be motivated any further until his essential need is satisfied.

5. Goals are motivators. Goals and motives are inseparable. Man works to achieve the goals. As soon as the goal is achieved he
would be no longer interested in work. therefore, it is very essential for the management to know his goal to push him to work. So motivation causes goal-directed behaviour.

6. The self-concept as a unifying force. According to Gellerman, unifying forces run through each individual’s history. Unifying force means the drive to actualise his out image of himself. The outline of a person’s self image are fairly well-check in early childhood and thereafter do not ordinarily change, for example, a child who early seems himself as a leader, will, if possible, try to behave that way in later life. Thus, two thins that individual is always trying to do are: (a) to act like the person, he is, and (b) to act what he thinks, he can.

IMPORTANCE OF MOTIVATION

Motivation is an important function of personnel management because management of personnel means getting the work done by the people to achieve the organisational objectives. Motivation is one of the methods to induce the main on the job to get the work done effectively to have the best results towards the common objectives. Explaining the importance of motivation, E.F.L. Bech writes: "The problem of motivation is the key to management actions and in its executive form, it is among chief tasks of the
General Manager. We may safely lay it down that the tone of an organisation is a reflection of the motivation from the top”. Administrative action loses its point unless the members of the organisation are willing to contribute their efforts for the fulfilment of the assigned tasks. Motivation is necessary for the better performance. The expected results from motivation are:-

(1) **Best utilisation of resources.** All other resources (except human resource) can produce no results unless the men try to put them into action. Men should be motivated to carry out the plans, policies and programmes laid down by the organisation for utilising the other resources to the best of their efforts. In order words, utilisation of resources is not possible to their fullest extent unless the man is induced to contribute their efforts towards attaining the organisational goals.

(2) **Will to contribute.** A distinction should be made between ‘Capacity to work’ and willingness to work. A man can be physically, mentally and technically fit to work but he may not be willing to work. Motivation concerns to create a need and desire on the part of the workman to present his better performance. Thus, it bridges the gap between ‘capacity to work’ and ‘willingness to work’. All management actions are useless unless members of the organisation are willing to work.
(3) **Reduction in labour problems.** All the members try to concentrate their efforts to achieve the objectives of the organisation and carry out the plans in accordance with the policies and programmes laid down by the organisation if the management introduces motivational plans. It reduces the labour problems like labour turnover, absenteeism, indiscipline, grievances etc. because their real wages increase by the motivational plans.

(4) **Sizable increase in production and productivity.** Motivation induces the men to work hence it results in increased production and productivity because men try to put their efforts to produce more and more and thus their efficiency increases. They (motivated employees) use the methods, systems and technology effectively in the best interest of the organisation.

(5) **Basis of Co-operation.** In a zeal to produce more the members work ‘as a team to pull the weight effectively, to get their loyalty to the group and the organization, to carry out properly the activities allocated and generally to play an efficient part in achieving the purpose which the organisation has undertaken. Thus motivation is a basis of cooperation to get the best results out of the efforts of the men on the job.

(6) **Improvement upon skill and knowledge.** All the members will try to be as efficient as possible and will try to
improve upon their skill and knowledge so that they may be able to contribute to the progress of the organisation as much as possible because they know that they, in turn, will get what have been promised and ultimately they will be able to satisfy their needs- personal and social both.

(7) Acceptance of organisational change. Change is the law of nature. Due to several changes in the society, changes in technology, value system etc., organisation has to incorporate these changes to cope with the requirement of the time. If people are effectively motivated, they gladly accept, introduce and implement these changes without reserving any resistance to change and negative attitude, thus, keeping the organisation on the right trade of progress.

(8) Better image. A firm that provides opportunities for the advances of its people has a better image in the minds of the public as a good employer. This image helps in attracting qualified personnel and thus simplifies the staffing function. This will also improve employee satisfaction and reduce industrial strife.

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

**POSITIVE AND NEGATIVE MOTIVATION**

Motivation is concerned with inspiring the man to work to get the best possible results. It may be done by two ways-

i) by positive motivation and

ii) by negative motivation.

(1) **Positive motivation.** In the real sense, motivation means positive motivation. Positive motivation makes the people induce to do their work in the best possible manner they can and improve their performance. It provides better facilities and rewards for their better performance. Such rewards and facilities may be financial and non-financial. Financial or monetary motivation may include different incentives, wage plans, productive bonus schemes etc. Non-financial or non-monetary motivation may include promotion, praise for the work, participation in management, social recognition etc. Monetary incentives provide the worker a better standard of life while the non-monetary motivation satisfies the ‘ego’ of the man. Needless to say, positive motivation seeks to create a brighter, more cheerful and optimistic atmosphere in the enterprise.
(2) **Negative motivation.** Negative motivation aims at controlling the negative efforts of the workers and seeks to create a sense of fear or an uncongenial and unhelpful environment for the worker where he has to suffer for lack of good performance. So, management induces him to work positively in the interest of the organisation. It is based on the concept that if the man fails in achieving the desired results, he should be punished. Punishments, reprimands, fear of loss of job are some of the methods which are usually taken as a means to direct the man in the desired direction. Under this method, man works in fear and tends to produce minimum enough to get safety. The negative motivation may also be classified into monetary and non-monetary motivation. Wages may be cut in case he produces below the standard fixed, keeps himself away the work if he creates indiscipline in the organisation. The non-monetary negative motivation may include reprimands, cut in facilities and greater control on the activities etc. This is based on the presumption that man works out of fear.

Though both the methods of motivation – positive and negative aim at inspiring the will of the people to work but the two differ in their approaches. Whereas one approaches the people to work in the best possible manager by providing better monetary and non-monetary incentives, the other tries to induce the man by cutting
their wages and other facilities and amenities on the belief that man works out of the fear. Positive approach has no place for punishment whereas the negative approach does not provide for rewards. In this sense both are opposed to each other and may be regarded as two ends of a rod.

**How can a leader co-ordinate the two**

We have discussed above the two approaches of motivation — positive and negative—quite opposed to each other. Both are extreme approaches and should be reconciled by the management. It may be in the interest of the organisation not to support any of the two methods in full. Motivation is the psychological aspect of human behaviour and relates to the attitude and self-actualisation of the man. As the nature of man differs from one another and therefore, they all cannot be motivated by the same methods of motivation. A successful leader must be cautious enough in implementing the policies regarding motivation. He should, on the one hand, provide for rewards for the better performance of work and make, on the other hand sufficient penal provisions to control the negative approach of the aspect. If people do not work, they must be penalized, with a view to improve their behaviour toward the attainment of the organisation objectives. If the organisation does
not include penal provision in its motivational policies, the people who fall reach the fixed standards, will try to minimize their efforts to the lowest level possible to the extent which guarantees the security of jobs because they know that they will lose nothing, if they do not work, although they may get more, if work hard. On the other hand, if the organisation supports the penal provisions only without any positive approach, the people will not work beyond the standard fixed for the purpose because they will get no more and in this way organisation will lose something. Thus the manager – a leader-should not only induce the people through rewards but must take the other view to promote a sense of loyalty and discipline in them by controlling their anti-organisation activities. In other words, he must support both positive and the negative approaches, at different times, in different context and for different persons taking in view the overall behaviour of the person. But care must be taken that all people should be given equal treatment in similar circumstances.

**PRINCIPLES OF MOTIVATION**

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

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

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

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

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

6. Principle of guidance. The job of the management is to guide his subordinates towards the attainment of goals. The managers should give suggestions instead of orders.

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

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

Thus, the above principles can be followed for motivating the people at work. It should also be noted here that the management must create a feeling of belonging, team spirit, and group cohesiveness among them by following the above principles.

MOTIVATION AND EFFICIENCY

Motivation and efficiency are positively correlated. The theme of motivation is to induce the men to present their worth to the best of their efforts in the interest of the organisation to attain the overall objectives of the enterprise. In other words, they should be developed to work effectively to produce more and more and thus to increase the productivity of man, machine and capital. A capacity to produce more is called efficiency. Thus motivation relates to and aims at improving the efficiency of people. In order to produce the
best results, the people work together and it fosters the cooperative spirit among the subordinates and their satisfaction level goes high. Motivation is getting the members to the team to pull weight effectively, to give their loyalty to the group and the organisation, to carry out properly the activities allocated to them and generally to play an efficient part in the purpose or task that the organisation has undertaken.

Motivated employees are the real assets of the organisation. Technology, systems and methods, all are ineffective, if the people lack zeal and enthusiasm for work. All administrative actions lose its point unless the members of the enterprise are will to contribute their efforts for the fulfillment of their assigned tasks. It helps increasing the efficiency of the people.

In order to get the work done effectively by the people, they may be motivated individually and as group to increase the efficiency of the people on the job because production is the joint efforts of the people.

Motivation helps to reduce the labour turnover, absenteeism, and indiscipline and thus improving the efficiency of people by maintaining an efficient work force.
Research on Motivation in India

Researchers on employee motivation in India have mostly followed the pattern of investigations set by their counterparts in the West. Their studies are either correlational or attitudinal or replication studies to test findings of researches carried out elsewhere. Several of the replication studies of Herzberg’s two-factor theory shows that security and salary (extrinsic rewards) are considered more important by employees in India than job design, autonomy, and other job-related factors. Ishwar Dayal and Mirza Siyadin.

MOTIVATION AND JOB SATISFACTION FACTORS

(1967) however, support the Motivation Hygiene Theory. Lahiri and Srivastava (1970) support the theory only partially. They say that the satisfied and dissatisfied feelings are unipolar but both intrinsic and extrinsic factors contribute to satisfied and dissatisfied feelings. A study of 150 supervisors of textile mills in Ahmedabad by Atira in 1970 found that recognition and work do not act as motivators and peer relationships and working conditions do not operate as hygiene factors. Achievement, responsibility and advancement, besides salary, act as definite motivator.
One area in which comparatively large amount of data on this subject is available in India is the worker's ranking of job factors in order of importance. The following table shows average of ranks given by workers to various job factors in eight such studies.

<table>
<thead>
<tr>
<th>Job Factors</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adequate salary</td>
<td>1.1</td>
</tr>
<tr>
<td>2. Job security</td>
<td>2.2</td>
</tr>
<tr>
<td>3. Adequate personal benefits</td>
<td>3.8</td>
</tr>
<tr>
<td>4. Opportunity for advancement</td>
<td>4.0</td>
</tr>
<tr>
<td>5. Suitable work (Intrinsic aspect of work)</td>
<td>5.6</td>
</tr>
<tr>
<td>6. Good supervisor</td>
<td>6.0</td>
</tr>
<tr>
<td>7. Opportunity of training and learning</td>
<td>6.2</td>
</tr>
<tr>
<td>8. Comfortable working conditions</td>
<td>6.4</td>
</tr>
</tbody>
</table>

It can be seen from the above table that for our Indian worker salary, security, and personal benefits are very important job factors. Viewed against Maslow's need hierarchy theory we can say that our worker has not yet crossed the first two lower-level needs. He is still seeking satisfaction of basic physiological and security needs. Therefore, it is quite true that some of the more sophisticated and elaborate motivational devices of modern industrial management may not be appropriate here. The needs of workers may be more
simply reached by direct motivational devices amended to fit the culture of their social group.

Motivation of Managers

Although managers have the same relative human urges as other people, Koontz and O'Donnell hold the view that Maslow's hierarchy of human needs does not apply to managers. For instance, some managers may prefer to achieve recognition of their accomplishments even before their need for security is fulfilled. According to these writers, the motivation system for managers should be comprehensive enough to include a variety of rewards appealing to the productive drives of individual managers. These rewards may be prompt recognition, avoidance of boredom, increased control over job and provision of opportunities for managers to prepare themselves for greater responsibilities.

In a micro-level study of motivation of managers in a large-sized public undertaking in India, it has been found that among the various motivational factors, personal growth and development, recognition for good work done and accomplishment are perceived by the senior and middle-level executives as more important motivators than factors like promotion, job security, decision-making authority, pay, prestige of organisation and working
conditions. But in case of junior-level executives the more important motivators are job security and personal growth and development.

On the basis of data collected during 1982 from 3,754 supervisors of 50 manufacturing organizations located in 16 States, Baldev R. Sharma found that factors which stand out as the most critical determinants of employee motivation are recognition and appreciation, participative management, and scope for advancement.

More or less identical conclusions were reached in another study which was carried out at a macro level in 1970. In this study which was based on the replies received from 1,213 managers of 47 major public enterprises in the country, eight need areas were selected for measuring motivation. Likert-type five-point scale was used for this purpose. Each respondent was asked to assign ranks to the eight need areas according to their importance in contributing to job performance. Averages of these ranks revealed that managers give highest value to the prestige of their organisation followed by feeling of worthwhile accomplishment, recognition for good work done, pay, allowances and other benefits, opportunity for personal growth and development, opportunity for promotion, job security and decision-making authority. Managers want to see the prestige of their organisation high as this provides them a feeling of esteem and ego gratification. Decision-making authority has the lowest value. It
is because the managers fear accountability which necessarily flow from authority, or because they reconcile with the organizational reality of centralization of authority with the top management and lower their sights accordingly.

**Japanese Model of Motivation – Theory Z**

Among those looking to the Japanese model for answers to the motivation and production problems has been William G. Ouchi, who says that the key to increased productivity lies in the following characteristics of Japanese business organizations. He names these characteristics as Theory Z.

1. Lifetime employment.
2. Collective decision-making.
3. Collective responsibility.
5. Slow evaluation and promotion.
6. Implicit control mechanisms.
7. Wholistic concern and commitment.
8. Concern for young workers.
9. Care of worker’s family.
10. Participative leadership.
11. Equity.
12. Company-wise unions with harmonious relations.
JOB SATISFACTION

So far we have learnt about motivation which throws light on the actual behaviour of employees on their jobs. Job satisfaction, on the other hand, being concerned with their feelings and attitudes toward their jobs, throws light on their potential behaviour.

Job satisfaction is a general pleasurable or positive motional state of an individual which results from his appraisal of the various dimensions of his job. Although there may be as many as 20 such dimensions only five of them are considered as core dimensions. These are: nature of work, supervisor, pay, promotion and co-workers. Individually, some of these dimensions may produce positive and some negative feelings in the employee, but collectively they tell us about the worker’s overall feelings.

Smith, Kendall and Hulin have developed a scale called Job Description Index (JDI) which measures an individual’s attitudes in all the above-mentioned five areas. The scale consists of a series of statements for each of these areas, and the individual is asked to mark each one as yes (Y), no (N), or cannot decide (?). A few examples are given:

1. Work
   - Fascinating
   - Routine
- Frustrating

2. Supervision
   - Hard to please
   - Praises good work
   - Stubborn

3. Pay
   - Adequate for normal expenses
   - Less than I deserve
   - Provides for luxuries

4. Promotions
   - Promotion on ability
   - Dead-end job
   - Unfair policy

5. Co-workers
   - Stimulating
   - Talk too much
   - Unpleasant

Although the scale actually "describes" one's job, the "description" implies the individual's evaluation of it.
Theories of Job Satisfaction.

There are three major theories of job satisfaction, viz (1) Herzberg's Motivation-Hygiene theory, (2) Need-fulfilment theory, and (3) Social reference-group theory. Herzberg's theory has already been discussed earlier. Under the Need-fulfilment theory it is believed that a person is satisfied if he gets what he wants and the more he wants something, or the more important it is to him, the more satisfied he is when he gets it and the more dissatisfied he is when he does not get it. The social reference-group theory is similar to need-fulfilment theory except that it takes into account not the desires, needs and interests of the individual, but rather the point of view and opinions of the group to whom the individual looks for guidance. Such groups are defined as the "reference-group" for the individual in that they define the way in which he should look at the world and evaluate various phenomena in the environment (including himself). It would be predicted, according to this theory, that if a job meets the interest, desires and requirements of a person's reference group, he will like it and if it does not, he will not like it. A good example of this theory has been given by C.L. Hulin: He measured the effects of community characteristics on job satisfaction of female clerical workers employed in 300 different catalogue order offices. He found that with job conditions held
constant job satisfaction was less among women living in a well-do-do neighbourhood than among those whose neighbourhood was or. Hulin thus provides strong evidence that such frames of reference for evaluation may be provided by one's social groups and general social environment. However, it is obvious that this theory gives an incomplete explanation since while some people may go along with group opinions and group evaluation of organizational phenomena, many people are independent of these pressures.

In summary, the three theories respectively tell us that –

(1) Job satisfaction is a function of, or is positively related to the degree to which the various motivators or satisfiers are present in the job situation;

(2) Job satisfaction is a function of, or is positively related to the degree to which one's personal needs are fulfilled in the job situation; and

(3) Job satisfaction is a function of, or is positively related to the degree to which the characteristics of the job meet with approval and the desires of the group to which the individual looks for guidance in evaluating the world and defining social reality.
Correlates of Job Satisfaction

Several studies have been carried out in the past to determine the correlates of high and low job satisfaction. These studies have related job satisfaction to two types of variables; organizational and personal. Findings with regard to some of these variables are given below.

Organisational Variables

(1) Occupational level. The higher the level of the job, the greater the satisfaction of the individual. This is because higher level jobs carry greater prestige and self-control. This relationship between occupational level and job satisfaction stems from social reference group theory in that our society values some jobs more than others. Hence people in valued jobs will like them more than those who are in non-valued jobs. The relationship may also stem from the need-fulfilment theory. People in higher level jobs find most of their needs satisfied than when they are in lower level ones.

2) Job content. Greater the variation in job content and the less the repetitiveness with which the tasks must be performed, the greater the satisfaction of the individuals involved. Since job content in terms of variety and nature of tasks called for is a function of occupational level, the theoretical arguments given above apply here also.
3) **Considerate leadership.** People like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

4) **Pay and promotional opportunities.** All other things being equal these two variables are positively related to job satisfaction. An expansion for this finding lie in the last two theories discussed above.

5) **Interaction in the work group.** Here the question is when is interaction in the work group a source of job satisfaction and when it is not? Interaction is most satisfying when –

   (i) it results in the cognition that other person’s attitudes are similar to one’s own since this permits the ready calculability of the other’s behaviour and constitutes a validation of one’s self;

   (ii) It results in being accepted by others; and

   (iii) it facilitates the achievement of goals.

**Personal Variables**

For some people, it appears most jobs will be dissatisfying irrespective of the organizational conditions involved, whereas for others, most jobs will be satisfying. Personal variables like age, educational level, sex, etc., are responsible for this difference.
(1) Age. Most of the evidence on the relation between age and job satisfaction, holding such factors as occupational level constant, seems to indicate that there is generally a positive relationship between the two variables up to the preretirement years and then there is a sharp decrease in satisfaction. An individual aspires for better and more prestigious jobs in later years of his life. Finding his channels for advancement blocked, his satisfaction declines.

(2) Educational level. With occupational level held constant there is a negative relationship between the educational level and job satisfaction. The higher the education, the higher the reference group which the individual looks to for guidance to evaluate his job rewards.

(3) Sex. There is as yet no consistent evidence as to whether women are more satisfied with their jobs than men, holding such factors as job and occupational level constant. One might predict this to be the case, considering the generally lower occupational aspiration of women.
Relationship between Job Satisfaction and Productivity

For a number of years both social scientists and managers believed that high job satisfaction led to high performance. Not only did this belief fit into the value system of the human relations movement but there also appeared to be some research data to support this point. In the Western Electric studies, the evidence from the Relay Assembly Test Room showed a dramatic tendency for increased employee productivity to be associated with an increase in job satisfaction. But many later studies have now established that the belief is not correct. According to Victor Vroom, job satisfaction rather than caus performance is caused by it. He points out that good performance leads to various of intrinsic and extrinsic rewards, which in turn lead to satisfaction. This is shown the following figure:

As shown in this figure performance may lead to two types of rewards, intrinsic and extrinsic. Intrinsic rewards are subject to fewer disturbing influences and thus are likely to be more directly related to good performance. This connection is indicated in the figure by a semi wavy line. On the other hand, extrinsic rewards (despite an organisation’s policy of rewarding merit) are subject to a number of disturbing influences and thus are imperfectly related to
good performance. This connection is therefore indicated in the figure by a wavy line.

The figure further shows that the rewards do not directly lead to satisfaction but are, in their way, moderated by the individual’s perception of what he considers to be a fair level of reward. The individual tends to perceive fairness by considering his inputs and rewards on the job in comparison with those of other people. If this comparison shows that he is getting equal to others he feels treated fairly and is satisfied. But if he finds himself getting less than others he feels dissatisfied. On rare occasions only does he feel over rewarded.

From what has been said above it should now be abundantly clear that job satisfaction and job performance are caused by quite different things. Job satisfaction is closely affected by the amount of rewards that people derive from their jobs as well as what they consider to be a fair level of rewards. Job performance, on the other hand, is closely affected by the basis of attainment of rewards. People perform effectively their jobs to the extent that effective performance leads to the attainment of rewards they desire.
1.2 REVIEW OF LITERATURE

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

2. Causes and effects of Multiple Unions – by Mr. P.D. Maharajan – conducted a study of causes and effects of Multiple Unions in SPB Ltd. He found that ‘Union management relation is the corner stone of labour relations in any organization. The management can improve labour relation if proper steps are taken such as i) stopping the practice of selecting workers based on union recommendations will remove the stigma of favourtism that is associated with management-union relations.
3. A study on absenteeism at SPB Ltd. by D. Vijayalatha conducted a research about absenteeism and she also studied on the performance of SPB Ltd. and various Labour Welfare facilities provided by the company and she found that the notable causes for absenteeism are insufficient leave facilities, heavy work load, family problems, sickness, liquor consumption and improper leave application procedures.

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

5. A study on Labour Welfare Services in Tamil Nadu State Transport Corporation Ltd., Salem by P. Raju in January 2002. He has found that regarding canteen facilities, employees are felt it is good and officials felt it is satisfactory, 2/3 of worker felt that Drinking Water Facility is good.

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

8. "A study on Motivational factors in Salem Steel Plant, Salem" was conducted by A. Christy Selvam in Feb. 2004. She found that positive motivational factors are sufficiently provided by the Salem Steel Plant, Salem.
1.3 NEED FOR THE STUDY

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

The present study is designed as “A study of Job satisfaction of Employees” which is undertaken at Seshasayee Paper and Boards Limited in order to know how far the employees are satisfied with existing motivational factors of job satisfaction provided by the SPB Ltd., to its employees.

1.4 OBJECTIVES OF THE STUDY

The study is based on the following objectives:

(i) To study the origin and the growth of Seshasayee Paper and Boards Limited, Erode.

(ii) To study about the existing motivational factors of job satisfaction given by the Seshasayee Paper and Boards Limited, Erode.

(iii) To find out the adequacy of job satisfaction factor given in Seshasayee Paper and Boards Limited, Erode.

(iv) To study about the employees opinion relating the motivational factor for creating job satisfaction among the
employees of Seshasayee Paper and Boards Limited, Erode.

(v) To suggest measures for improving employee’s welfare measures in the Seshasayee Paper and Boards Limited, Erode.

(vi) To suggest measures for improving the high level of employees job satisfaction in the Seshasayee Paper and Boards Limited, Erode.

1.5 SCOPE AND IMPORTANCE OF THE STUDY

So, every organisation needs effective labour force to increase the efficiency and productivity of the entire organisation. For this, adequate job satisfaction factors should be provided by the SPB Ltd., So, this study aims to examine adequacy of existing motivational factors of job satisfaction provided by the SPB Ltd., and to find out whether employees are satisfied with the existing job condition or not.

The motivational factors of job satisfaction are as follows

1. Adequate salary
2. Job security
3. Adequate welfare facilities
4. Opportunity for promotion
5. Suitable work (Right man for Right job)
6. Goods supervision
7. Opportunity of training and learning
8. Comfortable working conditions

The above motivational factors should be provided sufficiently by the organisation to improve total efficiency of the employees and to increase the productivity of the organisation.

1.6 HYPOTHESES

The following are seven hypotheses on which the study is undertaken:

1. The level of satisfaction about training development facilities in the Seshasayee Paper and Boards Limited is not significantly associated with ages of different section of employees of Seshasayee Paper Boards Limited, Erode.

2. The level of satisfaction about promotion facilities given by Seshasayee Paper and Boards Limited is not significantly associated with ages of different section of employees of Seshasayee Paper and Boards Limited, Erode.

3. The level of satisfaction about amount of wages is not significantly related with ages of different sections of employees of Seshasayee Paper and Boards Limited, Erode.
4. The employees satisfaction about financial incentives is not directly related with ages of different sections of employees.

5. The level of satisfaction about non-financial incentives is not significantly associated with ages of different sections of employees.

6. The welfare facilities provided by the Seshasayee Paper and Boards Limited is not significantly associated with ages of different sections of employees of Seshasayee Paper Boards Limited, Erode.

7. The level of satisfaction about workers participation in the Seshasayee Paper and Boards Limited is not significant related with ages of different sections of employees of Seshasayee Paper and Boards Limited, Erode.

1.7 METHODOLOGY

This study is mainly based on both the primary and secondary data collected from SPB Ltd. The primary data is collected by means of a well-designed questionnaire containing questions about the level of employees satisfaction on the motivational factors of job satisfaction provided by SPB Ltd. The researcher had a personal discussion with senior level officers and personnel managers of SPB Ltd., to collect important data for this study.
Secondary data consist of annual reports journals, magazines and various records of SPB Ltd.,

**SAMPLING**

The main focus of the study is the level of job satisfaction of employees in SPB Ltd., with special reference to motivational factors of job satisfaction provided by the SPB Ltd. A stratified random sampling method was adopted for the purpose of the study with regard to the collection of questionnaires.

Employees are mainly classified into workman and officer cadre. In this connection out of the total 1600 employees, 80 employees are selected on random basis as a 5% of the total sampling respondents.

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

i. Workmen

ii. Officer

Out of 80 respondents taken for the study (5% of the total employees) 54 respondents are from Workmen cadre out of total 1080 Workmen 26 respondents are from Officer cadre out of total 520 Officers

Total 1600 Employees
1.8 TOOLS USED

The Chi-square test is conducted to test whether the employees are satisfied or dissatisfied with the existing motivational factors given by the SPB Ltd. Percentages are also applied for the analysis of data.

1.9 LIMITATIONS OF THE STUDY

1. The research was conducted within a limited period.

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

3. This study represents the data collected only for 5 years, from 1999-2000 to 2003-2004.

4. This study covers only 5% of the total employees (80 employees) out of 1600 employees working in SPB Ltd.

5. Top level executives are exempted from data collection while collecting primary data.

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

1.10 ABBREVIATION USED IN THE RESEARCH REPORT

SPB Ltd - Seshasayee Paper and Boards Limited, Erode

tpa - Tonnes Per Annum
1.11 SCHEME OF CHAPTERISATION:

The **First chapter** deals with introduction, definitions of motivation and job satisfaction, principles of motivation and factors of job satisfaction, need for the study, objectives of the study, scope and importance of the study, review of literature, hypotheses, methodology, sampling, tools used, limitations of the study and scheme of chapterisation.

The **Second chapter** deals with profile of SPB Ltd.,

The **Third chapter** deals with existing motivational factors of job satisfaction in SPB Ltd, - An overview.

The **Fourth chapter** deals with Analysis and interpretation of data.

The **Fifth chapter** deals with summary of findings, suggestions and conclusion.