CHAPTER 1

INTRODUCTION

This chapter gives a brief introduction and a background description about the concept of motivation. It also discusses the western and eastern approaches to motivation and the Defence Sector perspective to the concept.

Traditionally speaking, the study of man at work began with the dawn of the industrial era and the machine age. Ever since then, organization behaviourists have attempted to study ways and means of achieving maximum productivity by researching the optimum equation between men, machine, money and material.

With people spending over half of their life at work, domestic problems are carried over to the work place, and conversely, work stress is transferred to the home front. The individual at work comes into daily contact with his superiors, peers and subordinates. These relationships so influence behaviour that the individual’s whole life and feelings of happiness and motivation or dissatisfaction and de-motivation revolve around his organizational ‘family’. Hence, the study has emerged with apprehensions about the way apparently lofty leadership and motivational gospels are today ruling the globe, and penetrating India.

The researcher tries to look at leadership-motivation beyond the limited frontiers of business and economics by also studying the strong motivation practices amongst the leader-follower relations in the defence sector. The research tends to come up with such motivation model to be implicated in the private sector so as to yield a much higher productivity through a highly charged and motivated workforce.

Hence, the research is an attempt to amalgamate (relationship-based) Indian thought with (deal-based) western thought and evolve an integrated motivation model applicable in India, so as to study motivation with holistic approach and not with lateral or linear view.
1.1 CONCEPT OF MOTIVATION:

Motivation is a psychological phenomenon, which generates within an individual.
1. It is an inner feeling, which energizes a person to work more.
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.
4. A person moves to fulfil his unsatisfied needs by conditioning his energies.
5. There are dormant energies in a person, which are activated by channelizing them into actions.

Fig. 1.1: Motivation

Dictionary defines ‘motivation’ as stimulation to act in a particular way. Technical definitions given by social scientists and western theorists define motivation as the processes that account for an individual's **intensity**, **direction**, and **persistence** of effort toward attaining a goal (Atkinson, 1964; Campbell, Dunnette, Lawler, &
Some underlying properties of this definition include: (1) **motivation as an individual phenomenon** [i.e. each individual is unique and all of the major motivational theories allow in one way or another for this uniqueness to be demonstrated (e.g., different people have different needs, expectations, values, attitudes, reinforcement histories, and goals)]; (2) **motivation as intentional** [i.e. motivation supposedly is under the employee's control. Most behaviours that are seen as influenced by motivation (e.g., effort on the job)]; (3) **motivation is multifaceted** [i.e. the two factors of greatest importance have been the arousal (activation, energizers) and direction (choice) of behaviours]; and that (4) **motivation is concerned with action** and the internal and external forces that influence one's choice of action. Motivation is not the behaviour itself, and it is not performance. Rather, the behaviour is the criterion on which it is chosen.

The researcher proposes motivation as the phenomenon or a force (energy) to achieve any objective a person sets for himself or for the motivator without questioning the motive behind the objective assigned to him because of bonding created between him and the motivator.

**The types of motivation:**

1. **Positive Motivation.** Positive motivation or incentive motivation is based on reward. The workers are offered incentives for achieving the desired goals. The incentives may be in the shape of more pay, promotion, recognition of work, etc. The employees are offered the incentives and try to improve their performance willingly. According to Peter F. Drucker, the real and positive motivators are responsible for placement, high standard of performance information adequate for self-control and the participation of the worker as a responsible citizen in the plant community." Positive motivation is achieved by the co-operation of employees and they have a feeling of happiness.

2. **Negative Motivation.** Negative or fear motivation is based on force or fear. Fear causes employees to act in a certain way In case, they do not act accordingly
then they may be punished with demotions or lay-offs. The fear acts as a push mechanism. The employees do not willingly co-operate, rather they want to avoid the punishment. Though employees work upto a level where punishment is avoided but this type of motivation causes anger and frustration. **This type of motivation generally becomes a cause of industrial unrest.**

Another school of thought proposes the following types of motivation:

(1) **Achievement Motivation**: It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success.

(2) **Affiliation Motivation**: It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation.

(3) **Competence Motivation**: It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles.

(4) **Power Motivation**: It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organization and are willing to take risks to do so.

(5) **Attitude Motivation**: Attitude motivation is how people think and feel. It is their self confidence, their belief in themselves, their attitude to life.

(6) **Incentive Motivation**: It is where a person or a team reaps a reward from an activity. It is the types of awards and prizes that drive people to work a little harder.

(7) **Fear Motivation**: Fear motivation coerces a person to act against will. It is instantaneous and gets the job done quickly. It is helpful in the short run.
The importance of motivation:

1. High Performance. Motivated employees will put maximum efforts for achieving organizational goals. The untapped reservoirs, physical and mental abilities are tapped to the maximum. Better performance will also result in higher productivity. The cost of production can also be brought down if productivity is raised. The employees should be offered more incentives for increasing their performance. Motivation will act as a stimulant for improving the performance of employees.

2. Low Employee Turnover and Absenteeism. When the employees are not satisfied with their job then they will leave it whenever they get an alternative offer. The dissatisfaction among employees also increases absenteeism. The employment training of new employees costs dearly to the organization. When the employees are satisfied with their jobs and they are well motivated (by offering them financial and non-financial incentives), then they will not leave the job. The rate of absenteeism will also be low because they will try to increase their output.

3. Better Organizational Image. Those enterprises, which offer better monetary and non-monetary facilities to their employees, have a better employer image. Such enterprises are successful in attracting better-qualified and experienced persons. Since there is a better manpower with development programmes, the employees will like to join such organizations. Motivational efforts will simplify personnel function also.

4. Better Industrial Relations. A good motivational system will create job satisfaction among employees. The employment will offer them better service conditions and various other incentives. There will be an atmosphere of confidence among employers and employees. There will be no reason for conflict and cordial relations among both sides will create a healthy atmosphere. So motivation among employees will lead to better industrial relations.

5. Acceptability to Change. The changing social and industrial situations will require changes and improvements in the working of enterprises. There will be a need to introduce new and better methods of work from time to time. Generally, employees resist changes for fear of an adverse effect on their employment. When
the employees are given various opportunities of development, then they can easily adapt to new situations. They will think of positive side of new changes and will cooperate with the management. If the employees are satisfied with their work and are not offered better avenues, then they will oppose everything suggested by the management. Motivation will ensure the acceptability of new changes by the employees.

Fig. 1.2: Model of Behavioural Change

Source: http://designinghappiness.files.wordpress.com/2010/02/fbm.jpg?w=459&h=367

Fig. 1.2 gives the model of behavioural change by Stanford professor BJ Fogg (2009). It claims that for any behaviour to occur, there needs to be sufficient motivation, sufficient ability, and something that triggers the behaviour to happen at a certain moment.

Motivational techniques may be classified into two categories i.e., financial and non-financial:

A. Financial Motivators

Financial motivators may be in the form of more wages and salaries, bonuses, profit-sharing (ESOPs), leave with pay, medical reimbursements, company-paid insurance
or any of the other things that may be given to employees for performance. The economists and most managers consider money and financial incentives as important motivators. Behavioural scientists, on the other hand, tend to place them low. Neither view is probably right.

For some persons money remains to be a motivator and for others it may never be. According to Gellerman, money is actually used to retain people in the organization and not primarily to motivate them. To attract good people/talent, an organization will have to offer better wages.

Generally, persons engaged in same type of work are offered equal pay packages. It is seen as a practice that persons on comparable levels get the same or usually similar compensation. Under such circumstances money tends to be dulled as a motivator. Besides all this money can motivate people if their salaries are related to their performance.

B. Non-financial Motivators

These motivators are in the nature of better status, recognition, participation, job security etc. Some of these motivators are discussed here:

1. Recognition. Every person wants his work to be recognized by his superiors. When he knows that his boss knows his performance then he will try to improve it more and more. The recognition may be in the form of a word of praise, a pat on the back, a word of praise, a letter of appreciation, entry in annual confidential report etc. There may also be awards, certificates plaque etc. The recognition may be for better output, saving the time, improving quality of products, suggestions for better ways of doing things etc.

These types of recognitions will act as motivator. If the performance of persons is not recognized and everybody is treated on the same footing then good persons will not like to put their best efforts.

2. Participation. Participation has been considered a good technique for motivation. It implies physical and mental involvement of people in decision-making process. It satisfies ego and self-esteem of persons. They feel important when asked to make
suggestions in their field of activity. There is no doubt that most of the people know the problems they will face and their possible solutions. Participation results in motivation and increased knowledge, valuable for the enterprise success. Participation gives a sense of affiliation and accomplishment. It certainly acts as motivator.

Participation should not mean that managers should abdicate their positions. They should encourage subordinates to participate in matters where they can help. Managers should listen various viewpoints and then take decisions themselves.

3. **Status.** It refers to a social status of a person and it satisfies egoistic needs. The management may create some status symbols in the organization. This can be done by way of giving various facilities to the persons. These may be superior furniture, carpets on the floor, attachment of peons, personal assistant etc. To get these facilities, a person will have to show a certain amount of performance. When a person achieves certain facilities, then he tries to get better status by working more. In this way status needs act as motivator.

4. **Competition.** In some organizations, competition is used as a motivator. Various persons are given certain objectives and everybody tries to achieve them ahead of others. There may be praises, appreciation letters, financial incentives to those who reach the goals first. The competitions encourage persons to improve their performance.

5. **Job Enrichment.** Job enrichment has been recognised as an important motivator by various researches. The job is made more important and challenging for the employees by giving wide latitude in deciding about their work methods. The employees will also perform the management functions of planning and control so far as the work is concerned. According to Herzberg, job enrichment would provide an opportunity for the employees’ psychological growth. The employee is given the dealings and quality standards he must meet. Within a framework, he is given a free hand to decide and perform the work. It brings more job satisfaction and high morale. So it is a recognized device of motivation.

Motivation causes **GOAL-DIRECTED BEHAVIOUR.** If a person strongly feels the need of something he will behave in such a way that he tries to satisfy himself so that he does not feel the lack of that particular thing. This can be:
A human need creates tension in the mind of the individual and this need transforms itself into want depending upon the environment. Again, there will be tension in the mind which will be satisfied only by a particular behaviour of the individual which will release the tension. That particular behaviour may be caused by the incentives, which exist to satisfy the need. Satisfaction of one need will lead to the feeling of another different need or the same need at an interval of time. Thus, this process is a continuous one.

In the broad field of motivation, the tension between secular or sacred (or spiritual) dualism may continue for sometime, even if the secular can subordinate itself to the spiritual (sacred), i.e. *nishkam karma* (NK).

*Nishkam Karma* (NK): Trying to do the work accepted, on the basis of agreed remuneration, without continuous calculation or concern for further personal
recognition/gain/reward during or after completion of the work. It is duty done for the sake of duty for a bigger cause.

*Sakam Karma (SK):* Trying to do the work accepted on the basis of agreed remuneration with continuous calculation or competitive concern for personal recognition/gain/reward during or after completion of the work. It is work for the sake of personal rewards.

Here are some final inspiring words from a few great practitioners of NK in India:

1) Swami Vivekananda: 'If a man works without any selfish motives in view, does he not gain anything? Yes, he gains the highest. Unselfishness is more paying. Only people have not the patience to practise it. It is more paying from the point of view of health also.'

2) Sri Aurobindo: 'Such desire-less action can have no decisiveness, no effectiveness, no efficient motive, no large or vigorous creative power. Not so; action done (with NK) is not only the highest, but the wisest, the most potent and efficient ever for the affairs of the world.'

3) Mahatma Gandhi: 'Work without attachment, being established firmly in yoga. Yoga means renouncing the fruit of action. It means not desiring the fruit of work. We should do no work with attachment. If we are attached to our goal of winning, we shall not hesitate to adopt a means.'

4) Rabindranath Tagore: ‘In Bhagwad Gita, we are advised to work disinterestedly, abandoning all lust for result. The man who aims at his own aggrandizement underrates everything else. Thus, in order to be fully conscious of the reality of all, man has to free himself from the bonds of personal desires. We have to go through this discipline to prepare ourselves for our social duties.

5) R.K. Talwar: (former Chairman of SBI and IDBI): Having taken to Bhagwad Gita in his school days, he said: 'For sometime I could understand very little of it, But gradually Bhagwad Gita grew into me. As I grew older, my mechanical reading habit became enriched with meaning. And, ever since then, I have been working on the foundation of verse II. 47 of Bhagwad Gita.'
1.2 WESTERN APPROACH TO MOTIVATION:

Motivation is the work a manager performs to inspire and encourage people to take required action. According to Scott, “motivation is a process of stimulating people to action to accomplish desired goals”. Motivation has three distinct features:

- It results from a felt need. Motivation triggers behaviour, impelling a person to action.
- It is goal directed. Motivation is a driving state that channels behaviour into a specific course that is fulfilment of a felt need.
- It sustains behaviour in progress. It persists until the satisfaction or reduction of a need state occurs.

Further, motivation is a personal and internal feeling. The feeling arises from needs and wants. Human needs are unlimited. Fulfilment of one set of needs gives rise to other need. Therefore, motivation is a continuous process.

Western thoughts essentially focus on requirements of followers which can be exploited to get maximum output from them. All theories can be summarized as follows:-

1. NEED.
2. GOAL – SETTING.
3. REINFORCEMENT.
4. EQUITY.
5. EXPECTANCY.

Out of the first one, Maslow’s Hierarchy of Needs, it is basic theory referred to all over the world. On closer look, it will be found that it is more of exploitation rather than motivating a person. Also it cannot explain phenomena like increase of productivity in Japan by 177% even when Tokyo was being bombed by the Allies during The Second World War. People when motivated do not worry about their needs; otherwise no body will attack an enemy on the battle field. Similarly, all other theories are either based on requirements of followers or enticing them with monetary
benefits. They are not aimed at building the relationship between the leader and the follower accept in the case of theory of transference, which states that followers follow a leader when they see a model behaviour embedded in their mind as an ideal behaviour. Further, these theories have a CAVE ATTEMPTER that all theories are culture bound. When we examine this aspect, then, two distinct types of cultures are visible. First is deal first culture like the American culture where deal matters first; relationship between the parties making a deal comes later. On the other hand, Indian and oriental culture emphasize relationship first, then the deal. In that, one has to establish trust between two parties first before one can proceed with business. Therefore, the relationship between the employer and the employee becomes much more important than the mere need or monetary relationships. In such cases motivation can not be restricted to exploitation of needs.

The success of an organization ultimately depends on how effectively the managers are able to motivate their subordinates. In the words of Allen, “poorly motivated people can nullify the soundest organization”.

Thus, we see that the management thoughts emanating from the Western countries are based mostly on the lure for materialism and a perennial thirst for profit irrespective of the quality of the means adopted to achieve that goal. This phenomenon has its source in abundance in the West. Management by materialism caught the fancy of all the countries the world over, India being no exception to this trend.

Our country has been in the forefront in importing these ideas mainly because of its centuries old indoctrination by the colonial rulers which inculcated in us a feeling that anything Western is always good and anything Indian is always inferior. Hence, our management schools have sprung up on the foundations of materialistic approach wherein no place of importance was given to a holistic view.

The western idea of management has placed utmost reliance on the worker (which includes Managers also) -to make him more efficient, to increase his productivity. They pay him more so that he may work more, produce more, sell more and will stick to the organization without looking for alternatives. The sole aim of extracting better
and more work from him is for improving the bottom-line of the enterprise. Worker has become a hirable commodity, which can be used, replaced and discarded at will.

The workers have also seen through the game plan of their paymasters who have reduced them to the state of a mercantile product. They changed their attitude to work and started adopting such measures as uncalled for strikes, Gheraos, sit-ins, dharnas, go-slows, work-to-rule etc to get maximum benefit for themselves from the organizations without caring the least for the adverse impact that such coercive methods will cause to the society at large.

Thus, we have reached a situation where management and workers have become separate and contradictory entities wherein their approaches are different and interests are conflicting. There is no common goal or understanding which predictably leads to constant suspicion, friction, disillusions and mistrust because of working at cross-purposes. The absence of human values and erosion of human touch in the organizational structure has resulted in a permanent crisis of confidence.

The western management thoughts although acquired prosperity to some for some time, yet they have absolutely failed in their aim to ensure betterment of individual life and social welfare. It has remained by and large a soulless management edifice and an oasis of plenty for a chosen few in the midst of poor quality of life to many. Hence, there is an urgent need to have a re-look at the prevalent management discipline on its objectives, scope and content.

It should be redefined so as to underline the development of the worker as a man, as a human being with all his positive and negative characteristics and not as a mere wage-earner. In this changed perspective, management ceases to be a career-agent but becomes an instrument in the process of national development in all its segments.

1.3 EASTERN APPROACH TO MOTIVATION:

Eastern or the Indian philosophy, on the other hand, transgresses beyond one life. This fact has now been acknowledged by Western psychologists all over the world. As per Theory of Transmigration, virtues and vices and LOVE (forces of attraction) are transmitted to next birth; remainder items like material wealth are left behind.
Motivation itself is a force stemming out of forces of attraction. According to Indian thought there are following types of such forces:-

1. Seeking materialistic items in physical or emotional form. It could be due to desires, lust or obtaining favors. Such forces are present in animals as well as humans. The entire motivation philosophy of the western world is based on this type of love alone. The employer requires output from the employee who in turn has needs which the employer fulfills. That is the prime reason for people leaving organizations and going to others who can fulfill in a better way. There is no attachment. (In Guru-Bani, Guru Arjun Devji has called it Lobh-driven Love). This results in a belief that needs will be fulfilled. Therefore, it is goal oriented.

2. You love, admire and respect a person. One would do anything for that person. It results in trust and is based on giving, NOT taking or asking.

Second important aspect is that there are only two types of emotions, i.e. pleasure and displeasure. While pleasure one seeks, displeasure stems out of denial. Therefore, it is seeking of pleasure which is root cause of all evils (Sukh – dukh concept). As per Brihadaranyaka Upanishad, i-v-3, satisfaction and detachment leads to attainment. Now, how do all these affect motivation? The materials have value but to an extent unlike Western concept where one life is all you have to gain on Doom’s Day or Kayamat Day as per one’s faith. In any case, materials have value in the form of diminishing returns till the level of marginal utility is reached. Thereafter, their motivational value is lost, except where lust takes over. On the other hand, in the eastern thought, relationship building is important. Once that is achieved, then, any goals can be set, money can be less or more, provided the employee is holding the employer in high esteem and has full faith in him. In fact, this is the concept which works in all highly motivated organizations, like- Armed Forces. These will be examined later. Let us examine some typical relationships where motivation played very important role.

While examining Sikh History, one finds history is replete with sacrifices. Apart from Gurus, we have so many other examples, including Bhai Mati das ji and Bhai Taru ji
who had their hair removed along with skin of the skull or were cut by a saw; Chotte Sahib Zade (young sons of Guru Gobind Singh ji) who discarded all the luxuries offered, were buried alive in the wall without a cry from their side. What was the force which allowed them to do so? The motivation level of these persons was so high that they did not register any pain. Which need did it fulfill?

Next, we will examine **concept of Guru and Disciple**, which is different from simple Teacher-Student relationship. Unique relationship and unquestioning bond between Guru Nanak Dev ji and Bhai Lehna later famous as Guru Angad Devji and the bond between Guru Angad Dev ji and Guru Amardass ji is too famous to be repeated here. Guru Gobind Singhji on Baisakhi Day asked for head of Panj Payaras without reason or logic. Could it be for - monetary benefits or needs?

**Bhagwad Gita** is the BEST motivational speech ever given on a battle field. Here, the essence is again on establishing a bond of trust between Lord Krishna and Arjuna as much as it is to explain truths of life which motivated Arjuna to kill his kith and kin.

The essence of Eastern philosophy, therefore, is that to motivate people. It is not materialistic needs which are important, but a **bond of trust and faith between the motivator and the motivated**. If such forces can be harnessed and utilized for motivation, the task force which will be produced will out-rightly beat any organization without holding bars.

### 1.4 Armed forces across the world

Armed Forces across the world perform their tasks without questions. ‘Charge of the Light Brigade’ is a case in point “Into the valley of death, rode the Six Hundred. Not to reason why, but to do and die”. Battle of Saragarhi in the Indian Army case, where while defending their post concept of last round and last man was actually followed. The IPKF operations in Sri Lanka, where strategy was definitely one of the poorest, yet the Armed forces performed without any questions because they had full faith in their leaders. The people on the battle field were lying with their stomach ripped open or legs blown off due to mines without a single sound and perhaps the same person
later in a hospital howling due to agony for a minor injury requiring one odd stitch! Also, what made them bear the kind of pain without uttering a single word?

Most of the Armed Forces members work for REGIMENTAL IZZAT. That is what makes them sacrifice everything. This spirit for the organization is known as Esprit De Corps. Those organizations which have a work culture supporting the concept will have motivated forces. It comes from pride and the concept of what you can give to the organization rather than what you can take from the organization. This is the fundamental difference between motivation in normal business organizations and the organizations like Armed Forces.

1.5 Variables of the Study and their descriptions

In the present study, the researcher focused on Motivation levels vs. Leadership Behaviour, Organizational Culture, Team Spirit, Personal Effectiveness and Financial motivators in Defence organization, public and private enterprises.

1.5.1 Leadership Behaviour

Strong leaders connect and energize people. They work tirelessly to ensure that no one loses sight of what it's all about. Two major components for Effective Leadership are:

- Trust and confidence in top leadership being the single most reliable predictor of employee satisfaction in an organization.

- Effective communication by leadership in three critical areas being the key to winning organizational trust and confidence:
  
  1. Helping employees understand the company's overall business strategy.
  
  2. Helping employees understand how they contribute to achieving key business objectives.
3. Sharing information with employees on both how the company is doing and how an employee's own division is doing — relative to strategic business objectives.

Dimensions of Leadership Behaviour (Halpin and Winer, 1957) are defined as:

- **Initiating Structure**: It is extent to which leadership behaviour delineates the relation between the leader and the subordinates; and at the same time, establishes defined patterns of organizational channels of communication and methods of procedure.

- **Consideration**: It is extent to which the leadership behaviour indicates friendship, trust, warmth, interest and respect in the relation between leader and subordinates.

- **Charisma**: It is the extent to which leadership behaviour and capacity provides subordinates with inspiration, encouragement and more meaning for their work and wins the subordinate’s faith and respect in the leader.

**1.5.2 Organizational Culture**

Developmental processes within organizations are concerned with establishing and reinforcing values, attitudes, competences, behaviours and perceptions of priority of managers, employees, partners within the value chain, and other stakeholders. These values, competences and behaviours are associated with the achievement of the objectives and tasks of individuals and enterprises. Comprehension of these developmental processes implies an understanding of culture within its environmental and organizational context.

Culture can be defined in national terms ("collective mental programming" (Hofstede, 1980). It can be defined in terms of business culture ("the way we do things around here" (Randlesome et al., 1990)); and it can be defined in terms of the culture of the organization.
Hofstede proposes that national culture and values, as they affect the work environment and its management, could be categorized on the basis of four variables namely:

1. **Power distance**: how a society deals with the fact that people are unequal in a social and status sense; and how different societies deal with this reality.

2. **Uncertainty avoidance**: how society copes with uncertainty about the future, and deals with the reality of risk.

3. **Individualism versus collectivism**: indicates the relative closeness of the relationship between one person and others. It anticipates fundamental issues about individual motivation and place (and the management thereof), and about the organization and functioning of society as a whole.

4. **Masculinity versus femininity**: relates to the division of roles between the sexes in society, and the degree to which a society allows overlap between the roles of men.
and women. It anticipates the issue of the relative values which society places on the sexes, and on the roles they carry out.

The sources and effects of organization culture are summarized in Figure 1.5 (Morden, 1993). The ongoing influence of the founder; history; experience; aspirations; nationality, etc. shape the value judgments and value system of the organization. These, in turn, shape attitudes, behaviours and perceptions of necessity. Different corporate value sets will give different emphasis to the achievement of employee equality and empowerment, hence influencing their motivation levels.

![Fig. 1.5: Sources and Effects of Organization Culture](image)

Organizational culture is a system of values and beliefs that form the foundation of an organization’s management practices and behaviours (Denison, 1990).
Table 1.1: Formal Components of Organizational Culture

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
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<tbody>
<tr>
<td>1 Mission/Vision</td>
<td>The milestones to be reached</td>
</tr>
<tr>
<td>2 Policies</td>
<td>Statements designed to be guidelines to behavioural decision</td>
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<tr>
<td>3 Procedures</td>
<td>Methods of providing specific guidelines</td>
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<tr>
<td>4 Guidelines</td>
<td>a rule or set of rules giving guidance on how to behave in a situation</td>
</tr>
<tr>
<td>5 Rules</td>
<td>Specific instructions for performing a task. They could be a means or an end in themselves.</td>
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Deshpandé and Farley (1999) draw on research by Quinn (1988) to categorize four types of organizational cultures:

1. **Competitive** (which emphasizes competitive advantage and market superiority);
2. **Entrepreneurial** (which emphasizes innovation and risk taking);
3. **Bureaucratic** (which emphasizes internal regulations and formal structures); and
4. **Consensual** (which emphasizes loyalty, tradition, and internal focus).

Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees.
One of the issues involving culture is that it is defined both in terms of its causes and effect. For example, these are the two ways in which culture is often defined:

1. **Outcomes** - Defining culture as a manifest pattern of behaviour- Many people use the term culture to describe patterns of cross individual behavioural consistency. For example, when people say that culture is “The way we do things around here,” they are defining consistent way is in which people perform tasks, solve problems, resolve conflicts, treat customers, and treat employees.

2. **Process** - Defining culture as a set of mechanisms creating cross individual behavioural consistency- In this case, culture is defined as the informal values, norms, and beliefs that control how individuals and groups in an organization interact with each other and with people outside the organization.

Organizational culture is a macro phenomenon which refers to the patterns of beliefs, assumptions, values, and behaviours reflecting commonality in people working
together. However, organizational climate is a micro phenomenon and reflects how employees in an organization feel about the characteristics and quality of culture like morale, goodwill, employee relations, job satisfaction and commitment at the organizational, department or unit level.

1.5.3. Team Spirit

A team can be defined as a group of people who are all focused on achieving a common objective. Each member may know his or her place within the team and they may be quite content to work towards the individual objective they have been given. When added together, all the smaller individual objectives then become the greater common objective.

However, while this may provide for an efficient team that can work well together with great efficiency, it does not necessarily provide for a team where each individual member has the essential team spirit necessary for the team to become a real team in every possible way.

It is often common within a team for individual members to be fully committed to their personal objective. It is what they have been told to work towards, and they might think that the greater common objective of the team as a whole is achievable if only they concentrate on "their bit" and leave the rest to those who are paid a salary commensurate with such responsibilities.

Such thinking is understandable, but not in the best interests of an efficient team. Of course, each individual member should concentrate mainly on his/her personal objective, but he/she should also have instilled in him/her the need for a spirit of understanding that the greater common objective of the team is also his/her responsibility to some degree.

This is how a team spirit can be built into the team building process. Team members can be taught to appreciate how the pooling of individual talents and the sharing of skills and resources can strengthen the team, allowing it to achieve greater and better results.
Team spirit is the catalyst every organization needs to achieve outstanding performance. Strategic plans, marketing, technology, and capital investment are clearly important, but, emotional commitment, of the people using the tools and executing the plans, is what determines whether companies sink or roar.

The Buddha once said, "It's not our preferences that cause problems, it's our attachment to them." When we feel attachment to the things, we view them as ours alone, we can easily lose sight of the common objective.

In other words, we fail to see the trees for the wood, in a way. It's only when we stand back and see our own personal objective within the overall perspective of the common objective that we start to become part of the spirit of the team.

Instilling a team spirit in individual members can sometimes seem like an uphill struggle. It's often the case that certain people will resist the process, perhaps feeling that it's only a job after all, not a way of life. While that kind of attitude is perhaps understandable to some degree, it is certainly not wise to encourage it.

A team spirit will only be as strong as it is allowed to be. This means that team leaders and managers need to understand the value of individual members. A team worker who feels valued is much more likely to have the right team spirit, and they will be much more easily persuaded of its importance.

Commitment of team members to work together effectively to accomplish the goals of the team is a critical factor in team success. The relationships team members develop out of this commitment are the key in team building and team success. The members of every team and work group develop particular ways of interacting with each other over time. Effective interpersonal communication among members and successful communication with managers and employees external to the team are critical components of team functioning.

1.5.4. Personal Effectiveness

Efficiency refers to doing things in a right manner. Scientifically, it is defined as the output to input ratio and focuses on getting the maximum output with minimum
resources. Effectiveness, on the other hand, refers to doing the right things. It constantly measures if the actual output meets the desired output/goals.

Personal effectiveness encompasses all aspects of life that enables awareness and leads to enlightenment, focusing on the individual. This definition of effectiveness guides the personal development based on an individual’s unique identity – his/her particular purpose, values, strengths and intents. On the essential level, a person has beliefs, perceptions, instincts, moral, passion, reactions, and abilities. You may not even be aware of these components, but they are there inside the person on a gut-level, affecting the relationships, performance, and the results.

1.5.4.a. Personal effectiveness at work

Personal effectiveness means making the most at all personal resources at our disposal - our personal talents, energy and time relative to what's most important to us.

1. It is like money management or investment - we want to get the best return on our resources.
2. As with managing money, we can either drift through life making ad-hoc decisions or we can set time aside periodically to review our investments.
3. It's not about sacrificing spontaneity or opportunism to be super organized, if this is not one’s style.
4. It's more a matter of taking whatever steps fit our style to give us the feeling that we are making best use of our talents, energy and time.
5. Being successful is in the eyes of the beholder - for some it means having a satisfying personal life, for others it is some form of career success that drives them. The only right answer is the one that makes us happy.

One could also introduce a commission payment scheme if one’s business relies on selling one’s product or services through the means of personal sales (telephone, door-to-door, etc). One may even introduce fringe benefits instead of increasing wages or salaries such as company cars, private health, or interest-free loans from the business. These benefits are often valued higher than salary increases and can be less expensive for the business to provide.
On the essential level, a person has beliefs, perceptions, instincts, morals, passions, reactions, and abilities. One may not even be aware of these components, but they are there inside oneself on a gut-level, affecting one’s relationships, performance, and results. When one seeks to understand oneself and the world around, one begins to see beauty, develops self esteem, uses ethics as well as passion to develop goals which one strives to achieve using one’s will and talent. One, thus, becomes energized.

1.5.5. Financial Motivators

Increasing motivation through financial rewards is a method that is most common when businesses rely on the quantity of the output of employees. For those employees involved in production, one could issue a piece rate system where they are paid for each individual product unit they produce. In which case, they would be motivated to produce as much as possible in order to achieve a high pay: but ensure one’s quality control is effective to ensure customer-focused areas are not traded-off for quantity.
1.5.6. Other definitions

**Defence Organization**: It refers to an organization of defenders that provides resistance against attack; i.e. the land-based military of a nation or state. It may also include other branches of the military such as the navy and air force via means of sea and aviation corps respectively and is composed of full-time career soldiers who 'stand over', in other words, who do not disband during times of peace. They differ from army reserves, who are activated only during such times as war or natural disasters.

**Public Enterprise**: It denotes any organization or undertaking or sector, company, corporation either solely owned or controlled by Government.

**Private Enterprise**: It refers to any organization or undertaking or sector, company, corporation either solely owned or controlled by non-governmental agency or private individual be him/her a citizen of a typical country or group of businessmen.

**Enterprise(s)** refers to and is synonymous with organization, company, corporation, industry (whether public or private), covered in this study, as the case may be.

However, other relevant concepts used in this study have been defined or explained in the relevant chapters of this thesis and may be consulted as we proceed along.

1.6 Chapter Scheme

The present research study is structured into eight chapters:

**Chapter I: ‘INTRODUCTION’**: is a prologue to the concepts of the study and how they are related to each other. It also provides a synoptic view of public, private and defence industry in India.

**Chapter II: ‘REVIEW OF LITERATURE & CONCEPTUAL ISSUES’**: is a critique of the existing literature on motivation viz. leadership behaviour, organization culture, team spirit, personal effectiveness and financial motivators in global and Indian context.
Chapter III: is about ‘RESEARCH METHODOLOGY’ adopted in this study. It contains the scope of study, the research hypotheses, the research design and the description of the tools used for analysis of the study.

Chapter IV: ‘MOTIVATION IN PUBLIC SECTOR ORGANIZATIONS’: focuses on providing an analysis of the managerial perceptions on the existing influential motivators in the public sector organizations in India.

Chapter V: ‘MOTIVATION IN PRIVATE SECTOR ORGANIZATIONS’: focuses on providing an analysis of the managerial perceptions on the existing influential motivators in the private sector (small, medium, large-sized) organizations in India.

Chapter VI: ‘MOTIVATION IN DEFENCE ORGANIZATION’: focuses on providing an analysis of the officers’ perceptions on the existing influential motivators in the Indian Armed Forces.

Chapter VII: ‘INTEGRATED MOTIVATION MODEL FOR PRIVATE SECTOR IN INDIAN CONTEXT’: delves into the relationship between motivation level viz. Leadership Behaviour, Organizational Culture, Team Spirit, Personal Effectiveness and Financial Motivators; postulating Integrated Motivation Model for private sector in Indian Context, and giving suggestions for further research.

Chapter VIII: ‘CONCLUSION’: provides a summary of the research work done.