

CHAPTER - V

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Employees in an industry are "not economic men" as much as they are 'ego men'.

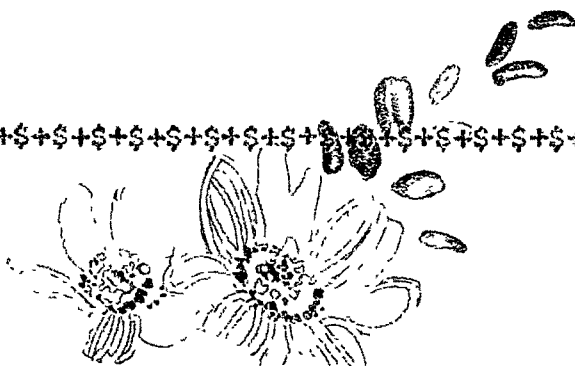
By Mr. Alport.

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CHAPTER - V

MOTIVATIONAL FACTORS

The handling of physical, material and financial resources is quite different from the human resources. Human beings differ from one another in their basic mental ability, personality, interest, skill, intelligency, attitudes, aspirations, energy, education, qualification, experience. etc.

Mr. Sophocles said" the wonder of wonders is man who has infinite capacity to think, to develop, to create, to invent, to feel, to love, to respect, to hate." A man might be possessing all the physical, mental and technical capacities to work, but these are of no use to his employer if he is not willing to make use of his abilities for the ultimate good of the enterprise. So, will to work is different from the power or capacity to work. This enthusiasm or willingness to work can be created by motivation.

MOTIVATION IS PRODUCTIVITY FACTOR IN INDUSTRY

It is the sum total of managerial science. Motivation has been defined by Michael J. Jucius as " the act of stimulating some one or oneself to get a desired course of action, to push the right button to get a desired reaction."

There are two types of motivations.

- i) Economic or Monetary Motivation.
- ii) Non-Economic Or Non-Monetary Motivation.

i) ECONOMIC OR MONETARY MOTIVATION

Monetary motivation includes wages, allowances, profit, bonus, overtime earnings and other payments which may be made to worker in recognition of his increased productivity. Wage incentive is one of the most powerful factor for increasing productivity of labour. The wage incentive scheme is essentially a managerial device to increase the worker's productivity. It is a method of sharing gains in productivity with workers by rewarding them financially for their increased rate of output. According to Mr. Luri " an offer of additional money will motive workers to work harder and more skillfully for a greater part of their working time which will result in a stepped up rate of output."

The experience gained in India is that the wage motivation has resulted in gains in productivity. The National productivity Council (NPC) had pointed out that about 70% of the reporting Co. have adopted wage incentive plans. The National Commission on Labour has reached the conclusion that under our conditions the wage incentive is the cheapest, quickest and surest means of increasing productivity with an effective utilisation of man-power.

Keeping in mind above aspects of motivation, let us analyse the monetary motivational factors adopted by the mill.

TABLE -V : 1 : AMOUNT SPENT FOR WAGES AND BONUS

(1977 to 1984 )

Year	Wages including supervisory staff.	Bonus
1977	9,04,238	-
1978	9,72,096	1,16,570
1979	14,44,205	1,53,505
1980	16,00,860	1,22,996
1981	21,55,302	2,59,450
1982	14,60,864	2,46,025
1983	22,60,119	2,73,927
1984	26,15,564	1,90,971

Table V-1 reveals the amount spent by the mill for the wages and bonus. The mill has spent Rs. 9,04,238 for wages during the year 1977. The mill has started giving bonus to the workers from the year 1978. The table shows that a mere labourer of the mill gets about Rs. 450/- p.m. Though the mill is running under loss, as per the Government rules, it is providing bonus to the workers every year. The mill has proposed to spend

Rs. 3,50,000 for the bonus of the workers during the year 1985.

ii) NON-MONETARY MOTIVATIONAL FACTORS

Employees in an industry are "not economic men" as much as they are "ego men".

By Mr. Alport.

Recent empirical researchers have shown that the monetary incentive alone do not bring about the desired motivation. Greater importance has been placed to non-economic factors as status position, emotional satisfaction, sense of participation etc. Mr. Alport remarks that employees in an industry are "not economic men". So much as they are "ego men". What they want above all else is credit for the work done, appreciation, approval, and congenial relation with their employers and fellow workers. This satisfaction they need even more than high wages and other monetary benefits.

Non-monetary motivations includes job security, training schemes, sympathetic attitude of the superiors, welfare schemes, etc.

Now we shall observe the above factors with reference to Bagalkot Co-operative Spinning Mill Ltd. Bagalkot.

WELFARE MEASURES ADOPTED BY THE MILL

QUARTERS

The mill has undertaken the construction work of quarters for officers, emergency staff and watchmen in the year 1981-82.

TABLE V : 2 : AMOUNT SPENT ON STAFF QUARTERS

Year	A Type Quarter	B Type quarter	C Type quarter	D Type Quarter	Total amount spent
1981-82	20,024	20,000	19,000	-	59,024
1982-83	59,209	23,600	19,000	56,323	1,58,132
1983-84	62,744	40,300	22,578	53,598	1,78,720
Total					3,95,876

Table V: 2 indicates the amount spent for the construction of the staff quarters. The mill is constructing 4 types of quarters for the staff namely A,B,C,D, quarter. So far, it has spent Rs. 3,95,876 for the construction of the quarters.

Now, the finishing work of the above quarters has been completed. The general manager and the Security staff are staying in the newly constructed quarters. The authority of the mill is proposing to undertake the construction work of quarters to other officials of the factory.

REST HOUSE AND CANTEEN

Construction of Rest House of Canteen work was undertaken by the mill in the year 1981-1982.

TABLE V : 3 : AMOUNT SPENT ON REST HOUSE AND CANTEEN

Year	Rest House	Canteen Building
1981-1982	495	-
1982-1983	20375	11,864
1983-1984	-	1,06,126
Total	20870	1,17,990

Table V : 3 indicates the amount spent for the construction of the rest and the canteen. The mill has started the construction of the Rest House in the year 1981 and has spent Rs. 20,370. So far. The mill has started the construction of canteen building in the year 1982 and has spent Rs. 1,19,990 so far.

At present the construction <sup>of</sup> canteen work is completed. The construction of the Rest House is not yet completed.

MEDICAL AID

The mill has adopted E.S.I. scheme. The E.S.I. Hospital is situated in Lagalkot city, 9 K.M. away from factory premises. Free medical service to the worker and his family members is being provided by E.S.I. Every worker has to contribute 2.25% of his wages, and 5% contribution is made by the management.

In case of major accidents and treatment, 75% of wages is paid to the workers.



TABLE : V : 4 : AMOUNT SPENT ON MOTIVATIONAL AND WELFARE SCHEMES  
( 1975- to 1985 )

Bonus	Training	Medical Aid (First Aid)	Uniforms to Peons & Watchmans.	P.F.(Equal) Contribution from workers & Management	E.S.I. 2 % contribution from workers & 5% management	Library	Garden	Canteen & Rest House.
-	2,350.00	247.00	1,210.00	36,015.00	16,059.00	Building constructed in 1971. Rs.3,500/- 976.00	-	-
-	2,350.00	288.00	2,000.00	47,630.00	20,578.00	718.00	-	-
-	1,445.00	474.00	1,418.00	47,610.00	33,650.00	104.00	-	-
1,16,570.00	1,400.00	522.00	2,048.00	68,070.00	53,142.00	-	-	-
1,53,505.00	300.00	204.00	5,847.00	1,22,986.00	27,035.00	-	-	-
1,27,996.00	3,550.00	130.00	10,599.00	1,41,554.00	77,946.00	-	-	-
2,59,450.00	4,455.00	487.00	11,531.00	1,80,599.00	1,42,472.00	264.00	6,431.00	495.00
2,46,025.00	1,646.00	402.00	8,909.00	1,27,961.00	84,996.00	559.00	-	32,239.00
2,73,927.00	50.00	1,004.00	12,460.00	2,06,609.00	1,26,275.00	559.00	240.00	1,06,126.00
1,90,971.00	5,612.00	2,218.00	14,208.00	2,17,654.00	1,31,998.00	-	2,476.00	-
3,50,000.00	15,000.00	10,000.00	30,000.00	6,00,000.00	4,00,000.00	-	50,000.00	-
Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated

Table V: 4 shows the amount spent by the mill for motivational & welfare schemes from the year 1975 to 1985. The amount spent by the mill for the Training, medical aid uniforms, library, garden and canteen is not adequate. For instance the mill