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## **CHAPTER - VII**

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## CHAPTER VII

### CONCLUSIONS AND SUGGESTIONS

#### 7.1

The objectives of this study is to understand the needs of the employees, learn about the motivating factors provided by the industries, and then to collect the data, interpret, analysis, establish the findings and then give suggestions / recommendations based thereon about the factor which play a crucial role in motivating the employee.

To achieve this objectives, the questionnaire containing 51 questions was designed, distributed amongst the employees of three small scale industries and data collected. On the basis of this data several tables were prepared which were interpreted and analysed in Chapter VI.

Analysis of the collected data and personal interviews with the employee of these three industries, are the origin of undernoted conclusions and suggestions.

#### 7.2 CONCLUSIONS :

##### 7.2.1

Classification according to age-groups reveals that no worker is below 20. Majority of the workers belong

to the age group of 21 to 40. The number of workers in to age-group 41 to 50 is comparatively less. These workers have been working since the inception of the company and hence they are permanent.

From the view point of motivation, young employees can be motivated better, because they have a long future before them. Aged employees are failing in their physical and mental power and hence cant be motivated properly.

#### 7.2.2

Most of the office employees are male, lack of educational qualifications may be a cause. Perhaps female employees may not be able to control the worker working under them. Large numbers of male workers is due to the fact that the work in these industries requires physical power because the work is strenuous. Female workers are more in the industry where the work is of a sedentary nature.

#### 7.2.3

Married employees are more than the unmarried. Taking into consideration the age-group it is consistent married persons have to maintain their family. The primary and secondary needs of the family are to be satisfied. Satisfying physiological needs is a factor according to Maslow's Theory.

#### 7.2.4

The mother tongue of nearly all the workers is Marathi - with one or two exception. The employees hail from the area near about Karad. Language is the medium of communication and better understanding can be there if the employees speak the same language. Workers can approach the management and can get put forth their grievance and get then redressed because of no hindrance on account of language. This is also a motivation factor.

#### 7.2.5

Among the office staff graduate employees are more. Higher educational qualification are necessary for the office staff. Correspondence and accounts are the vital factors in the industry. Highly qualified persons only can handle these matters efficiently. Majority of the workers are educated and their qualifications are above std. VII. It is observed that more weightage is given to experience. In technical field experience is importance because technical skills are acquired by actually working. Handling of machines cant be done with bookish knowledge but the actually handling them. It is an established fact that in Kolhapur many industrialist flourished in spite of format technical education. They worked, experimented and perfected themselves.

#### 7.2.6

The percentage of permanent workers is comparatively large. Security of job is an important factor according to Herzberg. It motivates the workers to work more efficiently. Workers are permanent, perhaps because of the cordial relations between the employees & the employer. This is also a motivating factor.

#### 7.2.7

A large percentage of employees gets Rs. 1500/- or more per month as their salary. The salary seems to be satisfactory. Salary is essential to satisfy the physiological needs & hence it is motivating factor according to Herzberg.

#### 7.2.8

All the employees in the office are trained. Official work requires a proper training because a trained employee can carry out his work promptly & efficiently. Workshop employees are not trained. i.e. they have no formal training & no provision is made for their training. But while appointment is made their experience is taken into consideration. They have made themselves skilled & by trial & error method they are improving themselves.

#### 7.2.9

Majority of the workers think that if they get better salary they can satisfy their physiological needs

in a better way. When prices are rising due to inflationary pressures more money is required to buy the essential commodities. Salary commensurate with the price-index will definitely motivate workers to do his work enthusiastically & efficiently. The benefits like provident fund, gratuity, pension, etc. have been ignored.

#### 7.2.10

Entrusting of more responsibility is a motivating factor. Majority of the workers have stated that if they are entrusted with more responsibility they will work better. Entrusting responsibility shows the confidence of the management in the workers & this confidence is also a motivating factor.

#### 7.2.11

Training & safety facilities have been ignored by the workers. They have forgotten that these facilities will increase their capability to work & hence production will be geared up. Efficient work will lead to more production & more profit to the industry. If the industry gets more profit it will be able to give its employees more benefits. It is a paradox that the workers have forgotten this principle.

#### 7.2.12

Majority of the employees have stated that they get their salary in time, the salary is commensurate with

the workload & the salary is equitable in comparison with the salary in other industries. Changes in salary are made in due course & the changes are adequate. It seems that workers are satisfied with the salary & good salary conditions are motivating factors.

#### 7.2.13

Some difficulties are bolt from the blue. One can't anticipate them & hence financial assistance at such an occasion is a factor which will create a feelings of gratitude for the management, sudden illness in such a case. Workers have stated that they get such advances. However no criteria have been fixed for such help.

#### 7.2.14

Advances given are recovered in convenient monthly installment. This will not put unnecessary burden on the worker. If the installment are heavy the whole budget for the month will become topsy-tury & the worker will be put in a lot of trouble. If the installments are not proper the purpose of taking the advance will be defeated.

#### 7.2.15

Office staff gets the festival advance but workers do not get it.

#### 7.2.16

The documents required to get the loan are give

promptly to all the employees. The employees, therefore, are satisfied & motivated to work better.

#### 7.2.17

It is observed that compensation on account of accident & expenses on account of medical treatment are fully reimbursed. This creates a feeling of good-will among the workers which is also a motivating factor.

#### 7.2.18

The workers in the industries are fined / punished if they commit mistakes but the workers feel that the rule about the fine / punishment to be imposed, are arbitrary. This create a feelings of resentment among the workers which will mar the motivation.

#### 7.2.19

The workers do not get the benefit in lieu of leaves they have not enjoyed. In such a case the workers will enjoy all the leave they can get & this will hamper the production.

#### 7.2.20

Even distribution of workloads reduces the burden on each worker. Hence he will get more time to do this work efficiently. No one can work in excess of his capacity. Even distribution of workload in all the industries will help to increase the production. Work according to capacity & time available is a motivating factor.



### 7.2.21

Co-operation among the workers is quite satisfactory in all the industries under consideration. It leads to amicable relationship among the workers. This motivating factor leads to more production. Hostility is a negative motivating factor.

### 7.2.22

Good relations between the workers & their superiors will promote a feeling of happiness among the workers. Happiness leads to enthusiasm which is a motivating factor. Tensions between the employer & the employee have proved to be disasters. Majority of the workers get better treatment from their superiors & human considerations is the best motivating factor in an establishment.

### 7.2.23

Treating the assistants as human being & always keeping in mind the dictum, 'To err is human' is a very good principle of administration. All the workers are treated with a feeling of respect in all the industries. This is a motivating factor. Injured ego reciprocates in a harmful ways and adversely affects the good relations and hence blocks the ways of communication. This leads to retardation of work.

#### 7.2.24

Majority of the workers get their grievances redressed by having a talk with their superiors. In this way both can understand each other better. Legal procedure can give justice to either party but it create a feeling of enmity. To avoid this table task is the best way. Workers feel that their superior are, at least ready to listen to their talk & hence workers will have a feeling of good-will for their superiors. This is an incentive for good work.

#### 7.2.25

In all the three industries proper safety measures are implemented to avoid accidents. If workers feel that they will not be injured while on duty they will be encouraged to work without fear. Compensation after accident is not adequate because a disable workers can't lead his future with a mutilated body. Prevention is always better than cure. Preventive measures will always motive the workers.

#### 7.2.26

Participation of workers in the management seems to be casual & ceremonial. This will alienate the worker & it is a factor hampering motivation.

#### 7.2.27

Management try to increase the morale of most of the workers. The morale of the worker is the best motivating factor.

#### 7.2.28

Cognizance of good work is taken, is a good factor cognizance is taken in the form of non-economic means. Cognizance of good work by the management is a motivating factor.

#### 7.2.29

It is observed that workers have to do other duties instead of their regular duties. This badly affects the performance. In an industry there is some sort of specialization. A worker skilled in his own job will not perform other duty efficiently and willingly. One's duty should be the responsibility of his own.

#### 7.2.30

Most workers are liberty to perform their own duty of course, this does not mean that they can do what they like. It means that they are free to use their own ideas, use their capacities & time to get the best result. Of course such freedom will motivate them to better production.

#### 7.2.31

It is observed that the management make best

efforts for the unity among the workers. This is commendable fact. Divide and rule is a policy useful for sometime and not always. If the workers are united and feel that the factory is just like their family they will always work for the betterment of the factory. Unity will be an impetus for the best production. Unity among the workers will avoid unnecessary conflicts such as strikes.

#### 7.2.32

Working conditions in the factory are better. Environment is a vital factor to enthuse a human being. If the working conditions are better physical capacities are kept to their peak capacity and hence the mental capacities are at their maximum power.

#### 7.2.33

General problems regarding the workers are solved by face to face discussion. This avoids unnecessary misunderstanding. Workers and management discuss and such discussion may produce much heat also ample light. Discussion lead to the understanding of the assets and liabilities of both the parties and nobody leads to the stretching point. A golden mean can be sought to the solution of the problem. Workers feel that the management has done what he can do and their say was properly listened to. This is motivating factor. The workers fell that in future also they approach the management.

#### 7.2.34

The management encourage the workers to put forth the novel ideas they have and accept the proper ideas. Thus the workers will be encouraged to form new ideas. They will be motivated to form new ideas / skills / techniques to promote the production. Necessity is the mother of invention. Whenever there is necessity of some new technique to avoid wastage management if encourage to workers, they will try to invent novel ideas.

#### 7.2.35

Whenever the management launches a new project the workers participate in it as if it is their own. Compulsion to participate in a project is negative motivation. Work thrust against one's will not enable are to put in all his energies. He will work as mercenary. If workers work as participants and not as mercenaries, they will be motivated to work in a better way.

#### 7.2.36

Most workers are hopeful about the future of their industry. If the workers feel that their company will flourish they will be hopeful about more financial gains. This motivates them to better work. Dark future always makes a man disappointed and his urge for work will be nipped in the bud.

### 7.2.37

Most workers are satisfied with the work they do. This motivates the worker to perform his duty in a better way. No doubt one works for the money he gets. But job satisfaction leads him to do the job with all his facilities working in a better way. A square peg never fits in a round whole. A worker who dislikes his job will work and wait for the date of salary. He will not take interest in his job.

### 7.3 SUGGESTIONS

Though broadly it can be said that the employees are motivated, but as the human is dynamic, all their needs can't be fulfilled & even when maximum of these are satisfied, it can't be guaranteed that it will create fruitful results. If one need is fulfilled, another emerges & there is no end to this. However, there is always scope for further improvement. Detailed below are some motivators identified within study. If these are introduced, workers' contribution towards achievement of organizational objective will certainly be enhanced.

#### 7.3.1

Whenever appointments in office or workshop are made educational qualifications should also be given due weightage alongwith the experience. Due to vast develop-

ment in technology it is necessary to adopt to these new techniques. Educated man can adopt himself to these new techniques in a better way.

### 7.3.2

For efficient production the workers should have the facility of in-service training. They should also be deputed with proper financial help to the training courses conducted elsewhere or in reputed industries.

### 7.3.3

Certain rules & regulations should be framed for giving advance to the workers in their difficulties. Management should consider the request for advance with sympathy & from the point of view of humanity.

### 7.3.4

Festival Advance should be given to the workers to enjoy the rare occasion of festivals. It will create a feeling of gratitude which is the best motivating factor. Discrimination in the matter should be avoided.

### 7.3.5

Rules & Regulations regarding fine / punishment should be framed in consultation with the representatives of the workers. Fine/ punishment should not be capricious & it should be commensurate with the mistake committed. It is a principle of law that it should not arbitrary.

#### 7.3.6

Compensation on account of leaves not enjoyed should be given to encourage the attendance.

#### 7.3.7

To settle the conflicts between the employees & management, as far as possible, discussion should be held. If the conflicts are resolved internally, better feeling legal disputes can be avoided.

#### 7.3.8

Whenever the management launches a new project it should invoke the workers to put forth their views & opinions.

#### 7.3.9

Whenever any vital decision is taken the workers should be consulted & should be taken into confidence by the management.

#### 7.3.10

Rewards given for better work should not be in the form of lip service but it should be in the form of monetary help.

#### 7.3.11

The workers should not be asked to perform other duties than require duties. This distracts their attention.



### 7.3.12

Salaries should have a fixed time-scale. Efficiency bars in salary motivate the workers to work efficiently.

If the above suggestions are implemented, there is most probability of yielding high level of motivation.

R E F E R E N C E S

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