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## **CHAPTER - I I**

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## CHAPTER - II

### CHARACTERISTICS OF MOTIVATION

The process of motivation involves the creation & sustenance of the desire to work for certain goals among the people in the organisation.

With the help of various definitions which are given by experts, we can find the following characteristic of motivation.

1. **It is an Internal instinct :**

It is psychological concept inherent in every human being. Nearly all conscious human behaviour is motivated or caused.

2. **Motivation is always goal oriented:**

Motivation is related to need satisfaction. All motivated behaviour of the human beings is directed towards the satisfaction or reduction of needs.

3. **Motivation is unending process :**

Man is an animal with diverse needs. Needs of human beings are unending. When one need is satisfied the other need arises. As the needs are unending motivation, which relates to need satisfaction also becomes unending.

4. **Motivation is the strength of work :**

Motivation is the instigation or strength which leads

a person to do or not to do a work & inspires the person to do work in the same specific direction.

**5. Motivation is different from mental strength :**

Motivation is the strength that instigates a person to do an act while mental strength is the desire to do a work oneself, which is strengthened by motivation.

**6. The whole man is motivated & not a part thereof :**

When you think about the motivation then the whole man is motivated & not a part of man is motivated.

**7. Motivation - carrot & stick :**

In examining the various leading theories of motivation and motivators, we seldom now hear references to the carrot and the stick. That means rewards, and punishment are still considered strong motivators.

**8. Motivation and Satisfaction are different :**

Motivation and satisfaction are two different concepts. Motivation refers to the drive and effort to satisfy a want and to achieve the goal. satisfaction refers to the contentment experienced which want is satisfied.

**9. Economic & Non-Economic means :**

There are two types of means of motivation. One is Economic and another is non-economic. Economic means

are directly related with the increase in the income of a person. Non-economic means are related with Non-Monetary rewards and facilities.

#### **IMPORTANCE OF MOTIVATION :**

Motivation is an important function of management. Motivated employees are the real asset of any organisation. Motivation contributes to a large extent to organisational efficiency. In absence of motivation organisation will stand still. All organisational facilities will be waste in the absence of motivated people.

With the help of following points we can explain the importance of motivation :

#### **1. Increase in the Efficiency :**

Due to motivation all workers work with the full spirit and this leads to increase in the efficiency.

#### **2. High Performance level :**

Positive motivation makes people willing to do their work in the best way they can and improve their performance. Workers will tend to be as efficient as possible by improving upon the skills and knowledge.

#### **3. Reduction in the wastage and scrap :**

Because of Motivation wastage and scrap are reduced.

4. **Utilisation of factors of production :**  
Appropriate and full utilisation of factors of production is possible only through motivation of workers.

5. **Low Labour Turnover and Absenteeism :**  
Motivated employees stay in the organisation and they do not entertain the thought of leaving the job. This saves expenditure and loss caused to the organisation due to labour turnover and absenteeism. As the employees stay in the organisation they contribute to the progress of the organisation.

6. **Workers Co-operation :**  
It is the general tendency of workers to resist the changes required to be introduced in the organisation due to changes caused in society. But if the workers are motivated they accept, introduce and implement these changes in the interest of their organisation. They try to co-operate voluntarily with the management and are prepared to contribute their maximum towards the goals of the business.

7. **Good Industrial relations :**  
Motivation creates good relations between the workers themselves & also between the workers & the management. As a result the number of complaints come down. This result in smooth working of the organisation. This develops the sense of co-operation.

**8. Planning success :**

Implementation of planning is possible with the help of motivation because of motivation all workers work efficiently.

**9. Increase in the Profit :**

Because of motivation all workers work efficiently. This reduces the wastage and scrap. Also because of motivation there is reduction in the labour turnover and Absenteeism and this reduces the expenses. When expenses are reduced the profit increases..pa

**OBJECTIVES OF MOTIVATION**

The objectives of motivation is to create condition in which employees are willing to work with zeal, initiative, interest and enthusiasm with a high personal and group morale satisfaction, with a sense of responsibility, loyalty and discipline and with pride and confidence in a most cohesive manner, to achieve the organisational objective effectively.

**PRINCIPLES AND GUIDLINES OF MOTIVATION :**

Motivation which is internal to the person is externalised through his behaviour, reaching out to the goal which is outside the person. Following few guidelines may be indicated for better motivation of workers.

**1. Know your People :**

A manager has to know his subordinates, their background, ways of thinking and habits of work. In

particular he has to ascertain as far as possible how each of them feels about his own need, the work, in environment and so on, and how is the stage of his satisfaction.

**2. Publicize Objectives :**

The objectives and broad policies of the enterprise should not only be clearly defined but widely publicized as well. They should provide for the satisfaction of the employees & welfare of the community.

**3. In spite of ordering, guide them :**

For the effective work motivation process we have to be alert to see that the ego or pride of assistant should not be hurt. Instead we must guide our assistants without ordering them for better out-put. Because of cordial relations & guidance we can get assistants full co-operation in concerned work.

**4. Motive the feelings that worker is an important factor :**

In commercial & Industrial organisation each & every work has its own importance. That's why each & every assistant in these organisations is also an important factor. We must create this motive among them. We have to appreciate his work & its importance. Then the work motivation process becomes more meaningful & successful.

**5. Clarify rights :**

The manager should use his authority in an objective way. He should reward or punish the employee according to his work & not according to manager's personal bias. The rights & duties of the employees should be made clear to them.

**6. Enlarge Jobs :**

Jobs, particularly the narrow specified & specialised ones should be enlarged to promote participation of employees. The process of delegation should also be extended to make participative management effective.

**7. Communication :**

Knowledge is the door to thinking & creative effort. The more an employee knows about job, the more interest & concerns he develops. Thus communication gives importance & makes his work meaningful. The best test of internal communication is how it influences the behaviours of subordinates.

**8. Full confidence on assistants :**

In the organisation the manager should show full confidence in his assistants & their work. Then the work motivation process will achieve & fulfill the goals of work. He must be serve that the assistant will do the given work within specified period.



**9. Provide adequate incentives :**

Incentives scheme should be formulated & circulated well in advance. These should be easily understandable, quickly rewarding & directly related to productivity.

**10. Help ventilation of grievances :**

On the negative side the employees may be dissatisfied with many things relating to their work. They should, therefore, be given opportunities to ventilate their difficulties & grievances. Suppressed grievances lead to serious disputes. A formal grievances redressal procedure is a good device for motivation.

**11. Consideration of suggestions given by the assistance:**

Senior officer should learn & be aware of the suggestions & thoughts suggested by assistance. These thoughts & suggestions might be important. You should welcome their suggestions cordially for the purpose of keeping them enthusiastic & ahead in doing the given work.

**12. Encourage Teamwork :**

Business is organised in work groups, units, sections & departments. Employees have to be encouraged to feel homely in their respective work groups & to be part of a team. Team spirit is best fostered if

problems are placed before groups & the groups are challenged to solve them together. Developing the informal organisation is very helpful to motivation.

**13. Promote Friendly competition :**

Competition provides great personal urge. It stimulates initiative, fosters ingenuity & generates interest in result. So competitive situation can be created among member of the same groups or between groups.

**CLASSIFICATION OF MOTIVATION**

Broadly we can classify motivation in two categories.

- a) Positive motivation
- b) Negative motivation

**a) Positive motivation :**

This type of motivation provides rewards & better facilities to the workers to improve their performance by doing the work in the best possible manner.

Positive motivation can be classified into two categories -

**i) Financial motivation -**

e.g. wages/ salary, bonus, increments, pension,

Profit sharing etc.

**ii) Non-financial motivation -**

e.g. job security, participation in management, training etc.

**b) Negative motivation -**

This type of motivation is based on the principle desired result, he should be punished, for that will

Negative motivation can be classified financial & Non financial motivation -

**i. Financial motivation -**

e.g. Fine, penalty Deduction of wages etc.

**ii. Non-Financial motivation -**

e.g. Reducing facilities, enforcing more control on the worker, Demotion etc.

**MEANS OF MOTIVATION**

Positive motivation means to instigate the worker to do more work or to do it efficiently by giving him monetary & Non-monetary rewards or facilities. That means, means of positive motivation are classified in two categories -

**1) Economic / financial incentives :**

Money plays an important role in a man's life. It is not an exaggeration to say that a common man has become a slave of money. Money is necessary not only to satisfy physical needs of man, but the status & respect of a man also depends upon the money he earns. Therefore management regards money as the

most important motivator. Therefore management makes use of financial incentives like wages & salaries, bonus, retirement benefits, medical reimbursement, profit share, increments etc. Financial incentive may be individual incentives or collective or group incentives.

**2. Non-financial Incentives :**

Financial incentives do not work for ever to motivate the workers. The workers have other needs also & to satisfy these needs management has to make use of following non-financial incentives also -

**3) Competition :**

If the management create an atmosphere of healthy competition among the individuals or groups of individuals, it serves as an incentive to achieve their personal or group goal because to compete is a natural instinct.

**B) Praise :**

A worker gets satisfaction when his work is appreciated by his superior. Praise & credit for work done is a good & effective method of motivation. Praise can do what money cannot do people respond better to praise.

**C. Participation :**

If employees are allowed to participate in management, if they are consulted before taking decisions,

they get psychological satisfaction & develop a sense of attachment to the concern. Hence workers participation in decision making & policy formulation is considered to be an important incentive.

) **Promotion :**

If promotions are given to employees on the basis of merits, skills, sincerity, efficiency, ability the employees strives hard to give what is best in them & thus granting of promotions to deserving candidates also works as an incentive to workers.

F) **Delegation of Authority :**

Delegations of rights & obligations to execute a given task, often proves to be strong motivation force.

F) **Responsibility :**

People can also be motivated by entrusting them with higher responsibility. The employees feel that the management has put full confidence in them & they must prove to be worthy of such confidence & of shouldering higher responsibility. Thus assignment of higher responsibility also works as an incentive to individuals.

G) **Opportunity for growth :**

If the employer are provided the opportunity for their advancement & growth & to develop their

responsibility, they feel very much satisfied & become more committed to organisational goal.

**H) Stability of Tenure of personnel :**

Employees with the sense of security of job show keen interest, enterprising initiative & produce better results, as they know that their welfare is tagged with the welfare of the enterprise & consequently they try their best to safeguard the interest of their concern. Thus guarantee of stability also proves as a sort of motivation to employees.

**I) Suggestion schemes :**

While working on the job, individuals are likely to devise improved methods of working or they may have good suggestions to improve the working efficiency. In order to encourage the individuals some concerns adopt the suggestion scheme. Suggestions are called for from the worker & the workers whose suggestions are accepted, are given cash rewards, their photos & names are published in the company's magazine.