
CHAPTER - I

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INTRODUCTION

The Entire world has become the only market after industrial revolution. In this world market people are compelled to purchase the produced goods & for the satisfaction of this purpose there is a competition among the producers. For the sale of goods in this competitive market, the producer are producing the goods on a large scale, prior to demands, & in advance with the help of machine. For producing commodities there is a need of land, labour, capital & organisation. With the help of these four factors, for the making the production efficiently, there is need of good business management. Management is an art of getting results through the people. Management is that function of an enterprise which concerns itself with the direction & control of the various activities to attain the business objectives. Management is essentially an executive function. It deals particularly with the active direction of the human effort. There are many functions of management e.g. forecasting, planning, organising, staffing, Directing, controlling etc. Motivation is also one important function of management.

MEANING OF MOTIVATION

The term motivation is derived from the word "Motive" which means any idea, need or emotion which prompts a man into action.

In any organisation human being is the most important factor. It is the dynamic life giving element in every organisation. Without it the resources of production remain resources alone, however good they may be, they can't lead business to success unless there is a hand of man to run the wheels of business. For this, recruitment of personnel is not enough, the personnel must carry out the job efficiently, they must put in what is best in them. A man recruited may be physically, mentally & technically fit to work but he may not willing to work. The capacity to work & willingness to work are two different things.

Gone are the days of handicraft stage when it was possible to take the best from the workers, who were the members of the same family. But in this competitive age of production, the owners have to create an atmosphere wherein the workers might be motivated for honest & sincere work. A man might be possessing all the physical, mental, technical capacities to work but all there are of no consequence to his employer or even the world as a whole, if he is not psychologically willing to make use of his abilities for the ultimate good of enterprise. It has been remarked by the president of an American corporation.

"You can buy man's time, you can buy a man's physical presence at a given place but you can't buy his enthusiasm, initiative or loyalty".

Motivation is a psychological concept. It attracts the worker to do more work. If the workers are motivated, they try to do more than the expected works & earn more for themselves, which increase their living standard. Increase in living standard increase the efficiency of workers & in turn the production. That is why now a days management pays more attention to the motivation of workers so that the objectives of the enterprises are fulfilled efficiently & successfully.

DEFINITIONS :

The Different Experts have defined motivation in different ways as follows.

1. "Motivation can be defined as a willingness to expend energy to achieve goal or reward." Dale Beach.
2. "Motivation is something that moves the person to action & continue him to in the course of action already initiated." Robert Dubin.
3. "Motivation is getting the member of the team to pull weight effectively, to give their loyalty to the group, to carry out properly the activities allocated & generally to play an efficient part in the purpose or task that organisation has taken." E.F.L. Brech.
4. "Motivation is the act of stimulating someone or oneself to get a desired course of action to push the

right button to get desired action." Michael. J. Jucius.

5. "Motivation means a process of stimulating people to action to accomplish desired goals." W.G.C. Cot.
6. "Motivation refers to the way in which urges, drives, desires, aspirations striving or needs, directs, controls or explains the behaviour of human being." Datton E. Mefarland.
7. "Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward." Edwin B. Flipppo.
8. "Motivation is the work a manger perform to inspire, encourage & impel people to take required action." Louis Allen.
9. "Actuating is getting all members of the group to want to achieve & to strive to achieve to objectives willingly & in keeping with the managerial planning & organising efforts." Terry.

From the above definitions we can say that ;the motivation is the process. It involves the creation & sustenance of the desire to work for certain goals among the people in the organisation. For the efficient motiva-tion there is need of knowledge of human needs of motives for work & also to inspire the employees to their best

towards to goals of the enterprise. Also motivation is psychological concept & that's why the human behaviour should be taken into account, only by giving more salary, worker can't work efficiently.

SOME VIEWS ABOUT MOTIVATION

There are some management scientists who have contributed their own contribution about the motivation. They opined about motivation that everyone had to base his conception upon the current assumption & conclusions of related science.

1. ELTON MAYO

In 1927 Elton Mayo & his associates at Harward began their Pioneering work in industrial behavioural research. They were originally interested in their relation of fatigue & monotony in the working conditions. They proved that workers have the capacity to perceive & they are not merely a collection of individuals. It means those managers who lack the enthusiastic support of the group they supervise, they will be unable to motivate individual members to a significant degree.

2. F.W. TAYLOR

F.W. TAYLOR is the father of scientific management. He proves that if the work is carried with the help of scientific method the efficiency of the workers increases. Also he proved that workers will respond to an

incentive wage under conditions that reflect a careful assessment of environment, tools, fatigue & that value added by work.

3. A.H. MASLOW

A.H. Maslow was pioneer in contributing to a systematic scheme of need hierarchy. After proper research he arrived, at a conclusion that there are certain perceived of employees, namely physiological, safety or security, social esteem & self actualisation. If they are satisfied, they are motivated.

4. DOUGLAS MC GREGOR

He found out that the importance of the fact that the manager should understand his subordinates well which will enable him to select motivational network that would direct effort towards the desired objectives in a better way.

5. CHARIS ARGURIS

He agreed that man has strong self actualisation needs but the organisational control leave his feel submissive & dependent. According to his theory of "psychological energy" the employee will attach top priority to the satisfaction of his own needs. If greater the disparity between his needs & organisational needs, the lesser will be his motivation.

6. RENSIS LIKERT

He proves the importance of participative management. He asserted that all members of the group including the manager should adopt a supportive relationship in which they feel a genuine common interest in terms of needs, values, aspirations, goals & expectations. He opines that this relationship is essential for personal motivation.

7. ARCH PATTON

He found executive motivation for use of full utilisation of an individual capacity. Following are executive motivation factors :-

- a) Challenge in work.
- b) Belief in the value of work.
- c) Status.
- d) Urge to achieve leadership.
- e) Quality of leadership.

PERFORMANCE & MOTIVATION

Performance is determined by two factors -

- i) Level of ability to do certain work &
- ii) Level of motivation.

This can be explained as follows

$$P = M (A + K)$$

A = Ability to do certain work
P = Performance K = knowledge
M = Motivation

The mere presence of Ability to do certain work & knowledge can't guarantee that the individual will put forth his best effort. There is another operating factor in the situation, namely, motivation which finally determines the effort which can reasonably be expected from such employees.

Motivation comprises of two variables -

- i) Incentives (I) &
- ii) Dis-Incentives (D I)

If the motivational factors remain constant then higher (A+K) should result in a faster change in performance. Thus it emphasises the greater importance of motivation in case of manager & executives than in the case of employees lower down the line, if we assume that (A+K) is higher in the former.

Human motivation has a complex origin. Part of it is in the sub-conscious state, not easily observed or measured. It is not stable varying internally within the man. It is inter-variable with the environmental shifts. It is partly emotional & only partly logical. The group influence in the individuals distorts the link-line between need as input through the intervening variable, namely activity by behaviour to the output, that is performance towards the enterprise objective.