

CHAPTER - I

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CHAPTER - I

CONCEPTUAL BACKGROUND

1.1 CONCEPT OF MOTIVATION :

Motivation has been regarded as the important function of management. The word motivation is derived from latin term 'Movere' which means to move. Today, of course, the term means lot of more than this. It is well settled that will to work and ability to work are the two different things of which will to work as more important. Management being basically concerned with getting the work done by the people it must create the willingness among the workers to contribute maximum towards the achievement of organisational goals. The physical presence of an employee at the working place will itself not guarantee that he will work to his fullest capacity.

Performance of person on a job is considered to be a function of two different variables but of which one relates to his ability to use this ability or skill in the actual. Performance of job. The second factor which involves applying the skill or ability in the actual performance however depends upon how the manage-

ment encourages individuals by providing them stimulating factors by considering their needs, behaviour at work etc.

Motivation has been defined by Michael J. Jucius as "The act of stimulating some-one or oneself to get desire course of action." Thus motivation on managerial function attempts to know the incentives for work and tries to find out ways and means where by their realisation can be helped and encouraged.

DEFINITIONS :

The word motivation is derived from Latin term 'Movere' which means to move. Today meaning of motivation is wider than this.

1. Motivation as a reflection of "a person's desire to fulfil certain needs". Garg Desslor.
2. According to Joe Kelly, "It has to do with forces that maintain and alter the direction quality and intensity of behaviours".
3. M.R. Jones has defined it as being concerned with "how behaviour gets started, is energised, is sustained, is directed, is stopped and what type of subjective reaction is present in organisation while all of this is going on".

4. According to Dubin, "Motivation is complex of forces starting and keeping a person at work in an organisation.
5. The encycloppadia of management observers, "Motivation refers to the degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces including the degree of readiness".
6. Mamoria, Motivation as "a willingness to expend energy to achieve a goal or reward. It is force that activates dormant energies and sets in motion the action of people. It is the function that kindles a burning passion for action among the human beings of an organisation".

1.2 IMPORTANCE OF MOTIVATION :

In management since management involves creation and maintainance of healthy environment where the individuals can perform effectively and efficiently. It is necessary that a manager can not get the best of work from his subordinates without knowing what motivation them. In fact deliberate attempt has to be made to build up motivational system in the organisation which will make the entire managerial process a success. As Koontz and O'Donnel put it ,

"The primary task of managers is to get people to contribute activities which help to achieve the mission and goals of an organisation or of any department or other organisation unit within it. Clearly to guide people's ability, what leads people to do things, what motivates them. It is true that people join organisations to achieve certain goals as members of a cohesive group. But it is not necessary that they are always willing to work for attaining these goals. Chester Bernard recognised the willingness to work or co-operative as an important element in the success of an organisation, and of course people's willingness is determined by many factors.

It is the responsibility of management of any enterprise to "build in to the entire system factors that will induce people, to contribute as effectively and efficiently as possible. A manager does this by building in to every possible aspects of the organisational climate those things which will cause people to act in desired ways".

1.3 MOTIVATION, MOTIVE (NEED) AND BEHAVIOUR :

People work to satisfy individual to meet group and social pressures. If man were to free from these pressure and could have satisfied his needs without work comparatively very less work would have been done. Thus the behaviour of

employees at work is directed by or is motivated by a desire to attain some motives. But an individual is not always aware of the goal he is pursuing. However in most of cases management may be unable to provide all the stimulate that man needs to work hard being the needs are unlimited in nature and which have the impact on the behaviour at work. Thus reality motivation is a very complex process for the following reasons:

1. The exact course or motive a person has for a particular action can not be seen, it can only inferred.
2. Individuals do have lot of needs and expectations which may be in conflict with each other and it may become difficult to say which need is motivating the person to act at given point of time.
3. People try to satisfy their needs in different way. Therefore, it is not necessary what motivate Mr. A., as an individual will also motivate 'B'.
4. Satisfaction of particular need may actually lead to an increase in its intensity. It is therefore not a sure indicator of a person being really motivated. For example, a highly paid employees may still want more money to work more.
5. Lastly, goal directed behaviour does not always lead to need satisfaction. These are so many factors determining the inner satisfaction of a person.

POSITIVE AND NEGATIVE MOTIVATION :

Motivation is the actuating force which stimulates individuals to put their best effort in the accomplishment of objective. Individuals of any enterprise may have capacity to work and end owed with technical skill, sufficient intelligence and mental alertness, but may not be psychologically disposed to apply them in full to their work.

Positive motivation removes this psychological barrier and combines the will to work with the capacity to work. Thus positive motivation indicate the creation of environment which inspires the employees to work more and for better. This calls for providing him adequate facilities at work and by compensating him reasonably for the work accomplishment. Positive motivation can be introduced through financial and non-financial terms, for example good salary and wages, bonus, cash prizes etc. denote positive motivation in financial term. Non financial motivation is generally comprised of recognition to work accomplishment inviting employee view and opinion in decision making etc.

NEGATIVE MOTIVATION :

When attempts is being made to create a sense of fear through threat, coercion etc. for getting the work done by the subordinates, the situation may be viewed as including

negative motivation. It tends to create an environment for the employees where they are supposed to suffer for unsatisfactory performance.

Negative motivation may similarly be viewed from financial and non financial angle. Negative financial motivation lies in wage-cut, imposition of fines, penalty etc. Examples of non-financial negative motivation may be identified in denial of leave facilities overtime etc.

SOUND MOTIVATION SYSTEM :

People are stimulated to work by factors external to the enterprise. However in order to induce people to work as they are able and trained to do, management must provide them with additional inducements. Since there can not be a single source of motivation, management should devise a system of motivation within the frame work permitted by the enterprises. The following guide lines are useful in developing such system :

1. A system of motivation should be so designed that it fully integrates human needs and is consistent with people's motives. A motivational system not providing for satisfaction of human needs will not produce desired results.

While attempting to satisfy needs management should

pay more attention to the unsatisfied needs, because satisfied needs fail to stimulate people any further. Attempt should also be made to identify and recognise individual variations underlying human behaviour.

2. Since stimulus can not be a substitute for poor selection of employees a system of motivation should be based upon proper selection and orientation of people in the organisation.
3. It should also be productive and motivate people to work more efficiently and according to best of their abilities and skill.
4. A system of motivation should be flexible in the sense that it should be changed in the light of change in environment and new knowledge gained in course of time.

Motivation has its roots in motives within the individual that stimulate him to action and particular pattern of behaviour. A lack of knowledge about human motives will result in failure to motivate. Further complications in motivating subordinates are introduced by the hidden motives of which people are not always consciously aware and as such, cause is often mistaken for effect, or vice-versa. However, problem in motivation should not deter management from designing better motivational technique; nor should its current popularity lead the executives believe that motivation is management.

1.4 IMPORTANT THEORIES OF MOTIVATION :

1. MONISTIC OR ECONOMIC THEORY OF MOTIVATION :

Monistic theory of motivation is based upon the notion that man is essentially economic. Individuals are assumed to be highly responsive to money reward. People feel highly motivated when rewarded with more money. This theory seeks a single cause of behaviour monetary aspect of remuneration or reward. People repeat their behaviour if it leads to reward.

- i) Motivation is more effective and direct when based upon individual incentives rather than group incentives.
- ii) The incentive is more effective where reward immediately follows the efforts. Thus efficiency bonus paid at the end of week is found more stimulating than paid at the end of year.
- iii) Quantum of effort is directly related to the amount of reward. Thus, marginal increase in reward for added output does motivate people to the same extent as the substantial increase in reward does.

Taylor's differential piece rate from strong overtime of economic motivation. Though people are stimulated by motives other than those economic in nature monistic theory

is not completely wrong. Financial rewards do have significant if not maximum motivational effect. However, it would not be judicious to assert that financial incentives are the only source of motivations. Perhaps better or at least same result can be achieved by giving considerations to those other than economic in nature. Thus army personnel or people in religious organisations are highly motivated by factors other than those contemplated by monistic theory. Moreover, financial incentives generally inflict too much pressure and tension on the worker.

To quote Barnard (functions of executive), "Material rewards are ineffective beyond the subsistence level excepting to a very limited proportion of men, that most men neither work harder for material things nor can be induced thereby to devote more than a fraction of their possible contribution to organised effort. The opportunities for distinction, prestige, personal power, and the attainment of dominating position are much more important than material rewards in the development of all sorts of organisations including commercial organisations".

Investigations and research studies also tend to confirm that monetary rewards are not all. Security or steadiness of employment is often found to be job attribute most important to the worker.

EXPECTANCY THEORY OF MOTIVATION :

One can come across a number of variations of expectancy theory. Basically theory emphasis that people have certain built in expectancies regarding the outcome likely to follow from their role behaviour. Different kinds of role behaviour are perceived as producing different consequences. Since an individual in given situation prefers certain kinds of behaviour expected to produce the preferred outcome. Thus where a subordinate manager prefers the outcome of self-fulfilment to other consequences, he will be motivated to the behaviour expected to produce this result and tend to conduct himself (E.g. participating in the management) in a way so as to achieve the outcome strongly desired by him.

An outcome may be preferred not because it is amend in itself but because it is means to other outcomes. Thus employee may develop a role behaviour expected which seems instrumental to the achievement of higher status or wider recognition; the outcome preferred by him. It should then be obvious that expectancy theory incorporates the concept of instrumentality.

Where the business executive follow the approach of management by objectives, individuals under this situation are also motivated since they hopes to achieve established

goals. Thus expectantion to achieve personal goals should also be incorporated in the formulation of expectancy theory.

EQUITY THEORY OF MOTIVATION :

Equity theory postulates that people are not concerned merely with reward they get for their contributions, rather they compare their efforts and rewards with those of others. Thus where an individual finds that he is getting less reward in relation to other people in the organisation for the same contribution and outcome he would surely be tempted to resort to negative behaviour so that balance is maintained.

An individual relates his own input output ration to that of some other person or persons with whom he compares himself. Input represent investment or contribution of an individual to the job. These may perceived in terms of time or efforts spent, responsibility assumed, education or skill involved in doing the job. If the comparison points out to an imbalance or inequity, tension is produced. And this tension in turn provides the basis for motivation. Thus overpaid worker when remunerated on time basis is likely to restore the balance by increasing quality of work done by him.

Though it can be applied to a variety of input output relationships, equity theory generally interpreted in

relation to role behaviour as related to money reward or compensation. There arise situation when outcome in terms of factors like status, recognition advancement, working conditions or security are more important than the traditional outcome of compensation.

The most important drawback of this theory that does not specify the underlying the motivational process involved or the particular method used in reducing tension and restoring balance. It only points out that inequity in input output ratios of different individuals will generate tension and stimulate them to resort to certain role behaviour that are expected to reduce the inequity. How it is to be done and what method should be used to reduce the tension are the important problems. But they are not answered by the equity theory specifically.

ARGYRIS' THEORY OF MOTIVATION :

Though an organisation is a combination of people and other resources, needs of individuals in it are not always the same as those of formal organisation. It is commonly observed that personal needs of individuals tend to have a priority over needs of the organisation. Thus when people work towards some common purpose they occasionally the ends of the organisation if management fails to recognise

and properly integrate their needs with those of the organisation. It is therefore, the view point of Argyris that management should give up the traditional approach of making people feel submissive and dependent, rather make up the best possible attempt to improve interpersonal relationships and satisfy the need for self actualisation.

HUMAN NEEDS AND MOTIVATION :

An understanding of human needs and the role played by them in directing and shaping people's behaviour is absolutely essential for securing the desired motivation. Maslow a psychologist developed a theory of motivation based on human needs arranged in a particular order from the lower to the higher. The hierarchy of needs or motives suggested by Maslow analysed as under :

PHYSIOLOGICAL NEEDS :

These are needs for food, thirst, exercise, shelter and the like physiological needs are basic needs of the organism and are essential for survival. Physiological needs lie at lowest level of the hierarchy of needs. However when thwarted those needs become the most pre-eminent in importance. For a man whose basic needs are not satisfied other higher needs for love status or self fulfilment are



generally inoperative or less significant. But once satisfied, the basic needs cease to be important in motivating individuals. This is the reason why in underdeveloped countries physiological needs are still powerful motivators. But in more developed countries such needs hardly stimulate people to desired action since they are well satisfied. This happens because a satisfied need no longer motivates the individuals till there is some change in him or his environment that renews the strength of the need.

In organised co-operation physiological needs are satisfied through adequate compensation (i.e. pay) in terms of employee needs of this kind and through job security. Pay includes salary, efficiency bonus and fringe benefits. Motivating employees through pay signifies that level of remuneration is such as will attract and hold employees of proper skill, ability and experience. Job continuity or security satisfies physiological needs of subordinates for a long time to come. But job security does not mean guaranteeing employment for all the time to come irrespective of his conduct and performance on the job. Motivating people through job security implies that subordinate will not be rendered unemployed on flimsy grounds and unjustified complaints of others. So long his performance is satisfactory

and he abides by all rules and regulations of the enterprise in force from time to time, management must assure employee that his employment will be maintained.

SAFETY NEEDS :

Safety needs represent the second level in Maslow's need hierarchy. These relates to protection against danger, threat and deprivation. Safety needs are more important when a man is in dependent relationship and fears arbitrary deprivation. Since people in the organisation stand in dependent relationships, safety needs become important informal structure. An attempt by top management to undermine or weaken the trade union or the social groups to which an individual is attached may be viewed as threatening his safety. In the same way arbitrary management actions arousing uncertainty as to job continuity also influence people's actions and job satisfaction. Security however, casts a negative influence and is therefore, shortlived.

Safety needs are very closely related to physiological needs; both the needs seek continuation. Like physiological needs safety needs are also powerful motivators to a certain level of satisfaction and beyond that these become insignificant. If a subordinate is provided

with too much of security it may even cause loss of initiative and creativity on his part. People therefore need to be provided with security upto limit.

SOCIAL NEEDS :

Next in order are the social needs. When physiological and safety needs fairly satisfied needs become powerful motivators. These needs are what Maslow calls "the love and affection and belongingness need".

As a social element, it is desire of human being to be accepted by others. Need for belonging is manifested in the form of social groups formed on informal basis. Groups, cliques and subcliques as part of informal organisation exist in every enterprises along with its formal structure. Normally group consist of congenial co-worker with whom a member can exchange ideas and views and talk in confidence. Since a single social group does not satisfy enough of a man's social needs, he normally, belongs to more than one group.

A cohesive group under proper conditions can be more effective than an equal number of separate individuals. However these are managers who view social groups as hostile to organisational objectives and thus resort to actions

inimical to the natural tendency of human beings to belong to each other and from groups people in turn, tend to rebound to such unscrupulous acts of management by becoming resistant, antagonistic and uncooperative. Management in its own interest and in the interest of organisation should, therefore encourage constructive and productive groups and, wherever possible, change job assignments to help maintain such groups intact. Destructive groups, on the other hand, should either be eliminated or rendered harmless. One way to make them in operative is to scatter its active members by frequently transferring them to different jobs. However, attempts should also be made to turn hostile groups into constructive ones through understanding and use of dynamic leadership qualities. Wherever possible management should provide opportunities for groups interactions both within and outside the enterprise.

EGO NEEDS :

Once physiological, safety and social needs are well satisfied, ego needs become more important to management and the individual himself. Ego needs are of two kind.

- i) Needs relating to one's self esteem such as self-respect, self-confidence and achievement.

- ii) Needs relating to one's reputation such as status, recognition, prestige and attention.

Ego needs become powerful motivators only when all the three lower order needs reasonably satisfied. However, unlike physiological, safety and social needs ego needs can rarely be satisfied so well and people seek more and more satisfaction of these needs. Another problem with ego needs is that since those relate to very personal motives of individuals organisations can be offord somewhat limited avenues for their satisfaction.

Ego needs relating to reputation as outlined above may be satisfied through promotions and allotment of status symbols to deserving individuals in the organisation. Use of status symbols is very common in military organisations. Ego needs relating to self esteem may be satisfied by assigning challenging and stimulating work the accomplishment of which will result in recognition. As a feeling should be inclucated in the subordinate that he is doing a useful job and the job is important to the organisation. Moreover intimating people the significance of their efforts to the accomplishment of organisational goals will also satisfy some of their ego needs.

SELF-ACTUALISATION NEEDS :

As the apex of Maslow's hierarchy are need for self-actualisation, or what are viewed as needs for fulfilment. These are needs relating to personal growth and realisations of man's full potential. The need for self actualisation is not strong in all subordinates. At the same time organisations generally offer limited opportunities for satisfying self actualisation needs.

Being close to scenes of action a subordinate may process valuable information which he may wish to pass on to the superior for improving latter's quality of decisions. Providing employees the opportunity to participate in management can be a significant method of satisfying in part their need for self actualisation. Management should also encourage and reward creativity and thus enable the subordinate to grow and realise his full potential. As compared to many compensation, personal rewards are more powerful and better stimuli at the higher levels of organisation. Allowing the subordinate sufficient freedom to work in his own way within the limits of authority delegated to him and creating an atmosphere conducive to individual growth and development will also be helpful in satisfying his need for self actualisation.

Management should bear in mind that in all circumstances satisfied need ceases to be a powerful motivator of human behaviour. Moreover, needs at different levels of its hierarchy are interdependent and overlapping. It is not that needs at a given level must be fully satisfied before proceeding to the needs of next higher level. The fact is that most people are partially satisfied and partially unsatisfied in each need area. Maslow has demonstrated this by picturing the average citizen as 85% satisfied in his physiological needs, 70% in his safety needs, 50% in his belonging needs, 40% in his egoistic needs and 10% in his need for self fulfilment.

Maslow's need hierarchy theory of motivation has been criticised on the ground that it leaves no room for difference between individuals. For one individual, self actualisation might be the dominant motive guiding a large part of his behaviour and for another individual working under essentially the same circumstances. That is two individuals whose need for say food, safety and belonging are fairly well satisfied may not necessarily be motivated to the same extent by egoistic or self actualisation needs. In one study conducted to determine whether an increase in the satisfaction of the type of needs serves to strengthen motives at higher level it was found that no evidence in

support of the theory existed. Thus Maslow's need hierarchy is yet to gain much of the research support.

THE THEORY OF DOUGLAS MCGREGOR :

The late Douglas McGregor has applied the fundamental content of the theory of Maslow to leadership and management theory. There are certain conventional assumptions relating to motivation of people in the organisations that are widely accepted as valid even though these provide only a part of the answer. These assumptions are termed by McGregor as "Theory X". The important assumptions underlying this theory.

- i) The average man by nature is indolent and has an inherent dislike for work, he will not work if possible.
- ii) Dislike for work implies that people require to be directed and controlled through active intervention by Management.
- iii) It also implies that they must be persuaded, rewarded, punished and threatened with sanctions so that they put in sufficient efforts of accomplishing organisational objectives.
- iv) Man is inherently resistant to change and passive to organisational needs.

- v) He lacks ambition, avoids responsibility and prefers to be led.

The above assumptions guide management behaviour and thinking. Therefore managers who follow the "hard" approach involving coercion and threat and close supervision and control in dealing with their subordinates. Management can even be "Soft" attempting to direct by being permissive i.e. relationship oriented and satisfying people's immediate needs. Hard approach often leads to consequences like restriction of output, militant unionism, antagonism and attempts to thwart management objectives. Soft approach on the other hand may lead to indifference and abdication of management in favour of harmony. People may, at times, develop the habit of expecting more and giving less.

Sociologists agree that human behaviour in industrial organisations tends to approximate as perceived by management under conventional approach of 'Theory X'. But what they do not agree to is that such a behaviour is the consequence of man's inherent nature rather it is contended that such behaviour is the outcome of "industrial organisation and management philosophy, policy and practice". Thus cause is mistaken for effect.

A fundamental opposition to theory 'X', is that it is

acknowledged that satisfied need ceases to motivate any individual further. Since there exist hierarchy of needs, man moves from satisfaction of lower needs to satisfaction of higher needs. Once physiological and safety needs are satisfied social need ego needs and need for self actualisation respectively become the most important motivators. Management by direction and control (Theory 'X) regardless of its hard or soft approach, is ineffective to motivate people whose important needs are social and egoistic. Once lower order needs are satisfied, rewards, promises, incentives, or threat and coercion the devices used by the management under Theory 'X, cease to motivate people.

Having established the inadequacy of Theory 'X, McGregor suggested a different theory of managing people based on more adequate assumptions about human nature and motivation. He labelled that attitudinal pattern of manager as "Theory 'Y, The important assumptions of Theory 'Y, described by McGregor are :

- i) Man is not inherently passive or resistant to organisational needs.
- ii) Incentive, threat or external control are not the only means of motivating people to work for organisational objectives.
- iii) "The motivation the potential for development, the

capacity for assuming responsibility, the readiness to direct behaviour toward organisational objectives are all present in people. Management does not put them there. It is the responsibility of management to make it possible for people to recognise and develop these human characteristics for themselves".

- iv) Under proper organisational conditions and methods of operation man will exercise self control towards achieving his own goals and those of the organisation.

The fundamental implication of Theory 'Y, is that full advantage of the personal and professional potential of employees can be taken by motivating them to accept organisational objectives, more particularly when their physiological and safety needs are well satisfied. Besides, it also true that Theory 'Y, makes use of motivational techniques that are precluded by Theory 'X, - the socio-physiological restraints imposed by it. However after generations of adherence to the conventional organisational theory, shifting to Theory 'Y, is by no means an easy task. Theory 'Y, therefore, need to be applied gradually.

*HERZBERG'S MOTIVATION -HYGIENE THEORY :

This also known as the two factor theory and was

developed by Frederick Herzberg. He conducted a large number of interviews with a view to determining the attitudes of people towards their job. Those interviewed were asked to describe when they felt good about their job and when they had bad feelings about their job. It was observed from the study that good feelings were generally related to the intrinsic or job content factors such as achievement, recognition of achievement the work itself, advancement, giving of responsibility and the potential for growth. Since these factors contribute to good feelings and stimulate people for better performance these are also described as the motivators.

It was also found that bad feelings about the job were for most part related to context factors, such as company policy, administration and supervision, interpersonal relations with peers, interpersonal relations with subordinates working conditions, pay increases, the status situation and job security. Context factors are also known as extrinsic or hygienic factors.

The two factors theory reinforces the belief that motivators are the source of job satisfactions as well as effective role behaviour since hygiene factors are found related to job dissatisfaction, management should not attempt

to motivate people through these factors. Intrinsic factors on the other hand, are positively related to job satisfaction and thus deserve close management attention. Management should therefore, attempt to make the job more meaningful and satisfying.

In several respects the two factor theory is closely related to the need hierarchy approach to motivation. The extrinsic factors are like the Maslow's low-level physiological and safety needs and must be dealt first if dissatisfaction is not to cause difficulties. The content factors of motivation hygiene theory of Herzberg roughly approximate the higher level needs under Maslow's need hierarchy system.

Herzberg's theory assumes that intrinsic and extrinsic factor produce altogether different motivational effects positive and negative. The said proposition is generally supported when the critical incidence method as used by Herzberg in developing the theory is employed to test it. However other research approaches fail to confirm the theory. A given factor may be a source of satisfaction for one person and dissatisfaction for another. Thus individual variations underlying motivational aspect of human behaviour are not taken due cognizance of by this theory.

1.5 REVIEW OF IMPORTANT MOTIVATIONAL TECHNIQUES :

Providing adequate motivational inputs is undoubtedly very complicated task in the changing socio economic environment. Changing and emerging needs due to above variables which are fact changing have made this task extremely complicated. It has been observed from different studies that even needs are individuals varying from time to time. Order of priority to needs are different to different person though they are working in same organisations and at the same level. It has been found that to few while wages and salary stand as the top priority need to other recognition to work accomplished has acquired that priority. Similarly social security measures have acquired considerable importance to a few individuals; management by relation has acquired the position of top priority need to some people. It is simple means to devising suitable motivational techniques is not a very easy thing. It requires attention to very many important needs and goals and a combination of inputs to make any motivational techniques meaningful. However few techniques in general may be analysed below.

1) FULFILMENT OF NEEDS :

It has been emphasised that human behaviour is determined and guided by certain needs to achieve definite goal or some goals. However, at the very outset management should

think of such basic needs as good salary and wages, good working conditions, job security and adequate social security. A goal motivational technique should aim at fulfilling the above needs of individuals and groups to bring forth a close attachment with the individuals and the organisation.

2) HELP GROWING IN STATUS AND RESPONSIBILITY :

A good motivational technique further stresses the need to provide employees the opportunity to grow in status and responsibility. The technique should be good enough to utilise the work capacity. Intellectual capacity, experience and knowledge of employees. It is not uncommon to come across employees of many enterprises. Simply working in routine manner So the system should be to make the individual dynamic encourage them to put their best efforts for the accomplishment and thus releases untapped work capacity. In precise, motivational inputs should ways and means to extent for work to employees for the effort put in which in turn include in them feeling of importance and consequently bring forth on active involvement with the enterprise:

3) PARTICIPATIVE AND CONSULTIVE MANAGEMENT :

A good motivational technique further makes provision for participative and consultive management. Opportunities

provided to the employees and workers even at the bottom line of the organisation makes them feel that they, are part and parcle of enterprise. If the employees and workers are given a chance to be heard and offer their views and suggestions, it will create feeling of propritership and act as motivational tool. By such discussion executives and managers would be able to have clear knowledge and understanding of the problems and needs for their subordinates and utilise the manpower under them in the best possible way.

4) CAREER DEVELOPMENT PLAN :

A good motivational technique further provides for well designed carrer development plan for all levels of the employees. Such a plan inspires the employees to exercise their skills, intelligence and wisdom for further growth andddevelopment.

5) OPPORTUNITY TO EXERCISE SELF EXPERIENCE :

A good motivational technique means that the employees should be allowed to work without much interruption. In other words good motivational techniques gives stress upon freedom delegation of authority to subordinates to exercise and assistt. Such a technique obviously inspires the people bottom at the line to shoulder more and more responsibility, exercise creative wisdom and judicial skill and thus motivate individual to considerable extent.

6) PERFORMANCE CUM REMUNERATION SCHEME :

A motivational technique offers such a scheme may also be considered as a good technique to achieve the basic spirit of motivation. This scheme intends to meet social needs and evidently has a stimulating effect for motivation. Because this will put the pay structure on "scientific basis with economic and social dimensions".

However there are, in short some of the important motivational techniques with the employment of which a manager can induce his workers to their best, But it may again be reaffirmed that science the socio-economic political belief, values, affiliation etc. are changing with a change in social set up. Needs and goals of individual and groups are also changing regularly. So on technique introduced and given good fruit should be considered an effective tool for the years to come. Rather the utility of motivational inputs tool in other sense, needs be appraised at regular intervals in the perspective of social change.

1.6 OBJECTIVES OF STUDY :

1. To study the motivation techniques being applied in an organisation under study.
2. To study the relationship between skill willingness and motivation.
3. To study how motivation provides direction to human behaviour through necessary guidance by executives.

4. To study the utility of motivation techniques applied in the organisation.
5. To analyse the findings of data collected.
6. To recommend effective motivation techniques for increasing the efficiency of workers.

1.7 LIMITATIONS OF STUDY :

1. The time available for study is limiting factor.
2. The workers who are not in permanent employment of the organisation may not give correct information.
3. It is due to limited time the researcher has to rely on sample method to interview the people.
4. The workers at work are more interested in carrying out their day today work and are rather reluctant to cooperate and give the answer enthusiastically.
5. As the study relates to only motivation and techniques of motivation, the questionnaire obviously is restricted to only these aspects and researcher could not cover the psychological aspects affecting the work, in questionnaire which has in practice impact on motivation of the people.

6. The same technique of motivation may not motivate all types of people as a result of which analysis and conclusions have to be drawn on the basis of collected information, which may not be equally applicable in all cases and at all the time.

1.8 METHODOLOGY :

The researcher has selected Maschinen Fabrik Polygraph (India) Limited, M.I.D.C., Shirol, Kolhapur, as the unit to study the motivation techniques applied in the organisation.

SOURCES OF DATA COLLECTION :

It is for the purpose this study two types of data is required namely primary and secondary data. The sources of primary and secondary data are :

1. Pre tested questionnaire.
2. Recent manpower chart.
3. Interview of Labour Welfare Officer and other executives of personnel department sources of secondary data are :
 1. Library of Chh. Shahu Institute of Business Education and Research, Kolhapur.
 2. Library of Shivaji University, Kolhapur.
 3. Library of S.P.K., College, Savantwadi.
 4. Records of the Organisation under Study.
