

**Organization of Engineering Systems and Human Resources Management**  
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**Module No. # 03**  
**Human Element of Functioning Organizations**  
**Lecture No. # 31**  
**Understanding Motivation**

In this cluster of topics, as we move together looking at the human dimensions of organizational work, we have so far covered different topics, which include concerns of recruitment selection, skill formation, and redeployment. We have looked at concerns of developing leaders, developing teams, but one of the key concepts still needs to be conveyed, handled for a proper understanding of the human element in work situations and that is the concept of motivation.

So, we are going to spend some time trying to understand, this much used word, but very often misunderstood, because the broad contours of its operations are never quite clear. How it works, is perhaps best conveyed, and it totally from drawing upon, the analogies stories descriptions in the folk law, from the epics, from the collective memories, so that it strikes a chord with all listeners and yet at the same point of time, illustrates what is sort to be conveyed.

Let us take a look back to an episode in Mahabharata, where there is almost a dual like situation, between Karan and Arjun. Both have them ace archers of their times, brothers with the same kind of pedigree, the same kind of veld, and that was going to be a fight to death. That spent a life time competing, battling, referring to each other, and here was a final goal, as people are aware the charioteer for Arjun was Krishna. And Krishna had so arranged that the charioteer for Karan was Shikhandi. Now Shikhandi was from the neutral gender, a fall out of situations under the karmic law, and the details are which are not relevant, but sooth share had it; that in the final reckoning, the wheel of Karen, chariot, will sink into the ground, so that Karan could not defend him selves, and that is the way in which Karen will meets his end, so the battles begins.

And to cut a long story to short, after various maneuvers, in the heat of the exchange of attack and counter attack, Karan's wheel of the chariot sinks into the ground, and he ask

Shikhandi; the charioteer to move the wheel from being stuck, and of course, Shikhandi would not have any of it. So, Karan himself gets down to push the wheel out of the ground, and to push the wheel out of the ground, his left defenseless. In fact, he has to focus energies on pushing the wheel. And as he is pushing the wheel as (( )) by Krishna. Shikhandi, it flits the violets of de motivating statements on Karan, reminds him the origin, humble according to the popular lore, as it chariot driver son. Calls him supine, worthless, incapable of fighting Arjun, and saying this is destiny, now your wheel is caught up.

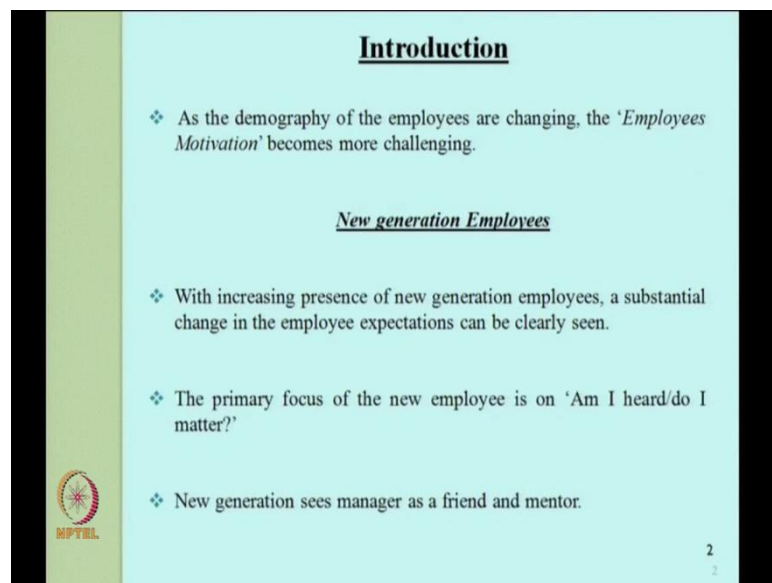
And Karan instead of focusing on pushing the wheel out of the ground, gets diverted. So, what could have been achieved in any units of time gets multiplied, gets almost scared, tripled, and Karan is extremely disturbed by this invectives. And as he applies his shoulders to the wheel, pushing it harder and harder, taking longer and longer, Arjun gets the time and. How he handled the situation is another story, but it is not relevant the point which is, sort to be made here. He showers arrows upon the Karan and that is how Karan meets his end. Technically speaking, Karan was quite in a position, to position himself behind the wheel, to be out of the line of the showering of the arrows, which Arjun would innovatively undertake, and with sufficient motivations and encouragement he could have pushed wheel out of the ground, that was not to be; that is motivations.

People are affected by the way they are treated by others, and people are affected by the way they move themselves. And it is generally recognized, that in work situations, you get better task performance if you are motivating others to perform, and others are motivated to perform, but if the matter was as simple as that, there only have to learn, is to author of few encouragement, to the people around you, and people reporting to you, or people above you. All you have to do is free lessons of enthusiasm, and operation, and the act is on. In actual lives its very complicated process, therefore the topic understanding motivations. Encouraging of others is very shuttle activity, which must be at the wave length, at which the person affected operates.

For example, if a person is motivated by material gains, you cannot motivate him by giving him good food, or pleasing him senses. If a person is motivated by recognition, you cannot motivate him by giving money. In others words, very much like an electronic system, the system which transmits, and the system which receives, must be at the same wave length, and if is not at the same wave length, it is not going to work. And if it is not going to work, you have trouble at your hand, you neither understood motivation, nor or in

a position to operate it. Hopefully the elaboration which we will share to this discussion, presentation will help to you understand the motivations, to see it in managerial terms and operated, and not just in psychological terms, because motivation at the end of the day, is a psychological term.

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**Introduction**

- ❖ As the demography of the employees are changing, the '*Employees Motivation*' becomes more challenging.

**New generation Employees**

- ❖ With increasing presence of new generation employees, a substantial change in the employee expectations can be clearly seen.
- ❖ The primary focus of the new employee is on 'Am I heard/do I matter?'
- ❖ New generation sees manager as a friend and mentor.

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As the demographic of the employees are changing, the employee's motivation has become more and more challenging. So, after a brief background on motivations, what I'm sharing with you, is an introduction, to the consents of motivations, which are important in understanding it. Every organization has a new breed of employees, and in the words of Tennyson, the old order change it yielding place to new.

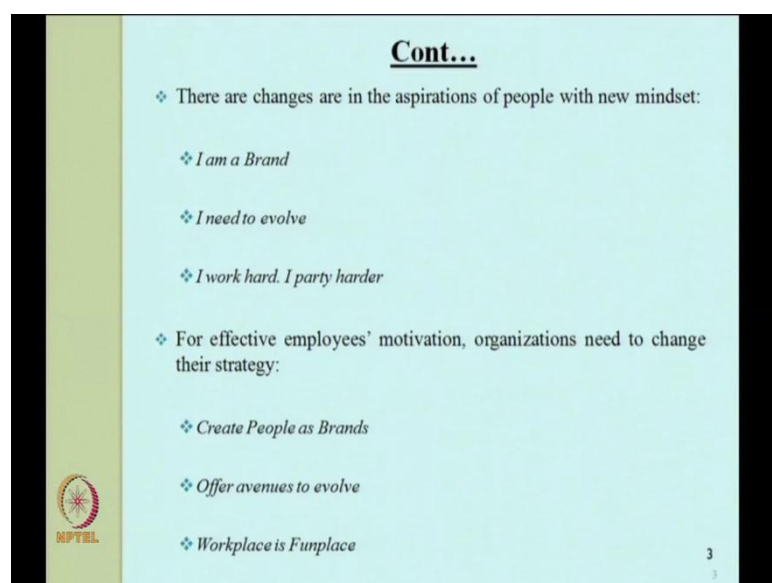
And of course, Tennyson goes ahead to say, and got fulfills him selves many ways, less one custom to corrupt the world, but for our purposes focus here is, on the old order change it yielding place to new. And if you have yielding place to new of one system being replaced by another, you can take it that you are now, like every other period in time gone to have yet another new generations of employees. Now every generation was a new generation at its point of time.

Every generation aged, and generation got phased away. The wise know that this cyclical concepts, but in this (( )) age as we talk to each other today, when you talk of the new generation of employees, you are talking of the characteristics of the new generations which is rendering the world today in this phase. And what is defining characteristic of the

new generations of employees; that is the difficult task to respond to, but it has to be attempted. With increasing presences of new generation, a substantial change in expectations is taking place. The expectations of the new generations of employees are substantially different, from the expectations of the old generations of employees. And the new generations today, is known to be a more ambitions, known to be more prone towards the luxuries of life, known for expecting quick returns, and is a generations in a hurry. This is seminal to understanding motivations, because if you want to motivate an employee, you have to respond him at the level of his expectations, and this is where understanding motivations becomes little bit of tricky affair, and therefore needs a little bit of time.


The primary focus of the new employee seems to be, am I heard, do I matter. The new employee wants to matter, the new employee wants to be heard, not in cosmetic sense of being a giving a hearing. In a real sense he wants to be a participants of the decision making process. Not so long ago, the seniors had that position and what they ruled was law. Therefore, when that generations was the new generations of employees, what move was essentially different from what moves employees today. Hence they need to understand motivation. The new generation sees manager as a friend and as mentor; he does not see the manager as a boss, in the conventional sense of giving command and demanding employees. People do not like commands any more. They may acquiesce, because of a carrier need, but there is a sense of enjoyment.

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**Cont...**

- ❖ There are changes are in the aspirations of people with new mindset:
  - ❖ *I am a Brand*
  - ❖ *I need to evolve*
  - ❖ *I work hard. I party harder*
- ❖ For effective employees' motivation, organizations need to change their strategy:
  - ❖ *Create People as Brands*
  - ❖ *Offer avenues to evolve*
  - ❖ *Workplace is Funplace*

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To continued it therefore, there are changes are in the aspirations of people on a new set, and a new mindset has entered the work please. The new mindset treats one self's as a brand. He is very proud of the way he does his work, does not matter if sometime it is not in synergy with the work requirements. It shows itself on the way he wants to dress, it shows itself on the way he wants to distributes his time, it shows itself on his unique style of receiving feedback, it shows itself on the way he wants technology, to reduce on his own commitment, to atomize task. He also recognizes his own need to evolve, and off course his not to say, I work hard I party harder. He wants to intelligent, he wants to enjoy himself; a very energetic approach.

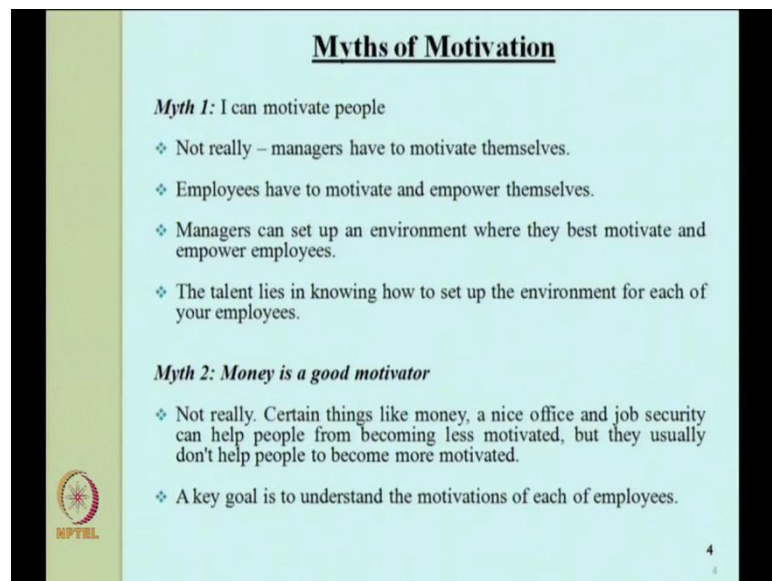
Now you cannot be value judgmental about this, you cannot be looking down the nose, because you did not have the opportunities at that age. On the other hand, as the new brand of employee, when you enter an organization, you better be confers, that you be want to be a party hard, but your boss was never born in a generation to be a party hard, and therefore he does not understand hedonism. In fact, he is a workaholic. He comes early, leaves late, he believe task should be given at times, with the smallest time allocation to it, and when you are argue with him, he says I m not working myself in the same way, am I accepting something which I do not do myself. He needs to release that he may be working in his certain manner, but the new employee is not going to find it easy to agree, and vice versa is also true.

If the new employee is not going to come to grief, new employee has to realize that the motivating factor, of the senior employees may be substantially different, to the motivating factor of newer employees. In fact, the newer employee, may want to party hard, the older employee may just want to take home, a little bit of peace, which will help him to cop better with him the problems of life at his point of time in age. Hence motivation becomes, the mediating variable for effectiveness amongst different groups of people, and people must realize that in order to work with each other, they need to comprehend the waiting factors for each other. For effective employee motivation organizations need to change their strategy. The strategy which is perhaps worth considering is, can you create people as brands.

In another words, can you incorporate the aspiration of the individual into a strategic prospective, can you offer achievement to evolve. In another words, again can you link up individual aspiration organizational strategy. And finally, if the individual aspirations, is a

work hard and party hard, can you convert the work place in of fun place. No that is bound to evoke emotions at different generations, at different people. I do not want to enter to that debate, because then the argument would be, what is the fun place, and what is the obligation to make work fun, you are getting lively wood, you better come to work, do your work go home. Now this is not the place where this debates can be resolved, but this is the place, where debates can be stated, so you can understand what the nuances are, for understanding organizations, in their dimension of motivation.

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**Myths of Motivation**

***Myth 1: I can motivate people***

- ❖ Not really – managers have to motivate themselves.
- ❖ Employees have to motivate and empower themselves.
- ❖ Managers can set up an environment where they best motivate and empower employees.
- ❖ The talent lies in knowing how to set up the environment for each of your employees.

***Myth 2: Money is a good motivator***

- ❖ Not really. Certain things like money, a nice office and job security can help people from becoming less motivated, but they usually don't help people to become more motivated.
- ❖ A key goal is to understand the motivations of each of employees.

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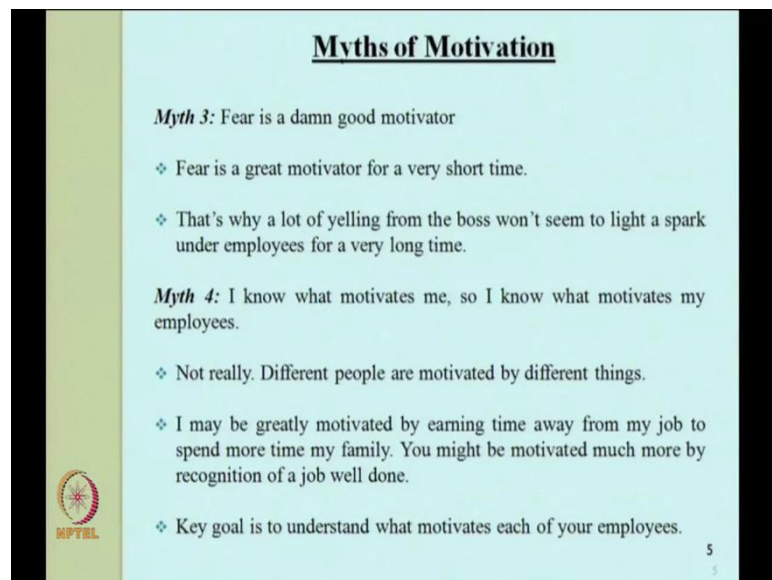
There are certain myths about motivation, I would like to work you through some of them so that you understand motivation, scripts of its, a work and urof, and it's superficial realities. The first myth is, the believe that I can motivate the people; this is a myth. There is a lot of social science theory, is that no one can motivate any one. In fact, offering words of encouragement may themselves fail, because they may not be actually touching the cord of the motivational routes of the person you are dealing with. So, how do you handle motivation. Motivation is when a person motivates him selves, therefore, operationally managerially terms, it means pushing a person to a point, where he wants to works harder. He believes that he working harder is a fulfilling process, and in results of his work he gets satisfaction.

So, he must start motivating himself, employees have to motivate and empower themselves. Therefore they all look for spaces. Managers can set up an environment,

where they best motivate and empower employees, therefore managerial role function now, has focused to creating environment. In creating the environment, you have a situation, where as a manager you are a doing a pure bit performance, and yet you are not actually a showing that you can motivate people, you create a set of circumstances where people motivate themselves. Talent lies in knowing how to set up the environment, for each of your employees. So, the myth is, I can motivate people, and the reality is this is what you can do, or this is what happens. Another myth is, that money is good motivator.

Certain things like money and nice office and nice security can help people from becoming less motivated. Please notice what I m saying, money, a nice office, job security can help people from becoming less motivated, but they usually do not help people to become more motivated, and I m sure you get the emphasis, and you get more answers to understand, where I am coming from. You can create circumstances, well people become motivated at the same level, where motivations does not recite, but you cannot create circumstances, which raise the level of motivations. These are two different directions of movement of motivation. A key goal, is to understand the motivations of each employees, and as a superior officer this is the task which you cannot skip.

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**Myths of Motivation**

**Myth 3:** Fear is a damn good motivator

- ❖ Fear is a great motivator for a very short time.
- ❖ That's why a lot of yelling from the boss won't seem to light a spark under employees for a very long time.

**Myth 4:** I know what motivates me, so I know what motivates my employees.

- ❖ Not really. Different people are motivated by different things.
- ❖ I may be greatly motivated by earning time away from my job to spend more time my family. You might be motivated much more by recognition of a job well done.
- ❖ Key goal is to understand what motivates each of your employees.

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Myth number three; fear is a dam good motivator. The truth is fear is a great motivator, but for a very short time, you yell at a person, you sheik at a person, you terrify him, you put him in a situation where he start wondering, am I going to keep the job or am I going to

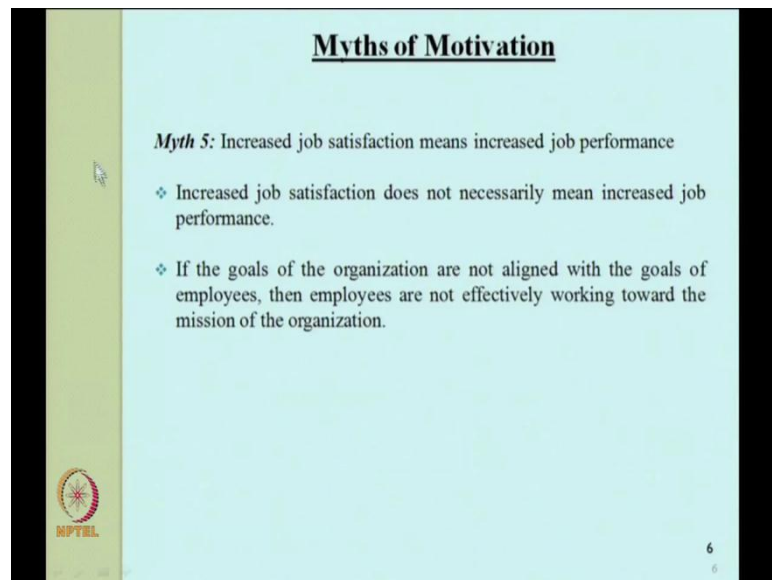
lose it. And very soon he becomes immune to it, then he starts believing let him try, I say what going to go out of a this. So, fear is damn good motivated is a myth, it works for a short time; that is why a lot of yelling from the boss won't seem to light as spark under employees for a long time. Myth number four; I know what motivates me, so I know what motivates my employees. You are making an error there, something may motivate you, it may not motivate your employee. This is not a situation where what is sauce for a goose is sauce for the gander. The gander may want a very different kind of a sauce all together.

So, this is a myth is not really true, it is a myth. It is a statement which is not really true, it is a myth, different people are motivated by different things. I may be greatly motivated by earning time away from my job to spend more time with my family. Somebody else more motivated by recognition of a job well done. In one case the motivation is to get back to the family, in another cause is to motivation to earn recognition, to target excellence, and be recognize for the excellent skills which you have. The motivations source, there are totally different. Therefore, the key goal to understand what motivates each of your employees. Take it from the point of view of a person who enters into the situation. If he is involved enough, and if he is literate enough, he knows what motivates him, and therefore will help his superior to understand his motivations.

And in a system to superior to understand the motivations, he may be working towards a goal, which both seeks to achieve, but the superior does not know the route to take, this creates a synergistic relationship. This creates a relationship where it is important to recognize; that yes there are certain leverages of motivations, and there are specific to the person, but can the person effected be take the lead, to convey to the people who would lead the leverages, to apply the leverages at the point where it works from him, and for that a principle behavioral science is becomes very relevant. Interventions which produce positive results are repeated, therefore if you are shuttled (( )) you could drive boss up the lean, to a point where he recognize. Yes I talk this way, when I do this, when I offer this my colleague's responds.




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**Myths of Motivation**

*Myth 5:* Increased job satisfaction means increased job performance

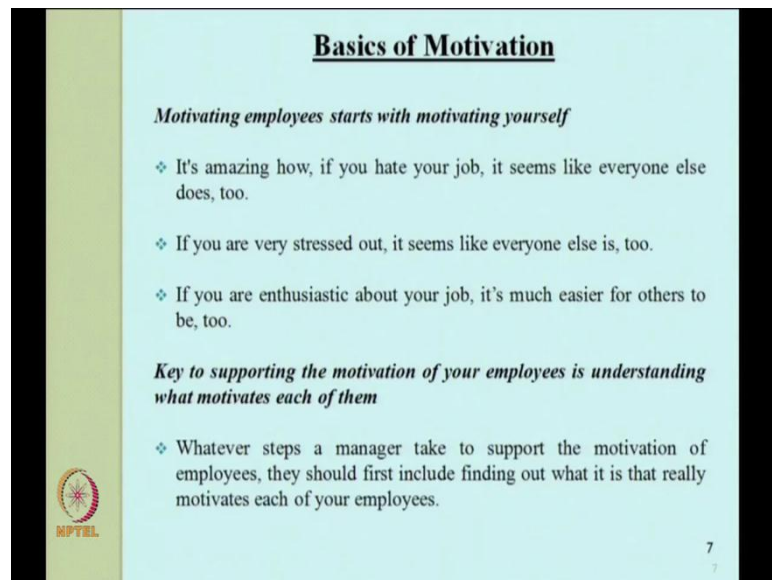
- ❖ Increased job satisfaction does not necessarily mean increased job performance.
- ❖ If the goals of the organization are not aligned with the goals of employees, then employees are not effectively working toward the mission of the organization.

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There is a fifth myth of motivation; increased job satisfaction means increased job performance it does not follow. Increased job satisfaction does not necessarily mean increased job performance; from the Tavis talk experiment this has been known. In fact, for a group of telephone operators, when the lighting was improved, the sitting was improved, and the conditions of job performances were improved, the actual performance declined. Now let us another story which we cannot get into, but what I would like to do, is conclude this part of discussion pointing out; that if the goals of the organization are not aligned with the goals of employees, then employees are not effectively working towards the mission of the organization. And if they are not effectively working towards the mission of the organizations, then you have problem at hand. So, job performance and job satisfaction may not be totally congruent, it has to do motivational factors.

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**Basics of Motivation**

*Motivating employees starts with motivating yourself*

- ❖ It's amazing how, if you hate your job, it seems like everyone else does, too.
- ❖ If you are very stressed out, it seems like everyone else is, too.
- ❖ If you are enthusiastic about your job, it's much easier for others to be, too.

*Key to supporting the motivation of your employees is understanding what motivates each of them*

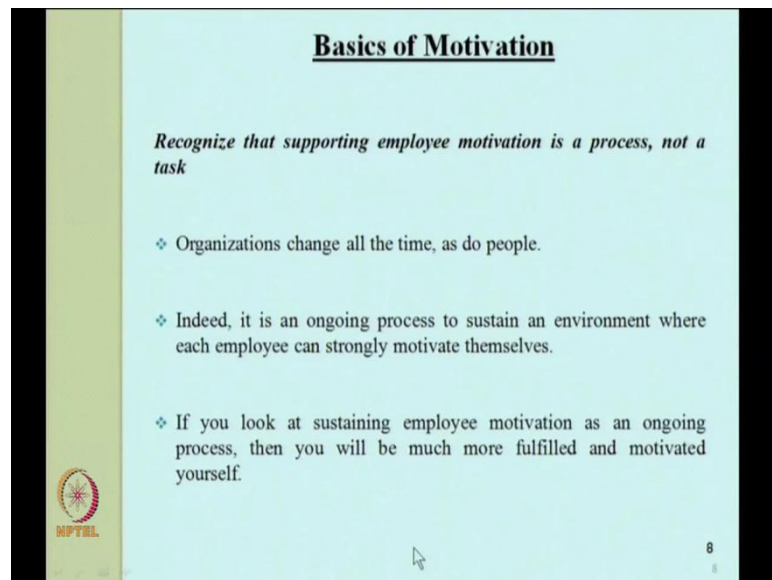
- ❖ Whatever steps a manager take to support the motivation of employees, they should first include finding out what it is that really motivates each of your employees.

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Let us work through some of the basics of motivations, which will therefore naturally end in better understanding of motivations. Motivating people starts with the motivating yourself. Now this means that instead of pointing a finger at the other person, you should turn your finger and point to yourself. In fact, to gesture it, and to show it to you, instead of going in this way, you need to turn this way, motivate yourself. Ones you are motivated that may prove infections, do not say you do this. In other words, managing self in a proactive way, in an effective way is very often. A good way of motivating others, and to go back to what already I have presented to you, it creating the environment for achievement.

It is amazing, how if you hate your job, it seems like everyone else does too. If you love your job then begin to believe that everyone else would also love his job, provided conditions are there for it. If you are very stress out, it seems like everyone else is too, you tend to create a mirror a image where ever you go. If you are enthusiastic about your job, it is much easier for others to be too. So, enthusiasm is a key positive emotions are the key. The key to supporting the motivation of your employees is understanding what motivates each of them, which means whatever steps a manager take, to support the motivation of the employees. They should first include finding out what it is that really motivates each of your employees, and at the level of the entrant it is important for the entrant to make sure, his facilitated to understanding.


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**Basics of Motivation**

*Recognize that supporting employee motivation is a process, not a task*

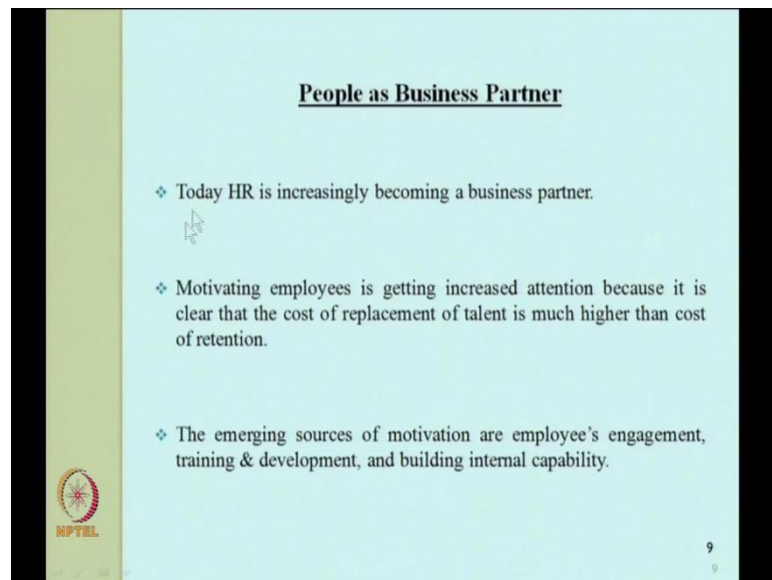
- ❖ Organizations change all the time, as do people.
- ❖ Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate themselves.
- ❖ If you look at sustaining employee motivation as an ongoing process, then you will be much more fulfilled and motivated yourself.

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Recognize that the supporting employees' motivation is the process not a task. Just when you think you have understood what motivation an employee, when next time you try it does not work, because his mood may have changed. And human beings are complex entities; human beings have different motivating elements at different points of time. This can be variable in terms of age, it can be variable in terms of mood, it can be variable in terms of the time of the day. In fact, it can be variable of the whole set of endocrinal flows in an individual. Therefore when faced with a situation, be clear that you do not rushing to it, but take a little time to assess, what it is that we are in right now, and what kind of temperament is the other person displaying. Typically do not try to convince somebody, when the other person is angry or upset.

So, organizations change all the time as do people; an important point to remember. Indeed in an ongoing process to sustain an environment wherever each employee can strongly motivate themselves, there are certain steps which need to be needed. If you look at sustain employee motivation as an ongoing process, then you will have to be much more fulfilled and motivated yourself, at dissatisfied employee, we will find it three times as difficulty to motivate somebody else, if he can do it at all. In fact, it is a truism; that one as to recognize the need, to first manage oneself before one can manage others, and that requires a lot of effort. So, basics of motivations require the need to understanding your own motivations, changing as it may be, in varying ratios as it may be, and then listening to the messages which the other person is giving and responding to it.

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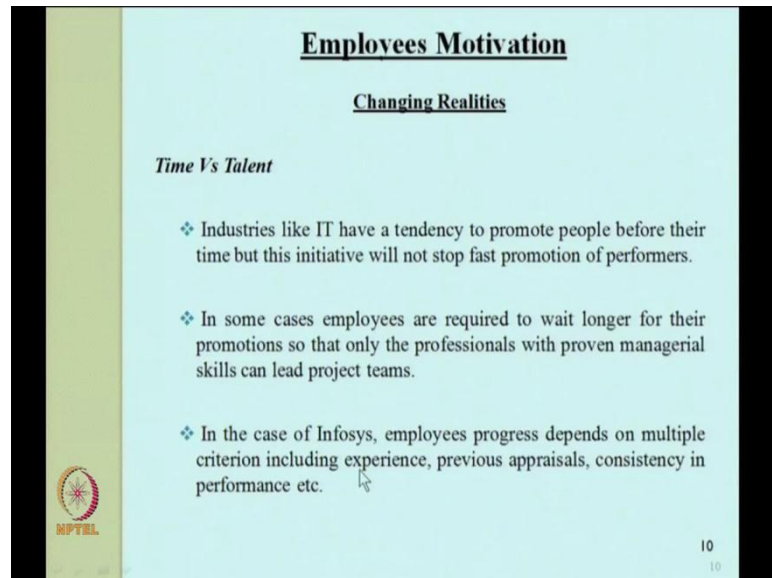


People as business partners respond better to motivational deals. Today human resources are increasingly becoming a business partner, you manage human resources by making another person a partner, and not necessarily treating that person as somebody quite inferior. Now this again is consistent with the traditional Indian knowledge and traditional Indian learning for getting a work situation, as a subhashit or a good statement in Indian ethos is, (( )) at the age of 16, treat your son as a friend, shodas 16, varsesu years, paphshu on an achievement, putra; that is son which means a daughter is also here, because masculine in Sanskrit grammar means also the feminine, and that is the grammatical law, it's not a gender bias. Putra mitra miva, like a friend acharith. If that is true of a genetic relationship how much, it will be true of work relationship. Motivating employees is getting increased attention, because it is clear that the cost of replacement of talent is much higher than the cost of retention.

Now this is a very important business principle, which links up with issues of recruitment, selection, and the works. Motivating is not just to create a better work culture, motivating is also a financial connotation. The emerging source of motivation are employees engagement, training, development building internal capability, this is a very important statement, because if creating the climate is the work situation is the important. Not only should the superior person know it, but the person who is in a reporting relationship also needs to understand, that he must be open to creating engagement with the work situation. He must be open to receiving training and development, and he must contribute towards

building and internal capability architecture. In other words quite simply, everything is a two sub game.

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**Employees Motivation**

**Changing Realities**

*Time Vs Talent*

- ❖ Industries like IT have a tendency to promote people before their time but this initiative will not stop fast promotion of performers.
- ❖ In some cases employees are required to wait longer for their promotions so that only the professionals with proven managerial skills can lead project teams.
- ❖ In the case of Infosys, employees progress depends on multiple criterion including experience, previous appraisals, consistency in performance etc.

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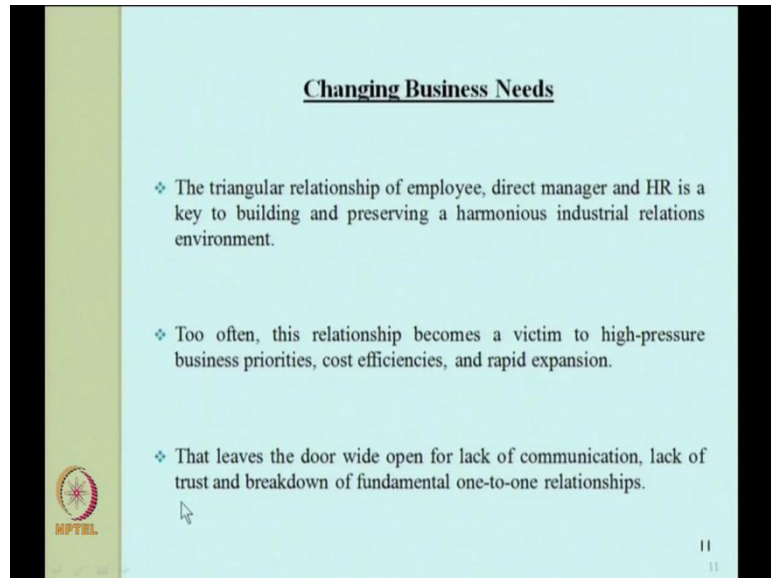
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If the realities are changing therefore, it follows that employee motivation is a sub set of changing realities. Every situation as a tendency to promote people, before their time, provided it is a paying proposition for the collective. If everyone gains by somebody promotion, nobody's promotions would be held back, but this initiative will not go the full length. In some cases employees are required to wait longer for their promotion, so that only the professionals with proven managerial skills can lead project teams, and people are very reluctant to wait. Now how do you trade a balance, between promoting people who have a potential, and therefore promoting them will have a dividends for the organization, and standing in the way of promoting people, till their ability is proved, because here, there is a catch replacement.

Certain people may not perform so well at certain levels, but they perform much better at other levels. So, the skill lies in getting people to levels where they can perform. So, this has to do with positioning people at a certain point in organization. Certain people perform so much better, when they are in leadership situation, and certain of the people are so miserable, when they cannot express themselves and the misery shows it in many ways. In the case of certain organizations, employees progress depends upon multiple criteria, including experience, previous appraisal, consistency of performance; a specially in certain

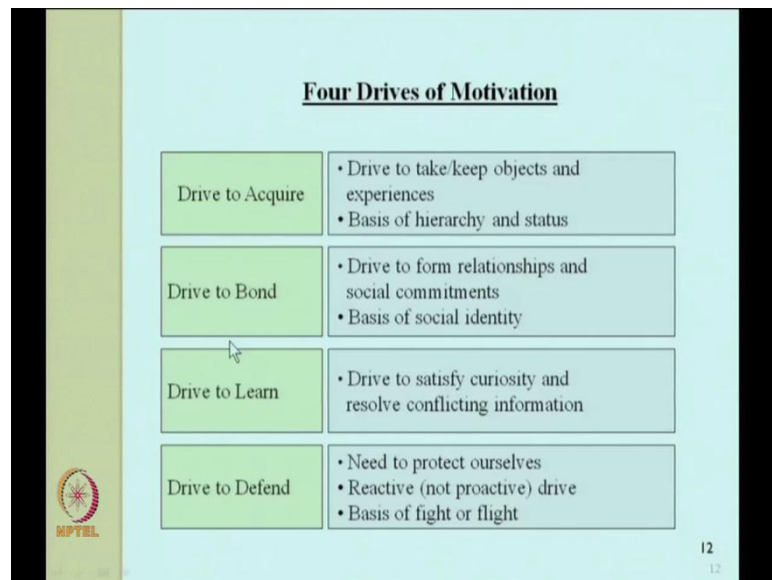
progressive IT companies this mix is known to work. Therefore, promotion as a motivating factor, is a derivative of mixing together of different element, and usually it includes multiple criteria.

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The triangular relationship of employee, direct manager and HR, is a key to building and preserving harmonious industry to relations environment. This needs to be a internalized. There is a designated superior, there is the employee consent, and there is the HR; the HR department, human resource department, who handles roles regulations, the conditionality, the benefits. So, to get real motivation it is a tree part right relationship, not just a dual relationship. Very often this relationship becomes a victim to high pressure business priorities, cost effectiveness, and rapid expansions. It is for organizational superior to make sure, that beat high business priorities, cost effectiveness, and rapid expansions does not became a casualty, of a lack of recognition of the tree part tied nature of a performance triangle. Doors must be left open for communication, because of absences of communication can create serious issues. Lack of trust take down a fundamental one to one relationship in sure set organizations will not work.

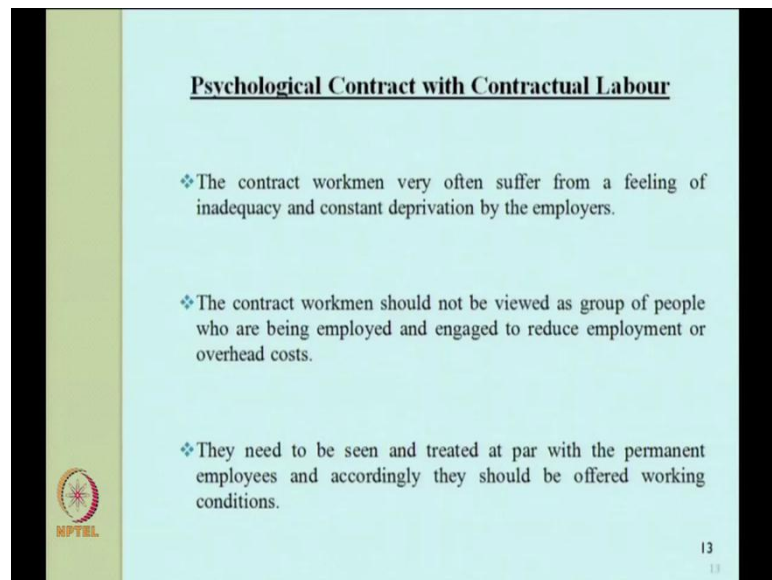
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There are four drivers of motivation. Let us go back to it, and I will link it up from the beginning. So, let us get each one of the blocks in place one by one; drive to acquire, drive to bond, drive to learn, and drive to defend. These are the four drivers of the motivation. Drive to acquire works through drive to take keep objects and experiences. It is the basis of hierarchy and status. The basis of keeping objects and experience, is biased on hierarchy and status. Drive to bond, is drive to form relationship and social commitments. It is the basis social identity. The drive to learn is drive to satisfy curiosity, and resolve conflict, and conflicting information.

So, it works on two wheels of responding to the curiosity, and resolving conflict information; that is why drive to learn becomes a motivating factor. The drive to defend works on three principles; the need to protect ourselves, reactive not proactive drive and the basis of fight or flight of this choice, now drive to acquire, drive to bond, drive to learn, drive to defend, is the key to a person's self motivations factors. The organizational the superior has to make sure that this conditionality are fulfilled, and that how you understand motivation, and that how you use it. So, motivation like any other sentimental managerial action, is a multi-variet concept, multi layered concept, differentiated concept, working in a dynamic mode and that is a complexity incarnate. Ultimately handling motivation based on scientific inputs, remains an art.

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**Psychological Contract with Contractual Labour**

- ❖ The contract workmen very often suffer from a feeling of inadequacy and constant deprivation by the employers.
- ❖ The contract workmen should not be viewed as group of people who are being employed and engaged to reduce employment or overhead costs.
- ❖ They need to be seen and treated at par with the permanent employees and accordingly they should be offered working conditions.

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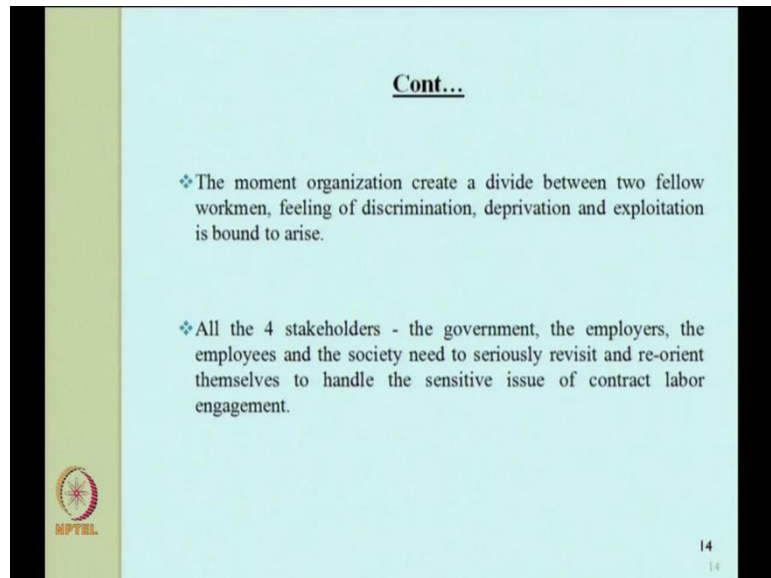
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The psychological contract with contractual labor, is often a driving force. The contract workman, which is to raise to discussion to another level altogether, often suffers from a feeling of inadequacy and constantly privation as compare to regular employee. Why do we need to bring in contractual labor, and contractual workman in such a situation. We need to bring in, because progressively out sourcing and contracting, and sub contracting is becoming the pattern, of running organizations, and they become an integral part of organizational success and organizational failure. So, early on where as you dealing only with regular employees, now you dealing with a advisers, you are dealing with contract workers, you are dealing with people who do not sees themselves relationships with the organization on a permanent basis.

In fact they do not even see themselves in a permanent relationships with the contractor, was brought them in to the work situation, because they know they can be removed by that person, and another substitute can be brought. Therefore, in this continuous situation of transition, the use of motivation principle becomes shuttle and somewhat complex. In fact, alienated of thought says, that the contract work man should not be viewed as a group of people, who are being employed, and engaged to reduce an employment, or overhead costs. They should be treated with respect, and so the discussion goes on. The moment an organizations creates a divide between fellow work man of employee and contractors, or contractual workers you have a problem at a hand.



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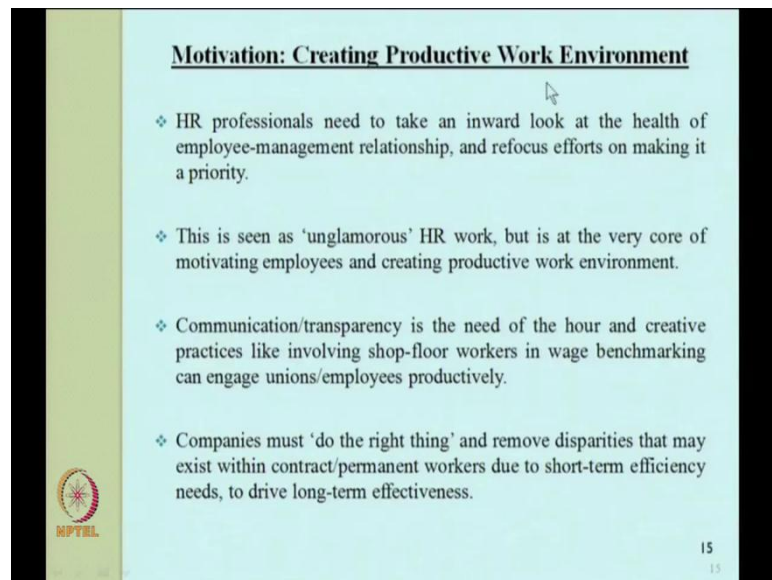
- ❖ The moment organization create a divide between two fellow workmen, feeling of discrimination, deprivation and exploitation is bound to arise.
- ❖ All the 4 stakeholders - the government, the employers, the employees and the society need to seriously revisit and re-orient themselves to handle the sensitive issue of contract labor engagement.

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So, what is that really moves an organizational, and where all would be the inputs of motivations. Well the inputs would come from four stack holders; the government, the employers, the employees, and the society. So, one is to saying is, all this four need to seriously revisit and reorient themselves in handling sensitive issues; especially of motivations. The government needs to see, how they can create an environment sufficiently propitious where people are motivated to work. The employers seem to have a need to ask similar questions, the employees on their turn would also need to be asking themselves, what can I do to make my work place sufficiently motivated for me and for others, even at a pear level, and the society needs to have similar posers to them.

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**Motivation: Creating Productive Work Environment**

- ❖ HR professionals need to take an inward look at the health of employee-management relationship, and refocus efforts on making it a priority.
- ❖ This is seen as 'unglamorous' HR work, but is at the very core of motivating employees and creating productive work environment.
- ❖ Communication/transparency is the need of the hour and creative practices like involving shop-floor workers in wage benchmarking can engage unions/employees productively.
- ❖ Companies must 'do the right thing' and remove disparities that may exist within contract/permanent workers due to short-term efficiency needs, to drive long-term effectiveness.

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So, motivation is essentially creating productive work environment, and we are going to look in to these aspects progressively, but first a quick run, which will need to be explained, with a little more time. Human relations professionals need to take an inward look at the health of employee management relationships, and refocus efforts on making it a priority. This is seen as unglamorous HR work, but never the less, are essential part of the work, and it is this, that is the very core of motivating employees, and creating productive work environment. We are going to stop therefore now, and revisit all this to build it up in to a verbal frame work of understanding motivation.

Thank you for now.