

**A NON - EXECUTIVE WORKER MOTIVATION;
CASE EXAMPLE OF SLLRDC**

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SUMMARY

Beginning in early 1960's those concerned with work motivation started to search for a new theoretical foundation and attempt to devise new technique for applications. In particular the need hierarchy of Abraham Maslow was adapted to work motivation. Next came two-factor theory of Frederick Herzberg. Instead of Maslow's five levels, Herzberg felt that only two factors were important, hygiene or maintenance factors and motivators. Most recently Clayton Alderfer reorganized the Maslow's hierarchy in to three groups of needs, existence, relatedness, and growth. (The ERG Model)

Later, Victor Vroom proposed an alternative theory of work motivation based on expectancy. Since then there have been considerable improvements of the expectancy model and new process approach called equity theory came up. Recently attention was focussed on the potential contribution that attribution theory and locus of control could make to work motivation.

The scientific managers such as Frederick W. Taylor, Frank Gilbert and Henry L Gantt proposed sophisticated wage incentives models to motivate workers. Next came the human relation movements and then the content models of Maslow, Herzberg and Alderfer. More recent developments have come from process models mainly on expectancy-based process models. Recently equity and attribution theories have received attention.

However at present, a group of content models can be identified, a group of process models can be identified but an overall theory of work motivation does not exist.

The content theories of work motivation attempt to determine what motivates people at work. The content theories are concerned with identifying the need or drives that people have and how this need/drives are prioritized. At first, money was felt to be the only incentive by the School of Scientific management. A little later, it was felt that incentives

include working conditions, security, and perhaps a democratic style of supervision (school of human relations).

We have ancient traditional culture enriched with Hindu - Buddhist principles. Hence our way of thinking and attitudes are completely different from those of the people in the Europe.

Therefore motivational models proposed by European sociologist such as Abraham H. Maslow, Frederick Herzberg and C. P. Aldefer may not fit to our society as it is. However these models provide us the guidance for research work in local environment.

Identification of motivational factors or need of industrial workers in Sri Lanka need comprehensive research and may take some years to arrive at a conclusion. Only very few attempts have been made to identify the real needs or motives of industrial workers in Sri Lanka and the number of research done on this area are also very few. Even these studies have been concluded, based on the models suggested for the different cultures.

The limited study of this nature would not serve to conclude the real or actual motivational factors of industrial workers in Sri Lanka. But this paper is attempted to identify the need of workers employed by Sri Lanka Land Reclamation & Development Corporation (SLLRDC) - a Government Organization.

The study shows that the main cause of frustration of the employees is due to the activities of the trade unions that operate in the SLLRDC. It is strange to believe that people reject attitudes of their own trade unions. Some of the other factors that influence the motivation of employees in SLLRDC have been identified as:

- Managers' attitudes and transparency in all activities
- Payments
- Welfare Facilities
- Political interference
- Sound organization

