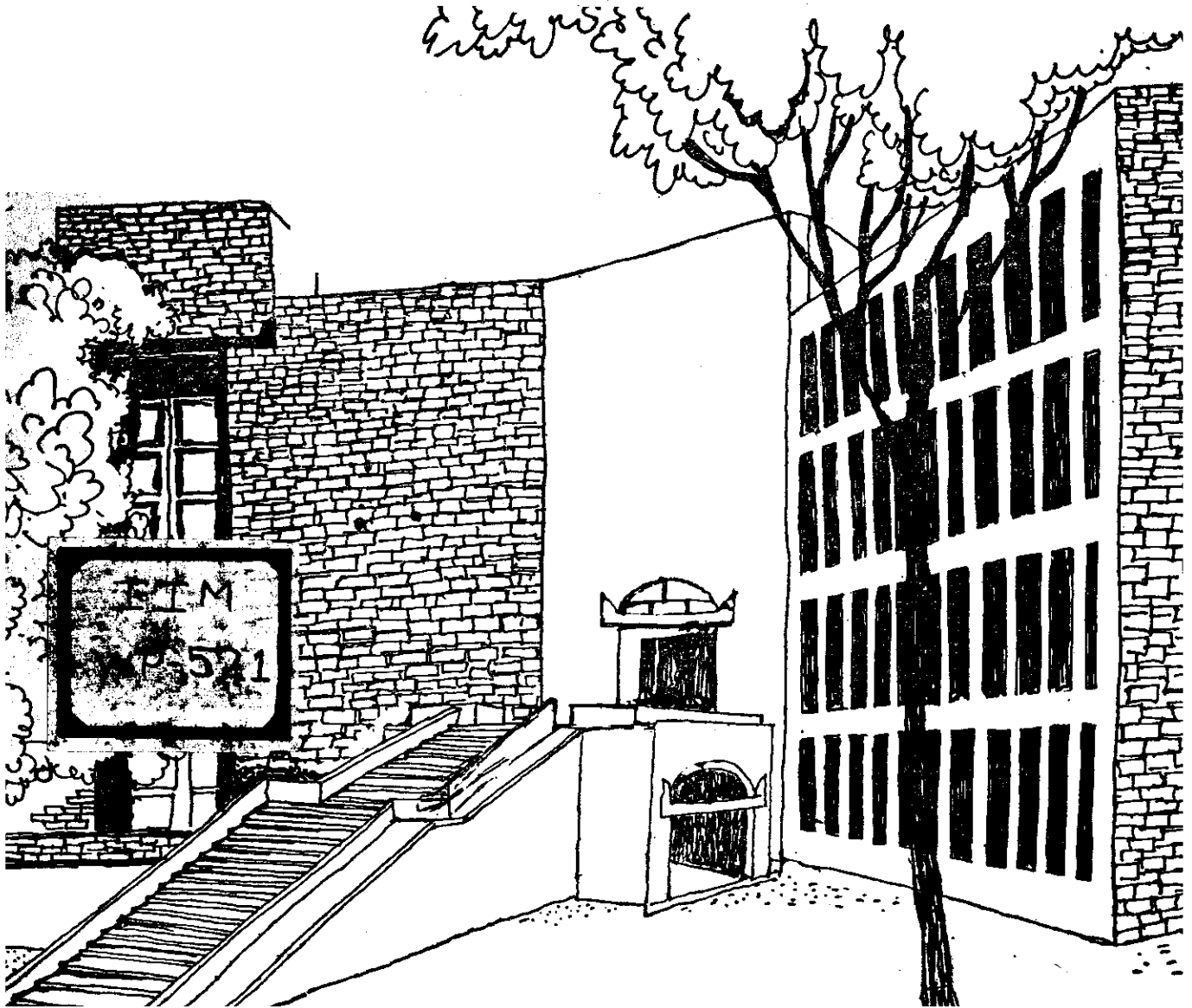


Working Paper



DECLINING WORK MOTIVATION IN INDIA:
HOW TO GET THE RELUCTANT HORSE TO DRINK?

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Declining Work Motivation in India :
How to Get the Reluctant Horse to Drink ?

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Declining Work-Motivation in India :

How to Get the Reluctant Horse to Drink ?

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More often than not, one hears and reads about increasing organizational inefficiency and low morale and productivity among Indian workers. The general feeling is that there is an overall lack of proper work ethic in Indian society. There is also a general consensus of views regarding this state of affairs in both public and private sector enterprises. At a recent seminar of senior level executives, administrators and consultants someone wryly commented that what is happening 'publicly' in the public sector is happening 'privately' in the private sector. The participants believed that what the Indian organizations lacked was proper work motivation among employees at all levels of the organization, which in turn resulted in improper utilization of resources. They believed that worker alienation pervades Indian society resulting in passivity and indifference towards the attainment of work objectives.

A participant from a public sector organization suggested that low work motivation among employees resulted from the lack of protestant work ethic as it exists in Western societies. Indians, he said, believe in leisure ethic or aram culture. Hence, they do not value work as intrinsically satisfying. Unless Indians develop a moral belief about goodness of work and industry, work motivation in organizations

is not going to improve. A private sector executive suggested that the real reason for low work motivation is not lack of work ethic, but rather unconditional job security that the employees enjoy. According to him, the threat of getting fired would spur work motivation among employees. He essentially argued for 'spare the rod and spoil the child' principle. A consultant argued that the reason for low work motivation was non-participative and authoritarian style of management. Organizations, he suggested, must involve its employees in the decision making process by adopting participative management style. The manager of a manufacturing unit suggested that the nature of jobs the organization assigns to its employee was really at fault. Low employee-motivation results from repetitive and boring jobs. The remedy lies in redesigning jobs in such a fashion that employees derive intrinsic job satisfaction.

Piecemeal - vs - Systematic Approach

What does the above discussion signify? For one thing, the nature of low work motivation, its causes, and what can be done to improve it are complex issues that require serious scientific analysis. It should not be correct that low work motivation is caused by one factor (lack of work ethic, poor job design etc.); and all that one has to do is to eliminate or change this factor. Each manager, as the discussion revealed, approached the issue with an idiosyncratic theory of his own. Such theories reflect the manager's personal experience and training or perhaps exposures to some western assumptions regarding work and the nature of man.

Work motivation of employees is a behavioural phenomenon. Understanding of the phenomenon for proper diagnosis and intervention for change requires a more systematic and comprehensive approach based on the science of human behaviour. Personal experience based on piecemeal approaches must be avoided. Instead, behavioral theory based on systematic approaches must be pursued.

General - vs - Specific Orientation

Quite often in trying to understand what is wrong with work motivation, organizational leaders and company executives approach the problem like many politicians and journalists who talk and write in often vague general terms. Sometimes they define the problem in a way that defy any solution. At other times the fuzzy nature of their diagnoses and solutions to the problem appear quite meaningless. For instance, an editorial in India Today (August 31, 1983) drawing upon analyses of intellectuals like Nirad Chaudhuri and others suggested that the hot and humid Indian climate is largely responsible for "the lothargy, lack of initiative and the slowness to work".³ If that is the diagnosis, there can be no solution unless India can be geographically located elsewhere. Besides, if hot climate "drains energy, saps vitality, enfeebles will and idealism", so can extreme cold climates. Early human civilizations were established in warm climates like India and Egypt where energy and vitality were not wanting. At that time (and even now for many of our executives) countries with extreme cold climates were considered

as god-forbidden places where energy and vitality froze to death. The same editorial must be quite appealing to our executives for its concluding statement: "India needs a vision. Or, as it is said in the Bible: Where there is no vision, the people perish". What kind of solution does this statement reflect? It is more like pious talk that says a lot but means precious little, that elicits excited applause from an audience but provides them with no insights to the problem. Many of us are easily taken in by such rhetorics.

When executives are bothered by low work motivation, it is not useful for them to think in general terms and make generalized statements such as "our organizations do not function adequately because employees are alienated", and "we have too many employee problems". They must try to specify the behavioural problems through adequate diagnostic research. Are they bothered by high rate of absenteeism? Is punctuality among employees a problem? Is there low rate of productivity? Is it a morale problem in employee-management relation? Each of these specific behavioural problems requires unique solutions, and needs to be handled separately. If an organization suffers from some illness, it is not enough to say that it hurts. One must find out exactly where it hurts and only then appropriate therapeutic or preventive measures can be searched for. But where is one to begin?

Is Labour is a Cost or an Investment ?

Many ailments in organizations attributed to low employee motivation stem from management's "labour is a cost" attitude that no longer works. An accounting convention that puts labour on the profit and loss statement has, over time, quietly evolved into a subtle but powerful management ideology. Although many "progressive" managements label labour as "human resource", we suspect they still continue to view their employees (including professional employees) as a necessary cost and not an investment that can yield substantial return for both the organization and the employees. The lip service often paid to human resource development function in many Indian organizations is exemplified in the wise-crack made by an executive in one of our seminars. He said, "HRM is so important for our organization that the total investment for this function amounts to the cost of one name-plate : Manager-HRD." When the employer views the employees as costs, the latter become things to be minimized, controlled, and allocated. As a result, work tends to be regarded as a commodity meant to be bought and sold.

In this process, the seller (the employee) becomes motivated to give as little of the commodity (work output) for as much return (salary, perks, overtime, etc.) as possible. For the buyer (the employer), it is just the opposite. This denigration of work into a commodity results in employee alienation in the Marxian sense. We therefore suggest a shift in the employer's orientation towards its employees. Human resources, in the first place, should be viewed as a form of investment in the

same way as other forms of investments (material, machinery, land etc.)

What we are saying is not startlingly new. Frederick Taylor, who laid down the principles of scientific management at the turn of this century emphasized that labour should be viewed as a form of investment in the same way as capital. In concrete terms, organizations must give priority to activities such as manpower planning, recruitment, training, rewarding, and developing its employees (through continuing education). In many labour intensive organizations, money spent on employees forms the major items of expenditure. This expenditure should be viewed as a form of investment to yield returns in terms of employee productivity (e.g. goods and services, and morale (positive attitudes, loyalty and organizational commitment)). An organization in which the management does not consider human resource as an investment does very little to ensure adequate returns in the form of high work motivation and morale.

Parenthetically it may be pointed out that in our personal lives, we do not consider human resource from the cost angle. Take, for example, the amount and the forms ^{of} costs most of the lower middle-to-upper middle class families in India incur to bring up their children. Do they look upon it as costs or investments? We believe it is the latter. With the "labour is a cost" attitude, one can expect no

manpower planning resulting in under or overstaffing, "all-in-the-family" recruitment resulting in man-job mismatch, inadequate supervision, and inappropriate (non-contingent or performance unrelated) and equitable reward allocation resultings in poor quality and quantity of work output.

Before one can deal with work motivation issues effectively, one has to change some basic attitudes. Our executives must (a) give up the piecemeal personal approach in favour of a more systematic behavioural approach; (b) develop an orientation for discovering specifics of problems and solutions related to work motivation issue; and (c) develop in investment rather than cost attitude toward management of human resources. Assuming that our executives have the necessary attitudes, they should then ask the following questions :

1. What are the specific behavioural problems and environmental conditions in organizations that are associated with low work motivation and low productivity ?
2. What are the causes of low work motivation among employees ?
3. What can be done to increase employee motivation in organizations ?

These three questions deal with identification of diagnosis of organizational behaviour problems, their causes or antecedent conditions, and action plans for intervention and change.

Diagnosing Organizational Behaviour Problems

Very often executives are overwhelmed by the enormity and the complexity of behaviour problems and give up any attempts at dealing with them. Their passivity toward intervention and change results from their initial emotional reactions of helplessness to the global nature of the problems. Their attitude is expressed in statements like "There are too many problems and I can't do much about them" or "I do not know where to start". Such attitudes often lead to rationalizations by way of blaming the "whole system", its intractable complexity, etc. In fact, our executives spend little time analysing and identifying specific behavioural problems in organizations. Unless specific problems are identified and defined, their solutions cannot be foreseen.

How can the global problems of low work motivation and productivity be fractionated into specific sizeable chunks for analysis and solution? For, the purpose of effective human resource management is to look at the various stages of organizational process systematically and analyse the likely behaviour problems that may arise at each stage. The process of organizing human resource can be, in the main, broken down into six different stages: Manpower planning, recruitment, induction and training, job maintenance,

employee development, and performance improvements. Behavioural problems can be identified at each stage for appropriate corrective actions. For instance, poor manpower planning may result in undermanning or overmanning the job. When an organization is understaffed, employees will feel strong pressure of work and a sense of futility because of their inability to cope with organizational demands. Overstaffing on the other hand, would result in "too many cooks spoil the broth" phenomenon. With too many people on a job, responsibility for the task gets diffused even to the extent of being nonexistent. It is not often recognized that poor or lack of manpower planning may lead to low work motivation and productivity.

Several problems can be identified at the recruitment stage. The purpose of recruitment is to find the most competent person for the job. Thus, it involves analysing behavioural requirements of the job, and searching and finding a person who best meets the requirements. Inadequate job analyses for defining behavioural requirements on the job, improper and limited search process through faulty advertising and biased personal reference, and arbitrary selection without proper testing and planned interview are factors responsible for poor fit between the job and the person. Many organizations simply do not do proper job analysis and hence do not have adequate job descriptions. Without job description, both the recruiter and the applicants do not know what is required of them. For example, a recent advertisement for sales job stated, "only smart and extroverted girls need apply".

The criteria of 'smartness' and 'extroversion' have no objective job related behavioural referent. Almost all girls in the job market may judge themselves to be smart and extroverted not knowing what specific behavioural characteristics define the traits. They may therefore apply for the job without knowing the actual behavioural requirements of the job such as speaking English with customers, travelling ^{to} /different sales sites etc. Without explicit behavioural criteria, the selection of candidates often depends on the arbitrary subjective interpretations of the criteria by the recruiter. On the job, the selected candidate may discover his inability to handle task requirements and consequently his work motivation and productivity may suffer.

In the induction and training stage, a different set of behaviour problems leading to low work motivation can be identified. The purpose of induction or orientation is to socialize the employee in the organizational set-up. Through induction programmes, employees internalize prescribed behavioural norms, rules, and regulations of the organization and acquire a sense of belonging to the organization. Much of the foundation for developing productive behaviour and future loyalty to the organization is laid during the induction period. Furthermore, job training programmes familiarize the employee with task requirements and expected job behaviour. Without any formal induction and training programme employees depend on their co-workers to guide their behaviour within the organization and on the job. Very often counter productive informal norms existing within the organization are

equitably. These and many other problems have to be identified before corrective measures for maintaining and improving performance can be introduced. Identification of organizational conditions associated with behaviour problems becomes the first step towards a better understanding of low work motivation.

Causes of low work motivation among employees

The preceding section dealt with identification of behaviour problems and organizational contexts or practices that nurture them, through a systematic analysis of various stages of the organizational process. In this section we will try to locate the possible causes of low work motivation among employees by analysing the individual process.

Assuming that an employee has the required ability and training for the job, the reasons for his present behaviour may lie in his past socialization or cultural conditioning and the perceived assessment of his present psychological state that includes his personal needs and job expectations. The history of his socialization is to a large extent responsible for the formation of a set of habits, attitudes, and beliefs that forms a part of his total personality which he carries with him from job to job. His present job behaviour is partly a reflection of his old habits and attitudes. Thus behavioural symptoms of tardiness, slowness at work, etc. of Indian workers are partly the result of early conditioning in our Chalta hai and aram culture. Such job behaviours are also partly explained by the employees assessment of their present

followed by new entrants which result in low work motivation. Consider, for example job attendance behaviour. An organization may have some rules and sanctions for irregular attendance and tardiness on job. But the employees may not be aware of these rules or may not understand their significance for the organization. In the absence of formal orientation, employees develop their own expectations from observation of informal norms governing attendance behaviour. If they find that many employees come late or leave early they are likely to behave the same way.

In the areas of job maintenance and performance improvement several behaviour problems reflecting poor work motivation among employees can be identified. Maintenance of a job implies a clear understanding of job standard and requirements and one's role in meeting these requirements. Lack of job clarity, role ambiguity, and role conflicts form major sources of poor work motivation. Poor motivation and low productivity can also result from defective reward and punishment systems within organizations. When high performance goes unrewarded, employees lose their motivation to perform. Perceived inequity in task assignment and reward allocation may also lead to poor work motivation.⁴ Lack of job analysis, job description, job evaluation, and job standard cause problems for supervisors. They are unable to provide employees with clear task goals and methods to achieve them. Without job standards they are unable to evaluate performance and provide useful feedback to employees. Without job evaluation, they are unable to allocate rewards

psychological states. An employee engages in certain job behaviours in order to obtain some expected outcomes that will satisfy his present needs. If he gossips without doing his proscribed duties, he is satisfying his interpersonal needs. Though gossiping behaviour leads to slowness of work, his job expectations are being met. Thus the causes of low work motivation among Indian employees can be analysed both in the past socialization process of the workers (historical or predisposing cause) and in their present prescriptions of the need satisfying potential of the job (contemporary or precipitating cause). Let us analyse these two sets of causes in the Indian context.

Indian Socialization Influence : Early socialization or conditioning process involves the influence of different social institutions, such as family, educational institutions, religion, etc. Our learned modes of thinking, feeling, and doing are shaped by such influences. Early interactions with social institutions and their members form the basis of many enduring psychological characteristics of one's future personality.

Socialization influences in India produce three types of behavioural dispositions or ethic that are particularly relevant in the context of work motivation. The dispositions will be referred to as (a) Personal ethic of helplessness, (b) organizational ethic of personalized relationships, and (c) Idealized family centred work ethic.

Workers at all levels of organizations in India seem to have developed a personal sense of helplessness. In their day to day work and nonwork

spheres of life, they exhibit a passive attitude towards their environment. They feel that they can do nothing to change their environment. They have developed an external orientation; i.e. a belief that the external environment controls them rather than they controlling their environment. Thus they become insecure and develop a strong need for dependence on others to reduce their feeling of insecurity. As individuals, they feel that they are insignificant, powerless particles of humanity and therefore, believe in the futility of their actions. These beliefs create an attitude of fatalism and they become indifferent to work and work organizations. As individuals, therefore, they do not strive for challenge and excellence but rather remain content with status quo and mediocrity. They become the victims of 'what can I do?' and 'chalega' type syndrome.

The organizational ethic of Indian workers are also shaped by the same sense of insecurity and dependence on others. Their work relationships are personalized rather than contractual. They work for other superiors, friends, and relatives rather than for accomplishing task or organizational goals under contractual obligations. Personal loyalty takes priority over organizational efficiency. Within the organization, seeking and maintaining personal status becomes the primary objective for which organizational interests can be sacrificed. Most supervisors provide personal rather than institutional leadership. Their leadership behaviour is directed toward maintaining their status

or saving their skin by pleasing everyone, avoiding conflicts and confrontation, and by not taking any risk that might rock the boat even if such actions are desirable for protecting organizational interest.

Indian workers have developed a family centred work ethic. Most workers believe that work is necessary and good primarily for maintaining one's family, providing for the wellbeing of old parents, spouse, and children. Work for the sake of personal mastery over the job for personal sense of task accomplishment is somewhat alien to many. They have, however, an idealized form of work ethic derived from the Bhagavat Gita. They tend to subscribe in the abstract to the norm: "Your right is to work only. But never to the fruit there of. Let not the fruit of action be your object. Nor let your attachment be to inaction". Such abstract principles are hardly ever practised in real working life. Duties are performed generally in the family context but the same sense of duty does not prevail at work place. In fact, Indian workers subscribe more to leisure and family ethic than to work ethic. They are more familiar with Sneha (fondness), Shradha (affection), and Aram (relaxation), culture than with Karma culture. Emphasis on idle leisure pursuits rather than creative leisure pursuits, on maintaining status positions rather than task goal accomplishments, on performing socially approved duties in interpersonal contexts rather than in job contexts are typical characteristics of the Indian personality. These are

disguised manifestations of a feudalistic temperament that prevails among most Indian workers.

Four key elements in the socialization process in India are responsible for the formation of the three types of ethic that we have identified. First, the authoritarian practices in the family, the educational system, and the religious institutions create a strong sense of dependence. This is reinforced by the hierarchial authority structure in these very institutions. Unconditional obedience by surrendering to authority is considered a virtue. Personal initiative, originality, and independence in thinking and decision making in every sphere of life meets with social disapproval. As a result independent critical thinking and reasoning to solve one's life problems diminish. Positional or status authority rather than personal informed reason, forms the basis of blind conformity and compliance.

Second, the reward systems within Indian social institutions tend to promote helplessness and external orientation. Very often people in authority positions (parents, teachers, political leaders) promise valued rewards for desired behaviour of subordinates but do not keep it. Such broken promises create a state of uncertainty of goal attainment, a deep sense of insecurity, external orientation, powerlessness and finally low self-reliance. Furthermore, pervasive attitudes of negativism (searching only for what is wrong with an individual) and pessimism about outcomes of every action on the part of superiors,

discourages risk taking and responsibility seeking behaviour and eventually leads to passivity in one's dealings with the environment.

Third, family and religious traditionalism of the Indian culture has created a time perspective that has an emphasis on the past rather than in the present and derive emotional gratification of their desire to maintain self-esteem through recollection of past achievements. In a sense, most individuals live physically in the present, but psychologically in the past and are unconcerned about the future. Emphasis on the past and a lack of futuristic orientation leads to lack of planning while trying to achieve task goals. Thus jobs are handled as they come and problems are seldom anticipated ahead of time for making adequate preparation to solve them. Without prior preparation to solve anticipated problems, most problem solving behaviour becomes chaotic, unplanned, and unorganized. Failures to solve the problems are attributed to the complex and unanticipated nature of the problem rather than to the lack of futuristic thinking of the individual.

There is another aspect to Indian time perspective. Time is often considered in an abstract philosophical way as being eternal, ever present but never passing. Thus, delays in actions or slowness at work is easily tolerated as normal. Deadlines, time targets, punctuality, etc. are meaningless. We are very much used to taking ^{in our stride,} the familiar bureaucratic response : Action/decision will be taken in "due course" of time. .

Stemming from the tradition of the joint family system, one is constantly faced with the problems of meeting obligatory demands from relatives, friends, superiors, coworkers, and subordinates. Such demands often conflict with organizational and task requirements. For instance, jobs are offered to candidates not on basis^{the} of their job competency, but on the basis of demands from superiors. Conflicting demands from significant others lead to misplacement of priorities in job activity and misallocation of resources. Planning gets disrupted and personal effectiveness is lost. Besides, under the constant influence of conflicting demands from significant others, the individual experiences dissonance, and, to reduce such dissonance, develops hypocritical habits of showing an honest face and doing something else. Pressure from relevant others in a tradition bound family culture forces the individual to sacrifice organizational and task objectives for the sake of maintaining personalized relationships. Work ethic is sacrificed for family ethic.

Employee's Job Perceptions :

Low work motivation also results from perceived characteristic of the job. Employees' work behaviour is mainly determined by two sets of perceptions : the requirements or what the employees are expected to do on the job, and returns or what material, social, and psychological benefits the employees are going to receive in return for their work. Work motivation suffers if there are no clear job expectations regarding what the employee is supposed to do on the job and whether he can get what he values most through his job behaviour for the satisfaction of

his important needs. No one would perform adequately on the job when one lacks job clarity and is unable to satisfy his pressing needs.

Many employees do not have clear task objectives. Very often, they have confused knowledge of what their responsibilities are, what task goals or targets they should be aiming for, what paths or procedures they should be following to reach such targets, how they are moving on these paths, and such related issues. Lack of job clarity in employees' mind is the making of management. Managements fail to develop adequate job descriptions and job standards that clarify employees' duties and responsibilities. Supervisors fail to provide their subordinates with concrete task goals and a time period for completion of the job. Neither supervisors nor subordinates receive proper feedback of work progress because of the absence of systematic reporting system and feedback procedures. Supervision of work in the true sense of the term is simply absent and the employees know it. When 'standards of performance' is an unknown quantity in the organization (in the minds of all employees including management), the problem of increasing motivation for improving performance becomes meaningless. Employee motivation and performance can improve only when the employees have a clear job perception with regard to what is required of them for attaining very specific task goals within some prescribed time by following some well tested paths (work methods). Task clarity and goal specificity constitute the minimal condition for improved work motivation and performance.

Even if job clarity is a necessary condition, it is not sufficient. What is also needed is to provide employees with job outcomes or rewards and compensations that the employees consider relevant for satisfaction of their needs. It must be kept in mind that not each and every reward is effective in inducing greater work motivation among employees. Rewards valued highly by employees are more effective than less valued rewards. An employee who values job promotion more than increased salary will not be motivated by more money. Managements must determine how the employees value various rewards before utilizing them for increasing motivation.

Several other characteristics of rewards also come into play. For instance, while receiving a reward, if an employee perceives the situation to be inequitable by comparing himself with other coworkers, his work motivation will be lowered. If an employee finds that a junior coworker with an inferior work record gets a promotion along with him, then promotion as a reward will act to lower rather than increase his motivation. Thus perceived equity of a reward is an important source of increased work motivation.

Another important characteristic of rewards that make them motivationally effective is its contingency on job behaviour. A reward that is received as a result of high performance is more effective in inducing high performance in future than a reward that is not dependent on performance. If the money one gets at the end of the month is not dependent on one's day to day job performance, an increase in

salary is not going to increase motivation for higher job performance. On the other hand, since the receipt of one's salary depends on one's being present on the last day of the month, the attendance record on that day would be higher than any other day of the month.

Besides the perceived importance, equity, and contingency of job outcomes, two other reward characteristics seem to influence motivation of employees. They are reward visibility or concreteness and reward immediacy following job performance. A job outcome that is highly concrete and tangible becomes more visible and salient in the minds of employees. Such outcomes tend to have a greater grip on employee's behaviour. Highly tangible outcomes like money tend to be pursued with greater vigour or create higher levels of work motivation than less tangible outcomes like job autonomy or job responsibility. Finally, an outcome or reward that immediately follows high performance is more effective in maintaining the performance than a reward that is delayed. Recognition of one's work immediately after its accomplishment is more motivating than its recognition two years later when the employee has already forgotten for what he is being rewarded.

In many Indian organizations, compensation schemes are set up and administered without any consideration of their value, equity, contingency, visibility, and timing. Employees are hired with the understanding of receiving a compensation package that is largely time-based rather than performance based. Employees know that their job performance has no relation to the salary and benefits they receive

from the organization. Many so-called performance or merit based rewards are clearly perceived as arbitrary and inequitable since the employees work in an inadequate (mostly non-existent) appraisal system. They often perceive a state of randomness or arbitrariness in reward allocation. Since job performance does not bring in the sought-after reward, they feel impotent in controlling the reward through their job behaviour and consequently develop apathy toward their job. They withdraw their energy from the job and engage in organizationally dysfunctional activities (gossiping, ingratiating supervisors, etc.) hoping that such activities will bring in the valued rewards (status in the eyes of coworkers, or perhaps a promotion or accelerated salary-increment from superiors). Organizationally dysfunctional behaviour among Indian employees is so pervasive that like the black money crippling the Indian economic system, blackmailing at work (through deliberate inefficiency and apathy) is destroying the moral fabric or Dharma or Karma ethic of Indian society.

Increasing Work Motivation in Indian Organizations : What Management Should Do ?

Several steps that managements need to take to improve work motivation of employees have been hinted at. In this last section, these steps are listed in a more explicit manner.

- I. If an organization is earnest about harnessing human resource effectively, it ought to be guided by the dictum: Labour is an investment.
- II. Managements must undertake systematic manpower planning and evolve recruitment criteria and procedures based on job analysis.
- III. Having recruited people for different tasks, the organization should take proactive steps to socialize the employees within the organization. This could be formally done through short duration in-house orientation programmes to familiarize the employees with task requirements and expected job behaviour.
- IV. Organizations need to analyze their reward system in terms of :
 - (1) What are the rewards? and
 - (2) How are these administered in reality ?
 1. The various rewards are :
 - Individual reward (merit pay, wage etc.)
 - Group reward (group incentive schemes)
 - Organization wide reward (profit sharing)
 - Extra-Organizational reward in the environment (place of posting, housing, transport, schooling for employees' children, etc.)
 2. The management must know which rewards are more valued by various categories of employees.
 3. The management must strive toward maintaining internal equity in reward allocation on the basis of job analysis

and evaluation (grade classification) and external equity on the basis of wage surveys and cost of living adjustments.

4. The employees, as far as possible, should get concrete and immediate rewards.
 5. Organizational rewards should be administered equitably and in a contingent fashion.
 6. The organization must provide feedback to its employees regarding the reward system as a whole.
- V. The organization should clarify to its employees the job expectations and use goal setting, time targeting, reporting system etc. to realize its expectations. This would also minimize responsibility diffusion.
- VI. The organization should develop mechanisms to monitor the impact of various actions with respect to the above on the performance of its employees. Necessary changes should be implemented and communicated to the organizational members.
- VII. Any organizational change or intervention contemplated should be data based.

Footnote

1. The authors wish to thank Professor Ramadhar Singh for his comments on an earlier draft and Mr. P.S. Seshadri, IIMA for his editorial assistance in the preparation of this article.
2. Readers may note that several time honoured assumptions have been seriously questioned and are fading in the American organizational context. See Charles Handy, "Through the Organizational Looking Glass," Harvard Business Review, Jan-Feb, 1980, pp.115-120.
3. See comment, "Double Think, Double Speak", India Today, August 31, 1983, p.7.
4. Recently, a somewhat embittered senior manager of a prominent public sector organization said, "in this organization, persons who do good work get more work; the rest get promotions".