Analysis of an Individual's Behaviour in Work Environment for a Better Output

Geeta Kumari and Dr. K. M. Pandey

Abstract—**This research report explores the cause variables which affect employee involvement. According to the empirical research finding, high-intensity internal marketing generates positive impact upon employee involvement and low-intensity internal marketing results in negative impact upon employee involvement; the effect of sentimental relationship upon employee involvement is prominent and positive; employees with personality traits of internal control reveal higher level of involvement than those with external control. Mainly this paper briefly narrates what has been studied so far on lazy people.**

Index Terms—**Laziness, Performance, Employee Involvement, Employee Loyalty, Absenteeism, Motivation.**

I. INTRODUCTION

Every company asks how they can make lazy employees into hard workers. Once in awhile there are workers that just seem to be getting lazy. It is generally found that the employees were not lazy when they were hired on, but have

become so with the passing of time. To know how to make lazy employees into hard workers, a company must understand why the employees have become lazy. One can't motivate employees but can only remove the barriers to motivation. People motivate themselves. The more de-motivator we remove, the less lazy employees become barriers to motivation are the followings-a. Misalignment of values, b. Lack of respect for employees, c. Poor boss-employee relationship,d. Lack of employee self –actualization.

There are employees that will take all the time in the world to do a job that an employer could

have done in 30 minutes. How to make this type of lazy employee into a hard worker may take

more than simple incentives or job relocation. Employers will have to stay positive with whatever they do so that there are not worse circumstances. If criticism is needed then it should be tried to encourage and compliment before telling the employee that they need to get the work done faster. Another option for employers to try is to give the employee some choices. This works great for toddlers and adults alike. Lazy employees can become hard workers. How to make them into hard workers will depend on what they are lazy in doing and what a company has the power to do.

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It's an established fact that there are many differences between the work environment, attitude, perspective etc of a public sector and private sector employees and both can't be handled with the same stick and hence it's necessary first of all to take into account the differences and then only we can discuss about the measures to be taken for motivating the employees. There are differences in career development opportunities, job content, financial rewards, social atmosphere, and work-life balance. Traditional management thinking focuses on the idea that individual's motives have to be assessed in order to understand how a person will act in a given set of circumstances. Traditional View In earlier models first assumed that people were basically the same, that they had the same wants and needs. A more modern approach looks at the individuals: abilities, personality, personality traits, ethics and culture.

II. LITERATURE REVIEW

The study by Eleni T. Stavrou, Christakis Charalambous and Stelios Spiliotis [1] utilizes an innovative research methodology (Kohonen's Self-Organizing Maps (SOMs), Neural Network Analysis) to explore the connection between human resource management as a source of competitive advantage and perceived organizational performance in the European Union's private and public sectors. While practices in these two sectors did not differ significantly, three diverse but overlapping HRM models did emerge, each of which involved a different set of EU member states. Training & Development practices were strongly related to performance in all three models and Communication practices in two. These results show the usefulness of an innovative technique when applied to research so far conducted through traditional methodologies, and brings to the surface questions about the universal applicability of the widely accepted relationship between superior HRM and superior business performance. While new to the field of human resource management, this methodological approach has been used successfully across different disciplines and lines of research (Moreno et al., 2006; Deichmann et al., 2003; Veiga et al., 2000; Smith, 1999; Mazanec, 1995). Self-Organizing Maps (SOMs) belong to the broad category of unsupervised neural networks and the basic idea behind them is competitive learning (Kohonen, 1995). This procedure is superior to other methods. Thus it provides a visual representation of the relationships that exist in the original data, while avoiding creating artificial clusters (Deichmann et al., 2003; Mazanec, 1995). SOMs have additional advantages which make them appropriate in the current study. First, they are able to outperform the traditional data reduction and clustering

techniques, in both speed and quality of solution (Smith, 1999). Second, they have the capacity to operate on very large samples and need no a priori assumptions about the distribution of the sample (Deboeck and Kohonen, 1998). Using SOMs helps overcome structuring task problems associated with finding the appropriate underlying distribution and the functional form of the underlying data. (Such problems are often encountered, for example, when using cluster analysis.) Finally, SOMs are useful in visually examining the relationship between input data and identifying important patterns and clusters. In the current research, it was the most appropriate tool to examine the relationship between superior- and lower-performing organizations, public and private ones, and the HR-performance relationship in different EU countries. The contribution of this study is twofold: it shows the utility of Kohonen's SOM to HRM research and it advances the extant knowledge and research regarding the HR-performance relationship. First, we have demonstrated how Kohonen maps can aid in understanding the overall pattern of human resource practice in the EU and creating new possibilities of exploration within the field of human resource management. The concept of SOM is one of the most elegant examples of unsupervised learning, where an artificial neural network attempts to extract stable features or prototypes from a database without an ''outside teacher'' (Kohonen, 1995). This procedure is superior to other methods, not in only reducing multi-dimensional data through clustering, but also projecting them non-linearly in a two-dimensional map (Vesanto, 1999). Furthermore, it detects clusters existing in the original data while avoiding creating artificial ones, thus providing a true representation of the original data's characteristics. SOMs may be viewed as a combination of principal components and cluster analyses with both procedures influencing each other in the algorithm (Deichmann et al., 2003). More specifically, SOMs provide an intuitively useful method of visualizing a dataset that is otherwise too amorphous and complex to conceptualize.

The issue of human resource practices has been widely applied to examine the organizational performance for multiple industries. Few researches have realized that the relationships of human resource practices to organizational performance in different culture types support the meaningful information. In the paper by Ya-Fen Tseng and Tzai-Zang Lee [2], an Analytical Hierarchical Process/Data Envelopment Analysis (AHP/DEA) model that helps in investigating the associated importance of human resource practices and organizational performance variables is proposed. This research involving 129 companies in the Taiwanese electronics industry and 112 branches in China are used to demonstrate and compare the impact of human resource practices on organizational performance in each organizational type with the proposed AHP/DEA model. The study contains five human resource practice variables and seven organizational performance variables through Linear Structure Relation (LISREL). The main findings suggest: (1) asking employee to participate company activities, because doing so may greatly consume the employees' relationships in each organizational type for both the Taiwanese and branches electronics industry; and (2) the importance of

employee relations is more significant in stratum and rational culture than in development and common culture regardless of Taiwanese companies or branches in China. The conceptual model used to this research problem contains three components: human resource practices, organizational performance, and organizational category. The independent variable, human resource practices, is described by motivation, participation, training, hiring, and compensation while the dependent variable, organizational performance, is described by turnover, productivity, corporate financial performance, perceived market performance, employee performance, innovation, and employee relations. The variable of organizational category, including development, common, stratum, and rational culture, is designed to be four conditions. This study thus attempts to compare the impact of human resource practices on organizational performance with Taiwanese electronic companies and branches in China according to each culture type. The paper introduces a method used to obtain the sample, data, and measurement and shows the reliability and validity test, demonstrating structural model estimation, and calculating and comparing appropriate decision support of human resource practices and organizational performance in each culture type for Taiwanese electronics industry and branches in China using Analytical Hierarchical Process (AHP)/Data Envelopment Analysis (DEA). The research data are directly provided from the questionnaire answered by the employees in electronics companies. This study examines the factors of human resource practices and organizational performance, and their impacts on the individual electronics industries using exploratory factor analysis. This study also identifies the importance of organizational performance based on understanding various factors of human resource practices, and reveals the goodness-of-fit in this research model for the Taiwanese electronics industry and the branches in China. Fifty-three percent of respondent intentions regarding human resource practices in relation to organizational performance are explained in this model. Another model explains 68% of variance of human resource practices intention toorganizational performance for the branches. These two are very satisfactory results, which are creating a strong positive relationship of supporting and promoting human resource practices impacts on organizational performance via confirmatory factor analysis.

The effective operation and the employment of democratization within the enterprise is one of the current or prospective tendencies in many publicly operated and private enterprises. Employee involvement is the means to examine the operation of democratization in the enterprises, which not only diminishes the obstacle of the operation of the system, but also is the way to collect common consensus and pursue the benefits of most of the people. For the industries which gradually pay attention to additional values, apart from upgrading the service standard and content toward the customers, they should also explore how to establish a complete working surrounding, which is not only considerably valued by the employees, but also the basis of the stability of the enterprise and sustainable operation. In other words, the degree of 'employee involvement' affects the achievements of the organization, and it is also the

extended demand while the enterprises are pursuing additional values since the employees' active participation in the process of decision will enhance their centripetal force in the organization as well as upgrade their working satisfaction (Locke & Schweiger, 1979; Miller & Monge, 1986; Schuler, 1980). The research work done by W.-B. Lin [3] explores the cause variables, which affect employee involvement via diverse orientations. It studies the relationship and effect of individual characteristic of personality traits, organizational climate of perspective of Chinese society relationship orientation, and internal marketing upon employee involvement. The research attempted to employ the skill of Fuzzy Neural Network and use Sugeno's (1985) fuzzy inferential system to proceed with Fuzzy dealing with the collected data and transform the data into the fuzzy value through membership grade and Fuzzy subset. According to the empirical research finding, high-intensity internal marketing generates positive impact upon employee involvement and low-intensity internal marketing results in negative impact upon employee involvement; the effect of sentiment relationship upon employee involvement is prominent and positive; employees with personality traits of internal control reveal higher level of involvement than those with external control. Considerable research has devoted to studying such topics as designing, managing and optimizing different service delivery systems in hopes of attaining higher service quality and operational efficiency (e.g., Frei et al., 1999; Soteriou and Zenios, 1999). Rachel W.Y. Yee, Andy C.L. Yeung and T.C. Edwin Cheng [4] examined the relationships among employee loyalty, service quality, customer satisfaction, customer loyalty and firm profitability, and the contextual factors influencing these relationships. They developed a research model grounded in the service-profit chain notion of Heskett et al. (1994) and empirically tested the model by conducting a survey of 210 high-contact service shops in Hong Kong. Using structural equation modeling (SEM), it was observed that employee loyalty is significantly related to service quality, which in turn impacts customer satisfaction and customer loyalty, ultimately leading to firm profitability in high-contact service industries. Using multiple-group analysis of SEM, it was found that the effect of employee loyalty on firm profitability through service quality, customer satisfaction and customer loyalty is robust under different scenarios of employee–customer contact level, market competitiveness, and switching cost in the sampled shops. This finding supports the generalizability of the observed relationships in various operating contexts. A number of hypotheses were presented. The structural equation modelling (SEM) was applied to examine the proposed model and multiple-group analysis of SEM to investigate the influence of moderator variables, using Analysis of Moment Structures (AMOS). Similar to relevant studies (e.g., Fynes et al., 2005; Skerlavaj et al., 2007; Singh, 2008; Koufteros et al., 2009), Anderson and Gerbing's (1988) two-step approach was followed to estimate a measurement model prior to the structural model. The results lend strong support for the assertion that employee loyalty is an important determinant of firm profitability. The findings are consistent with the popular S-PC concept that the key driver of firm performance is

employee attributes, such as employee loyalty, in service organizations (Heskett et al., 1994).

Michael Workman [5] made an intensive field study on the corporate employee regarding their attitude, absenteeism and also on the influences of procedural justice perception. He conducted a field study of organizational monitoring policies and practices using factors from the threat control model and found that perceptions of threat, self-efficacy, and trust in the organization were key factors in attitudes about monitoring, and that these factors interacted with employee perceptions of organizational procedural justice such that high perceptions of organizational procedural justice moderated negative attitudes toward corporate monitoring, and better attitudes about monitoring was found to associate with reduced employee absences from the job. Their study contributed to the literature of company policy compliance in several ways. First of all, it has minimized the gap in the literature by studying the effects of forced compliance, and secondly their studies provided a route to study the psychosocial impacts on people from monitoring. Finally, the study addressed the organization, whether organizational procedural justice practices might offset some of the negative effects such as absenteeism or not. To study the behaviour of the employee, he had done a research on the employee of a multinational company, dealing in a range of product development and services, conducting quality assurance, delivering customer support and services, and performing marketing and sales functions. He found in his study that people who had greater perceptions of vulnerability to security threats were more amenable to monitoring. However, while perceptions of the severity of those threats were not a factor in people's attitudes, their attitudes (which were relatively negative) did improve when they had more positive perceptions of organizational procedural justice. He also found that greater self - efficacy resulted in more positive attitudes about monitoring, and that greater perceptions of company security efficacy led to more positive attitudes about monitoring, and that greater levels of trust produced more positive attitudes about monitoring. In all cases, attitudes were improved by higher perceptions of procedural justice, and that as more positive attitudes about monitoring was associated with lower absenteeism. The findings of this research should be of interest to human resources practitioners, organizational developers, organizational behaviourists, industrial and organizational psychologists, and managers in organizations alike. He also found that due care and due diligence in security practices, such as taking precautions against information leakage, helps to raise employee perceptions of organizational efficacy. Transparency in the measures undertaken for protecting personal information and how monitoring is done and for what purposes improves the attitudes employees have about such practices. Finally the important thing he found that the attitudinal gains are achieved when employees perceive a procedurally just organization, and that they are empowered to address concerns and grievances with management over the monitoring practices.

The work done by Carolyn Holton [6], on reducing fraud briefly explained the various motivational factors such as employee disgruntlement which are responsible for the fraud.

In his study he found that employee dissatisfaction has been found to be a far more powerful predictor of fraud risk than opportunity. A large study of nearly 5000 employees concluded that employees' deviant behaviour, including property deviance like workplace fraud, is a function of conditions inside the organization. This finding was further narrowed in a study of more than 9000 employees that concluded the more dissatisfied an employee, the more likely he or she was to commit property deviance .This study thus considers a key factor in the rationalization and incentive components of the fraud triangle: whether an employee is disgruntled with his or her employer. According to him, organizations' abundant email archives provide a path for detecting fraud incentives and potential for rationalization. Disgruntled employee emails appear to be common: examples have been made public in lawsuits, managerial advice websites, industry journals, and trade press. To facilitate deterrence and detection of fraud with hard to detect warning signs and indicators, this paper seeks to design an artifact to detect disgruntled employee communications through automated text mining techniques. This new approach adds an important dimension to the array of layered system security strategies, a category most typically employed to limit external threats. The artifact developed extends the layered approach to combat an internal security risk. Data mining is already a well-used component of fraud risk scoring, and use of sophisticated non-rule based techniques seems to be growing. While highly structured text documents have been mined for potential fraud indicators, the opportunity to combine the power of text mining unstructured data, such as that in email messages, with other fraud risk assessment and fraud prevention activities appears to be unrealized. This investigation of whether employee disgruntlement, a prime fraud risk indicator, can be detected in email repositories is an initial foray into this domain. The first analysis undertaken is to determine whether clustering, an unsupervised learning technique, can detect differences between documents based on whether a communication gives indications that an employee is disgruntled. Unsupervised learning models a set of inputs without benefit of class membership labels (e.g. disgruntled or non-disgruntled). A concern with data mining tasks is that patterns identified may be spurious. A finding that clusters are produced without the assistance of a training set from which attributes may be learned will help establish that the content of the documents may have predictive disgruntled or non-disgruntled classification power. In his work, he mentioned various initiatives by which the incidents of frauds can be minimized. The various factors that he mentioned are: (a)Preliminary assessment of predictive power: document clustering, (b)Predictive document classification that includes training and testing the prediction model, assessing email classification prediction results, investigating the misclassified documents and (c)Using Market basket patterns for event specification. His work addresses an important and previously unsolved fraud risk assessment challenge with a high degree of accuracy. The prediction itinerary developed enables incorporation of previously unavailable disgruntled employee risk indicators into fraud detection systems, a contribution to the design science

knowledge base. The developed artifact is not sample-bound with parameters, and care has been taken to ensure its scalability for large organizations. This artifact has been tested on only a small sample of messages; several features make it practical for large scale implementation on the voluminous email archives produced by companies. Among these are processing in native mailbox format, limiting data staging, including a part of speech exclusion module to allow further data reduction to speed processing, and allowing the training percentage to be adjusted to produce a training set of reasonable absolute size. His technique may also be applied to instant messaging transcripts, and for assessing other occupational fraud risk factors. Nader Azizi , Saeed Zolfaghari and Ming Liang [7] studied employee's boredom and skill variations and they presented a methodology for job rotation in manufacturing systems that aims to ease employee's boredom and exploit the effect of rotation intervals on worker's skill learning and forgetting. Based on the proposed formulations, a mathematical programming model for job rotation is developed, and a numerical example is provided to illustrate its applications. Furthermore they have formulated a generic framework of the SAMED metaheuristic, a search algorithm, SAMED-JR, is tailored to solve the proposed model for large scale problems. The manufacturing productivity is affected by both the human and machine factors. Much of the previous research has been focused on the machine aspects due to the difficulties in modeling the human issues. Nevertheless, the human aspects in a manufacturing facility not only affect the productivity but also influence safety and machine utilization. Therefore, such issues have to be carefully addressed. On this problem Warner et al. (1997) suggested assigning workers to machine cells based on their human and technological skills. Warner et al. (1997) described technological skills as mechanical, mathematical and measurement ability while human skills referred to as communication skills, leadership, teamwork, and decision-making ability. In this study they had used the following methodologies

A. Learning and forgetting phenomena:

A learning curve could be defined as a graph that reflects the fact that as workers repeat their jobs, they improve performance .Industrial learning curve has been studied by many researchers in the past several decades. This phenomenon was reported by Wright (1936), who explained how the direct labour cost for producing air- planes decreased as the number of planes produced increased. The idea of the learning curve is that improvement occurs because workers learn how to do a job better as they produce more and more units. Nevertheless, it is generally accepted that other related factors such as job redesign, work and time analysis, and worker motivation also improve performance overtime. A power learning curve establishes an exponential relationship between the time required to produce the nth unit and the cumulative production. During a learning process, if production is halted for a period of time forgetting phenomenon may occur. In comparison to the learning curve, modeling of forgetting has not received much attention in literature (Kher et al., 1999; Shafer et al., 2001). Several studies have acknowledged the existence of forgetting

phenomenon in practical setting. Globerson et al. (1989) conducted a laboratory experiment to describe and analyze the forgetting phenomenon. The result of experiment indicated that forget- ting of a task is a function of the break length and the level of experience gained prior to the interruption.

B. Skill improvement and deterioration curves:

Generalizing the concept of learning and forgetting phenomena, the following relationship can be established between the amount of time a worker performs a particular operation and his (her) skill improvement. Once a worker is assigned to a workstation, his (her) skill improves as he (she) performs the same operation for an extended period of time (Fig. 1). Worker's skill improvement may depend on the initial or remnant of the skill (if the worker is re-assigned to an operation), the length of the assignment, and the worker's slope of learning.

C. Motivation (boredom recovery) and boredom curves:

The importance of emotions in the workplace is being growingly recognized (Ashkanasy et al., 2002). However, the study of boredom at work is still a neglected issue as pointed out by Fisher (1993) more than a decade ago (Game, 2007). Boredom at work is a common complaint among employees. It is defined as an undesirable transient state in which individuals feel an extreme lack of interest in their current activity (Fisher, 1993). Boredom has been criticized for employee's absenteeism, accidents, performance variation, and lack of job satisfaction. It is usually accompanied by feelings of restlessness, irritability, and desire to escape or change the situation to a more interesting activity. Traditionally, factors causing boredom are assumed to be external such as repetitive or un- stimulating tasks. However, according to the recent studies there are possible internal causes of boredom relating to individual personality. Moreover, studies have shown that the degrees of boredom reported by different individuals performing in the same repetitive working environment may vary significantly.
The main problem statement that they studied was based on the following assumptions

1) Workers will receive a certain level of training prior to each assignment.
2) The initial skill level of workers for all operations is the same.
3) The maximum, minimum, upper bound, and lower bound level of skills are identical for all operations and all workers.
4) Information pertaining to worker's learning, forgetting, boredom, and motivation slopes are available or can be estimated.
5) Each workstation is dedicated to a particular operation

The solution technique they used is SAMED-JR algorithm. To solve the proposed job rotation model, a search algorithm is developed based on the generic framework of a metaheuristic called SAMED (Azizi et al., 2007). The developed algorithm is named SAMED-JR from now on, with JR indicating job rotation. The SAMED algorithm is composed of several components: a Simulated Annealing (SA) module, three types of memory, a Genetic Algorithm (GA) component, and a blockage removal feature. To apply the SAMED to the job rotation problem these components need to be customized. The computational results to assess the performance of the proposed method, SAMED-JR, on the job rotation problem, 16 benchmark problems have been generated randomly. The problems are generated by randomly selecting the parameters such as workers learning, forgetting, motivation, and boredom slopes. The size of the problems varies from five workers/ workstations and 50 units of time (the length of the production horizon) to 20 workers and 120 units of time. In this paper, a new methodology to implement job rotation plans in manufacturing systems was presented. The proposed methodology attempts to balance the positive effects of rotation intervals on worker's boredom/motivation and the unavoidable cost of worker's skill variations. First, a series of formulations is presented to measure and predict both employee's boredom and skill variations. Based on the proposed formulation, a mathematical programming model is then formulated to minimize the total delay during a production horizon which is caused by worker's boredom and/or skill variations. Numerical example has been used to validate the proposed model. Furthermore, based on the generic framework of the SAMED metaheuristic, a search algorithm, SAMED-JR is developed to solve the proposed job rotation model for large problems. To compare the performance of the SAMED-JR with other algorithms, two popular heuristics, the genetic algorithm and simulated annealing, have been also developed. The three algorithms have been applied to 16 randomly generated job rotation problems. The computational results pertaining to the benchmark problems clearly indicate the superior performance of the SAMED-JR over the other two algorithms both in terms of the solution's quality and the speed of convergence.

Julie M. Hays and Arthur V. Hill [8] studied on preliminary investigation of the relationships between employee motivation/ vision, service learning, and perceived service quality. They developed a theoretical frame work and conduct a cross-sectional empirical study to investigate the inter-relationships among these constructs. The results indicate that higher levels of both employees' motivation/vision and organizational learning positively affect perceived service quality. Additionally, employees' motivation/vision was found to mediate the relationship between organizational learning and perceived service quality. These results highlight the importance of employees' motivation/vision in both the service process and the learning process. The following types of methodologies they approached,

D. Data collection:

Data was collected via a mail survey sent to a sample of 25 North American hotel outlets of a multinational hotel corporation. The hotels included in this sample represented a wide variety of hotel types (with and without suites, vacation and business, franchised and owned); locations (urban, suburban, and resort across the USA and Canada); sizes (111–759 rooms) and ages (on-line from 1970 to the beginning of the study). Both management and front-line personnel perceptions of EMV, and LTSF were surveyed. This is a theory building cross-sectional design for studying a

variance theory. The unit of observation for PSQ is the hotel customer as an informant. The unit of observation for both the EMV construct and the LTSF construct is the hotel employee as an informant. However, the unit of theoretical analysis is the individual hotel.

E. Independent constructs:

Academics and practitioners were consulted and the literature was reviewed to define the constructs of employee motivation/vision (EMV) and learning through service failure (LTSF) learning and to identify the dimensions of these constructs. Additionally, the literature was searched for existing valid and reliable measurement instruments/items (Hackman and Lawler, 1971; Lawler and Hall, 1970; Oldham, 1996; Price, 1972). Although, none of the existing measurement instruments/items was felt to be appropriate for this study, some of the underlying concepts were applied in the design of the items. Motivation can be defined as the desire to achieve some goal. Vision is described by Mellander (1993) as "a concordant view of the company's activities and goals, and of the direction of future trends". The EMV construct reflects employee motivation to provide high quality service and the existence of a company-wide, all encompassing vision of the importance of high quality service.

From the above methodologies regression analyses and path analyses were cond

ucted to analyze the relationships among the constructs. Thus learning through service failure (LTSF) was found to have a significant positive effect on perceived service quality (PSQ) highlighting the importance of customer complaints to service firms. This study illustrates the importance of complaints as a means of learning and improving service quality. Employee motivation/vision (EMV) was found to have a significant positive effect on PSQ. Particularly in service firms, because of the interaction of customers and employees in the service process, the motivation and vision of employees drives PSQ. This research provides important empirical verification for both the effect of EMV on service quality and the magnitude of that effect.

III. CONCLUSION

It is very important to understand the reason behind one's laziness. Disinterest in the work arises from various factors – personal reasons, attitude of co-workers, the work itself, etc. So it is very useful for the company to have the presence of a psychologist in the campus with whom the workers can share their problems. Advancements in technology also captivate the interest of the employee. It is necessary to make the employee feel that he is an important part of the company and the company is his own company. This can be done by distributing gifts to the employees when the company makes profit at end of the financial year. Attitude is contagious. Communication is key to making members of a company's team feel including in major decisions. If the employees are listened for their opinions, then without fail, they'd bring up things nobody can think of. More important, team members know that they are part of the process and that their voices matters. Employees are more motivated when they feel

needed, appreciated, and valued. By focusing on employee happiness rather than employee motivation, we can make the employees happy during the work process, then there will be no need of motivating them, they would be motivated. If work becomes play then there will hardly be any person who will find it difficult to remain focused. Google first of all introduced this concept. They have gyms, cafeteria, massage-centres, and fun-centres in the very office premise, whenever the employees become bore he can re-boost himself. No doubt Google is one of the most job satisfying companies. It is important to make the workers feel at home in the work environment. If a work is expected to be finished in time and have the right results, it is important to give the workers some autonomous control and some degree of freedom in the way they do the work. It may result in creativity and high efficiency.

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