INTRODUCTION

Chapter 1

INTRODUCTION

An organization is akin to a living mechanism procreated, sustained and nourished by a web of interwoven and intricate human relationships, systematically coordinated by the perspective of goal orientation and governed by motivation.

Motivation as a function of Management plays a pivotal role in determining the level of performance of employees, which in turn influence how effectively the organizational goals are achieved.

1.1 Motivation - Meaning

The word motivation is derived from the Latin word movere, means, “to move”. Yet motivation involves more than just movement. It involves both
physical and mental displacement. Any systematic analysis of motivation should explain both how and why people act as they do.

The term motivation has a variety of meanings. There are numerous lengthy definitions of motivation that go in to great detail regarding internal systems and discuss the interaction of factors such as needs, drives and motives. The study of motivation is concerned basically with why people behave in a certain way. In general terms it is described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others and why they continue with a chosen action even after over a long period and in the face of difficulties and problems.

Motivation is the internal state through which behavioral decisions are made and through which individual's goals or desires are attained. Motives are the "whys" of behavior. Very often they are defined as needs, drives, wants or impulses within the individual. Regardless of how they are defined, however, motives arise and maintain activity as well as determine the general direction of an individual's behavior. This is why motives or needs are commonly referred to as "mainsprings of motivation". A motive is an inner state that energizes, activates or moves (hence motivation) and that directs or channels behavior towards fulfillment of goals. Motivation deals with inner conditions that are not actually
defined and cannot be isolated for physical analysis. Motives such as hunger,
security, sex and recognition cannot be seen. One can observe the behaviors that
result from internal motives. Eating, drinking operating a machine etc can be
observed. The motives that lead to these behaviors can only be inferred. Behavior
is the result of some internal motives. The result of motivation is always activity.

From time immemorial, human behavior was and is directed towards
attaining goals. Goals do not control behavior. Goals influence behavior and give
an individual direction in the attempt to satisfy needs.

Motivation is the process of bringing forth the best efforts of
subordinates in accomplishing group assignments\textsuperscript{1}. It is difficult to assess,
measure or determine, it is less open to objective control but plays an important
part in creating performances and hence productivity.

Motivation is largely an emotional state, which provides a form of
psychic energy to human beings\textsuperscript{2}.

Motivation is often referred to as the energizer of human behavior.

Every superior in the organization must motivate his subordinates for
the right type of behavior. Diagnosing human behavior and analyzing as to why
people behave in a particular manner is of prime importance in motivating them
irrespective of the nature of the organization because individual is the basic
component of any organization.

Motivation is one of the most important factors determining
organizational efficiency. All organizational facilities will go waste if it lacks
motivated people to utilize these facilities effectively.

1.2 Defining Motivation

There are almost as many definitions on motivation as there are writers
in the field. A common thread that appears in these definitions is the concern for
goal directed behavior.

Some important definitions made by eminent thinkers, writers
practioners in the field are follows:

Motivation simply stated is why people do what they do\textsuperscript{3}

Motivation refers to expenditure of effort toward a goal\textsuperscript{4}

Motivation is a pre disposition to act in a specific goal directed
manner\textsuperscript{5}.

The term motivation refers to goal directed behavior\textsuperscript{6}. Goal directed
behavior is characterized by the process of selecting and directing certain actions
among voluntary activities to achieve goals.
Motives are expressions of a person's needs. Hence they are personal and internal\textsuperscript{7}.

It may be defined as the state of an individual's perspective, which represents the strength of his or her propensity to exert effort toward some particular behavior\textsuperscript{8}.

Motivation has been defined in terms of need satisfaction, that is, the needs that employees seek to satisfy on their jobs, and the manner in which they perceive their work environment as satisfying or dissatisfying\textsuperscript{9}.

According to Mitchell\textsuperscript{10}, motivation is the degree to which an individual wants and chooses to engage in certain specified behaviors.

1.3 Review of Literature

The most widely accepted summary of human needs was described by Abraham H Maslow (1908 -- 1970), a distinguished psychologist who propounded the first theory of motivation “The Need Hierarchy Theory”

He advanced the following important propositions about human behavior.
(a) Humans are wanting beings. They always want and they want more. But what they want depends upon what they already have. As soon as one need is satisfied another appears in its place. This process is unending.

(b) A satisfied need is not a motivator of behavior. Only unsatisfied needs motivate behavior.

(c) Human needs are arranged in a series of levels -- a hierarchy of importance. As soon as needs on lower levels are by and large fulfilled, those on the next higher level will emerge and demand satisfaction.

Maslow views an individual's motivation as a predetermined order of needs. People are motivated to satisfy a hierarchy or sequence of needs. They range from the most fundamental to the most complex.

He drew insights from actual behavior and presented a motivational model that reflects the progress and accomplishments of the individual. What can be analysed and used to predict behavior is the end results - satisfaction of needs-of the behaviour themselves.

1.3.(i) The Need Hierarchy

The basic human needs identified by Maslow in an ascending order of priority are the following:
1. Physiological needs: These are basic needs for sustaining human life itself. Food, water, clothing, shelter, sleep and sexual satisfaction.

2. Safety needs: These are the needs to be free from physical danger and the fear of loss of a job etc.

3. Social needs: since people are social beings they need to belong, to associate, to gain acceptance from associates to give and receive friendship and affection.

4. Esteem needs: These are egoistic needs which include those of self-confidence, achievement, competence, knowledge self respect and desire for independence and freedom.

5. Self-actualisation needs: At the apex of the hierarchy is the need for self-actualisation. It is the desire to become what one is capable of becoming- to maximize one's potential and to accomplish something.

Various studies have been made in the context of need-based theory declared by A.H Maslow. These include both supportive and non-supportive studies. A note of these various studies are worth mentioning here.

Maslow’s theory gained wide spread acceptance particularly in the writings of many prominent organisational theorists. Examples are Haire (1956) Mcgregor (1960) Argyris (1964) Schein (1965). It has been used to explain such
diverse issues as why pay can become unimportant and why self-actualisation seems to be very important to people today.

Porter studied\textsuperscript{14} almost 2000 managers who represented the entire range of managerial hierarchy, from first line supervisors to presidents. In his study, the need, which was omitted from the hierarchy categories, was that of physiological needs and the category of autonomy or independence was added in between esteem and self-actualisation needs. He found that the security needs were about equally satisfied with physiological needs on all of the managerial levels studied. The two highest order need categories i.e., autonomy and self-actualisation were the least thoroughly gratified of the need categories even though self actualization gratification tended to increase as the managerial hierarchy was ascended. From that Portor concluded that the three higher order needs (Esteem, Autonomy and Self- actualisation) and their gratifications are linked with one’s position in the organization. He also found that the two highest need categories are more important to higher level managers in their jobs than they are to lower level managers.

Surveys in Continental European nations (eleven) and Japan covering 2800 managers show that Maslow’s model does not apply well to their managers. For example, managers in Spain and Belgium feel that their security and social
needs are not as well satisfied, as their esteem needs\textsuperscript{15}. This is contrary to Maslow’s model because esteem needs are higher and should be satisfied after the satisfaction of security needs.

In one study on female clerks in an insurance company it was concluded that the Maslow model is open to question as an overall theory of work motivation\textsuperscript{16}. However the study did find the model to be a fairly reliable way of measuring priority of needs of workers.

Hall and Nougaim\textsuperscript{17} undertook an examination of Maslow’s need hierarchy in an organizational setting. The last four levels of Maslow’s hierarchy were used, excluding the physiological needs. Part of the study involved an analysis of a comparison between the satisfaction score for one need with the strength score for the next higher level need. According to them, the results indicate that the needs change more because of developing career concern than the strength of need satisfaction. This study appears to provide only very limited support for the developmental theory of Maslow.

Lawler and Suttle undertook a somewhat similar study on 187 managers in two organizations\textsuperscript{18}. They used different samples and somewhat different methods of analysis. But again, although some positive relationship to Maslow theory was found, there were few findings of statistical significance.
In another survey\textsuperscript{19}, it was found that many employees seek the fulfillment of higher level needs even before the lower level needs are not gratified, which is also contrary to Maslow model.

In one study the researcher\textsuperscript{20} came with the conclusion that little support was found for the prediction that need structures are organized along the dimensions proposed by Maslow, the prediction of a negative relationship between the level of need gratification and the activation of that need or the prediction of a positive relationship between the level of need gratification and the activation level of the next higher need.

Another review\textsuperscript{21} came to the same conclusion. The study stated that, "the available research should certainly generate a reluctance to accept unconditionally the implication of Maslow's hierarchy". It is of the opinion that Maslow's Need Hierarchy theory has no empirical support.

Schmitt\textsuperscript{22} Coyle, White and Rauschenberger concluded that the strength of the personal growth need was closely related to various job dimensions. The relatedness need also appears to play a significant role in determining a person's perception of his job.

A study of Porter and others\textsuperscript{23} reveals that there is strong evidence to support the view that unless existence needs are satisfied, none of the higher order
needs will come into play. There is also some evidence that suggest that unless security needs are satisfied, people will not be concerned with higher order needs.

Bhushan and Kaur\textsuperscript{24} studied the levels of satisfaction of employees of public and private mines, taking the pay, co-workers, job conditions and management as factors (of satisfaction), in which the employees from private mines showed greater satisfaction than the employees of public mines with regard to pay, but lower satisfaction in other dimensions.

In a study of need satisfaction\textsuperscript{25} among managers, faculty members and officers of a nationalized bank, it was found that there is a perceived deficiency in the satisfaction of all needs for the three categories of employees. Among the managers, there is highest dissatisfaction in self-actualization need, followed by social need. In the case of faculty members, more dissatisfaction was found in the need for autonomy, followed by self-esteem whereas officers perceive highest deficiency in satisfaction of need for self actualization, followed by social need.

Misra and Jain\textsuperscript{26} (1986) studied the effects of self-esteem, need for achievement and the need for autonomy on the job performance-job satisfaction relationship among employees of an aeronautics industry in Lucknow. The results indicate that self-esteem, need for achievement and need for autonomy play a moderating role in the job performance.
Yet another study reveals that higher-level employees care more for self-actualizing values like achievement, recognition and independence whereas lower level employees care more for salary and fringe benefits.

In a review, Damodar Saur found that the workers assign highest importance to materialistic values. Higher-level employees attach more importance to higher order values, which can satisfy mental needs whereas lower level employees attach more importance to lower order values, which can satisfy physical needs.

In another study made among computer engineering executives, it was observed that the software professionals in the salary range of Rs. 3000 - 4500 per month that time have met their physiological, security and social needs and therefore, job challenges and recognition which essentially cater to self-actualization and esteem needs remain the main source of motivation and consequently, satisfaction to these executives.

In a research finding it is revealed that at one time social scientists thought that a job was satisfying when there was a match between the characteristics of a job and the needs of the individual. Recent research suggests that the determinants of satisfaction are more complicated than this. Between people and their jobs there are numerous variables that determine job satisfaction.
They are expectations, self-evaluating social norms, social comparisons, input-output relations and commitments.

Shapiro and Wahha\textsuperscript{31} studied job satisfaction as measured by job description index of 75 employees in a steel manufacturing concern. The results indicate that Taylor's concept of money, as a prime motivation of human effort is still a viable hypothesis. It is concluded that employees are not highly motivated by social needs, self-esteem and self-actualization or work associated needs.

Blair assumed that job satisfaction would vary according as the needs were gratified by the job\textsuperscript{32}. From a sample of 470 employees, it was concluded that among various job characteristics, the most important job satisfier were interesting duties, job security and self-actualization.

Ronan\textsuperscript{33} studied 241 employees to assess relative importance of 18 job characteristics in relation to job satisfaction and found that job security was not important to salaried workers but it was important to both managerial and hourly workers.

Rao CV\textsuperscript{34} Sriveswara and Ganguli T, in their study of the determinants of job satisfaction and the relative contribution of motivation and hygiene to the supervisors and clerks have found that the classification of job factors in to motivators and hygiene is too rigid when a different methodology was followed.
Narain has in a study of three levels of managers in the central and state public enterprises in India noticed that while job security is recognized by all employees as the most important need, personal growth, accomplishment and recognition increase with increasing levels in the hierarchy. Task variables and responsibility associated with higher positions greatly contribute to job satisfaction.

Wahba and Bridwell tested Maslow's theory and concluded that there is no clear evidence that human needs are classified in five distinct categories, or that these categories are structured in a specific hierarchy.

Since 1960's some motivational research has been carried out in India. It can be seen that the works carried out by most of the authors pertain to supervisory and managerial motivation. Some of the aspects concerned are, two factor theory, job satisfaction, authority, pay, job security, behavior management through Gita, will to yoga, self-awareness motivational climate, human resources development, trainer development, employees need structure etc.

Ganguly HC, in his study on supervisors, found that pay and autonomy are important factors deciding motivation and organization structure is the theme.
Lahiri and Srivasthava found contradicts in the two-factor theory, when they conducted a research on middle level managers.

In another study on middle level managers, it is found that accomplishment and promotion are two important determinants.

In a research study on Bank Managers, it is observed that social and esteem needs are important. The same researcher with Ganguli T made their study on supervisors and clerical staff in which they came to the conclusion that job satisfaction depends on occupational level.

In 1972, S.K Bhattacharya, conducted survey among managers, which led to a finding that managers dissatisfied over authority and goal setting.

Laxmi Narain studied the top, middle and lower level managers of public sector enterprises with regard to need satisfaction and came with the findings that the highest need deficiency is in recognition and promotion.

In an examination of supervisors of industrial personnel based on two-factor theory, the researchers arrived at the conclusion that motivators and hygiene factors are not mutually exclusive.

In a study made by Gopalakrishnayya.K, in 1973, among the middle level managers and supervisors of public and private sector enterprises, it was
observed that high level private sector bosses are more satisfied lot than public sector bosses.

The two-factor theory was rejected in a finding among managers of public and private sector enterprises, conducted by Pestonjee. DM and Basu. G

Another study conducted by Ganguli.H among middle level managers, with regard to the role status and money as motivators, came with the finding that importance of pay, job, security etc. decreases as one moves up.

In one study, it was observed that motivation varies with level, when the researchers conducted their study among senior, middle and junior managers.

Parikh JC and Salvani HD studied about job satisfaction among engineers of a public sector enterprise in Gujarat, which revealed that self-awareness promotes job satisfaction.

Balaji studied professionals and non-professionals in Co-operative organizations in which he found that organizational commitment promotes satisfaction.

A study was conducted among scientists, which points out that dissatisfaction is more in autonomy and self-actualization.

Chakraborty, in 1987, conducted a research among all levels of organizational hierarchy, relating yoga to attain quality in work life, which came
with the conclusion that, will to yoga is an aid to quality of work life. The spiritual aspects are imperative.

In this context, it is appropriate to touch some works done on motivation abroad. Oliver salt Marsh stresses that cash in hand is still a powerful motivator. He is of the opinion that work, per se, is not really a motivator except for the fact that work is needed to earn a living. Holly Rawlinson’s study reveals that employees rank “recognition when I have done a job” higher than other such motivators as competitive salary and pay for performance.

Tara Divakar noted that safety awareness is minimal among industrial workers, as she found that employees in FACT have affected bronchial asthma much more than the state average and suggested that the company should give more attention towards the welfare of its employees.

In a study conducted by JC Nwachukwu and J.O Igbokwe in 1996, in Nigerian manufacturing industries, they suggested that wage incentives could be used to motivate, increase productivity and improve labor relations in a depressed economy.

Pareek (1987) has identified six primary motives relevant for understanding the behavior of people in organizations. Operational definitions of
these motives are Achievement, Affiliation, Influence, Control, Extension and Dependence.

Job content and monetary benefits appear to be the two critical determinants of motivation. This was a study made on 163 executives of a public sector organization by Baldev R Sharma and Kamaljit Kaur\textsuperscript{58}.

Padmakali Mishra and Gopa Bhardwaj conducted a study on Motivational analysis of Managerial behavior in a Public Sector organization. The findings of the study were that affiliation and dependance\textsuperscript{59} were found to be the dominant motives.

Dr. Inder Jeet Sagar points out\textsuperscript{60} that wages are considered to be the most important factor (97.3\%) in maintaining industrial relations in small scale sector.

The various research studies mentioned above based on the theory set by Maslow can be grouped as supportive and non-supportive studies.

Some of the major studies which conclude with the support for Maslow’s theory were undertaken by behavioral researchers like Porter and Lawler, Porter himself, Bear, Armstrong et al, Bhushan and Kaur, Misra and Jain, Damodar suar, Solanki etc. Their research results support the relevance and applicability of the theory in real life situation and found this model to be a fairly reliable way of measuring priority of needs of people.
On the other hand non-supportive approaches have also been expressed to the Maslow’s theory in various research studies undertaken by behavioral scientists like Mason Haire et al, Hall and Nougaim, Wafford, Lawler and Suttle, Schmitt et al, Wahba and Bridwell, Korman et al, Anantharaman and Balachandran etc. These studies reveal that Maslow’s theory has little statistical significance and many people seek the fulfillment of higher order needs even when lower order needs have not yet been gratified.

Thus several behavioral scientists, both from India and abroad have been interested in applying Maslow’s theory on motivation in different fields and expressed different opinions in support of the theory and against it. Both the supportive and non-supportive studies throw light into the relevance as well as the limitation for the application of the theory. Even though the opponents of Maslow feel that the need hierarchy change in some cases, by and large, it is found that Maslow’s theory has got wide applicability, saving a few exceptions. Since motivation is the desire or drive within a person, to achieve some goal through the realization of his own needs, the diverse views expressed by these eminent management scientists with regard to the Maslow’s Theory of motivation are worth mentioning.
1.4 Significance of the Study

Motivation is essential to the operation of organization. No matter, how much machinery and equipment an organization has, these things cannot be put to use until they are released and guided by people who have been motivated.

In any organized business undertakings, the total employees are broadly classified into two categories: Managerial and Non-managerial. Although, several researches have been made among managerial and Non-managerial class collectively or managerial and non-managerial personnel separately, much attempt has not been made with regard to the applicability of the need satisfaction factors as laid by Maslow to the non-managerial class of employees belonging to public sector and private sector in general and a comparative analysis of satisfaction level of non-managerial employees of public sector and private sector in particular.

In the midst of claims and counter claims, nothing conclusive has been established in terms of explaining the level of satisfaction of non-managerial employees of both public sector and private sector undertakings with regard to need hierarchy theory. Any comprehensive study linking the comparative satisfaction level of non-managerial employees from both type of organization has not been reported so far.
Hence, the researcher makes an earnest attempt to study the applicability of need satisfaction factors among non-managerial employees of public sector undertakings and private sector undertakings in Kerala by taking six prominent undertakings (three from govt. sector and three from private sector) to make a comparative analyses of satisfaction level of non-managerial employees of public sector and private sector based on Maslow's motivational theory. This work is an attempt to study motivation as a comparative basis in the public and private sectors in the Indian context in order to present a holistic approach and to bridge the wide gap existing in motivational area, as very few organized research on motivation has been carried out in India. The study will be helpful to the managers of public sector as well as private sector enterprises for better management, especially in an environment of privatization, liberalization and globalization.

1.5 Objective of the Study

The main objective of the study is to bring about the relevance of Maslow's motivation theory and its application among non-managerial employees of public sector and private sector undertakings in general and a comparative analysis of satisfaction level of non-managerial employees of public sector and private sector in particular.
To achieve the above objective, the specific objectives set are:

1. To make a theoretical analysis of motivation

2. To analyze the hierarchy of needs set by Maslow according to its order of prepotency.

3. To study the relevance of the application of Maslow model among the non-managerial employees of public and private sector undertakings of Kerala.

4. To ascertain the level of satisfaction of non-managerial employees of public and private sector undertakings of Kerala based on Maslow model.

5. To make a comparative study to find the difference, if any, in the level of satisfaction among non-managerial employees of public sector and private sector undertakings based on Maslow model.

6. To draw inferences based on the analysis and give appropriate suggestions.

1.6 Hypotheses:

The following hypotheses have been formulated:

1. The level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to:

   a) Basic Needs satisfaction

   b) Security Needs satisfaction
1.7 Methodology

Business organizations, both in public and private sector, are generally dealing in the most sensitive and vital spheres of Indian economy. Hence it is quite justifiable to select prominent undertakings both from public sector and private sector for the selection of samples. Three prominent undertakings from public sector, namely, Hindustan Latex Ltd, Thiruvananthapuram; Travancore Cements Ltd., Kottayam; and Hindustan Machine Tools Ltd., Eranakulam and three prominent undertakings from private sector, namely, Common Wealth Trust, Kozhikkode; Kottakkal Aryavaidyasala, Kottakkal, Malappuram; and Padhoor Plantations, Kalpetta, Wayanad were selected for the study. All the six
undertakings selected were manufacturing organizations. The selection was made on random basis.

From the organizations so selected, 470 employees – 215 from the public undertakings and 255 from the private undertakings were selected so as to make a proportionate sample size by applying random sample method.

1.7.(i) Collection of Data

The study is designed as an empirical one based on the survey method. Data have been collected from both primary and secondary sources. Primary data was extensively used and secondary data was used to provide background information.

Primary data collection was preceded by a pilot survey in order to gain essential information for planning and formulating the main theme. A questionnaire was framed based on the experience gained from pilot study. Pilot survey helped the researcher to determine the approach to be taken in conducting structured interview schedules and eliciting responses and was also helpful in understanding the attitude of employees in responding to the queries.

For the collection of primary data, questionnaires - both in English and in vernacular language were used. Codified / uncodified questions were asked, depending on the nature of information to be elicited. In the codified segment
employees were asked to choose one of the five possible answers to each question. This pattern is not only convenient but also adaptable to computer simulation. The employees were directed to fill in the details and return the questionnaire on the next working day. Where filled questionnaires were not received, a second/third visit was made after prior intimation. Personal interviews were also made for eliciting additional information and the information so collected were incorporated in the study. Direct personal observation was also used as a major tool to assess welfare measures. The researcher visited hygiene centers, canteens, co-operative stores and a few quarters with a view to assess the facilities available.

Secondary data were collected from the reports, and published materials and periodicals of the different undertakings, and from the management journals of India and abroad.

1.7.(ii) Method of Analysis

The data have been collected, edited, classified and analysed using mathematical and statistical tools such as percentages, average, normalized index, regression, mean score (Standard deviation) and Z test with the help of Statistical Package for Social Sciences (SPSS). All data have been adequately condensed in tabular/ graphical / diagrammatic / or pictorial form to render easy comprehension.
1.8 Limitations of the Study

The study has been conducted under the following limitations.

A major limitation in social science research is the lack of reliability of the data collected from respondents due to their reluctance to share the correct information regarding their demographic and socio-economic particulars. The perception of the informants regarding the working environment and personal lifestyle are divergent and because of that there is a possibility of their observations being biased.

However, all efforts are made to bring a cross section of the employees with in the purview of the study with the aid of the questionnaire, direct personal interviews, and informal discussions with the employees in order to ensure accuracy and justify the results.

The scope of the study is limited to the selected motivational area, namely, motivational factors confined to the theory set by Abraham Maslow.

1.9 Scheme of Presentation

The study is presented in six chapters. The introductory chapter includes basic concepts of motivation, meaning and definitions, review of literature, need and importance of the study, scope and objectives of the study, the methodology and limitations of the study.
The second chapter gives an overview of different leading theories of motivation.

The third chapter describes Abraham Maslow’s Need Hierarchy Theory in detail. Chapter four gives a narration of the brief account of the organizations selected for the study and the profile of the respondents.

The fifth chapter analyses the need relevance and satisfaction based on Maslow’s model as applicable to the non-managerial employees of public sectors and private sectors and does a comparative analysis of the need satisfaction levels of non-managerial employees of public sector and private sector.

The sixth chapter summarises the major findings of the study and offers valid suggestions.
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