Chapter 4

Motivation

Motivation is defined as "a process governing choices, made by persons or lower organisms, among alternative forms of voluntary activity." 166

As such, motivation is concerned with

(i) The direction of behaviour, or what a person chooses to do when presented with a number of possible alternatives.

(ii) The amplitude, or strength of the effect once the choice is made and

(iii) The persistence of the behaviour, or how long the person continues with it. 167

Raja Gopalan (1986) reported that, "human resources constitute a key input in any organization. It is the people who with their behaviour, skills and talents can help meet organizational needs, in terms of financial and physical resources." 168

The problem of handling human resources is quite different from that of physical, material and financial resources as the human resources are not standardized, interchangeable or passive. With the growing realization on the part of the organization of the importance of human resources, efforts are being made towards harnessing these resources. An

166 Fredrick Herzberg, B. Mausner and Barbara Synderman. The Motivation to Work N.York, John Wiley & Sons, 1959
organization needs employees who are not only professionally competent but committed and motivated.  

Raja Gopalan reported that motivation comes from the Latin word 'movers' which means 'to move' and has been defined as "all those inner striving conditions described as wishes, desires, drives etc. and "it is the combination of forces which initially direct and sustain behaviour towards a goal (Lindsley)."

'Motivation in literal meaning is the act of motivating or providing an incentive. The word 'motivation' has been derived from 'motive' which means any idea, need or emotion that prompts a man into action.

Motivation means the willingness to exert high levels of effort toward organizational goals, conditioned by the efforts, ability to satisfy some individual need.

In an organizational setting, Hodge and Johnson refer to motivation as "willingness of an Individual to react to organizational requirements in the short run and with the growing realization on part of the organization of the importance of human resource, efforts have been made towards effectively harnessing these resources. More explicitly explained, it is the process of inspiration that enables an individual or a work group to put in

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his best efforts, as a group, effectively to give his loyalty to meet the challenge that the group has accepted.\textsuperscript{173}

According to Dalton E, McFarland, "Motivation refers to the way in which urges, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings."\textsuperscript{174}

A simple definition of motivation relevant to business and organization may be that it is the complex of forces starting and keeping a person at work in an organization.\textsuperscript{175}

The model of human resource generally views humans as being motivated by a complex set of inter-related factors such as money, need for affiliation, need for achievement, desire for meaningful work etc. Raja Gopalan grouped the theories on motivation under two major divisions, viz. the content and process theories. The content theories of motivation are those which attempt to determine such needs of an individual that energize and direct his behaviour. The process theories of motivation are those which explain how behaviour is energized and directed.

Content theories of McClelland et al (1953)\textsuperscript{176}, Maslow\textsuperscript{177} (1954), Herzberg et al. (1959), McGregor\textsuperscript{179} (1960) and Atkinson\textsuperscript{180} (1964), bring out an account of what needs, values or expectations are important.\textsuperscript{181}

\textsuperscript{173} Hodge, B.J. and Johnson, H.J. 1970 Management and Organizational Behaviour, New York, John Wiley and Sons, Inc., p. 195


\textsuperscript{175} Dubin, R, Human Relations in Administration, New Delhi Prentice Hall, Inc. 1974

\textsuperscript{176} McClelland 1953. The Achievement Motive. New York: Appleton.


\textsuperscript{178} Herzberg, F. et.al. 1959. The Motivation to Work (2nd ed.) New York: John Wiley


Motivation is a need satisfying process and is function several factors such as authority, power, status, recognition, organizational climate, culture, career, welfare schemes, salary and perks. However, from the behaviour of commitment, competence, responsibility, sincerity, feeling of accomplishment and courage to overcome the difficulties, a “motivated person” can be identified. 182

4.1 Benefits of motivation

- Need satisfaction
- Job satisfaction
- Productivity
- Learning
- Discipline
- Dynamism183

Limitations

(a) The expression of human motive differs from culture to culture, person to person, within a culture.

(b) Similar motives may be manifested through unlike behaviour.

(c) Motives may appear in disguised form.

(d) Impact of environment.184

4.2 Important factors of motivation:

Proper conditions are to be provided to accelerate learning by the employees to make them feel motivated and for this training period can be properly planned and utilized. The following factors are helpful to boost the morale and motivation of the employees in the organization.

1. Participation.
2. Contribution of employers.
3. Growth
4. Achievement
5. Proper and Effective Communication System
6. Well framed promotion policies.
7. Fair Treatment to all.  

Rensis Likert has called motivation as "the core of management". He states that motivation is an effective instrument and an important function which every manager performs for actuating the people to work for the accomplishment of objectives of the organization. In order to motivate workers to work for organizational goals, the manager must determine the motives or needs of the workers and provide an environment in which appropriate incentives are available for their satisfaction. Higher motivation leads to higher morale and job satisfaction of the workers which can reduce absenteeism, turnover, labour unrest and job stress.  

'Morale' is an elusive thing. It is not easy to define control or measure, but it exercises a potent influence on the human relations climate.

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in the organization. According to Yoder "Morale is a feeling, somewhat related to esprit de corpse, enthusiasm or zeal."

Flippo described 'morale' as a mental condition or attitude of individual and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders and willingness to cooperate with others in the accomplishment of organization's objectives. Poor morale is evidenced by insubordination, a feeling of discouragement and dislike of the job, company and associates.

From an individual standpoint 'morale' may be defined as "the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation."

Though, there are a number of definitions of morale, it is usually defined as the attitudes of individuals and groups towards their work environment and towards voluntary co-operation to the full extent of their ability in the best interests of the organization.

In a general way, morale, may, therefore be defined as a readiness to co-operate warmly in the tasks and purposes of a given organization. It is a mental process which, once started, permeates the entire group and creates a mood which results in the formation of a common purpose. It is manifestation of worker's strength, dependability, pride and confidence in, and devotion to, his work.

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Factors affecting Morale:

According to McFarland, the important factors which have a bearing on morale are:

(1) the attitudes of executives and managers towards their subordinates.
(2) working conditions, including pay, hours of work, and safety rules.
(3) effective leadership and an intelligent distribution of authority and responsibility in the organization.
(4) the design of the organization's structure which facilitates the flow of work;
(5) the size of the organisation.\textsuperscript{192}

Apple White also introduces the factors affecting the level of morale viz.

(1) the image of company in the employee's mind.
(2) the general quality of supervision perceived by the employee.
(3) the financial satisfaction or material rewards granted to the worker.
(4) friendliness of fellow employees and their ability to work together without friction.
(5) The level of the intrinsic job satisfaction.\textsuperscript{193}

The personnel management carefully analyses these different items of morale because workers vary greatly in their ability to face a situation of stress, and because it is capable of determining the impact which good or bad morale will have on the attainment of organizational objectives. By

\textsuperscript{192} McFarland, Management: Principle and Practices; p. 517.

taking the necessary steps in time, it may improve the attitudes and morale of its employees.

Some researchers are optimistic and feel that there is a relationship between morale, job satisfaction and employee attitude. The term "employer attitude", "job satisfaction" and "industrial morale" are used interchangeably by some researchers and industrial psychologists, but, it is neither behaviour nor a cause of behaviour but it relates to an intervening predisposition or a frame of reference, which influences the behaviour of an individual. Although job satisfaction may contribute to morale but its not the same.194

The concept of job satisfaction is interesting and significant because though job grants status, power, dignity and feeling of achievement to individual, yet all employees do not feel equally strong about their jobs.

While managing human resources, most of the executives face the problem of providing job satisfaction to the employees. Job satisfaction is not the same as motivation. It is more of an attitude, an internal state of the person concerned. Herzberg in his two factors theory of motivation advocated job enrichment to give people the opportunity to use their talents and abilities, to exercise self-control over their job and thus to obtain "job satisfaction".

The term "job satisfaction" is commonly used by the academicians and the executives. In the words of Feldman and Arnold, "Job satisfaction

is the amount of overall positive effect or feelings that individuals have towards their jobs."  

**Job Satisfaction**

Hoppock was the first one to explore the job satisfaction in teaching as well as in the industries. His study is based on comparison of satisfied and dissatisfied employees revealed factors like emotional adjustment, religion, social status, interest, size and age of the institution. He being an industrial psychologist, came out with most cogent definition of the concept of job satisfaction as, "any combination of psychological and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job. "This survey was based on 500 employees in rural and urban communities.  

Korn Hauser described job satisfaction as a complex phenomenon and a feeling of satisfaction and dissatisfaction. Working people may be satisfied with some conditions of their job, still on the other hand, markedly dissatisfied with other features of their working lives.  

Raube reported that employees give maximum importance to the factors in relation to other morale and satisfaction e.g. job security, compensation, opportunity for advancement and job stress.  

Smith conceptualized job satisfaction as the employee evaluation of how well his job on the whole was gratifying his various needs. Because

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197 Korn Hauser 1944, Psychological Studies of The Employees Attitude, Journal of Consulting Psychology, p. 8

people have different approaches towards their job, some attach greater value to security while some other attach greater importance to income and there are still others for whom non-economic rewards and incentives carry more satisfaction.  

"Job Satisfaction" is an individual's emotional reaction to the job itself. It is his attitude towards his job.  

Porter and Lawler found that job performance leads to job satisfaction and not the other way round. They argued that high job satisfaction leads to improved productivity, decreased turnover, reduced accidents and less job stress in the long run. But the relationship between job satisfaction and productivity is not definitely established.  

The content theories of motivation assure a direct relationship between job satisfaction and improved performance. The expectancy theories of motivation, however, recognize the complexity of work motivation and consider in detail the relationship between motivation, satisfaction and performance.  

A pair of researchers in 1972 examined nine definitions of job satisfaction advanced during the previous several years and found that people attached different meanings to "what is to be satisfied".  

In another study, job satisfaction was defined as the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values."  

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In contrast, job dissatisfaction was defined as, "the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues."\textsuperscript{204}

Other scholars have confined their definition of job satisfaction to "persistent feelings towards discriminable aspects of the job situation."\textsuperscript{205}

Some definition see morale and satisfaction as being synonymous. For example, one important psychologist believes that morale is "the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation."\textsuperscript{206}

Generally, job satisfaction is the result of the individual perception of what is expected and what is received from different facets of the work situation. Closer the expectation is to what is actually received, the greater the job satisfaction. Job satisfaction sometimes refers to an overall feeling of satisfaction or satisfaction with the situation as a whole. At other times, job satisfaction refers to a person’s feelings toward specific dimensions of the work environment. These dimensions or facets of the work environment refer to such things as pay, benefits, promotional opportunities, work conditions, supervision, the work itself, co-workers and the organizational structure, but it is quite possible to be satisfied with some dimensions and dissatisfied with others.

\textsuperscript{203} E.A. Locke, "What is Job Satisfaction?" Organizational Behaviour and Human Performance 4, No. 4 1969: 316

\textsuperscript{204} E.A. Locke, Ibid


Importance of job satisfaction to the organization

Since satisfaction has been seen as a significant influence on organization efficiency, it is important to the firm to know when and why there is little or no job satisfaction. A very serious consequence of job dissatisfaction is turnover. While a lack of satisfaction appears to have an impact upon employee attitude and on the job efficiency, the ultimate expression of employee dissatisfactions is to leave the organization. One approach the management may utilize to minimize turnover is to determine those facets of the work environment that are perceived by employees as having a negative impact upon their level of satisfaction.

However, the level of job satisfaction is not the only or necessarily the most effective predictor of turnover. Organizational commitment, which is defined as “the strength of an individual's identification with and involvement in particular organization.” May give a better indication of which employees are likely to leave. It has been found that commitment is the organization is derived over a longer period of time than is the determination of the level of job satisfaction.207

Facets of job satisfaction: In order to determine the factors in the work environment that are important enough to elicit worker feelings or satisfactions, on researcher has reviewed the empirical literature and determined job satisfaction has, at a minimum, seven important facets. These are:

1. The work itself
2. Supervision

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3. The Organization and its Management
4. Promotional opportunities
5. Pay and other financial benefits
6. Co-workers
7. Working conditions

In another study a group of researchers found that workers have strong feelings towards five job facets:

1. The work itself
2. Pay
3. Promotional opportunities
4. Supervision
5. Co-worker interaction

Measurement of job satisfaction scale:

The level of job satisfaction has been measured on a five point Likert type of scale. Likert scaling techniques provides a 5 point scale and assigns each of the five positions, a scale value.

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209 Smith, Kendall, and Huin: Measurement of Satisfaction. Chapter 1-3
The rating categories in respect of scales used to measure the relative contribution of various job factors to job satisfaction have been accorded as:

<table>
<thead>
<tr>
<th>Category</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very much satisfied</td>
<td>5</td>
</tr>
<tr>
<td>Satisfied</td>
<td>4</td>
</tr>
<tr>
<td>Can't say</td>
<td>3</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>2</td>
</tr>
<tr>
<td>Very much dissatisfied</td>
<td>1</td>
</tr>
</tbody>
</table>

Herzberg’s theory motivators and hygiene factors have been selected as those factors which made a major contribution to our knowledge and understanding of the nature of job satisfaction. He proposed that the satisfaction depends predominantly upon the satisfaction of psychological needs (motivators) while the dissatisfaction results, predominantly from the non-satisfaction of Physical needs (hygiene)\(^{211}\)

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Five motivators and six as hygiene factors have been included in the study.

A. Motivating factors
   1. Feeling of achievement
   2. Ability utilization
   3. Recognition and regard
   4. Freedom of expression
   5. Scope for professional growth

B. Hygiene Factors
   1. Behaviour of immediate officer
   2. Security and advancement
   3. Adequacy of salary and fringe benefits
   4. Administrative set up and policies of organization
   5. Physical conditions of work
   6. Social status attached to the job

Personality and job satisfaction:

One of the most serious omission in job satisfaction and motivation research has been the consideration of personality as an important influence. A well-known organizational psychologist has commented on managerial satisfaction:

"If we are to make real progress in understanding managerial satisfaction, we must reject the assumption that those differences are attributable solely to job content or work environment, and start looking at individual differences among managers in motives and abilities. It is likely that we will find the effects of dimensions of the managerial role on
satisfaction will vary markedly with differences in the personality of its occupant. 212

The study of personality and the study of job satisfaction are each very complex when investigated singularly and even more complex in combination. 213

It is known that personality is very important in job preference and job choice. One possible influence of personality on satisfaction can be partially explained by the role of one's self-concept. The self-concept is a dimension of personality which has received some attention in the explanation of job choice. People have a certain image of themselves and attempt to find a job which is compatible with this image. If the match between image and job is successful, an individual will be satisfied with the vocation. If the self-image and the job are not compatible, the person will be dissatisfied. 214

This implies that a person will be dissatisfied with the job which is not compatible with his or her self-image. Since dissatisfaction leads to absenteeism and turnover, one aspect of personality has shown some influence on employee behaviour but more exploratory work is required on this topic of personality.

**Job Stress:**

Stress is a complex term with many meanings. Physiologists describe stress as a total body reaction to any situation or agent which tends to destroy the homeostatic balances. Stress occurs when abilities of

the person are in congruent with the demands of the environment or where clear obstacles exist in fulfilling strong needs or values.

In all types of jobs, there is an interplay between the demands that the job makes on the employee requires of the job. The lack of accommodation between the demands of employee and those of his organizations is the cause of job stress.

**Sources of stress in the work environment**

There are two broad categories of stress in the work environment:

1. Organizational frustration.

1. Organizational frustration: People feel frustrated when they are blocked in achieving their goals. The normal response to being blocked is an attempt to “overcome” the barrier through some form of aggression.
   
   (a) The greater the frustration, the greater the instinct to aggression.

   (b) The stronger the motive being frustrated, the greater the frustration and the impulse to aggression.

   (c) Aggression as a response to frustration increases with the number of frustrations up to a point and then it decreases. 215

   Organizational frustration can strongly influence the climate or personality of the organization. When people degrade each other, ignore the boss, think and talk about quitting, complain, destroy property, and act nasty to co-workers and to managers, the organizational climate will become defensive, blame-oriented and non-supportive.

2. Job Stress:

Job stress is much more specific than organizational frustration. It takes basically the forms of job ambiguity and job conflict. Job ambiguity refers to the lack of clarity surrounding a person's job authority, responsibility, task demands, and work methods. If a job is ambiguous, the worker has unclear work goals, procedures and responsibilities and may be uncertain about his or her authority. The person suffering from job ambiguity simply does not know what is expected in terms of job performance.

Job conflict refers to the degree of incompatibility of expectations felt by a person on the job. A person is caught in a decision quandary. A worker experiences job conflict when the worker must choose to do one thing over another and feels uneasy. Since ambiguity and conflict lead to such unfavourable consequences as fatigue, anxiety, and low confidence in supervisors and in the company, the cause of these problems must be determined.

Clear lines of authority, clearly defined jobs and participative goal setting will ensure that workers understand their own goals as well as those of the department and of the company. When there are clearly defined company, departmental, and personal goals, people will know what is expected of them in terms of duties, authority and responsibility. Such human problems as aimlessness and anxiety will not be felt where there is effective goal setting and a clear chain of command.

But the right amount of stress can be a great motivating factor also. Stress can protect to avoid hazardous situation. The absence of job stress may lead to carelessness, absenticism, low turnover, conflicts etc. leading to downfall of the organization.
As hypothesized in the selected organizations, the employees in public enterprises feel more job stress than the employees in private enterprise.

Non-recruitment and VRS policy in public enterprises leads to lack of manpower and excess of work load on the existing work-force. The lack of financial and other resources to modernize the industry to take the organization from traditional based technology to modern technology based and improper manpower planning leads to more job stress. The following analysis will clarify the level of job satisfaction, motivation, morale job stress in the selected enterprises.

The factors within the job are usually effective motivators and can help awaken the urge to accomplish and to be self-starting. Such factors include feelings of achievement, recognition and responsibility among others. There are several work role factors that can be used to influence a workers motivation. The work itself, supervision, pay, rewards, promotional opportunities, and co-worker interaction all may contribute to upgrade a worker's performance.

Using pay as a motivational tool requires managers to have a good understanding of the conditions in the work situation which may favour as a significant force. Pay is the return for services rendered to an organization. Pay, as part of the total compensation package, is thought to attract workers to an organization, hold them in the organization, and influence them toward personal and organizational goals.

Money is believed to strongly influence employee satisfaction and motivation to work. Pay becomes important when the worker believes that money can be helpful in satisfying unfulfilled needs. Money has the potential for satisfying all needs but usually does more to meet esteem, security and physiological needs than social and self-actualization needs. Pay dissatisfaction occurs when employees perceive a difference between
the amount received and the amount that should be received. An employee's perception of the amount that should be received is strongly influenced by the performance and pay of the referent other. The referent either may be a peer, a superior or a subordinate and may be employed in the same company or in another. There is a tendency for people with higher educational attainment to compare their pay with persons in companies outside of their own.

Regarding, satisfaction with the pay scale, the employees in HMT (Pinjore) are less satisfied than the employees in PTL (Mohali) and the employees from these selected public enterprises are least satisfied than the employees from Ranbaxy (Mohali).

The researcher found it difficult to get the pay scale chart of the selected enterprises as it was not disclosed by the organizations for the sake of secrecy. But employees in public enterprises with higher educational qualification and job experience are paid less than employees in private enterprise.

In public enterprises only job security is the sole factor which motivates the employees to continue the job. As there is no fresh recruitment taking place in these enterprises and the management practicing the VRS policy for the employees, the existing work-force has no other alternative than to stick to the same organisation. Whereas the employees from private sector i.e. Ranbaxy (Mohali) having less job experience enjoy high pay scales along with other fringe benefits.
Table 4.1 Preference to join any other organization having some pay scale and facilities

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Undecided</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>92(61.33)</td>
<td>12(18)</td>
<td>46(30.66)</td>
<td>150</td>
</tr>
<tr>
<td>PTL</td>
<td>80(53.33)</td>
<td>13(8.67)</td>
<td>57(36)</td>
<td>150</td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>65(56.67)</td>
<td>30(20)</td>
<td>55(36.67)</td>
<td>150</td>
</tr>
<tr>
<td>Total</td>
<td>237 (52.67)</td>
<td>55 (12.22)</td>
<td>158 (35.11)</td>
<td>450 (100)</td>
</tr>
</tbody>
</table>

The employees, who were enjoying other fringe benefits like medical expenses, transportation facility, LTC, leave encashment etc. have been withdrawn in HMT. The re-imbursement of medical facilities has been limited and the transportation facility is now on private contract basis. The number of buses has been reduced to eight or nine from thirty. The same is the policy in PTL (Mohali) whereas in Ranbaxy (Mohali), the employees enjoy all the fringe benefits along with good pay-scales instead of conveyance service.

In Table 4.1 maximum 61.33% employees prefer to join any other organization with same facilities and pay scale than 30.66% employees who are at the edge of their retirement or those who have no other alternative than to continue the job besides being unsatisfied. The employees from PTL (Mohali) and Ranbaxy where 56.67% employees also prefer to join any other organization due to fear of losing their jobs.

So, it could be stated that one of the hygiene-factor i.e. society and advancement and adequacy of salary and bring benefits plays major role in motivating employees towards the job.
Table 4.2

Satisfaction with the physical conditions of work in the organization.

<table>
<thead>
<tr>
<th></th>
<th>Extremely satisfied</th>
<th>Satisfied</th>
<th>Can't say</th>
<th>Extremely dissatisfied</th>
<th>Dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150</td>
<td>-</td>
<td>150(100)</td>
</tr>
<tr>
<td>PTL</td>
<td>75(50)</td>
<td>35(23.35)</td>
<td>25(16.67)</td>
<td>-</td>
<td>15(10)</td>
<td>150(100)</td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>110(73.33)</td>
<td>40(26.67)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150(100)</td>
</tr>
<tr>
<td>Total</td>
<td>185(51.11)</td>
<td>75(16.67)</td>
<td>25(5.56)</td>
<td>150(33.33)</td>
<td>15(3.33)</td>
<td>450(100)</td>
</tr>
</tbody>
</table>

After the main motivation factor of pay and fringe benefits along with security and advancement, the physical conditions of work also play a major role in motivating the attitude of employees.

In Table 4.2 as observed by the researcher and stated by the respondents, the physical conditions of work in HMT (Pinjore) are totally unhygienic than the physical conditions of work at PTL (Mohali) and Ranbaxy (Mohali).

According to Herzberg's theory, the hygiene factors serve to prevent job dissatisfaction. According to him, once need for the hygiene factors are fulfilled, a person will no longer be concerned with them. Neither the fulfillment of hygiene factor needs nor the exceeding of them causes the person to become satisfied with his job, when hygiene needs are fulfilled, the person becomes neutral to these potential sources of dissatisfaction.

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Regarding the physical conditions of work, 100% employees from HMT are extremely dissatisfied due to untidy floor, over webbed walls, dirty sanitation and drinking facilities, old and traditional furniture, noisy working environment etc. leads to total dissatisfaction of employees from physical conditions of work.

Besides 50% respondents from PTL (Mohali) and 73% respondents from Ranbaxy (Mohali) are extremely satisfied with the physical conditions of their work place. While a good climate may be thought of as a collective sign of general organizational health, the level of job stress can be viewed as a sign of health of the employees.

As regarding quality of working life in the two sectors, it was hypothesized and has been found that the employees in private sector have a more positive perception of quality of working life than public sector employees. The similar trend was reflected by Ray\textsuperscript{217} (1971), Sinha\textsuperscript{218} (1973) Monga and Maggu\textsuperscript{219} (1981), Partap and Srivastva\textsuperscript{220} (1985), Bhardunj and Chadha\textsuperscript{221} (1991) and Poonam Dhir\textsuperscript{222} (1991).

\textsuperscript{217} Ray A. 1971. \textit{The Indian Manager In Search Of A Style. Economic and Political Weekly}
\textsuperscript{222} Dhir Poonam 1991. \textit{Managerial Effectiveness in Relation to Personality, Motivation, Organizational Commitment and Quality of Working Life}, Ph.D. (Psychology), P.U. Chd.
Table 4.3 Job according to skill and qualification.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Average</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>57(38)</td>
<td>25(16.67)</td>
<td>40(26.66)</td>
<td>28(18.67)</td>
<td></td>
<td>150</td>
</tr>
<tr>
<td>PTL</td>
<td>64(42.67)</td>
<td>53(35.33)</td>
<td>13(8.67)</td>
<td>-</td>
<td>20(13.33)</td>
<td>150</td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>79(52.67)</td>
<td>51(34)</td>
<td>20(13.33)</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td>Total</td>
<td>143(31.78)</td>
<td>161(35.78)</td>
<td>58(12.89)</td>
<td>40(8.89)</td>
<td>48(10.66)</td>
<td>450(100)</td>
</tr>
</tbody>
</table>

Job expectation techniques are aimed at classifying job responsibilities between employees according to their skill and qualification. People enter the workplace with certain expectations about organization, about bosses and about the jobs they will hold. The more the firm can match what it offers with the expectancies of employees, the better off both will be. A mismatch occurs when the needs of workers are not compatible with the demands of the work situation. In this unfavourable situation, workers will become dissatisfied and will lower their commitment to the job, to the supervisor and to the organization and when a job fulfills a person’s important values, the person will be satisfied. While the relationship between satisfaction and performance is circular rather than direct on the individual level of analysis, the collective level of satisfaction among all employees strongly affects the success of a company.

In table 4.3, it is intended to study whether the job of employees in public and private sector is according to their skill and qualification which may give them job satisfaction.
The analysis reveals that maximum (52.67) respondents from Ranbaxy (Mohali) strongly agree that their job is according to their skill and qualification followed by maximum (42.67) from PTL and minimum (38) from HMT who simply agree with the statement.

The study reveals that (28.66) respondents from HMT are extremely dissatisfied. Their qualification is higher or different from their job. For e.g. a respondent from HMT stated that he is qualified as a mechanical engineer but is posted as Manager (Personnel) and a respondent who is specialized in HRD is posted as Manager (Tools). The same situation is in PTL where the employees are overqualified than their present jobs. This is to be expected since the consequences of worker dissatisfaction for e.g. absenteeism and quitting are so costly to organisation.
Table 4.4 Importance of promotional opportunities according to age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Importance</th>
<th>HMT</th>
<th>PTL</th>
<th>Ranbaxy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 30</td>
<td>Extremely important</td>
<td>28 (18.66)</td>
<td>22(14.66)</td>
<td>40(26.68)</td>
</tr>
<tr>
<td></td>
<td>Important</td>
<td>20(13.33)</td>
<td>12(8)</td>
<td>30(20)</td>
</tr>
<tr>
<td></td>
<td>Not so important</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>30-40</td>
<td>Extremely important</td>
<td>38(25.33)</td>
<td>52(34.67)</td>
<td>27(18)</td>
</tr>
<tr>
<td></td>
<td>Important</td>
<td>25(16.67)</td>
<td>30(20)</td>
<td>17 (11.33)</td>
</tr>
<tr>
<td></td>
<td>Not so important</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>40-50</td>
<td>Extremely important</td>
<td>20(13.33)</td>
<td>26(17.33)</td>
<td>26(17.33)</td>
</tr>
<tr>
<td></td>
<td>Important</td>
<td>16(10.67)</td>
<td>4(2.67)</td>
<td>8 (5.33)</td>
</tr>
<tr>
<td></td>
<td>Not so important</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>50+</td>
<td>Extremely important</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Important</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Not so important</td>
<td>3(2)</td>
<td>4(2.67)</td>
<td>2 (1.33)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>150(100)</td>
<td>150(100)</td>
<td>150(100)</td>
</tr>
</tbody>
</table>

The importance of promotional opportunities may be more for young and more qualified people since occupational status is increasingly dependent on educational attainment and few years before retirement. 223

One finds that "Due to various physiological, social and other allied causes, a person becomes disinterested in his job and gives up the race." 224

223 M. Haralambas, Sociology—Themes and Perspectives, Oxford University Press, N. Delhi, 1980, p. 222.
The study reveals that all the respondents above 30 years of age from the selected enterprises, consider promotional opportunities as extremely important while respondents above 50 years of age considered it as 'not so important'. The findings suggest that the young employees are extremely interested in career planning than those who are near the retirement stage. "The career and growth aspirations of all organization's members must be an area of concern and the availability of promotional opportunities should watch with the aspirations of the employees."\(^{225}\)

4.5 Policies to evaluate employees for promotion

<table>
<thead>
<tr>
<th>On the basis of</th>
<th>HMT</th>
<th>PTL</th>
<th>Ranbaxy</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Performance</td>
<td>70(46.67)</td>
<td>61(40.61)</td>
<td>66(44)</td>
<td>197(43.78)</td>
</tr>
<tr>
<td>2. Target achievement</td>
<td>28(18.67)</td>
<td>30(20)</td>
<td>24(16)</td>
<td>82(18.22)</td>
</tr>
<tr>
<td>3. High Approach Skill</td>
<td>15(10)</td>
<td>19(12.67)</td>
<td>19(12.67)</td>
<td>33(11.78)</td>
</tr>
<tr>
<td>4. Skill</td>
<td>7(4.67)</td>
<td>11(7.33)</td>
<td>17(11.33)</td>
<td>35(7.78)</td>
</tr>
<tr>
<td>5. Increase in educational qualification</td>
<td>4(2.66)</td>
<td>13(8.67)</td>
<td>13(8.67)</td>
<td>30(6.67)</td>
</tr>
<tr>
<td>6. Merit according to departmental exam</td>
<td>20(13.33)</td>
<td>-(-)</td>
<td>-(-)</td>
<td>20(4.44)</td>
</tr>
<tr>
<td>7. Self-development</td>
<td>-(-)</td>
<td>-(-)</td>
<td>-(-)</td>
<td>-(-)</td>
</tr>
<tr>
<td>8. Psychophancy</td>
<td>6(4)</td>
<td>16(18.67)</td>
<td>11(7.33)</td>
<td>33(7.33)</td>
</tr>
<tr>
<td></td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>450</td>
</tr>
</tbody>
</table>


The type and criteria for evaluating performance is also one of the great factors for motivating the employees to give a feeling of satisfaction and belongingness as it affects job and personal life of an individual employee. If there prevails partiality for considering one for promotion, it can have a hangover effect on an individual which may be positive or negative.

Evaluation for promotion is generally regarded as the final and the most important phase of motivation and job satisfaction. Victor vroom suggests that employee choice behaviours can be best understood through an expectancy theory where motivation is the product of expectancy, instrumentality and valence.226

According to expectancy theory people will select alternatives that are believed to be both attainable and highly rewarding. People may select particular occupations because they believe that they can be successful in those occupations, and valued the important rewards are associated with being successful in the occupations. It is essential to understand that the rewards may take many forms. Work itself, pay, promotion, supervisory style, co-worker interaction and working conditions are common sources of rewards and this view is to be perpetuated by the organization who like to encourage their employees to become motivated toward climbing the organizational hierarchy and performing in such a way as to be promotable.

The analysis in Table 4.5 reveals that maximum criteria for promotion is on the basis of performance appraisal and target achievement than to self development. Maximum (43.78) respondents from the selected enterprises stated that the base of their promotion is their performance and

---

(18.22) respondents revealed the basis for promotion as target achievement, but there is no weightage to self-development of employees by any means.

Table 4.6 System of reward

<table>
<thead>
<tr>
<th>On the basis of</th>
<th>HMT</th>
<th>PTL</th>
<th>Ranbaxy</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good performance</td>
<td>63 (42)</td>
<td>71(47.33)</td>
<td>-</td>
<td>134(29.78)</td>
</tr>
<tr>
<td>Target achievement</td>
<td>59 (39.33)</td>
<td>56 (37.33)</td>
<td>-</td>
<td>115(25.56)</td>
</tr>
<tr>
<td>Equal to all</td>
<td>28(18.67)</td>
<td>23 (15.34)</td>
<td>-</td>
<td>51(11.33)</td>
</tr>
<tr>
<td>No reward</td>
<td>-</td>
<td>-</td>
<td>150 (100)</td>
<td>150(33.33)</td>
</tr>
<tr>
<td></td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>450</td>
</tr>
</tbody>
</table>

Most people who work will look to the rewards associated with the job when considering job satisfaction. Rewards from working maybe related to one of many work role factors. An employee’s overall behaviour and commitment to the organization are influenced by:

(1) Rewards from the work itself
(2) Rewards from the work Supervisor
(3) Rewards from the pay and fringe benefits
(4) Rewards from the promotional opportunities

The most important reward for one person may not be the most important reward for another. If a manager is to develop a useful reward system the rewards must be valued by the subordinates. If the rewards are
valued, they will reinforce behaviour and provide a tool to be used in enhancing the motivation of people.

Rewards are of two types i.e. intrinsic and extrinsic. According to Herzberg's two factor theory, the primary determinants of job satisfaction are within the job and all call intrinsic, content or motivating factors. These factors include achievement, recognition, the work itself, responsibility and advancement.

The primary determinants of job dissatisfaction are outside of the job itself are called the extrinsic, hygiene, context or dissatisfaction factors. According to the theory, the hygiene factors can usually only dissatisfy if they are not present in sufficient amounts. At best, they can bring an individual to a neutral point where the motivating factors can provide job satisfaction and increased motivation.

The reward system in the selected enterprises, according to Table 4.6 is (42) in HMT and (47.33) in PTL on the basis of good performance and (39.33) in HMT and (37.33) in PTL on the basis of target achievement. There is no other bonus facility in HMT as it has been stopped many years back where as there is no system of reward in Ranbaxy but equal bonus is distributed to all employees on special occasions. It does not mean that the employees in the private sector are least motivated, the intrinsic rewards keep them more motivated than the employees from HMT and PTL.
Table 4.7 Satisfaction with the rewarding and promotional policy of the organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Extremely satisfied</th>
<th>Satisfied</th>
<th>Average</th>
<th>Extremely dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>52</td>
<td>46</td>
<td>37</td>
<td>15</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(34.67)</td>
<td>(30.66)</td>
<td>(24.67)</td>
<td>(10)</td>
<td></td>
</tr>
<tr>
<td>PTL</td>
<td>67</td>
<td>59</td>
<td>11(7.33)</td>
<td>13</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(44.67)</td>
<td>(39.33)</td>
<td>(8.67)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>69</td>
<td>53</td>
<td>17</td>
<td>11</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(46)</td>
<td>(35.33)</td>
<td>(11.33)</td>
<td>(7.34)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>188</td>
<td>158</td>
<td>65 (14.44)</td>
<td>39</td>
<td>450</td>
</tr>
<tr>
<td></td>
<td>(41.78)</td>
<td>(35.11)</td>
<td>(8.67)</td>
<td></td>
<td>(100)</td>
</tr>
</tbody>
</table>

The level of satisfaction and performance are affected by different factors. Performance is influenced by effort, abilities and skills and problem solving approaches. Satisfaction is influenced by perceived equity of rewards. Performance and satisfaction may be related if the organisation clearly ties rewards to task performance and makes this visible to employees either through frequent promotion or through special rewards. Satisfaction is a consequence of how equitable a person perceives the rewards given for performance. The closer rewards can be linked to performance, the more effect the rewards will have on task effort.

In HMT (34.67) respondents are extremely satisfied with the rewarding and promotional policy of the organization followed by (30.66) satisfied respondent and (10) respondents who are extremely dissatisfied.
as the promotion gives them only higher job status but not job satisfaction due to lack of proper manpower planning.

In PTL maximum (44.67) respondents are extremely satisfied with the rewarding and promotion policy of the organization followed by minimum (8.67) respondents who are extremely dissatisfied and in Ranbaxy maximum (46) respondents are extremely satisfied with minimum (7.34) respondents who are extremely dissatisfied.

As Ranbaxy has no reward system even then the level of job satisfaction is more than the employees from HMT and PTL. The level of satisfaction and dissatisfaction is quite significant in PTL, HMT and Ranbaxy, as every individual is dependent upon the motives that are directing one's behaviour and everyone has some mixture of motives i.e. the need to achieve, affiliation need and need for power and it appears that the satisfied employees have motives that are somewhat unique.

Table 4.8

Communication Culture in the Organisation

Communication is a name given to a process of transmission of messages between two or more persons. In industry, communication means the exchange and flow of information, ideas between two sides of industry, namely the employer and the employees. It is the sum total of directly or indirectly, consciously or unconsciously transmitted information, attitudes, feelings and wishes. "It is the cohesive force, which holds people together in an organization." ²²⁷

Communication can be downward, upward, or horizontal. The downward/formal communication flows from a superior officer to a subordinate one. Orders, individual instructions, policies of industry, statements, job sheets, circulars, bulletins are included in the downward communication when suggestions are given by a subordinate to his officers or by a worker to the supervisor, this is a case of upward communication. Communication between the personnel of the same level is technically termed as horizontal or crossed contact communication i.e. exchange of ideas between two section officers or supervisors. Committee meeting and staff conferences are also included in horizontal communication. An oral communication generally takes place when the audience is largely illiterate or due to language problem and written communication is always put into writing and is generally used when the audience is at distance or when a permanency of record is required or where its preservation is essential in case it is needed. It is generally in the form of instructions, orders, rules and regulations, policies, procedures, posters, memos, reports, circulars and journals etc.

The management must try to promote better communications with employees in term of both quality and quantity, "Effective communication is an essential ingredient in management employee relations. It may cement an organisation or disrupt it. It is the mechanism through which human relation have developed."
Communication is also a means of bringing about maximum production at lowest cost by maintaining good human relations in the organisation by encouraging suggestions and implementing them, whenever feasible. In fact, it is impossible to have human relations without communication and vice versa.228

So, communication is a basic tool for motivation and an increase in the morale of the employees largely depend upon the effectiveness of communication. Supervision and leadership are impossible without communication. Many conflicts arising out of misunderstanding of motives and points of view can be resolved to a great extent by a good communication skill on the part of the management. 229

In the selected enterprises, the employees have a fear that it is dangerous to express their views due to insecurity of job in Ranbaxy and fear of losing promotional opportunities and rewards in HMT and PTL. Some cases from HMT and PTL have come into light where the employees were debarred from promotions due to being expressive about what they feel bad, even their performance appraisals have been written in such a manner that they could not get promotions in time. Even few respondents from the selected enterprises stated saying, "No use of complaining and no grievances are there."

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Communication become negative when they are confined to conflict and negotiation situation. Management may view contract administration and grievance procedure as being negative kinds of interchange but if the communication process is to function effectively, reciprocal confidence and trust on the part of the members of the organisation is very essential. If the management invite opinions and keep the employees informed, perhaps some of the negative aspects of the formal relationship could be minimized. But it does not mean that management must give up any decision making prerogatives.

### 4.9 IMPROVING MOTIVATION THROUGH TRAINING

<table>
<thead>
<tr>
<th></th>
<th>Extremely satisfied</th>
<th>Satisfied</th>
<th>Average</th>
<th>Extremely dissatisfied</th>
<th>Dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>-</td>
<td>-</td>
<td>50</td>
<td>100</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(33.33)</td>
<td>(66.67)</td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>PTL</td>
<td>-</td>
<td>120</td>
<td>30</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(80)</td>
<td>(20)</td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>110</td>
<td>30</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(73.33)</td>
<td>(20)</td>
<td>(6.67)</td>
<td>(100)</td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>150</td>
<td>90</td>
<td>100</td>
<td></td>
<td>450</td>
</tr>
<tr>
<td></td>
<td>(24.44)</td>
<td>(33.34)</td>
<td>(20)</td>
<td>(22.22)</td>
<td></td>
<td>(100)</td>
</tr>
</tbody>
</table>
HRD efforts address to the need of employees required to understand and appreciate their role in the organization so as to motivate them to contribute towards higher productivity of the organization. Human energies are properly utilized when certain stimuli is provided to a dormant urge or potential. Potential of a person or a group remain undeveloped, under-developed, unutilized and under-utilised and conditions are created to motivate the employees to utilize their energies on the job fully and properly. One of the training objective is to identify these motivational factors and areas. A motivating effort by making a trainee realize his role in the organization and preparing the employees psychologically to receive the training in the right prospective and spirit using the potential well.

The (67) respondents from HMT are not satisfied with the training policies and programs of their enterprise. Some of the respondents even conveyed that the training is just a formality to relax the employees from routine jobs. Whereas the (80) employees from PTL and (74) from Ranbaxy are satisfied. The method of imparting training is more traditional is public enterprise than in private enterprise.

4.9 UNION- MANAGEMENT RELATIONSHIP

The role of unionism in motivation and job satisfaction

The role of union has changed only in minor ways since their beginning. Unionism is still concerned with the protection and representation of the membership in matters concerning the conditions of
employment. The role of protector is less important today than in times past when workers needed some means to end abusive treatment from management. Today, the union role is more that of an agent or representative than a protector. The union represents the membership in negotiations with management in an attempt to constantly improve upon the conditions of employment. The typical member has an entirely different image of the union and its activities than do some of the older members of the work force. Union members, today have a total lack of interest, and enthusiasm for the labour movement. Sayles and Straus made use of 'projective tests' to find why such an attitude existed among union members. The findings included:

- Shame in accepting help
- Sensitivity to community antipathy
- Reluctance to attack the company
- Fear of management reprisal

HUMAN RELATIONS VS UNION RELATIONS

Generally public have a negative image of unions. Union are often viewed as an opponent to management with little to contribute other than strikes and conflict encouraged by leaders with reputations more similar to criminals than to businessman. Some of the human behaviours that are

230 Sayles and Straus. The Local Union, p. 133
always present in the work environment stem from conflict. Conflicts within the work environment are of two types.

1. Institutional
2. Interpersonal

The interpersonal conflicts are usually the result of personality differences, values differences and/or faulty communications. Institutional kinds of conflicts are those which include differences that result because of the structural relationship. The labour - management conflicts and interdepartmental conflicts are thus classified as institutional rather than interpersonal.

In the selected enterprises, HMT and PTL employees have single trade union whereas the employees in Ranbaxy have two trade unions. The union-management relations are institutional than interpersonal. In order to live together in a work environment that is productive and relatively free from labour problems, management must take the initiative. Management must recognize the presence of unions and employee loyalties to them and apply good human relations practices in working with the unions. By working in a co-operative fashion, it is possible for the union and management to benefit from an organizational climate that allow more open communications.
4.10. Gender conflict existing in the organisation

<table>
<thead>
<tr>
<th>No. of female employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT 25</td>
</tr>
<tr>
<td>PTL 11</td>
</tr>
<tr>
<td>Ranbaxy 7</td>
</tr>
<tr>
<td>Total 43</td>
</tr>
</tbody>
</table>

The psychological make-up of women is remarkably similar to that of their male counterparts. Women work for the same reasons men work. They work for money and once on the job they want the same psychological benefits as men do. Women feel that work pride is the most important psychological outcome from work, followed by personal development and high self-esteem.

A study assessed Chinese women’s motivation to manage and its relationship to managerial success in Chinese state owned enterprise. It was found that overall managerial motivation of Chinese women in this study was as high as that of Chinese men. In addition, overall managerial motivation was positively related to the hierarchical job level. Of the various component motives, the desire to exercise power and to stand out from the group were the significant predictors. 231

In Indian context the increasing number of women in the institution of higher learning and the growing number of female job applicants indicate that women must be recognized as active participants in the development process. The study has indicated that women experience greater work, family conflict and sex role conflict than men. Further, the coping strategies used by women may not be conducive to satisfaction with coping behaviour. Individuals whose coping strategies are bit effective, look to organizational support for dealing with role overload. The study further suggested that while implementing family responsive policies the organization must address the needs of their employees differentially since the role demands and burden on men and women are different.\footnote{Work and Family: Conflict and its Resolution, Aparna Joshi and Nalini Sastry, Deptt. Of Humanities and Social Science, II T Bombay. Indian Journal of Gender Studies Vol. 2, No. 2 1995 July- Dec}

In this era of gender equality, according to the above study, it is not possible to formulate different policies for men and women employees as women have already been put at a disadvantage because of the masculine model of a manager.

In the selected enterprises, the number of women employees against number of their male counterparts, who are in thousands, itself indicate that in industrial scenario of our country, males dominate the workplace.

In HMT there are only 25 female employees, of which only 1 female employee is on managerial level and rest 24 are at clerical jobs. In PTL
there are only 11 female employees and only 1 female is at executive. In Ranbaxy, there are only 7 women employees out of whom 2 female employees are on adhoc basis. There was one female executive in HR department who has already left the job.

One thing is common in the selected enterprises is that the female employees are never selected for training and are seldom considered for promotions except HMT where if women employee wants, she is promoted at more faster rates than men. As women have a narrow view of management, their loyalty is aimed toward their profession rather than toward the organization. They generally have a low interest in advancing into managerial positions and that is because of the difference of their role and responsibilities in personal life. But their level job satisfaction is more significant than their male counterparts.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Fairly Agree</th>
<th>Average</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMT</td>
<td>100</td>
<td>50</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(66.67)</td>
<td>(33.33)</td>
<td></td>
<td></td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>PTL</td>
<td>103</td>
<td>47</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(68.67)</td>
<td>(31.33)</td>
<td></td>
<td></td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>Ranbaxy</td>
<td>14</td>
<td>38</td>
<td>98</td>
<td>-</td>
<td>-</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>(9.33)</td>
<td>(25.33)</td>
<td>(65.34)</td>
<td></td>
<td></td>
<td>(100)</td>
</tr>
<tr>
<td>Total</td>
<td>217</td>
<td>135</td>
<td>98</td>
<td>-</td>
<td>-</td>
<td>450</td>
</tr>
<tr>
<td></td>
<td>(48.22)</td>
<td>(30)</td>
<td>(21.78)</td>
<td></td>
<td></td>
<td>(100)</td>
</tr>
</tbody>
</table>
The two strong influences on human behaviour at work are organization's culture and environment which further influence job stress. The culture refers to an organization's personality or atmosphere. The personalities of organizations differ in the same way that the personalities of people vary. A good organizational culture is one that helps the organization meet its objectives while allowing individual to satisfy their goals and needs, relieving the employees from job stress. A certain level of job stress maybe good for people as it keeps them alert, aware and psychologically and physiologically comfortable. However, most often stress in the work environment is unproductive.

As mentioned earlier, people have important goals such as high self-esteem, belonging and purposefulness that can be readily fulfilled in a healthy organization. But unfortunately, the employees from public sector report that they are not satisfied with the existing culture and environment of the organization. The more that employees report these feelings, the more ineffectively their organizations will function. Organisation Development offers an approach to bring about a positive change in organizational efficiency and this emerging behavioural science discipline refers to a planned, organization wide effort to increase organizational effectiveness through changing the methods or processes by which work is done.

The activities referred to by the phrase "methods or processes" include technical, human and social process by which an organization accomplishes its work. Topics such as leadership teamwork, climate,
culture, job design, MBO, participation, communication and decision making are among the concerned areas. The main outcome of developmental efforts is an improved organizational climate.

In the selected enterprises (67%) respondents from HMT and (69%) respondents from PTL strongly agree that the organization’ culture must be changed in reference to ‘methods or processes’. As change is a law of nature and is necessary with the passage of time, the working culture, environment, management approach towards employees etc. must be changed. Although the respondents from Ranbaxy are significantly more satisfied than the employees from public enterprises in this context but still they want a change in culture and environment as in private sector job insecurity is more than in public sector.

Since organization development is primarily concerned with applying what has been identified as good human relations practices, it is, for the present, the ultimate model for a behavioural approach to the management of people and the work environment.