CHAPTER I

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1. IMPORTANCE OF JOB SATISFACTION STUDIES

Increasing higher educational programmes, intensive research activities, the rapid growth of literature and increased demands of reading community for varied library services have brought significant changes in the collection of academic and special libraries in India and the staff working in them. In other words, the collections of libraries and the staff working in them increased considerably compared to what they were in the early 1940's. It is a well known fact that both material and human resources became expensive and would be becoming more expensive in future. Providing maximum service at minimum cost is the primary objective of a service organization like libraries. The human resources are the most important constituent in the organization which convert financial and material resources into the desired services. Unless and until, the management utilizes the human resources fully well, libraries cannot accomplish the objectives which they aim to achieve. Then the question arises how to utilize these human resources fully. One possible answer is by developing a positive attitude in the staff towards their jobs and by motivating them
through a provision of job incentives as perceived by them. This needs an understanding and a thorough investigation of the feelings of library staff about various aspects of job such as pay, promotions, supervision, etc., the differences in the feelings between the various groups of professional staff such as university and special library staff, men and women staff and junior and senior level staff and finally their perception of job incentives. This necessitates more and more research on various aspects of job satisfaction. Existing literature suggests the following benefits from studying job satisfaction:

A. An employee who is satisfied with the job generally extends his both mental and physical effort towards the accomplishment of objectives of the organization. He helps the organization for its further development by giving his creative ideas to it.

B. The study of man's attitudes towards work is of value not only for increased production but for a wider advantage to the Society and the State too. An employee who is happy, contented, satisfied and fully adjusted to his work is more likely to be happy and will adjust well to his family members, neighbours, friends and the community at large as compared to a dissatisfied employee.
C. Dutton (1) points out that in service organizations like libraries, the end product, being service is closely linked with the attitudes of serving staff themselves and is not possible by inspection to reveal a faulty service in the easy way that faulty materials can be detected.

D. Vaughan and Dunn (2) conducted a survey on job satisfaction of professional staff working in libraries assuming the following relationship among managerial performance, employee satisfaction, organizational effectiveness and employee performance as shown in Fig.1.1.

![Diagram](image)

**Fig. 1.1**

It is clear from the Fig. 1.1 that managerial performance is related to employee satisfaction and employee satisfaction is related to organizational effectiveness.

E. Lawler and Porter (3) mention one of the reasons for studying job satisfaction is its low but consistent association with job performance.
F. Metzner and Mann (4) found that job satisfaction is related with absentee rate. Sinha and Sinha's (5) study indicates the same relationship. Hulin's (6) study indicates a relationship between job satisfaction and turnover of employees. Brayfield and Crockett (7), Herzberg et al. (8), Katzell et al. (9) and Vroom (10) all concluded that the published studies support the notion that the dissatisfied worker is more likely to leave his job than a satisfied worker. Therefore, when one minimizes absenteeism and turnover by maximizing job satisfaction, one increases total organizational performance and productivity.

G. Dissatisfied employees may leave the organization if alternatives are available or they stay with organization and fight. According to Stanger (11), the Patterns of fight behaviour are strikes, slow down in work or other subtle means such as failure to commit one's maximum efforts in support of the organizational goals and other activities leading to serious economic and social loss to individuals and institutions.

H. A dissatisfied employee is more likely to distort the aims and objectives of unions or associations and make them instruments of unnecessary aggression against management.
The role of job satisfaction is clear from the above discussion. Job satisfaction being the core of organizational harmony is one of the most important theoretical and applied field of research. Job satisfaction surveys when used properly can be powerful diagnostic tools in the hands of management. They uncover the areas in which employees experience dissatisfaction.

2. BEGINNING OF THE JOB SATISFACTION STUDIES

The study of job satisfaction is a relatively recent phenomenon. It can be said to have begun with the famous Hawthorne studies conducted by Elton Mayo (12) at the Western Electric Company in the 1920's. Those who were involved in industrial psychology up to this point became interested in examining the effects of physical conditions and equipment design on the productivity of individuals. Elton Mayo and his co-workers started in this tradition, investigating the effects of physical factors on productivity. During the course of their investigations, however, they were convinced that factors of social nature were affecting job satisfaction and productivity. With them Human Relations School was born which saw the functions of industrial psychologist as seeking to improve the happiness of the worker, and through this to improve productivity. The implicit assumption was, of course, that the satisfied worker produces more.
Consequent to the Hawthorne studies, there has been an enormous output of work on nature, causes and correlates of job satisfaction. The studies were performed not only on industrial workers but also on engineers, managers, teachers, librarians and others. Locke (13) estimated that the number of studies might exceed four thousands.

3. APPROACHES TO JOB SATISFACTION

3.1 Gruneberg's Identification

Gruneberg (14) identified three different approaches of job satisfaction.

(1) The first model of job satisfaction is that it consists of the total body of feelings, that an individual has about his job. This total body of feelings involves, in effect, weighing up the sum total of influences on the job: the nature of the job itself, the pay, the promotion aspects, the nature of supervision, and so on. Where the sum total of influences gives rise to feelings of satisfaction the individual is satisfied with the job, where as if the sum total gives rise to feelings of dissatisfaction, the individual is dissatisfied with the job. Improving any one of these influences will lead in the direction of job satisfaction and making less satisfactory any one of these influences will lead in the direction of job dissatisfaction.
Based upon this approach, many job satisfaction studies were made. The mostly used job satisfaction measure of Smith et al. (15) i.e., Job Description Index, is based on this approach. Vaughan and Dunn (16) used Job Description Index to study job satisfaction of professional librarians working in university libraries. Wahba (17) followed the same approach in studying job satisfaction of librarians working in 23 academic libraries of U.S.A. Azad (18) made job satisfaction study of paraprofessional librarians working in eight universities in Pennsylvania, Ohio and West Virginia using 'Minnesota Satisfaction Questionnaire' which is based on the same approach. Lastly in India, Ganguli (19,20,21), Sinha and Sharma (22) and Sinha and Singh (23) surveyed job satisfaction of industrial employees using the same approach.

(ii) The second approach is 'Expectancy theory approach'. This theory points to the importance of the individual's expectations of his job in determining job satisfaction. For individuals who have expectations that their job should give them factors like challenge to mention one, failure of the job to meet this expectation will lead to dissatisfaction compared to a situation where no such expectation is involved.

What exact expectations individuals have about a job may vary for a large number of reasons, some deriving
from social and others from individual causes. For example, the expectations that an individual has about his job may be different for males and females. Kuhlen (24) found that females expected less from their job than males in his sample of teachers. Foa (25) found that the expectations individuals had about the nature of supervision affected their satisfaction with supervision. Klein and Maher (26) found expectations to vary with education. Blood and Hulin (27) found expectations of individuals concerning their job varied according to the social conditions in which they lived. Hackman and Lawler (28) found that individuals who had high needs for fulfilment on the job are satisfied by having a job which provides the opportunities for such needs to be fulfilled. Those proposing an expectancy usually regard overall job satisfaction as a function of satisfaction with the various elements of job.

(iii) The third approach is two-factor theory of job satisfaction. According to this theory, factors causing satisfaction and dissatisfaction have separate and distinct causes. Factors associated with the individual's needs for psychological growth contribute to job satisfaction. Such factors include the intrinsic nature of the job and achievement. On the other hand, factors associated with job context, such as pay and supervision, when they
are deficient lead to job dissatisfaction. This theory is associated with Frederick Herzberg (29). Herzberg's approach involves enriching the job so that the individual is not restricted to unskilled repetitive work from which he derives no satisfaction, no matter how satisfactory the contextual factors such as pay might be. Rather the job should be expected to give opportunities for decision making and the application of real skill.

Herzberg's work has come in for severe criticism recently from a number of sources. A number of studies appear to show that the same factors can cause both satisfaction and dissatisfaction. Schneider and Locke (30) are critical of the methodology employed by Herzberg. However, Plate and Stone (31) made a study on job satisfaction of librarians using Herzberg's two-factor theory of satisfaction.

3.2 **Korman's Identification**

Korman (32) identified three approaches of job satisfaction viz. Need fulfilment theory, Reference group theory and Herzberg's motivator-hygiene theory.

3.2.1 **Need-fulfilment Theory**

It proposes that a person is satisfied if he gets what he wants and the more he wants some thing, or the
more important it is to him, the more satisfied he is when he gets it, and the more dissatisfied he is when he does not. Korman again divides this theory into two sub-theories viz., Subtractive model and Multiplicative model. Both models conceptualize job satisfaction as a direct function of the extent to which an environment corresponds to one's need structures.

(i) The Subtractive model proposes that job satisfaction is a direct function of the discrepancy between a person's needs and the extent to which the environment provides satisfaction of these needs. The greater the total discrepancy counting all needs, the less the satisfaction and the less the discrepancy, the greater the satisfaction.

According to Vroom (33), the Subtractive procedure has the following characteristics:

a) All other things being equal, the greater the person's needs, the lesser will be his job satisfaction. Similarly, the greater the amount of return, the more will be the increase in job satisfaction independent of the level of the need of the individual involved.

b) The second characteristic is that a person who has a need level of 1 and a satisfaction of 1 is considered to have the same level of satisfaction as a person
whose comparable figures are 8 in desire and 8 in fulfilment.

(ii) In the multiplicative model, a person's needs are multiplied by the degree to which the job fulfils the need and then are added up the products for all needs. This total would then be the level of job satisfaction. Vroom's(34) study is based on multiplicative model.

The Need-fulfilment theory approach of Korman can be put in Expectancy theory approach of Gruneberg.

3.2.2 Reference - Group Theory

It is similar to need-fulfilment theory except that it takes as its point of departure not the desires, needs and interests of the individual but, rather, the point of view and the opinions of the group to whom the individual looks for guidance. Such groups are defined as reference groups for the individual. In that they define the way in which he should look at the world and evaluate various phenomena in the environment. It would be predicted, according to this theory, that if a job meets the interest, desires and the requirements of a person's reference group, he will like it and if he does not, he will not like it. A study of Katzell et al.(35) supports this theory to some extent. However, this approach can also be put under the Expectancy theory approach of Gruneberg.
3.2.3 Herzberg's Motivator-hygiene Theory

This approach is same as the two-factor theory approach of Gruneberg.

3.3 Approach Adopted in the Present Study

From all the above discussion, the various approaches of job satisfaction are clear. The preliminary talks with the professional staff of libraries, the examination of job satisfaction studies done by prominent Indian psychologists like Ganguli (36) and the examination of studies of job satisfaction of library professionals made by Vaughan and Dunn (37), Wahba (38) and Azad (39) convinced the investigator to adopt the first approach of Gruneberg in the present study of job satisfaction among professional staff working in university and special libraries of Andhra Pradesh.

4. JOB SATISFACTION AND OTHER RELATED VARIABLES

There are innumerable variables that are related or affecting job satisfaction. The review of literature shows the following variables related to it.

4.1 Age

Saleh and Otis's (40) study shows that there is relationship between age and level of job satisfaction. Ganguli's (41) study also shows the relationship between the two.
Ganguly (42) found that younger and older workers are more satisfied than the middle aged group. Guha (43) found that job satisfaction tended to increase towards middle age. Prasad (44) found that older workers are more satisfied than the younger workers. Burgess (45) in his study found significant relationship between age and job satisfaction. Schwab and Wallace's (46) study shows no relationship between the pay satisfaction and age.

4.2 Sex

There is as yet no consistent evidence as to whether women are more satisfied with their jobs than men holding occupation level constant. However Wabha's (47) study shows that women librarians reported more dissatisfaction than men with work, supervision, pay and promotions. Schwab and Wallace (48) found that females are significantly more satisfied with their pay than males. However, Narayana Rao (49) found that there are no sex differences in job satisfaction.

4.3 Marital Status

Sinha and Sharma (50) found the relationship between marital status and job satisfaction. But contrary to this result, no relationship was found between the two in Guha's (51) study.
4.4 Educational Level

In some of the studies, it is reported that the level of education is negatively related to level of job satisfaction. Ganguly (52) found that educated workers were less satisfied than uneducated workers. Prasad (53) also reported that educational level is related to employee satisfaction. It is also reported by Centers and Cantril (54), Klein and Maher (55), Schwab and Wallace (56) and Lawler (57) that educational level and pay satisfaction are negatively related. However, Ganguli (58) reported that job satisfaction is not related to the education of workers.

4.5 Length of Experience

Ganguli (59) reported that job satisfaction is related to length of experience. Burgess (60) in his study found significant relationship between career length and job satisfaction. However, Chaterji's (61) finding did not confirm the relationship between the two. Nagarathnamma (62) in her study reported that the tenure of service does not significantly affect job satisfaction of the incumbents.

4.6 Pay

Ganguli (63) found that job satisfaction is not related to pay level. However, it is also reported in his study
that expectation of pay is related to job satisfaction. Lawler (64) and Kahn (65) concluded that wages and job satisfaction are positively related. Schwab and Wallace's (66) study shows that pay satisfaction is related to pay level.

4.7 Managerial Level

Managerial level means one's position in the organizational hierarchy. Investigations made by Heron (67), Katz (68), Mann (69), Morse (70), Gurin et al. (71) and Kornhauser and Fried (72) revealed that there is positive relationship between the level of employee's job and his job satisfaction. Andrews and Henry (73) and Rosen and Weaver (74) reported that pay satisfaction is positively related to managerial level. However, Schwab and Wallace (75) found that there is some relationship between managerial level and the satisfaction with pay by controlling some of the intercorrelated variables such as pay level, age etc.

4.8 Miscellaneous

Wahba (76) found negative relationship between job satisfaction and Willingness to leave. He did not find any relationship between demographic and background characteristics such as age, seniority, etc. and job satisfaction. Shyu (77) in his study reported that job satis-


faction scores differed significantly by sex, age, professional education, supervisory level, tenure and career orientation. Scamell and Stead (78) reported in his study that librarians studied experienced constant levels of job satisfaction across three different age and tenure categories. The studies of Stanger and Rosen (79), Ganguli (80,81,82) and Sinha and Sharma(83) suggest that there is relationship between job satisfaction and union membership of employees. Thompson (84) reported that supportive supervisory styles are related with higher levels of job satisfaction. Argyris (85), Davis and Werling (86) and Vroom (87) found a positive relationship between work autonomy and job satisfaction. Centers and Bugental (88) reported in their investigation that the intrinsic factors like self expression, autonomy etc., are important determiners of job satisfaction at higher occupational levels while extrinsic factors like pay, security, co-workers etc., are important at lower occupational levels.

In the case of collegiate teachers, Narayana Rao (89) found that job satisfaction is related to intrinsic motivation, work involvement and organizational involvement. Nagarathnamma (90) in her investigation reported that job satisfaction is related to job challenge and supervisory support and unrelated to job autonomy, intrinsic motivation, job involvement and promotions and chances of rise.
Bose (91) concluded from his study that job satisfaction varies from one industry to another industry depending upon the conditions of work. The studies by Sinha and Nair (92), Chakraborty (93), Natraj and Hafeez (94) and Lahiri (95) also tend to show that job satisfaction is more a function of job conditions than of personal factors. While reviewing the problem of job satisfaction, Ghosh and Shukla (96) concluded that job satisfaction does not seem to be related to personal factors, it is rather a function of job related factors. Some of studies suggest that job satisfaction may be related to life situations, common worries and home adjustment.

4.9 Variables tested in the Present Study

As for the factors determining job satisfaction there is not much agreement amongst the various investigators. Some contradictory results are found by them as far as personal and environmental factors are concerned. These studies do not lead to a precise understanding of the causes of job satisfaction. Hence an attempt is made in the present study to test the relationship of some of the variables such as age, sex, marital status, distance between working place and residence, level of education, type of the library, managerial level, length of experience, level of pay, expectation of pay, number of promotions obtained, professional involvement, level
of joining, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, job participation, work involvement, organizational involvement, attitude towards profession, self-rated performance and willingness to leave the organization with job satisfaction.

5. INCENTIVES

5.0 Introduction

Incentives play a vital role in work and efficiency. Since providing maximum services at minimum cost is one of the primary aims of any service-oriented organization, it is most essential for the management to know what is it that the employee wants from his job, what are his needs and aspirations, and what are his objectives for which he works. Unless and until his wants are fulfilled, he is most likely to suffer from constant frustration and anxieties.

5.1 Maslow's hierarchy of needs

The answer to the question why do people work is simple. People work to satisfy their various biological, psychological, social and ideological needs. A man works to get food and shelter. He works to have power, prestige
and social position in the society. He also works for maintaining his self respect. American psychologist Maslow (97) states that human needs can be arranged in a hierarchy of prepotency. The hierarchy of needs stated by him are:

A. Physiological needs;
B. Safety needs;
C. Belongingness needs;
D. Esteem needs; and
E. Self actualization needs.

The first two types of needs are lower order needs and the last three are higher order needs. The important point about the need levels is that they have a definite sequence of domination. Need 'B' does not dominate until need 'A' is reasonably satisfied. Similarly need 'C' does not dominate until need 'A' and 'B' are reasonably fulfilled. In other words, the human being first wants to satisfy his basic needs such as hunger, thirst, shelter, etc. Then comes sociogenic and psychogenic needs such as status, prestige, recognition, etc. But these sociogenic and psychogenic needs may not even be felt until the basic needs of the human beings are well satisfied. For example, a hungry man will work for food and he may not even think of power and prestige.
5.2 Types of incentives

Incentives are of two types. They are positive incentives and negative incentives. A positive incentive is one which attracts the employee towards it. For example, prestige, power, material reward (pay increase), etc.

Negative incentive is the one which the individual avoids such as pay out, demotion, etc.

5.3 Studies on incentives for employees

As to the enquiry into what the employees want from their jobs, the first study was conducted by Bose (98) in 1951. He asked the employees to rank different factors in the order of importance. 'Increased pay' was ranked first. Ganguli (99) investigated the problem of incentives for employees in an engineering factory. Eight factors were ranked by them in the order of importance. 'Job security' and 'opportunity for promotion' were ranked second and third respectively. Kapoor (100), Vaid (101), and Mukerjee (102) found 'adequate earning' first in order of importance. Ganguli (103) investigated the problem of incentives for supervisors. Out of eleven incentive items, 'adequate income' was ranked first and 'job security' and 'chances of promotion' were ranked second and third respectively. In Singh and Wherry's (104) study also, 'security', 'earnings and benefits' were rated high
by their sample. Lahiri(105) conducted a study on the importance of job factors for government and nongovernment employees. He found that employees in government and nongovernment organizations do not differ significantly in the amount of importance they attach to different job factors. 'Income' and 'job security' were the two most important factors chosen by both the groups of employees.

Lahiri and Chaudhri(106) studied the importance of job factors in the case of technical and non-technical employees. Twenty one factors were ranked by both groups of employees in the order of importance. It was found that there was not much difference in the ranking of both technical and non-technical employees. Desai(107) made a comparative study of motivation on the blue collar and white collar workers. No significant difference was found between the two groups of employees in so far as the two most important factors were concerned. 'Adequate earning' and 'security' were considered as the most important factors by both the groups of workers. Paliwal(108) in his study found that 'Job status' or 'Respect' as the most important incentive for the workers in three factories followed by 'Job security'. Income was ranked as low as eighth in the two factories and sixth in one factory. Das and Sarkar(109) made a study on the expecta-
tion of agriculture students from the job. The students have given the first preference to 'salary'. Das(110) conducted a study on the expectation from the job of extension workers. They have also given more importance to 'salary'.

It is evident from the above studies that 'adequate earning' and 'job security' are the two top most needs of Indian industrial employees. But these results are contrary to the findings of foreign investigators like Hoppock(111), Hersey(112), Houser(113), Blum and Russ(114) and Jurgenson(115). If Maslow's principle of prepotency is applied, logical conclusion seems to be that workers in low paid temporary jobs are most likely to crave security, while workers in better paid, permanent job, with their need of security fairly well satisfied, will want fulfilment of the next prepotent need. The reason for not ranking pay as first item by foreign industrial workers is that they are getting good amount of pay. When a need is satisfied, it will not be ranked as first.

All the studies mentioned earlier have been conducted by various investigators to know the incentives for industrial employees. But no such study has been conducted in the case of professional staff working in libraries. Therefore, in the present study, an effort is made to know the professional staff's perception of incentives.
The similarities and differences, if any, in the perception of incentives between different groups of professional staff are also investigated in this study.

SCOPE OF THE PRESENT STUDY

The topic selected for the present study is 'Job Satisfaction of Library Professional Staff'. Due to the limitations of time and cost, the scope of the topic is restricted to investigate the job satisfaction of professional staff working in university and special libraries of Andhra Pradesh, India. The semi-professionals working in those libraries are not coming under the purview of this study.

The overall job satisfaction of professional staff, their satisfaction with different facets of the job, correlates of job satisfaction and ranking of incentives are the main areas that have been chosen for the present investigation.

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