

# A Comparative Analysis of Motivation and its Impact on Job Performance – An Empirical Review

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## Abstract

*Significant changes over the past century in social behavior due to technological advances, economic liberalization and increased awareness necessitate the understanding of their impact on Human Resources Management (HRM) practices in business organization. It is evident that most of the problems in an organization are human since human being is dynamic and complex. It is a fact that Human Resources (HR) dynamics prevalent in Indian organizations are different from those in other parts of the globe. But in the recent past, a new orientation is taking place in the Indian organizations because of the global impact on business. HRM encompasses those activities designed to provide, motivate and coordinate the human resources of an organization. The human resources of an organization represent its largest investment. In fact, the government report shows that approximately 73 per cent of the national income is used to compensate its employees, in addition to wages and salaries. The human beings are dynamic and flexible but at the same time, they are also conforming and rigid, sometimes unpredictable. In spite of all this, they are an asset, and never a liability. There is necessity of understanding human beings from variety of perceptivities, due to the social, political and economic changes throughout the world. The internationalization of productive processes has raised new problems of control, motivation and appraisal across economic and cultural boundaries. The dimensions of quality of work life are also facing a global transition.*

**Key Words:** Social behavior - Technological advances - Economic liberalization – Dynamic - Global impact - Unpredictable. - Cultural boundaries - Global transition.

## INTRODUCTION

Industrial organizations to a large extent depend on an entrepreneurial behavior which calls for a higher degree of achievement and motivation to engender corporate excellence. Peter Drucker (2000) has rightly pointed out that to make the organization excellent we need to change

the organization from flow of things to 'ranks' and 'powers' have to be replaced by mutual understanding and responsibility.

The nature of work, workforce, workplace and psychological environment in organizations have undergone and will continue to undergo enormous changes, bringing both opportunities and challenges

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to those involved in organizational behavior and organizational development. The evolving nature of organizations due to failures, downsizing, mergers and acquisitions, the expanding service sector, changes in organizational culture and climate, and challenges of maintaining organizational productivity call for better strategic planning by the HR professionals.

Organizations need to elicit entrepreneurial behavior that calls for a high degree of employee's achievement and motivation to achieve excellence. The following are the characteristics for successful entrepreneurship.

1. High sense of purpose among the people in the organization.
2. Absolute organizational focuses on customers both internal and external.
3. A new way of work that encourages product innovation.
4. A great sense of self – inspired behavior among ordinary people to do extraordinary things.

Excellent organizations are characterized as having ethical values and clarity about these values (Hoffman, 2000). The communication systems should be good enough to aid the process of classification and implementation. Dealmaker and Kennedy (2000) have rightly pointed out that values are the bedrock of any corporate culture. It has been felt very strongly that the organizational values and ethics have a definite bearing on the corporate excellence.

The new economic policies in India have created a tremendous opportunity for the industrial enterprise to grow, develop and excel. Experience shows that successful companies follow a combination of growth policies related to efficiency,

productivity and human resource development. The following are the important HR issues in achieving corporate excellence.

1. Purpose: Purpose basically is the goal, vision and business aim of the organization.
2. Perspective: It is the direction – a mental view of the relative importance of things.
3. Positioning: The image of the company and its products in the market.
4. Policies: Judicious and expedient in the dealings.
5. Partnership: The state of being a partner or partners, a joint business within or outside the organization.
6. Plans: Proper plans of action, translated to business policies.
7. Product: The product should be innovative, qualitative and cost effective.
8. Principles: Set of values, culture and philosophy.
9. People: Challenging, ethical, committed, high performance, self – driven.
10. Performance: Output of the organization, results in terms of both quality and quantity.

#### **Review of Empirical Studies**

The review, of earlier studies given clues to the present study. The earlier studies on women in India (Government of India, 1953) concentrate on their economic role, labour laws and disappearance of traditional women's occupations. The studies of later period (Mira, 1986, Jacob, 1982, Lalitha Devi, 1982) indicate the voluntary withdrawal of women from low

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status jobs. The rates of work participation among women as declined are analyzed by Dandekar (1982). It is also found (Swarajyalakshmi, 1992) that women are found in clerical and low production jobs. Most of the studies are based on women with junior or middle level jobs. However, Joshi Rama (1980; 461 – 486) points out that women executives are committed to their responsibilities and Aruna (1989; 101 – 106), and Vimala, (1976) found that women are an increase in banks and face industrial relations problems. It is also found that overall job satisfaction and gender are unrelated. However, it is pointed out (Keith, 1980:86) reveal that age and designation have positive impact on job satisfaction; the education is found to be related negatively. Target fixing and redesigning of jobs are found to lead to job satisfaction (Sol man; 247 – 259). The industrial employees are found to be fairly committed to jobs (Sharma, 1968), no difference is found between commitment level of technical and non technical groups. It is noted that the material rewards increase motivation (Karman, 1977; 222 – 223). It is observed that women's union participation is low (Sharon, 1980; 447 – 450) and Hanker (1978; 560 – 577) finds that union participation leads to job satisfaction. A study on women's professional competency (Sushma, Kulkarni, 2002; 11 – 16) indicates that development of support networks by senior managers lead to the removal of gender disparities. It is also found (Biswas, 2002; 5 – 10), that non satisfaction of higher order needs lead to change of job. The study of Shree Kumar and Nair (1997; 439 – 449) reveals that the employee's level of job satisfaction and intrinsic motivation depend on his level of control over his work

environment. (Sharma, M.P. (1997); 193 – 208) finds that personal factors are less important than situational factors in affecting commitment. The study of Sharma and Kauri (2000; 141 – 158) on motivation indicates that the executives of the public sector manufacturing organization are moderately motivated and are dissatisfied with the organizational climate. It is also found by them, that job content and monetary benefits are equally critical determinants of motivation. The empirical study of Dwivedi (2001; 407 – 427) states that Maslow's needs hierarchy is partially valid for Indian situation as esteem needs are given higher importance than belongingness. Another study by Sharma and Rama (2001; 199 – 216) supports the two factor theory of Herzberg as it is found that absence of monetary benefits and welfare lead to dissatisfaction and other higher order needs lead to motivation.

#### **Objectives of the Study**

To assess the motivational levels of the female and male employees;  
To evaluate job satisfaction levels of the female and male employees;  
To assess the job commitment/organizational commitment;  
To assess the levels of motivation and job satisfaction as influenced by age, gender, caste, income, years of education and years of job experience; and  
To examine linkages between motivation, job satisfaction and organizational commitment

#### **Research and Data Analysis**

The collected data are analyzed by using statistical package "Statistic", for

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computing simple percentages, averages, t-test and multiple regressions.

### **Monetary Benefits and Welfare**

The first order needs such as monetary benefits, working conditions and welfare are analyzed from the employee's response to the query that as to whether organization provides all necessary facilities for them to work. The data indicate that most of the employees i.e., 92.89 per cent of the MAHINDRA SATYAM are contented with the facilities provided. The average of the employees ( $\bar{X}$ :4.11) also shows higher level of contentment in case of facilities at work. Even in case of PDSL most of the employees i.e., 71.92 per cent express their satisfaction. However, the average (3.58) indicates that their satisfaction level is lower than in MAHINDRA SATYAM. The organizational difference is significant (t: 4.39). The male – female analysis indicates that 87.50 per cent among the males ( $\bar{X}$ :4.06) and 94.16 per cent of the females ( $\bar{X}$ :4.12) in MAHINDRA SATYAM are satisfied with the facilities at work. In the PDSL the males (76.19%) higher than the females (64.44%) are satisfied. The average of the males ( $\bar{X}$ :3.67) and the females ( $\bar{X}$ :3.53) confirm the same.

Overall analysis indicates that in MAHINDRA SATYAM both the male and female employees have high level motivation where as in PDSL the employees have lower level motivation. The females are dissatisfied than the males in PDSL, however the difference is not significant.

As to whether the employees are contented in case of monetary benefits is

assessed from their reaction to the adequacy of wages. The data of the MAHINDRA SATYAM employees reveal that most of the employees (81.65%) express in favor of the organization ( $\bar{X}$ :4.12). Whereas in PDSL majority i.e., 63.15 per cent of the employees are dissatisfied regarding wages ( $\bar{X}$ :2.56). The organizational difference is significant (t: 10.55). Male – female analysis indicates that most of the employees in MAHINDRA SATYAM i.e., 84.38 per cent of the males ( $\bar{X}$ :4.06) and 81.03 per cent of the females ( $\bar{X}$ :4.13) are contented with monetary benefits. In PDSL, both the male and female employees express their dissatisfaction (66.66 per cent and 61.16 per cent respectively) and their averages (2.29 and 2.72) also confirm the same.

Overall analysis shows that in MAHINDRA SATYAM, the employees are highly satisfied with their wages and in PDSL the employees are dissatisfied. The welfare facilities provided by the management to their employees enhance the motivation level of the employees. The data reveal that in MAHINDRA SATYAM most of the employees 89.94 per cent are satisfied with the welfare facilities provided by the organization. The average ( $\bar{X}$ :4.14) confirm the same. Whereas in PDSL, only 50.88 per cent of the employees agree that the welfare facilities are satisfactory in the organization. The mean value ( $\bar{X}$ :3.07) confirm that they have average level of satisfaction. The organizational difference is significant (t: 7.56).

Male – female analysis of MAHINDRA SATYAM indicates that 81.25 per cent among the males accept that

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the management provides welfare facilities ( $\bar{X}$  : 4.06) and 91.97 per cent express the same opinion among the females ( $\bar{X}$  :4.15). In PDSL majority of the male employees i.e., 52.38 per cent state that they are just satisfied with the welfare facilities ( $\bar{X}$  : 3.00) and 50.00 per cent ( $\bar{X}$  :3.11) female respondents also express the same opinion. Overall analysis shows that most of the employees in MAHINDRA SATYAM are satisfied with the welfare facilities provided by the management, whereas in PDSL the employees express no opinion.

#### **Safety**

The physical environment satisfies the employees in the organization and in turn motivation increases. The data reveal that in MAHINDRA SATYAM most of the employees (78.69%) accept that the physical environment in the organization is good ( $\bar{X}$  :4.04). Whereas in PDSL majority of the employees (61.40%) express that the physical environment is satisfactory ( $\bar{X}$  :3.44). The organizational difference is significant (t: 4.26).

Male – female analysis indicates that 81.25 per cent among the males feel that they have good physical environment ( $\bar{X}$  :4.09) and 75.91 per cent female respondents also express the same opinion ( $\bar{X}$  :4.03). In PDSL majority of the employees among the males (52.38%;  $\bar{X}$  :3.19) and 66.66 per cent of female employees are just satisfied with the physical environment ( $\bar{X}$  :3.58).

Overall analysis shows that in MAHINDRA SATYAM most of the employees respond positively while in PDSL, their satisfaction level is lower and females are more positive than the males.

Job security provided by the management to the employees enhances the motivation level of the employees. The data reveal that in MAHINDRA SATYAM majority of the employees i.e., 62.72 per cent are satisfied with the job security in their organization ( $\bar{X}$  :3.76). Whereas in PDSL, only 43.35 per cent of the employees respond positively ( $\bar{X}$  :3.07). The organizational differences are significant (t: 4.99).

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The male – female analysis indicates that majority of the male employees in MAHINDRA SATYAM i.e., 56.25 per cent ( $\bar{X}$  :3.69) accept that they are having job security in the organization, the females in this category account to 64.23 per cent ( $\bar{X}$  :3.78). In PDSL only 38.09 per cent among the male employees ( $\bar{X}$  :3.00) and 41.66 per cent among the female employees ( $\bar{X}$  :3.11) express the positive opinion. The male – female differences are noticed in MAHINDRA SATYAM (t: 3.83).

Overall analysis shows that in MAHINDRA SATYAM majority of the employees are satisfied with the job security, when compared with those of PDSL. However, the positive response to job security is lesser than to other aspects of motivation. It is also true that the male employees of MAHINDRA SATYAM feel more job threat than the females.

#### **Affiliation Needs**

The responsibility and decision making power entrusted to the subordinates by which they can achieve the targets with least supervision would influence the motivation level of the employees. The data in MAHINDRA SATYAM reveal that

majority of the employees, 60.95 per cent express that there is no need for supervision in achieving their targets ( $\bar{X}$  :3.44). In PDSL, 61.40 per cent express the same opinion ( $\bar{X}$  :3.35). The organizational differences are not noticed. Overall, the employees are not much satisfied.

The male – female analysis indicates that in MAHINDRA SATYAM most of the employees i.e., 62.50 per cent among the males ( $\bar{X}$  :3.47) and 60.58 per cent of the females ( $\bar{X}$  :3.43) opine that they are achieving their targets with least supervision. In PDSL the similar trend is noticed, 61.90 per cent, among the males ( $\bar{X}$  :3.33) and 61.11 per cent of females ( $\bar{X}$  :3.36).

Overall analysis shows that most of the employees in both the organizations express the same opinion that they are achieving their targets with least supervision.

The feedback given to the employees by the superiors influence the motivation level of the employees. The data in MAHINDRA SATYAM reveal that most of the employees i.e., 75.14 per cent

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express that the feedback from superiors is good ( $\bar{X}$  :3.85), whereas in PDSL only 56.14 per cent respondents express the same opinion ( $\bar{X}$  :3.35). The organizational differences are significant (t: 3.24).

The male – female analysis indicate that most of the employees in MAHINDRA SATYAM (68.75 per cent among the males ( $\bar{X}$  :3.75) and 76.64%; females ( $\bar{X}$  :3.88) feel that the feedback from superiors is good. The similar trend is noticed in PDSL among the males (61.90 per cent;  $\bar{X}$  :3.75) and the females (76.64 per cent;  $\bar{X}$  :3.88).

Overall analysis shows that most of the employees in MAHINDRA SATYAM feel that they receive sufficient feedback from their superiors while in PDSL the response is towards no idea.

**Recognition and Appreciation:**

The gesture of recognition of merit and efficiency of the employees by the management enhances the motivation level of the employees. The data of the employees in MAHINDRA SATYAM reveal that most of the employees i.e., 72.78 per cent accept that ( $\bar{X}$  : 4.08) their

merit and efficiency is recognized by the organization. In PDSL, only 42.11 per cent of employees ( $\bar{X}$  :3.00) accept the same. The organizational difference is significant (t: 7.74).

The male – female analysis in MAHINDRA SATYAM indicates that most of the employees among the males (81.25 per cent;  $\bar{X}$  :4.22) and females (81.75 per cent;  $\bar{X}$  :4.05) confirm the favorable perception. In PDSL majority of the employees, 52.38 per cent among the males ( $\bar{X}$  : 2.67) and only 44.44 per cent of the females ( $\bar{X}$  : 3.19) also opine that their merit and efficiency is recognized by the organization.

Overall analysis indicates that most of the employees in MAHINDRA SATYAM and minority group in PDSL accept that their merit and efficiency is recognized.

Rewards from management also increase motivation level of employees. In MAHINDRA SATYAM the data of the employees indicate that most of the employees (79.29%) accept that rewards from management are good ( $\bar{X}$  :3.93),

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whereas in PDSL only 43.86 per cent of the employees accept that ( $\bar{X}$  :2.68). The organizational differences are significant (t: 7.57).

The male – female analysis indicates that in MAHINDRA SATYAM, most of the employees among the males i.e., 78.13 per cent ( $\bar{X}$  : 3.84) and females (79.56 per cent;  $\bar{X}$  : 3.96) endorse the positive opinion. In PDSL majority of the male employees i.e., 52.38 per cent ( $\bar{X}$  : 2.71) and (41.67 per cent;  $\bar{X}$  : 2.67) females opine that the rewards provided by the management are not adequate to motivate them.

Overall analysis shows that the employees in MAHINDRA SATYAM are motivated by reward system and the PDSL employees express Demotivation.

The involvement of employees in the decision making process enhances the motivation level of the employees. The data in MAHINDRA SATYAM reveal that most of the employees, i.e., 83.48 per cent express their satisfaction ( $\bar{X}$  : 4.10) over the decision making system. In PDSL only 45.61 per cent of the employees express

satisfaction over the decision making system ( $\bar{X}$  :3.02) and overall, they accept that they have no idea. The organizational difference is significant (t: 7.26).

The male – female employees in MAHINDRA SATYAM, indicate that most of the employee among the males (75.00%;  $\bar{X}$  : 3.78) and the females (85.40%;  $\bar{X}$  : 4.18) express satisfaction over the decision making system. In PDSL 52.38 per cent of the male employees ( $\bar{X}$  : 2.76) and 47.22 per cent of the females employees express satisfaction ( $\bar{X}$  : 3.17) in regard to decision making system. This aspect is not a motivated factor among the PDSL male and female employees.

Enough autonomy is given to the employees for work planning inculcating involvement and participation. This enriches the motivation levels of the employees. The data in MAHINDRA SATYAM indicate that most of the employees, i.e., 77.51 per cent express that enough autonomy is given ( $\bar{X}$  : 3.93) to them. In PDSL only 45.61 per cent ( $\bar{X}$  : 2.91) express the same opinion. The

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organizational difference is significant (t: 6.34).

The male – female analysis in MAHINDRA SATYAM indicate that most of the employees, i.e., 68.75 per cent among the males ( $\bar{X}$  :3.69) and 79.56 per cent of the females are motivated by this aspect ( $\bar{X}$  : 3.99). In PDSL only 47.62 per cent among the males ( $\bar{X}$  : 2.76) and 44.44 per cent of females ( $\bar{X}$  : 3.00) express that autonomy given to them is enough.

Overall analysis shows that the employees of MAHINDRA SATYAM express that they have autonomy, while the PDSL employees express that they have no autonomy in work planning.

Training facilities provided by the management is another motivating factor which enriches the skills and abilities of the employees. The data in MAHINDRA SATYAM reveal that most of the employees i.e., 83.48 per cent are motivated ( $\bar{X}$  :4.04) by training facilities. Whereas in PDSL majority of the employees i.e., 63.15 per cent express the same opinion ( $\bar{X}$  :3.35). The

organizational differences are significant (t: 4.68).

The male – female analysis in MAHINDRA SATYAM indicates that most of the female employees (86.86%;  $\bar{X}$  :4.12) compared with 68.75 per cent of the male employees ( $\bar{X}$  :3.72) are motivated by training facilities. In PDSL 52.38 per cent among the males ( $\bar{X}$  :3.05) against 69.44 per cent of the female employees ( $\bar{X}$  :3.53) express positive opinion in regard to training facilities.

Overall analysis shows that the MAHINDRA SATYAM employees express their satisfaction in regard to training facilities, while PDSL employees have no opinion on this aspect.

The delegation of authority is another contributing factor, which enriches the motivation level of the employees. The data on this aspect in MAHINDRA SATYAM reveal that most of the employees i.e., 80.47 per cent respond positively ( $\bar{X}$  : 4.00) in regard to the delegation of authority and say that power is well balanced. In PDSL, only 47.37 per cent of employees respond positively ( $\bar{X}$  :

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3.07) in regard to the statement. The organizational difference is significant ( $t: 5.92$ ).

The male – female analysis in MAHINDRA SATYAM indicates that majority of the employees i.e., 62.50 per cent among the males ( $\bar{X} : 3.66$ ) against 84.67 per cent of the female respondents ( $\bar{X} : 4.08$ ) express satisfaction with the delegation of authority. In PDSL, just 52.38 per cent among the males ( $\bar{X} : 3.10$ ) against 44.44 per cent of the females ( $\bar{X} : 3.06$ ) express positive opinion.

Overall analysis shows that majority of the employees in MAHINDRA SATYAM express their satisfaction in regard to authority system and the PDSL employees express no idea on this aspect.

**Self – Actualization Needs:**

Self – actualization is a drive where there is self – fulfillment with realization of full potential. Self – actualization is the person's motivation to transform perception of self into reality. The data on MAHINDRA SATYAM reveal that most of the employees (75.64%;  $\bar{X} : 3.98$ ) express that they are totally involved in job.

In PDSL almost the same percentage of employees (73.68%  $\bar{X} : 3.81$ ) express the same opinion. The organizational difference is not significant.

The male – female analysis in MAHINDRA SATYAM indicates that most of the employees i.e., 93.75 per cent among the males ( $\bar{X} : 4.22$ ) and 71.53 per cent ( $\bar{X} : 3.92$ ) among the females express the fulfillment of self – actualization need. In PDSL, most of the employees i.e., 76.19 per cent among the males ( $\bar{X} : 4.14$ ) and 72.22 per cent ( $\bar{X} : 3.92$ ) of the females express that they are totally involved in job.

Overall analysis shows that most of the employees express their involvement and commitment towards the job in both the organizations irrespective of other aspects. The male and female employees differ in their opinion ( $t: 2.34$ ), the males being more positive.

The amount of authority given to employee is a strong motivator. The authority is associated with decision making power and certain amount of autonomy. The data reveal that in MAHINDRA SATYAM most of the

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employees 79.88 per cent accept that they have authority in the job ( $\bar{X}$  : 3.89). In PDSL only 38.59 per cent of the employees express the same opinion ( $\bar{X}$  : 2.96). The organizational difference is significant (t: 6.72).

The male – female analysis of MAHINDRA SATYAM employees indicates that two thirds of the male employees i.e., 68.75 per cent express that they have authority ( $\bar{X}$  : 3.75), while the females in this category account to 82.48 per cent ( $\bar{X}$  : 3.93). In PDSL only 38.10 per cent among the males ( $\bar{X}$  : 3.00) and 38.88 per cent of the females express the same opinion ( $\bar{X}$  : 2.94).

Overall analysis shows that in MAHINDRA SATYAM the employees are given more authority and in PDSL less authority is with the employees. There are no significant male – female differences.

**Conclusions of the study;**

The employees of MAHINDRA SATYAM and PDSL respond positively towards motivation factors namely, physical, environment, safety and health

measures, maintenance of machinery and equipment, inter personal relations, total involvement in their respective jobs, harmonious industrial relations and relations with superiors as well as co-workers, replacement of old machinery and subordinate relations.

The employees of MAHINDRA SATYAM respond positively in respect of the factors, namely, job security, work facilities, wages, recognition for merit and efficiency, rewards for hard work, good feedback mechanism, decision making system, autonomy in planning given to employees, availability of good training facilities, management leadership, delegation of authority and power, good quality of services, grievances redress etc. However, the employees of PDSL respond negatively or to the lesser positive extent towards most of the above factors.

It is found that overall average level of motivation of the employees is 3.51, while it is 3.66 per MAHINDRA SATYAM employees, 3.05 in case of PDSL employees. The analysis indicates that the MAHINDRA SATYAM employees have minimum motivation level

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and the PDSL employees are at average point. The data on individual aspects of motivation indicate that females ( $\bar{X}$  : 3.60) in MAHINDRA SATYAM and males ( $\bar{X}$  : 3.48) are motivated to the minimum level by the monetary benefits, while in PDSL the male ( $\bar{X}$  : 2.72); and females ( $\bar{X}$  :2.83) are demotivated by the monetary benefits. In case of safety the males ( $\bar{X}$  : 3.55) and females ( $\bar{X}$  :3.47) of MAHINDRA SATYAM are motivated to the minimum extent. The case is similar in males ( $\bar{X}$  :3.46); and females ( $\bar{X}$  : 3.49) even with affiliation needs. The PDSL employees in case of safety males ( $\bar{X}$  : 3.01; females  $\bar{X}$  :3.18) and affiliation needs males ( $\bar{X}$  :3.02; females  $\bar{X}$  :3.03) express no opinion.

In case of recognition and appreciation the MAHINDRA SATYAM female employees ( $\bar{X}$  : 3.86) are motivated to the higher extent than the males ( $\bar{X}$  :3.66) while in PDSL the male employees are demotivated ( $\bar{X}$  : 2.82) and the females ( $\bar{X}$  : 3.02) express no opinion. In case of self actualization needs, in

MAHINDRA SATYAM both males ( $\bar{X}$  :3.98) and females ( $\bar{X}$  :3.93) are motivated, in case of PDSL, while male employees ( $\bar{X}$  : 3.57) are slightly motivated the female employees ( $\bar{X}$  :3.27) express no opinion.

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