

## Motivational Analysis of Organisation Climate at Plant Lipids

\* Bhagyalekshmi P.C., \*\* Elizabeth Daniel

\* Bhagyalekshmi P.C. , Asst. Professor, Management Studies, SNGCE, Kadayiruppu, Kolencherry.

\*\* Elizabeth Daniel, MBA Student, SNGCE, Kadayiruppu, Kolencherry.

---

**Abstract:** Organizational climate is often defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization. At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level. Motivational Analysis of Organisational Climate (MAO-C ) instrument was used to collect data from a sample of 30 employees working in Plant Lipids. The findings reveal that the Dominant Climate prevailing in the organisation is Affiliation-control climate. The Back Up climate was found to be Affiliation-Expert power . MAO – C can be used to diagnose organisational climate for motivation . The instrument focus on the perceptions of the overall organisational climate or of individual units, divisions, branches or departments within the organisation.

**Key Words:** organisational climate, motivation, culture, change

---

### I. Introduction

Organizational climate is comprised of norms, values, expectations, policies, procedures that influence work motivation, commitment and ultimately, individual and work unit performance. Positive climate encourages, while negative climates inhibits discretionary effort. ‘Organizational climate’ refers to the quality of working environment. If people feel that they are valued and respected within the organization, they are more likely to contribute positively to the achievements of the business outcomes. Creating a healthy organizational climate requires attention to the factors which influence employee’s perceptions, including the quality of leadership, the way in which decisions are made and whether the efforts of employees are recognized. In fact “Climate may be thought of as the perceptions of the characteristics of an organization”.

“Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from other organization. Every organization is different and has a unique feeling and character beyond its structural characteristics. Thus every organization deals with its member in a distinct way through its policies on allocations of resources, communication pattern, reward and penalty, leadership and decision making style, etc. The organizational policy and conviction with regard to all these and a cluster of other related activities influence the feelings, attitudes and behaviour of its members and results in the creation of the unique organizational climate.

Organizational Climate studies the employees' perceptions and perspectives of an organization. The surveys address attitudes and concerns that help the organization work with employees to in still positive changes. Organizational climate surveys increase productivity. Climate surveys give employees a voice to assist in making desired transitions as smooth as possible. It also serves as a basis for quality improvements. Hence the study was conducted to find out the climatic condition that is prevailing in Plant Lipids Pvt Ltd. The survey is intended to help Plant Lipids to design effective and efficient management measures to have a good internal climate inside the organization.

#### Objectives of the Study :

1. To identify the dominant and backup climates (climate motive scoring the highest and the second highest, respectively) for each group under each type of formation.
2. To find the organizational climate with regards to Achievement , Expert influence , Extension, Control , Dependency , Affiliation .

### II. Literature Review :

Litwin & Stringer, (1968) has given a macro perspective of analysing the organization. According to the authors, climate can be defined as the perceived attributes of an organization and its sub-systems as reflected

in the way an organization deals with its members, groups and issues . The emphasis is on perceived attributes and the working of sub-systems. The framework considers six motives relevant for organizational climate.

1. **Achievement** : this motive is characterized by concern for excellence competition against standards set by others or by oneself, the setting of challenging goals for oneself, awareness of the obstacles that might be encountered in attempting to achieve these goals, and persistence in trying alternative paths to ones goals.
2. **Influence**: this motive is characterized by a concern for making an impact on the others, a desire to make people do what one thinks is right and an urge to change situations and develop people.
3. **Control**: this is characterized by a concern for orderliness, a desire to be and stay informed, an urge to monitor events and to make corrective action when needed, and a need to display personal power.
4. **Extension**: this is characterized by a concern for others, interest in super ordinate goals, and an urge to be relevant and useful to large groups, including society as a whole.
5. **Dependency**: This motive is characterized by a desire for the assistance of the others in developing oneself, a need to check with significant others (those who are more knowledgeable or have a higher status, experts, close associates and so on), a tendency to submit ideas or proposals for the approval, and an urge to maintain a relationship based on the other persons approval.
6. **Affiliation**: this is characterized by a concern for the establishing and maintaining close personal relationships, and emphasis on friendship, and a tendency to express ones emotions.

Schneider and Barlett (1968, 1970) framework is an individual attribute approach. They view climate as global perception held by individuals about their organizational environment. Some of them are encompassed by the work environment scale developed by Moos in 1994. It includes various broad dimensions like Involvement, Co-worker, Cohesion, Supervisor Support, Autonomy, Task Orientation, Work Pressure, Clarity, Managerial Control, Innovation, Physical Comfort and others. The summary of perceptions of all the individuals taken together reflect an interaction between personal and organizational characteristics, in which the individual by forms climate perceptions.

Likert (1967) proposed six dimensions of organizational climate (leadership, motivation, communication, decisions, goals, and control), while Litwin and Stringer (1968) proposed seven dimensions (conformity, responsibility, standards, rewards, organizational clarity, warmth and support, and leadership). A review of their studies and those of others indicates that twelve processes or dimensions of organizational climate relate specifically to motivation:

1. **Orientation**: The dominant orientation of an organization is the main concern of its members, and this dimension is an important determinant of climate. If the dominant orientation or concern is to adhere to established rules, the climate will be characterized by control; on the other hand, if the orientation is to excel, the climate will be characterized by achievement.
2. **Interpersonal relationships**: An organization's interpersonal-relations processes are reflected in the way in which informal groups are formed, and these processes affect climate. For example, if groups are formed for the purpose of protecting their own interests, cliques may develop and a climate of control may result; similarly, if people tend to develop informal relationships with their supervisors, a climate of dependency may result.
3. **Supervision**: Supervisory practices contribute significantly to climate. If supervisors focus on helping their subordinates to improve personal skills and chances of advancement, a climate characterized by the extension motive may result; if supervisors are more concerned with maintaining good relations with their subordinates, a climate characterized by the affiliation motive may result.
4. **Problem management**: Problems can be seen as challenges or as irritants. They can be solved by the supervisor or jointly by the supervisor and the subordinate(s) concerned, or they can be referred to a higher level. These different perspectives and ways of handling problems contribute to the creation of an organization's climate.
5. **Management of mistakes**: Supervisors' attitudes toward subordinate mistakes develop the organizational

orientation, which is generally one of annoyance or concern or tolerance. An organization's approach to mistakes influences the climate.

6. **Conflict management:** Conflicts may be seen as embarrassing annoyances to be covered up or as problems to be solved. The process of dealing with conflicts has as significant an effect on climate as that of handling problems or mistakes.

7. **Communication:** Communication, another important determinant of climate, is concerned with the flow of information: its direction (top-down, bottom-up, horizontal), its dispersment (selectively or to everyone concerned), its mode (formal or informal), and its type (instructions or feedback on the state of affairs).

8. **Decision making:** An organization's approach to decision making can be focused on maintaining good relations or on achieving results. In addition, the issue of who makes decisions is important: people high in the hierarchy, experts, or those involved in the matters about which decisions are made. These elements of decision making are relevant to the establishment of a particular climate.

9. **Trust:** The degree of trust or its absence among various members and groups in the organization affects climate. The issue of who is trusted by management and to what degree is also relevant.

10. **Management of rewards:** Rewards reinforce specific behaviors, thereby arousing and sustaining specific motives. Consequently, what is rewarded in an organization influences the motivational climate.

11. **Risk taking:** How people respond to risks and whose help is sought in situations involving risk are important determinants of climate.

12. **Innovation and change:** Who initiates change, how change and innovation are perceived, and how change is implemented are all critical in establishing climate.

Groan Ekvall, professor in organizational psychology at the University Of Lund, Sweden spent many years looking at the organizational climatic factors (or dimensions) which affect organizational creativity. He identified 10 dimensions:

- Challenge (How challenged, emotionally involved, and committed are employees to work)
- Freedom (How free is the staff to decide how to do their job?)
- Idea time (Do employees have time to think things through before having to act?)
- Dynamism the eventfulness of life in the organization
- Idea support (Are there resources to give new ideas a try?)
- Trust and openness (Do people feel safe speaking their minds and offering different view?)
- Playfulness and humour (How relaxed is the workplace-is it okay to have fun.)
- Conflicts (To what degree do people engage in interpersonal conflict or warfare?)
- Debates (To what degree do people engage in lively debates about the issues)
- Risk-taking (Is it okay to fail?)

The dimensions can be grouped into three areas of Resources, Motivation, and Exploration as **Resources** : Idea Time; Idea Support; Challenge and Involvement Personal

**Motivation** : Trust and Openness; Playfulness and Humour; Absence of Interpersonal Conflicts

**Exploration** : Risk-taking; Debates about the Issues; Freedom

James and Jones (1974) conducted a major review of the theory and research on organizational climate identified climate in three separate ways that were not mutually exclusive, (a) multiple measurement – organizational attribute approach, (b) perceptual measurement – organizational attribute approach, and (c) the perceptual measurement – individual attribute approach. In the multiple measurement organizational approach James and Jones cite Forehand and Gilmer (1964) as defining organizational climate as a defining organizational climate as a “set of characteristics that describe an organization and that (a) distinguish the organization from other organizations (b) are relatively enduring over time, and (c) influence the behaviour of people in the organization.

### **III. Research Methodology**

Research design in short, is planned structure and strategy of investigation concerned as to obtain the responses to the question forwarded and to control variance. The study makes use of a descriptive research design. The population of this study is the employees of Plant Lipids. Sample was selected using purposive sampling method. The sample size taken for this study is 30 employees in Plant Lipids. The data was collected mainly from two sources. They are primary data and secondary data. Secondary data was collected from journals, organisation's site, organisation's brochures etc. Primary data was collected through an instrument

Motivational Analysis of Organisational Climate (MAO-C). MAO-C is designed to study organisational climate with special regard to motivation. The instrument employs 12 dimensions of organisational climate and six motives. It consists of 12 categories, each of which includes six statements. Each of these categories corresponds to one of the 12 climate dimensions and each of the six statements represents one of the six motives. Respondents work individually to rank-order the six statements within each separate category, according to their perception of how much each statement is like the situation in their organisation.

**Scoring**

After getting the responses, refer to the scoring key to discover which motives are indicated by the responses.

<b>MAO-C MATRIX</b>								
<b>Dimensions of Organisational Climate</b>	<b>Motives</b>							
	Ac h i e v eme n t (A)	E x p e r t i n f l u e n c e (B)	C o n t r o l (C)	D e p e n d e n c y (D)	E x t e n s i o n (E)	A f f i l i a t i o n (F)	D o m i n a n t c l i m a t e	B a c k u p c l i m a t e
1.Orientation 2.Interpersonal relationship 3.Supervision 4.Problem management 5.Management of mistakes 6.Conflict management 7.Communication 8.Decision making 9.Trust 10.Management of rewards 11.Risk-taking 12.Innovation and change								

Transfer the rankings of motives to the matrix, Add the numbers in each vertical column of the matrix and write the totals in the appropriate blanks; each of these totals is the score for the related motive or motivational climate. These score can range from 12 to 72. Next refer to the conversion table (Exhibit 9.3) and write the corresponding MAO-C index number in the blank provided. The indexes can range from 0 to 100. The

following formula was used to arrive at the index for each motive:

$$\text{Index} = (S-12) * 100 / 60$$

An organisation may total the respondents' index number for each motive and then average the number for an overall organisational index of each or the total of the numbers in each vertical columns of the individual respondents' matrixes can be added, and averaged and the index number written using the conversion table. The advantage of the index is to show the relative strength of the climate with regard to the motives the cut-off point is 50. If the index number for a particular motive is greater than 50, the climate is relatively strong for that motive. If the index number is less than 50, the climate is relatively weak for that motive. The index also helps in comparing organisations or units within an organisation.

**MAO- C Matrix**

Matrix given should be completed for a department/ section/unit/organisation from the completed matrixes of its individual members. The last two columns, and the overall dominant and backup motives are calculated for a department/ section/unit/organisation.

Organisations tend to be perceived as driven by one or more of six specific motives. The scoring key will show you which motives are indicated by managers responses on the MAO-C and, therefore, which motive they believe drives the organisation or unit. Completing the matrix sheet will help an organisation arrive at a profile of its general motivational climate as perceived by its members. Individual first complete the matrices. For example, for the first category of dimensions of organisational climate, orientation, if you ranked item (a) as 4 , you would look at scoring key and learn that (a) indicates the dependency motive. You would then refer to this matrix sheet and find the horizontal row that corresponds to orientation. Locate the heading, dependency and write the number 4 under that heading in the orientation row. Follow this process until you have transferred all six of your rankings for each of the 12 categories covered in MAO-C.

Conversion Table											
Score	Index	Score	Index	Score	Index	Score	Index	Score	Index	Score	Index
12	0	25	22	37	42	49	62	61	82		
13	2	26	23	38	43	50	63	62	83		
14	3	27	25	39	45	51	65	63	85		
15	5	28	27	40	47	52	67	64	87		
16	7	29	28	41	48	53	68	65	88		
17	8	30	30	42	50	54	70	66	90		
18	10	31	32	43	52	55	72	67	92		
19	12	32	33	44	53	56	73	68	93		
20	13	33	35	45	55	57	75	69	95		
21	15	34	37	46	57	58	77	70	97		
22	17	35	38	47	58	59	78	71	98		
23	18	36	40	48	60	60	80	72	100		
24	20										

Add the numbers of all the respondents in each cell of this matrix and write the totals in the blank provided; each of these totals is the score for that particular motive. Then refer to the conversion table locate the total for each motive and write the corresponding MAO-C index number in the blank provided in the matrix sheet.

For each horizontal row on the matrix representing a dimension of organisational climate, the dominant motive (the one with highest number in the row) and the back up motive ( the one with the next highest number ) are noted in the blanks provided. The dominant and back –up columns are helpful in diagnosis and planning action to improve motivational climate of the organisation or unit involved. Finally, based on the total scores in the last row, the overall dominant and the back-up motives can be written in the blanks provided for this purpose.

**EffectivenessProfile**

The profile gives scores on six motives. The highest two scores are generally taken for interpreting the climate. The highest scores show the dominant climate and the next highest the back-up climate. The combination of the first two motives characterises the organisational climate. Generally, the dominant climates

with the six different motives characterises different organisations, as shown below:

- Achievement: Industrial and business organisations
- Expert power: University departments, scientific organisations
- Control: Bureaucracy-government departments
- Dependency: Traditional or one-man organisations
- Extension: Community-service organisations
- Affiliation: Clubs.

Combinations of the six motives as dominant and secondary climates give 30 profiles. We briefly mention below the nature of organisation with each of the 30 profile. Some of these are based on studies. By and large, achievement, expert power, and extension dominant climates are conducive to achievement of results, and control, dependency and affiliation dominant climates retard achievement of results.

1. **Achievement-Expert power:** People are involved in challenging tasks are highly stimulated by challenges, and specialists dominate in determining the tasks .The organisation rewards specialisation.
2. **Achievement-Control:** Most people are involved in challenging tasks, but they face a lot of constraints because of rigid procedures of the organisation, and more inflexible hierarchy.
3. **Achievement-Dependency:** In spite of emphasis on high achievement, shared by most people, there is a tendency to postpone critical decisions for the approval of a higher authority. The organisation discourages making such decisions without approval of the higher level, resulting in a sense of frustration.
4. **Achievement-Extension:** People work on challenging tasks with equal attention on social relevance of such tasks. The organisation has a high sense of social responsibility and also pays attention to the employee needs.
5. **Achievement-Affiliation:** People, while working on challenging goals, form strong groups based on speciality, department, language, region, etc. The organisation, with such in-groups or cliques, pays a lot of attention to maintaining good relations amongst the groups.
6. **Expert power-Achievement:** The organisations pay high values to specialisation, and specialists influence most decisions, with emphasis on high quality of work, and unique contributions.
7. **Expert power-control:** The organisation is controlled by experts with cumbersome procedures, resulting in lack of job satisfaction and not-high output.
8. **Expert power-Dependency:** The organisation is dominated by experts, with rigid hierarchy, decisions being passed-up the hierarchical line. Bright employees remain highly dissatisfied.
9. **Expert power-Extension:** Specialists play the major role in organisational matters, working in a planned way on socially relevant matters. The organisation pays attention to the employees' needs and welfare.
10. **Expert power-Affiliation:** An expert-dominated organisation, with-in groups based on specialists, languages, regions, etc. The organisation's is much more on maintaining good friendly climate and usually results suffer.
11. **Control-Achievement:** The organisation is bureaucratic, laying down detailed procedures, with clear hierarchy quality of work, but most employees with achievement orientation get frustrated. Some public sector organisations have this climate.
12. **Control –Expert power:** A bureaucratic organisation in which specialists opinions are valued, but rules are treated as more important.
13. **Control-Dependency:** A bureaucratic organisation with rigid hierarchy, where all actions are referred to levels above for approval, and decisions get delayed. Following rules and proper adherence to regulations are more important than achieving results. The senior person protect the subordinates who do not make any procedural mistakes. Most government offices function this way.
14. **Control-Extension:** A hierarchical organization with social concern and paying attention to the needs and welfare of the employees.
15. **Control-Affiliation:** A hierarchical organisation with low concern for results; more emphasis on good relations. However, informal groups based on relationship have an important place. Some voluntary organisations are of this type.
16. **Dependency-Achievement:** The organisation emphasises respect for person in power; all major decisions are referred to them. However, achievement of results is rewarded, and enough freedom is given to people, with key decisions being controlled by a few who have the last word on all matters.

- Many families owned organisations have such a climate.
17. **Dependency-Expert power:** The organisations have hierarchy, the decision being referred to higher level for approval. The experts play an important role in the various aspects of the working of the organisations.
  18. **Dependency-Control:** An organisation controlled by a few persons who have clear cut channel of communication, and get all the decisions for final approval.
  19. **Dependency-Extension:** A traditional organisation working in socially relevant areas dominated and controlled by a few persons demanding all respect from other members and taking care of the needs of other members.
  20. **Dependency-Affiliation:** A traditional organisation with top management group controlling all matters and employing their own in-group members, who have high loyalty to their leaders.
  21. **Extension-Achievement:** The organisation has goals of being relevant to the society with emphasis on achieving its result. Persons are selected for their competence and are given freedom to work.
  22. **Extension-Expert power:** An organisation with social consciousness, using experts who influence all the major decisions.
  23. **Extension-Control:** An organisation with goals of serving a larger cause, but having bureaucratic structure with rules and regulations to be followed strictly.
  24. **Extension-Dependency:** An organisation in the area of community services such as education, health, development, emphasising conformity to the policies lay down by the top persons or team who require all matters to be referred to it for final decisions.
  25. **Extension-Affiliation:** An organisation in the area of community services in which members with similar background work with strong linkage with one another.
  26. **Affiliation-Achievement:** An organisation gives high importance to relationships and draws people with similar background. The organisation also values achievements of results and excellence in performance.
  27. **Affiliation-Expert power:**The organisation mainly consist of experts emphasis good relations and either consist of persons of same background or has in-groups based on some common links.
  28. **Affiliation-Control:** The organisation involved in maintaining good relations, but having a bureaucratic form. A club with strict rules and procedures would be in this category.
  29. **Affiliation-Dependency:** An organisation giving high value to maintaining friendly relations amongst the members and in which one or two persons decide most of the matters. People are rewarded on the basis of their closeness to the top persons.
  30. **Affiliation-Extension:** An organisation with the main goal of good relationship working on socially relevant aspects. Lions club and similar organisation would be in this category.

#### IV. Findings :

Dimensions of Organisational Climate	Motives							
	A	E	C	D	E	A	Do	Bac
	c	x	o	e	x	f	mi	k
	h	p	n	p	t	f	nan	up
	i	e	t	e	e	i	t	cli
	e	r	r	n	n	l	cli	mat
	v	t	o	d	s	i	ma	e
	e	i	l	e	i	a	te	
	m	n	(C)	n	o	t		
	e	f		c	n	i		
	n	l		y	(E)	o		
	t(A)	u		(D)		n		
		e				(F)		
		n						
		c						
		e(B)						

1.Orientation	3.4	3.57	3.57	3.5	3.47	3.73	3.73	3.57
2.Interpersonal relationship	3.6	3.67	3.1	3.3	3.8	3.53	3.8	3.67
3.Supervision	2.97	3.33	3.63	3.7	3.63	3.73	3.73	3.7
4.Problem management	3.27	3.9	3.2	3.43	3.77	3.6	3.9	3.77
5.Management of mistakes	2.97	4.03	3.77	3.53	3.23	3.33	4.03	3.77
6.Conflict management	3.7	4.17	3.4	3.1	3.17	3.63	4.17	3.7
7.Communication	3	3.43	3.4	3.13	3.7	4.13	4.13	3.7
8.Decision making	3.1	3.67	3.4	3.43	4	3.8	4	3.8
9.Trust	3.1	3.8	3.7	3.37	3.47	4.1	4.1	3.8
10.Management of rewards	3.53	3.23	3.57	3.43	3.83	3.9	3.9	3.83
11.Risk-taking	3.13	4.13	3.13	3.33	3.83	4	4.13	4
12.Innovation and change	2.73	3.6	3.83	3.07	3.8	3.9	3.9	3.83
<b>Total score</b>	<b>38.5</b>	<b>44.53</b>	<b>41.7</b>	<b>40.32</b>	<b>43.7</b>	<b>45.3</b>	<b>45.4</b>	<b>44.5</b>
<b>MAO-C Index</b>	<b>44.2</b>	<b>54.22</b>	<b>49.5</b>	<b>47.2</b>	<b>52.8</b>	<b>55.6</b>	<b>55.6</b>	<b>54.2</b>

The findings reveal that the Dominant Climate prevailing in the organisation is **Affiliation-control** climate. This shows organisation involved in maintaining good relations, but having a bureaucratic form characterised by strict rules and procedures. The Back Up climate was found to be **Affiliation-Expert power**. The organisation mainly consisting of experts emphasises good relations and either consist of persons of same background or has in-groups based on some common links. Hence the organisation should encourage team work by maintaining good rapport between employees. The superiors in the organization should encourage, guide and motivate the employees to share their ideas, views, and suggestions, so as to improve their performance. Employee's suggestions must be encouraged by the management. Workers participation in management may be encouraged to increase the employees involvement and commitment in the decision making process.

### V. Implications

MAO – C can be used to diagnose organisational climate for motivation. The focus point of the instrument can be perceptions of the overall organisational climate or of individual units, divisions, branches or departments within the organisation. The first three climates in the MAO-C Matrix (achievement, expert influence and extension) are useful and functional, and the next three (control, dependency and affiliation) are dysfunctional for the organisation. The participants can identify which of the functional climates are low, and which dysfunctional climates are high. Then they can plan to reduce the former and increase the latter – in either words, move from dysfunctional to functional climate. Then the facilitator can lead a discussion on the basic characteristics of the different effectiveness profiles represented in the group. Subsequently the respondents could discuss their individual scores and ratings and then arrive at a consensus regarding the diagnosis and evaluation of the climate, and as to which of the 12 dimensions of organisational climate need improvement, why particular dimensions are weak, and what steps may need to be taken in response. Another approach is to discuss individual rankings of motives and what might be done to change the perceived climate accordingly.

### VI. Conclusion

Organizational climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by carrying certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organization have certain expectations and fulfilment of these expectations depend upon their perception as to how the organizational climate suits to the satisfaction of their needs. Thus organizational climate provides a type of work environment in which individuals feel satisfied or dissatisfied. Since satisfaction of individual goes a long way in determining his efficiency, organizational climate can be said to be directly related with his performance in the organization.



### **References**

- [1]. Fzalur Rahim, M, "A Strategy for Managing Conflict Complex Organizations".
- [2]. Benjamin Schneider, Mark G. Ehrhart, and William H. Macey, "Organizational climate and culture"
- [3]. Deborah Roberts (2000) "Analysis of Motivation Today's Workforce" (2000).
- [4]. Deci. E. L., and Ryan, R. M (1985) "Intrinsic Motivation and Self-determination in Human Behaviour".
- [5]. James, Lawrence. R, Jones, Allen. P, (1974) "Organizational Climate: A Review of Theory and Research".
- [6]. Mohammed Abubakar Mawoli, Abdullahi Yusuf Babandako, (2011) "An Evaluation of Staff Motivation, Dissatisfaction and Job Performance in an Academic Setting".
- [7]. Juan Fernandez, Miguel A. Mateo, "Student Evaluation of University Teaching Quality: Analysis of a Questionnaire for a Sample of University Students in Spain".
- [8]. RajeshwariDevadass (2011) "Employees Motivation in Organization: An Integrative Literature".
- [9]. Thomas J. Madden, Pamela Scholder Ellen. IcekAjzen, "A Comparison of the Theory of Planned Behaviour and the Theory of Reasoned Action".
- [10]. Williams, A.E; Neal, L.L., "Motivational Assessment in Organization: An Application of Importance Performance Analysis", (1993).
- [11]. UdaiPareek, "Training and Research Instruments in HRD and OD", 2010
- [12]. Litwin, G.H. and Stringer, R.A. Jr. (1968) Motivation and organisational climate. Division of Research, Harvard Business School, Boston.
- [13]. Pareek, U. (1989). Motivational analysis of organisations- climate (MAO-C), In: Pfeiffer, J.W., Ed., The 1989 annual. University Associates, San Diego, 161-171.
- [14]. Pareek, U. (2004) Understanding organisational behaviour. Oxford University Press, New Delhi.
- [15]. RajeshwariDevadass (2011) Employees Motivation in Organization: An Integrative Literature".