

Social and Cultural Factors influence Motivation – Employees in a small town of Uttarakhand, India

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Abstract: *The Paper presents the results of a survey done on the workforce in a small town of Uttarakhand, India. The case is unique because the workforce is not willing to move up the ladder of hierarchy even after numerous attempts by the Managements of the organizations to motivate them. The government policy when establishing the industrial unit of Selaqui, had envisaged a robust growth of the region, however the actual growth has not been in line with what was planned. In addition to other reasons for the mismatch in growth, the human factor of non-availability of motivated work-force has come out as a dominant reason. The study was conducted across 19 organizations with special focus on 192 workers in 2 units in the Industrial town of Selaqui. The emphasis was to understand the cultural and social background of the 192 workers and their feeling of un-willingness to move up the ladder. An attempt was made to understand the reasons for their decision and the underlying factors and people influencing their decisions. In the conclusion the authors after speaking to the prominent personalities of the region concluded that Government, Education Institutions and the Private sector need to work together to correct the problem.*

Keywords: *Motivation, Cultural and social factors, Growth*

I. INTRODUCTION

Motivation has been the buzz word especially in the field of operations Management and Human Resources. The Herzberg's two factor theory and Maslow's Hierarchy of needs theory have been the very basics of Management in all walks of life and practiced day in and day out to get the desired results. Management Experts, professionals, Teachers, Leaders, Psychologists and many more have used the motivation techniques to mould the behavior and get the desired results. Coming across an organization where the concept of motivation would not work as expected was a startling revelation for the authors. Fear of failure of learning or doing was not what deterred the subjects from getting motivated. The lure of financial and non-financial benefits also could not motivate them. A number of papers have been written on 'why' and 'when' motivation fails to produce the desired results and analyze the reasons for such failure. Once the reasons are known, corrective measures are taken and the situations are rectified. However in this case even after identifying the underlying reasons, the situation is not rectifiable. The Social and cultural norms and the situational circumstances of the workforce deter them from proceeding and making the desired change as is intended by the motivation.

II. BACKGROUND

A training exercise cum study was conducted in two organizations on a total number of 192 participants. Both the units are situated in Selaqui, Uttarakhand. The head office of both these units is located outside the state of Uttarakhand. The two units are assembly units supporting the manufacturing of electronic items in the lighting and transformer industry. Selaqui is a special zone created by the Uttarakhand State Government to encourage growth of industries in this hilly state of North India. A number of Pharmaceutical, Packaging and Electronic assembly plants have been setup by multi-national companies to take advantage of the local government policies and the tax benefits provided by the state and central government. Selaqui town is within commutable distance of about 12 small towns and 39 villages which provide the workforce for the industries that have been setup here. All units in Selaqui are manufacturing and assembly units requiring very low skill level. The work done in these units is repetitive in nature. In the past the entire region around Selaqui was agriculture based. The men-folk in the families were known for joining the Armed forces of the country. The State of Uttarakhand is known for providing a large number of men for the Indian Armed forces. The women in the families were known for working at home and in the unorganized agriculture sector to support their families. Women of the region worked as agriculture support workers in the lands owned by the wealthy farmers. The harvest season (two of them) provided women the opportunity to work and contribute to the family income. The seasonal employment for women was dependent on the monsoon. With the advent of the industrial zone of Selaqui, women are finding it more convenient to work in the industries in Selaqui. Approximately 90% of the workforce in Selaqui units is the women from close by towns and villages. This is providing more stable

work opportunity for the women workforce. Industrial units like packaging, Electronic assembly units, Shoe manufacturing and pharmaceutical employ these women. They provide one to two day orientation training and deploy the women folk on repetitive tasks inside the units. In majority of the cases, women have to sit on a bench and perform their tasks on a common table right next to the conveyor belt as the semi-finished product moves from stage to stage. Because of the past experience of the women folk in the agriculture sector and their homes where they were used to repetitive tasks, the employers find them more suitable than the men. The selaqui employers also find the women to be more sincere and regular in their work approach. Men are employed only in areas where there is a need for hard manual laborious tasks like lifting, loading etc. Of the 19 units surveyed in selaqui for this paper, the authors found that each of these units are being run with one General Manager, four or five technical staff (Engineers, Pharmacists etc), four or five supervisors and a very large contingent of women workforce. The number of women working in any of these units is between 50 and 300. The number depends on the automation adopted in the unit or the requirements of the product being manufactured or assembled. The Selaqui Zone was created in late 1990's by the government and a number of these units have been operating for more than a decade. A few demographic findings of the participants are shown in table 1 below

Table 1 – Basic Demographics of the 192 subjects involved in the study

S/No	Observation of the feature	Value	Remarks / Inference
1.	Average years of employment in Selaqui Units	5.6 years	Majority of the women have worked continuously for selaqui units. So they have a set pattern in their day-to-day livings.
2	Average Education Level*	1.4	Majority of the participants have only completed primary school and not completed junior school
3	Average Communication Skills**	1.8	Communication skills are less than average as the women are shy and not willing to communicate openly
4	Average score of Feeling of I/Me/My**	1.8	The subjects consider other before their own interest
5	Average score of Feeling of Belonging in the Group**	2.2	All Women want or see themselves as part of the workforce and do not want to stand out.
6	Primary or secondary earners in the family	7-Primary earning Member 185-Secondday earning Member	Majority of the women contribute to the total family income where the husbands and fathers are the primary earning members in the family
7	Whether Local Resident or Migrated to the Selaqui region	21- Migrants from outside selaqui, 171 – local resident of the region	Majority of the workforce is from surrounding commutable distance

- * - 0-No education, 1-Primary school, 2-schooling upto Class 8, 3-class 8 and above
- ** - 0 - Less than Average 1 - Good 2 - excellent & Keen 3 - Exceptionally good

The one to one discussions with the participants of the survey showed some very startling observations which are documented below

- I. In spite of average 5-6 years of employment, the participants have not moved up the ladder of Hierarchy in the organization. There have been lateral moves from assembly line to quality check units etc but none of the participants even after so many years of experience has moved up to become line supervisors
- II. As the units have expanded and/or diversified their product lines, the workers have been keen on working in newer units and newer products but have opted to stay at the same level
- III. Managements of the units have used various motivational tools and techniques over the years but none of the participants is willing to move up the ladder.

III. PROBLEM STATEMENT

Majority of the manufacturing units were started to take advantage of the tax holiday / benefits provided by the Central and the State Government. This Advantage was for a fixed period. Additionally the clean and pollution free environment and availability of the cheap labour was an added attraction for setting up the manufacturing and/or Assembly units in Selaqui. On the Social and Government front, the establishment of such units was supposed to generate employment and spiral the growth and economy of the region and the state. The engine of such spiral was to be the workforce. As expected in the growth and post growth period, the

pressures of economy, global slowdown and recession in Europe are also being felt in the Selaqui region. Mother companies owning the Selaqui units are expecting innovation and reduction in the overall cost of production. All this can only be achieved when the employees are motivated and contribute effectively in efforts of innovation and cost reduction. A number of unit heads who were part of the survey, found it frustrating that all their efforts to motivate the large section of employees (Majorly Women in this case) had failed. The State Government also expected that post the tax holiday period, the region would see more inflow of investments from Private sector. However contrary to the expectations, the existing unit owners are considering moving out of the Selaqui region if the Tax Holiday is not extended. The relatively cheap yet stable women workforce, identified as one of the key reasons of success for the Selaqui region, a little less than a decade ago, has now turned into one of the biggest hurdles for further growth.

Mother companies owning the business units in selaqui are expecting the workforce to actively participate in the process of re-inventing or re-engineering the processes so as to reduce the costs and increase the efficiencies of production. The expectations are not in terms of major engineering feats but in baby steps of improving efficiencies in the assembly or manufacturing process and reducing wastes. This can only be achieved if one has a motivated workforce. The objective of this exercise / Training and Survey was to identify the root cause why the workforce could not be motivated to the next level so as to convert them to become productive and participative members in the next leg on the journey of growth.

IV. LITERATURE SURVEY

According to **Herzberg's finding**, for adequate workplace motivation, it is important that leadership understands the active needs for individual employee (Herzberg, 1968). Underpinning his theories and academic teachings, he was basically attempting to bring more humanity and caring into the workplace. His purpose was not to develop theories to be used as 'motivational tools' but to improve organizational performance. He and most other theorists sought primarily to explain how to manage people properly, for the good of all people at work (Daft, 1997). Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off -satisfaction is temporary. Then as now, poorly managed organizations assume that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment (Eastman & Williams, 1993). **Maslow's hierarchy of needs** is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation". Maslow's hierarchy of needs is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self actualization at the top. The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs" or "d-needs": esteem, friendship and love, security, and physical needs. If these "deficiency needs" are not met – with the exception of the most fundamental (physiological) need – there may not be a physical indication, but the individual will feel anxious and tense. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs. Maslow also acknowledged the likelihood that the different levels of motivation could occur at any time in the human mind, but he focused on identifying the basic types of motivation and the order in which they should be met. **Geert Hofstede**, in his paper 'The Cultural Relativity of Organizational Practices and Theories' in the Journal of International Business Studies (Fall 1983) and his other articles [3,4,5,6,7] clearly established the link between cultures of the region and the theories of motivation. His research linking the four dimensions (Individualism versus Collectivism, Large or Small Power Distance, Strong or Weak uncertainty Avoidance and Masculinity versus Femininity) is as relevant today as was about thirty years ago when he published his research. The four dimensions have relevance when formulating the Human Capital Management Strategies of today especially in Developing States like Uttarakhand.

Moseley A., Jeffers, L., & Paterson, J. (2008) in the article 'The Retention of the Older Nursing Workforce: A Literature Review Exploring Factors that Influence the Retention and Turnover of Older Nurses' published in Contemporary Nurse (30(1) [8], 46-56) and Buerhaus, DesRoches et al. 2009 [1] in the article 'Still Making Progress to Improve the Hospital Workplace Environment? Results from the 2008 National Survey of Registered Nurses' published in Nursing Economics (27(5), 289-301) [2], have written at length clearly establishing the link between motivation, retention and growth in a sector primarily dominated by women workforce. The two articles articulate the nature of factors important to women in their workplace and what motivates or de-motivates them. Petcharak, H. (2004) [9] Once again establishes the link between regional cultural-ism in his article 'Employee motivation: a Malaysian perspective' in the International Journal of Commerce and Management (18 (4), 344-362).

Based on the vast literature available for reference on the topic of motivation, the authors of this paper decided to research the unique behavior demonstrated by the women workforce in this case.

V. RESEARCH METHODOLOGY

The data was collected in three steps for this survey. The steps are as follows

1. A one-to-one interview with the Heads of Nineteen (19) units in Selaqui industrial zone. Seven (07) were packaging units, eight (08) were Electronic assembly plants while four (04) were manufacturers of generic drugs in the pharmaceutical business. The intent was to ascertain if similar problems were being faced by majority of the plants in Selaqui region.
2. Training on 'work culture' was conducted for two (02) units involved in assembly of electronic components. The training comprised of four half day sessions. The batch size was 15 participants per training session. A Total of 13 batches were given the training. The instructors in the training collected the data from the training participants based on the pre-decided questions. For each question a pre-decided scaled rating was used. Additionally the instructors were requested to meet the participants one-on-one on the shop floor post the training and have a free-form discussion on their expectations from their employer, fears, insecurities and securities.
3. Secondary data was collected on the region in and around Selaqui. This included the population demographic data, government social projects in the region and discussion with some prominent people of the selaqui region.

The trainings were held between June 2012 and August 2012. Training and one-to-one session with the questionnaire along with the free-form discussion on the shop-floor proved to be the most effective tools of data collection. The data collected along with the population demographic material helped the authors understand the cultural and social aspects of the large women workforce employed in the selaqui region. The interpretation of the data helped the authors to formulate the conclusions.

The Approach in the Survey was very simple. It consisted of three steps namely

1. Know and become familiar with the participant through training exercise
2. Know and understand the participants family and social background through one-to-one interaction inside the classroom and on the shop-floor
3. Identify why they are not willing to progress by understanding their fears, insecurities and securities

In the last step, the survey collectors used an indirect method by asking the participants to prioritize their fears, insecurities and securities from a pre-decided list.

VI. DATA ANALYSIS AND DISCUSSION

In the interview conducted with the Management of the 19 plants, we asked them to list their top three pain areas of concern. Overwhelmingly the three areas that came out were

- a. **Infrastructure** - Poor infrastructure provided by the Government to support the industries of the selaqui region. Power shortages were frequent. The transportation of inbound and outbound goods, (connectivity by road) was suffering due to alarmingly bad roads.
- b. **Manpower** – Majority of the Managers felt the workforce were not up to the mark as expected. In the early days of the plant startup, the organizations were elated to find a large number of women workforces who were willing to work on lesser wages. In addition the women were sincere, punctual and dedicated. However this euphoria did not last long. The Management realized that it was very difficult to make the women workforce to participate actively in cost reduction, innovation and improvement of the business process strategies.
- c. **Uttarakhand and Central governments lack of support for Selaqui** – Uncertain policy on the future of the tax benefits for setting up and continuing to stay in Selaqui is deterring many investors from making further investments in the Industrial zone of Selaqui. This combined with complex taxation structure and red-tape for getting approvals is forcing the mother companies of the selaqui units to rethink on their investments in Selaqui

A number of problems were mentioned but the above three were the main pain points for the Management of the selaqui units. Amongst the three, the problem relating to 'manpower' was the only one under their control. A number of efforts had been made in the past few years to understand the reluctance of the majority of the women workforce to play a more participative role.

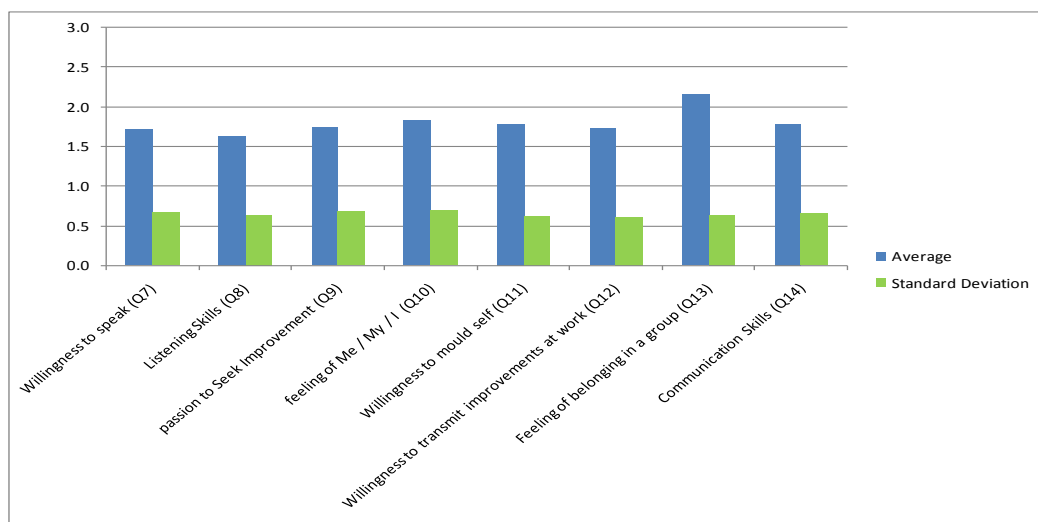
The authors of the paper adopted an innovative approach whereby we decided to understand the women workforce by first embarking on training for them. The data was collected once the trainers developed a certain level of trust and understanding with the participants. Since the participants were from a very low education background, instead of a written question and response, the survey used the category as the key to guide the verbal interaction and information was gathered along the following 18 categories. The scale used for noting the answers of the participants are also mentioned in table 2 below

Table 2 – category of questions in the survey and the scales used

S/No	Question / Query	Scale used for Answer
1	Age Group (Q1)	Y-18-30, M-30+
2	Gender (Q2)	M-Male, F-Female
3	Migrated to Selaqui or a Local person (Q3)	L-Local, M-Migrated
4	Primary or Secondary earner in family (Q4)	P-Primary, S-Secondary
5	# of years at Selaqui Unit (Q5)	Rounded to the year
6	Level of Background & Education (Q6)	0-No education,1-Primary school, 2-schooling upto Class 8, 3-class 8 and above
7	Willingness to speak (Q7)	0 - Less than Average 1 - Good 2 - excellent & Keen 3 - Exceptionally good
8	Listening Skills (Q8)	
9	Passion to Seek Improvement (Q9)	
10	feeling of Me / My / I (Q10)	
11	Willingness to mould self (Q11)	
12	Willingness to transmit improvements at work (Q12)	
13	Feeling of belonging in a group (Q13)	
14	Communication Skills (Q14)	
15	Willingness to improve quality of life (Q15)	0 - Not Sure 1 - Not really 2 - Maybe 3 - Keen
16	Looking for a Better Opportunity to grow in current organization (Q16)	
17	Looking for a Better Opportunity to earn more money (Q17)	
18	Will you be open to moving elsewhere for work (Q18)	

The questions and/or discussions based on the items in the above table were to primarily assess the participant’s capability and eagerness to move ahead in life. The objective here was to identify whether the participant feels he/she can be transformed and whether he/she can be motivated. The Discussion was set around three broad categories. The first category consisting of six questions (Q1 to Q6) was directed towards assessing the personal background. It was the strong belief of the authors that the family background and the growth of the participant in the last 5 to 10 years (specially the period spent by the participant in the plants in Selaqui) would shape the attitudes likes and wants. In the second category, the Question number Seven to fourteen, the attempt was to assess the personal traits, attitudes and behavior of the participants. Since the data was collected based on discussion (rather than filling up of a questionnaire), the data also reflects a self-assessment of the participants about himself. This set of questions was asked / discussed after the participant became comfortable with the trainer. The questions were asked and discussed primarily after observing the participants for more than two half day sessions of the training. This category helped the authors understand what the participant’s personality traits are and how the participant imagines herself to be. Is she open to a change and if so what kind of change and how does the participant envisions herself in the group. The analysis of average scores and the standard deviations is depicted in the graph-1 below

Graph – 1

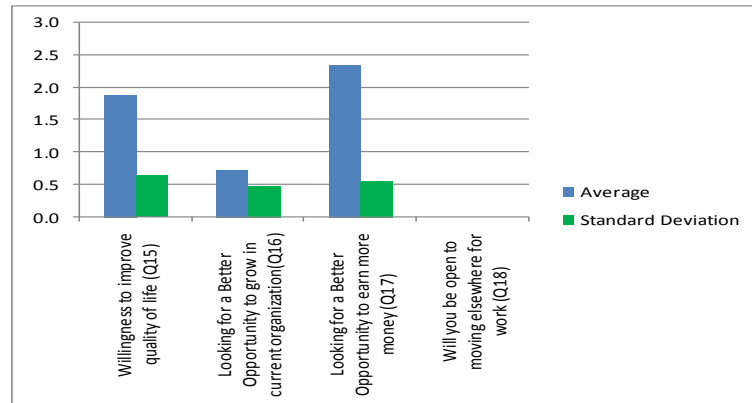


Key observations

1. The average score on the personality trait hovers around 1.6 showing the conservative and careful approach
2. A low standard deviation on all traits in this category further re-affirms a very low risk appetite from the participants

The third category of questions (Q15 to Q18) was to assess the participant’s intent to grow and the area where they would like to grow. The analysis of average scores and the standard deviations is depicted in the graph-2 below

Graph – 2



Key Observations

1. On the question on improving quality of life, once again the average and standard deviation indicates the conservative and risk avert approach.
2. Growth within the existing organization, the average score was very low and the standard deviation even lower
3. Observations of Q17, shows the want for money is high
4. Moving out to seek better opportunities was totally ruled out by all participants (Response to Q18)

Inference # 1 – On all behavior related questions except the last one; the response is almost hovering around the centre. The low standard deviation further indicates a very conservative, risk avert approach of the population.

Inference # 2 - On the Q18, the response was clearly pointing to the fact that the participants are not willing to risk their personal life achievements by moving to a new region for better job opportunities. This is a further indication of risk avert behavior in the participant group.

It was clearly established that the participants were having a very conservative and risk avert approach when it came to change. The fact was quite understand-able as the participants have come from a very low economic background and attained a financial stability for themselves as well as their families. Additionally the authors also learnt during the discussions, that any major decision which impacts the work of the participants gets discussed in the family and the decision of the family prevails.

To understand the situation better, the authors collated a list of facts, fears and securities about the job that are important to the participants as well as their families. We arrived at this list by discussing with the participants what they valued most about their job and what they feared if these items were impacted. In the one-to-one interaction to determine the fears, insecurities and securities, as perceived by the participants, we asked the participants to tick the items they felt they would respond with

- a. I do not want this to change at all
- b. I may consider this change
- c. I would like this to Change

In the list. The results of the one-to-one discussion on the shop-floor are shown in table – 3 below. In the end of the interview the participants were asked a direct question (also mentioned in the table-3 below)

Table – 3 – fears and insecurities assessment table

S/No	Response if Growth/change in job brings about a change in the following	I do not want this to Change at all	I may consider this change	I would like this to change
1	Perceived Status of family because of my job	100%		
2	Job stability	100%		
3	Transportation to work	100%		
4	fixed timing of work	100%		
5	Social standing within family because of job	100%		
6	Social standing within the friends circle at work	100%		
7	Shift from Secondary to Primary earner in the family	94.97%	2.60%	2.60%
8	Perceived Priority of children & family in life	100%		
	A Direct Question	NO	Maybe	Yes
1	Would husband / Father allow or advise move to higher level	85.42%	10.42%	4.17%

The eight items listed in the table-3 were designed specifically to ascertain the impact of change in work status on the personal position secured by the participants. Barring a few items where a very minor population of the participants was willing to consider the change or actually willing to change as a result of growth / change in the current job.

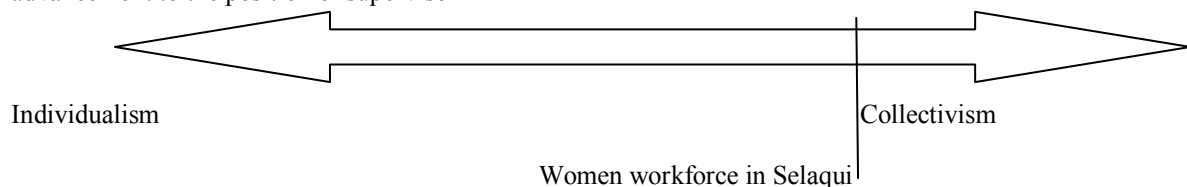
Inference # 3 – Any change / growth is perceived as a risk in the minds of the participants. The feeling of losing the stability / status and position in personal life is preventing the participants from taking this risk. Additionally as has come out overwhelmingly in the last point marked ‘A Direct Question’, the participants feel that they will not get the approval for taking the risk for change from their respective families (Husbands/Fathers).

Majority of the participant in the group have come from an economically weaker backgrounds. Over the last few years the job at the organization has given them the stability and respect within their families and the social establishment. A simple benefit like employer provided transportation from home to work and back is a major security for them. Any change in their current position could jeopardize this particular security factor. Additionally, the women workforce has become a contributor in a substantial way to the overall family income. The facility of the ATM card provided by employers, Medical Benefits provided by employers are some of the other key factors which have made these women and their families secure. The mere thought or proposal of any change in their job gets discussed and debated within their families. Due to the conservative nature of the society, male-dominance in the society, the idea of change is perceived as a risk and gets rejected.

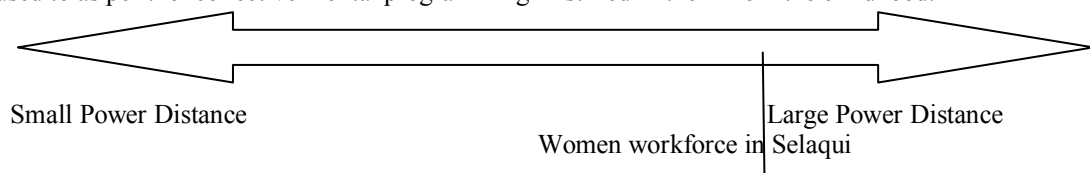
VII. CONCLUSION AND FURTHER SCOPE OF STUDY

Looking at the study and inferences drawn in relation to **Hofstede’s theory on National cultures**, the women workforce in Selaqui has exhibited a very traditional ‘collective mental programming’. The analysis along the four dimensions of regional culture as in the theory of Hofstede would be somewhat as follows

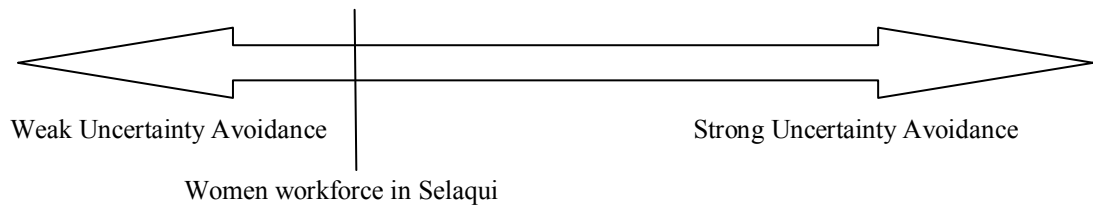
d. **Individualism versus Collectivism** – As per the findings of Hofstede, the Indian society at large is somewhere in the middle of the scale between individualism and collectivism. In the Indian context, the families in regions like Selaqui are traditionally joint families. The sense of belonging in the family is very strong. More-so in case of women who are the secondary earners in the family and who are primarily responsible for running the households and raising the kids, this feeling of collectivism is even higher. This same thinking is exhibited in their role in work where they want to be part of the group and hence not seek advancement to the position of supervisor



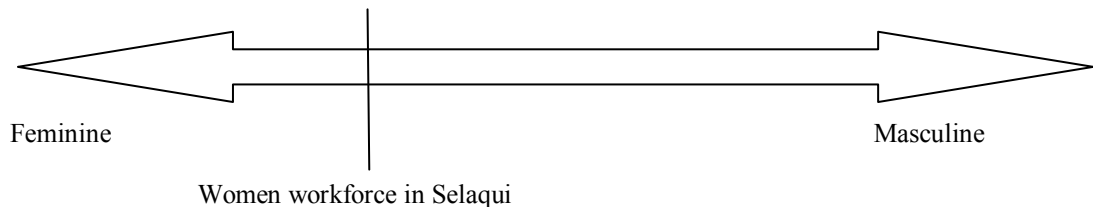
e. **Power Distance** - As per the findings of Hofstede, the Indian society at large is in the quadrant of ‘Large Power Distance and Low Individualism’. The structure of the Indian families is primarily male dominated. The power distance in such cases is large. As the families migrate to bigger cities and the families become more nuclear, the power distance reduces. In the context of the women workforce of Selaqui this power distance is relatively larger. At work also, they exhibit the same cultural trait. Moving up in the hierarchy is perceived as reducing the power distance and moving towards individualism. This is something the women are not used to as per the ‘collective mental programming’ instilled in them from the childhood.



f. **Uncertainty Avoidance** - As per the findings of Hofstede, Indian society is positioned in the weak uncertainty avoidance quadrant. Indians are largely family oriented people. The weak Social, Political, Environmental, Legal and Technological (SPELT) in India teach us to not worry about the future thereby making us weaker on avoiding uncertainty. Our Religions also tune us to leave it to forces beyond our means to take care of the future. Women in this case display an even higher avoidance of uncertainty depending on families to take care of them. Majority of their decisions are taken by the men-folk in the family. Under these circumstances, moving up in the hierarchy is a risk and against the strong belief of uncertainty avoidance.



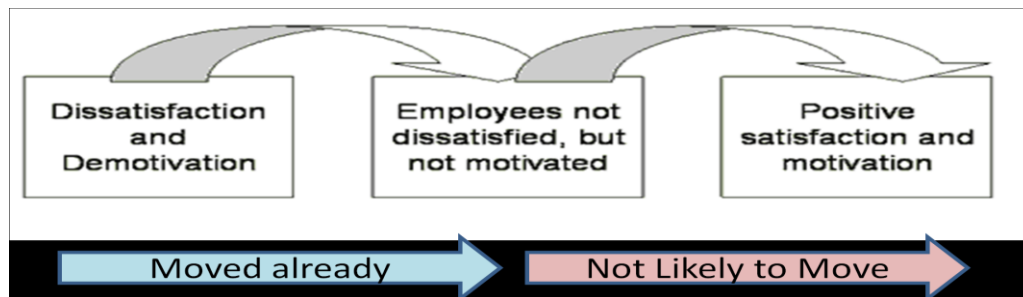
- g. **Masculinity-Femininity** – Hofstede classified India in the Masculine quadrant whereby men take a more dominant and assertive role while women are more in servicing and caring roles. Women in Selaqui were fitting to this image of Hofstede also.



The analysis with Hofstede's theory confirms the conclusions of this paper. Clearly the women work force in Selaqui has demonstrated a strong cultural pattern which instills high risk-averse attitude and dependency on family members for their decisions.

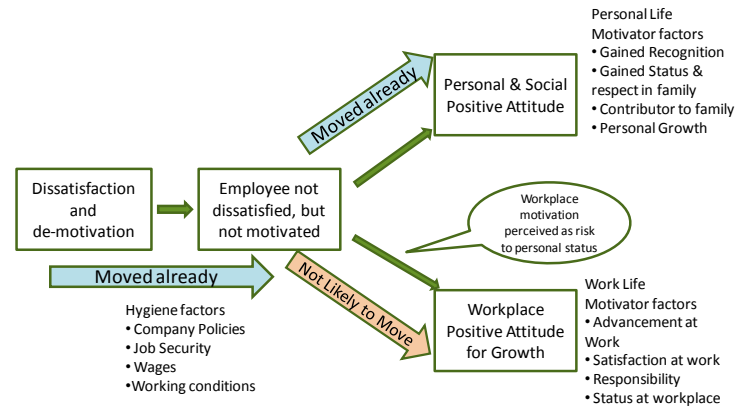
Analyzing the inferences drawn in relation to **Herzberg's Two Factor Theory** and **Maslow's theory of Hierarchy of needs**, the Key findings are

1. Majority of the 192 participants fall in the category "Employee not dissatisfied but not motivated". The Hygiene factors have more or less been met.

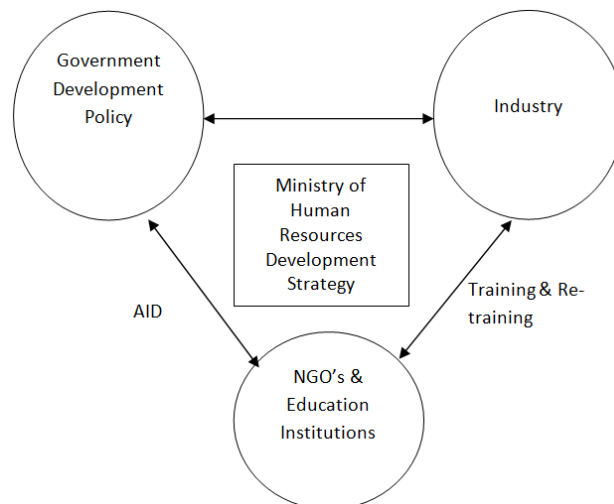


2. The participants belong / hail from a very weak economic background. They work in their respective organizations to supplement their family incomes. They are not expecting any growth except in monetary form.
3. The first priority for participants is their families and not the job at their organization
4. The participants are seeking recognition in their social status, family and neighborhood and not the recognition at work. They want to do just enough to keep their jobs secure. Any additional efforts or contributions on their part may lead to risking their jobs hence they are not keen on putting in extra efforts.

The survey has clearly established that one cannot look at the personal life and the workplace life of the employees separately. The two existences (one at work and one outside work) of the same individual are not in silos. The benefits at work and the perceived benefits in personal life because of work have to a large extent compensated for the hygiene factors in the motivation theory. The overwhelming recognition that the employee has achieved at home and in the community at large (in their personal life) have positioned them in families and societies in a comfortable zone they have never enjoyed before. The Hygiene factors at workplace have elevated the personal life of the participants. In addition to this the more dominant fact is that the process of decision making in their personal life front is controlled by their husbands and/or fathers in the family. The men-folk in the family do not want to risk their current family social position by encouraging their women folk to try and go up the ladder of hierarchy at work. It is very unlikely that these women will move along the path to 'workplace positive Attitude for Growth'.



In conclusion, a backward State like Uttarakhand needs to consider such soft factors (like national & regional culture, family system, attitudes and behaviors) when embarking on developmental projects. The socio-economic aspect or angle as demonstrated in this paper needs to be addressed to make the developmental projects (like Selau special zone) fully successful. Training / Retraining of the local population needs to be undertaken at regular intervals. The government cannot depend solely on industries to tackle the social problems and perceptions. This is where we see a joint role of Education sector and Non-Governmental organizations. Both these institutions can be aided by the government and tapped to provide training / retraining on socio-economic facets to change the perceptions of societies to keep them in-line with the developmental policies of the local government. This would clearly fall under the Government Ministry of Human Resource Development of Uttarakhand.



In conclusion, further studies need to be carried out to understand the triangle above and how to increase the efficiency of the threads which hold the three circles together.

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