

Role Satisfaction among Workers a Study in the Context of Manufacturing Industry

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Abstract: The compulsions of liberalization, globalization and competitiveness have reset the mode for relations between workers and management. Presence of multiple Trade Unions, workers belonging to different generations with diverse mindset and impact of variations in economic climate have further complicated the scenario. Reputed manufacturing companies in India have witnessed and witnessing turbulent incidents in the recent times like Maruthi Motors. Individual's performance in an organization depends on personal effectiveness in the role which is influenced by role satisfaction. Role satisfaction depended upon the opportunities existing for satisfying the needs which vary significantly by culture and by individual. Managements are struggling to keep their work force motivated and perform to the best of their abilities in assigned roles. The present study aims to explore the extent to which workers needs are satisfied through their roles to suggest areas for improvement. Data collection is made from blue collar workmen of select manufacturing organizations by administering a standard questionnaire. This study reveals the fact that much more can be done by organizations for fulfillment of workers needs. Workers in this new scenario need to be re-defined and their role properly assessed based on renewed aspirations and expectations.

Key words: Manufacturing, workers, management, need, role

INTRODUCTION

India is has opened up to face global competition on the fast track of development and this volatility in the business environment has affected the management and workers in different ways. Clearly, the nature of industrial relations is changing and the most successful organisations are those that can adapt their organisational climate to suit the requirements of the work force in fulfilling their needs and motivating them to perform their roles with innovation, creativity and flexibility.

Saari and Judge (2004) identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and employee attitude in particular and found that employees have attitudes or viewpoints about many aspects of their jobs, their careers and their organisations. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena. Employee surveys used effectively can be catalysts for improving employee attitudes and producing organisational change.

According to the Annual Employment Survey 2012, the criteria that would lead the charge as employees turned to new opportunities, following factors reigned at the top:

- Compensation AND benefits (71.4%)
- Role/function (52.0%)
- Company culture (40.8%)
- Work location (37.7%)

Today, employees are looking at their roles as a means of satisfying their individual needs and achieving personal goals rather than simply earning the tag of committed and loyal employee. Therefore, the organisations have to cater to the needs and objectives of the employees and earn their services for fulfilment of organisational goals.

Manufacturing industries have uniqueness in terms of product line, work force requirements, trade unionism, infrastructure, statutory implications, expense overheads, work division, working hours and a host of other factors which makes it different from other sectors. All the above factors have an implication on the organisation's ability to create a climate which fulfils the needs of the employees which enables their satisfaction in the assigned roles and perform to the best of abilities and contribute to organisational success.

Previous research

Operational definition of role satisfaction for this study:

Role satisfaction can be defined in terms of the degree of

satisfaction of psychological needs in one's role in an organisation (Training Instruments in HRD and OD, Udai Pareek, Tata Mc Graw-Hill, 2003, Chapter 59, Page No. 492). The extent of role satisfaction depended upon the opportunities and climate existing for satisfying the needs in the organisation.

The most commonly held motivation theories that have been developed over the last 100 years like Scientific Management, Human Relation School of thought, Neo-Human Relations School, two-factor theory of motivation and others have tried to explain what really motivates and what demotivates employees. However, these theories do not all reach the same conclusions. Several researchers across the world have extensively investigated on needs, motivation and role satisfaction of employees. Though the studies vary in domain, demographics, objectives and a host of other variables, they all tried to find out what needs are important to employees which have to be satisfied to keep them motivated and perform to best of their abilities.

Leigh *et al.* (1988) propose that the basis for employee attitudes lies not in the role variables per se but in the basic characteristics of the organisation from the vantage point of the employee. Perceptions of climate and the more specialized control system were found to be important factors that account for significant portions of the heavily studied role perception-job attitude relationships. These findings suggest that these two variables may be dysfunctional and top management should look to developing a climate and control system that will be perceived favourably by employees.

Herbert highlights his findings that the demographics of the world have changed sufficiently that businesses will soon have to rely heavily upon marketing the workplace to older workers. Older workers have different needs and desires that businesses will have to accommodate. Joseph *et al.* (2005) concluded that motivational work needs and personalities have a direct bearing on the high stress occupational role of aircrew and are attributes which are of prime importance in selection, training and evaluation. Human motivation is said to consist of goal-directed behaviour initiated by a drive state, leading to the attainment of the appropriate goal and producing subjective satisfaction and relief.

Bhattacharya and Neogi (2006) concluded that setting specific and challenging performance goals can motivate and guide employee behaviour, spurring them to perform in more effective ways. They fear evaluation and consequently, losing their job. The organisation could encourage the employees to set higher goals by accepting challenges and take risks and not provide them with

negative feedback if they fail to reach high set goals. Biswas (2009) highlights his finding that economic liberalization has seen a substantial increase in foreign direct investment and an influx of MNCs setting up operations in India. The competition presented by MNCs has resulted in a thriving economy and changed the Indian workplace dramatically. It is critical that Indian organisations review their HR policies and practices and go beyond simply establishing rules and regulations to create a positive psychological climate where employees feel that they are valued and treated with respect.

Taormina (2009) stresses that every employee has his own needs and the culture of an organisation must be able to fulfil these needs. Otherwise, there is a mismatch and the employees tend to leave the organisation. Employees should be linked to the organisation in some way and should have the feel of belongingness.

The extent of role satisfaction depended upon the opportunities and climate existing for satisfying the needs. Primary needs, such as those for food, sleep and water are biological in nature and relatively stable. Their influences on behaviour are usually obvious and hence, easy to identify. Secondary needs on the other hand are psychological which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs are responsible for most of the behaviour that a supervisor is concerned with and for the rewards a person seeks in an organisation. Impact of developmental climate on individuals behaviour in the organisation is a study by Krishnaveni and Ramkumar (2006) which analyzes the relationship and impact of HRD climate on motivational need satisfaction of individuals in organisations. The findings of this study indicate that there is a definite impact of HRD climate on motivational need satisfaction of individuals in the organisation which leads to overall performance of the organisation.

Factors influencing role satisfaction: Rungtlerkengkrai and Engkaninan (1986) have dealt with security needs, social needs, esteem needs, autonomy needs and self-actualization needs to study motivations and need satisfaction of a group of senior managers. Arshadi (2010) tested the applicability of self-determination theory in the workplace and found that perceived autonomy support can influence satisfaction of the intrinsic needs for competence, autonomy and relatedness and satisfaction of these needs can exert pervasive effects on work motivation and job performance. Baldonado (2008) explores the motivational needs of Gen Y and their impact on workplace based on Herzberg's two factor

theory of motivation which states that individuals are influenced by two factors satisfaction and dissatisfaction. Hygiene factors: Job characteristics, such as salary and supervision that can influence the amount of dissatisfaction experienced at work and motivation factors: Job characteristics, such as achievement and responsibility can influence the amount of satisfaction experience at work.

Taormina (2009) addresses the two research gaps in the literature between employee needs and organisational socialization and organisational culture by examining the relationships among four employee motivational needs, namely; achievement, affiliation, autonomy and power and four organisational socialization content areas, namely; training, understanding, co-worker support and future prospects and 3 facets of organisational culture, namely; bureaucratic, innovative and supportive. Biswas and Varma (2007), investigated the relationship between psychological climate and employee performance in the Indian environment, in order to understand better the conditions that foster high levels of in-role and extra-role performance. Psychological climate was measured using the 6 factors, namely; supportive management, role clarity, contribution, recognition, self-expression and challenge. Measuring job satisfaction included items, such as satisfaction with the amount of freedom on the job, the chance to learn new things and job security. The 3 items on the scale measure extrinsic satisfaction, 4 items measure intrinsic motivation and 4 items measure social satisfaction. Bhattacharya and Neogi (2006) to study the goal setting tendencies, work motivation and organisational climate as perceived by the employees considered 5 categories of needs basic needs, safety needs, belongingness needs, esteem needs and self-actualisation needs. Joseph *et al.* (2005) tried to investigate motivational work needs and delineate whether motivational work needs of achievement, affiliation and power are associated with any personality factors.

Srivastav (2010) concluded that there are 3 functional climate motives and 3 dysfunctional climate motives as:

- Achievement; focusing on attainment of goals with quality and excellence
- Expert influence; focusing on utilization of expertise to enhance organisational performance
- Extension; heightened concern for making oneself relevant to others in the team/group/organisation
- Control; emphasis on consolidation of personal power in the organisation
- Dependency; emphasis on seeking approval from others, instead of taking ones own decisions

- Affiliation; heightened concern for maintaining friendly and affectionate personal relationships even when they come in the way of attainment of goals

Considering the above and in line with the context of the present study, the following needs were identified as important for assessing role satisfaction: Achievement, influence, control, affiliation and extension.

Explanation of role satisfaction needs: Prof Udai Pareek in his book titled Training Instruments in HRD and OD, Tata Mc Graw-Hill, 2003, Page No. 115, explains role satisfaction needs as follows:

Achievement: Characterised 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 those goals and persistence in trying alternative paths to one's goals.

Influence: Characterised by a concern for making an impact on others, a desire to make people do what one thinks is right and an urge to change matters and develop people.

Control: Characterised by a concern for orderliness, a desire to remain informed and an urge to monitor and take corrective action when needed.

Affiliation: Characterised by a concern for the establishing and maintaining close, personal relationships by value on friendship and a tendency to express one's emotions.

Extension: Characterised by concern for others, interest in super ordinate goals and an urge to be relevant and useful to large groups including society.

Formulation of objectives: While, there are many studies focusing on employee motivation, only few studies are there with special focus on need satisfaction. Most of the available studies are done by foreign researchers in a different geographical context. The existing studies did not concentrate specifically on manufacturing sector a core industry which has an important role to play in the development of Indian economy and is witnessing rapid changes in terms of investment, entry of MNCs and presence of trade unions with militant background, all of which complicated the workplace dynamics. Most of the studies have focused on either middle management or top management. There are few studies involving workmen cadre.

It is important for organisations to take into account and anticipate the needs, preferences and makeup of their current and potential workforce, given existing business conditions and cost constraints. All the above factors calls for a research study focusing on manufacturing companies and highlighting the extent to which blue collar workers needs are met. In the context of the mentioned earlier, time has come to take a relook at the dynamics of employee satisfaction specifically for blue collar employees detailing extent of need satisfaction and resultant motivation in their respective roles.

With the prevalent employee relations scenario in manufacturing sector, this study has been undertaken to understand:

- The perception of workmen regarding extent of satisfaction of different motivational needs in their respective roles
- To find out whether demographic variables affect the perception of workers regarding various attributes of role satisfaction

MATERIALS AND METHODS

Scope of research: Based on the literature review and keeping in view the topic selected for study namely role satisfaction, manufacturing industry is considered appropriate. Accordingly, a representative sample of 5 companies is selected for study. The selection of the manufacturing units for study was based on the criteria that the particular unit is in existence for at least 20 years having a well established HR Department with reasonable HR policies and the workmen are paid comparatively better compensation and other benefits in the region.

Sample: Confirmed employees in the workmen cadre with a minimum of 5 years experience in the select companies were considered for study. Satisfying the mentioned earlier guidelines, there were about 4000 employees in 5 select companies and targeting 10% as sample size, about 400 employees chosen on the basis of stratified random sampling technique were circulated questionnaires. With the best of the efforts only 314 questionnaires could be obtained completely filled using personal interview method. Keeping in view the profile of the respondents, the type of questionnaires to be filled and the time involved for the select method of data collection, the response obtained is fairly reasonable.

Data collection: To study the Motivational Analysis of Organisational Roles (MAO-R) questionnaire designed by

Pareek has been used which has been extensively used by researchers to analyze the motivational needs of employees. Cronbach alpha test is used to measure the internal consistency. Reliability of the variables was ensured by examining the Cronbach's alpha coefficient with a value of 0.7 considered to be acceptable. Secondary data comprising of previous research work on the subject and variables and related matter was collected from various online and offline sources. Online sources, include packages like Proquest and Emerald and various websites and offline sources include various books, magazines, newspapers, journals, conference proceedings, etc. The data collection took place in the period July to December, 2012.

Data analysis and intrepretation: The collected information was processed through SPSS package to analyze the data. The descriptive analysis is performed to study the mean, standard deviation and co-efficient of variation for selected variables to assess the degree of representation and variation, ANOVA to test the significance of objectives and pearson correlation to check the correlation between different variables of role satisfaction.

RESULTS AND DISCUSSION

The data was analyzed to test the extent to which different needs of role satisfaction were fulfilled whether there is consistency among different needs and the variables and whether the perception of respondents varied according to the demographical factors.

Table 1-4 represent the demographic variables with their descriptive statistics. Table 5 shows descriptive statistics of 5 role satisfaction variables. Table 6-9 shows the impact of demographic variables on the perception of respondents. Table 10 shows the correlation between the 5 selected attributes of the role satisfaction.

Based on the descriptive statistics, it can be understood that most of the respondents are male and majority of them had only completed their SSLC. As far as, their experience levels are considered about 65% of them have completed at least 20 years of service. Regarding their income, monthly income of majority of the respondents is between 21-30 Kp.a.

Table 1: Gender of the respondents

Gender	N	%
Male	207	65.9
Female	107	34.1
Total	314	100.0

Table 2: Qualification of the respondents

Qualification	N	%
SSLC	163	51.9
ITI	113	36.0
HSC	38	12.1
Total	314	100.0

Table 3: Annual income range of the respondents

Income (Kp.a.)	N	%
<20	65	20.7
21-30	178	56.7
>31	71	22.6
Total	314	100.0

Table 4: Experience level of the respondents

Experience level (years)	N	%
<10	31	9.6
11-20	79	25.3
>20	204	65.1
Total	314	100.0

Table 5: Descriptive statistics of role satisfaction variables

Role satisfaction	Mean	SD
Achievement	3.18	0.88
Influence	3.11	0.86
Control	3.22	0.82
Affiliation	3.31	0.75
Extension	3.29	0.69
Role satisfaction	3.22	0.71

Table 6: Impact of gender on perception of respondents

Attributes	Gender	N	Mean	SD	F-value	Sig.
Achievement	Male	207	3.24	0.83	2.72	0.10
	Female	107	3.07	0.96		
	Total	314	3.18	0.88		
Influence	Male	207	3.19	0.85	5.76	0.02
	Female	107	2.95	0.85		
	Total	314	3.11	0.86		
Control	Male	207	3.23	0.81	0.24	0.62
	Female	107	3.18	0.86		
	Total	314	3.22	0.82		
Affiliation	Male	207	3.37	0.73	3.26	0.07
	Female	107	3.21	0.78		
	Total	314	3.31	0.75		
Extension	Male	207	3.33	0.67	1.72	0.19
	Female	107	3.22	0.72		
	Total	314	3.29	0.69		
Role satisfaction	Male	207	3.27	0.70	2.98	0.09
	Female	107	3.13	0.74		
	Total	314	3.22	0.71		

Based on the findings depicted in Table 6-9, it can be concluded that gender and experience does not make any impact. However, it seems that education and income levels of the respondents make an impact.

Table 10 shows the correlation between the 5 selected attributes of the role satisfaction. The Pearson correlation value shows that there is a strong correlation between the selected attributes and the role satisfaction. Achievement has the greatest relation with role satisfaction and affiliation has the lowest correlation value.

Table 7: Impact of education on perception of respondents

Attributes	Education	N	Mean	SD	F-value	Sig.
Achievement	SSLC	163	3.27	0.85	6.35	0.00
	ITI	113	2.96	0.94		
	HSC	38	3.44	0.66		
	Total	314	3.18	0.88		
Influence	SSLC	163	3.22	0.81	6.12	0.00
	ITI	113	2.89	0.94		
	HSC	38	3.30	0.64		
	Total	314	3.11	0.86		
Control	SSLC	163	3.27	0.80	3.99	0.02
	ITI	113	3.06	0.89		
	HSC	38	3.44	0.66		
	Total	314	3.22	0.82		
Affiliation	SSLC	163	3.37	0.76	4.51	0.01
	ITI	113	3.16	0.77		
	HSC	38	3.53	0.58		
	Total	314	3.31	0.75		
Extension	SSLC	163	3.32	0.66	5.10	0.01
	ITI	113	3.16	0.74		
	HSC	38	3.56	0.55		
	Total	314	3.29	0.69		
Role satisfaction	SSLC	163	3.29	0.69	6.41	0.00
	ITI	113	3.05	0.76		
	HSC	38	3.45	0.53		
	Total	314	3.22	0.71		

Table 8: Impact of monthly income on perception of respondents

Monthly income						
Attributes	(Kp.a.)	N	Mean	SD	F-value	Sig.
Achievement	<20	65	3.39	0.67	3.07	0.05
	21-30	178	3.16	0.96		
	>31	71	3.03	0.79		
	Total	314	3.18	0.88		
Influence	<20	65	3.31	0.64	2.66	0.07
	21-30	178	3.09	0.96		
	>31	71	2.99	0.74		
	Total	314	3.11	0.86		
Control	<20	65	3.41	0.63	2.68	0.07
	21-30	178	3.20	0.88		
	>31	71	3.08	0.82		
	Total	314	3.22	0.82		
Affiliation	<20	65	3.50	0.65	3.75	0.02
	21-30	178	3.31	0.77		
	>31	71	3.15	0.76		
	Total	314	3.31	0.75		
Extension	<20	65	3.41	0.61	1.59	0.21
	21-30	178	3.28	0.73		
	>31	71	3.21	0.62		
	Total	314	3.29	0.69		
Role satisfaction	<20	65	3.40	0.57	3.41	0.03
	21-30	178	3.21	0.78		
	>31	71	3.09	0.63		
	Total	314	3.22	0.71		

Extent of need satisfaction: The results of the study indicate that the level of satisfaction of psychological needs among blue collar workers of manufacturing companies is just satisfactory at overall level and also with respect to individual needs. Among the 5 needs the respondents were highly satisfied with the affiliation need which is characterized by a concern for the establishing and maintaining close, personal relationships by value on friendship and a tendency to express one's emotions. This means that the organisations are successful in

Table 9: Impact of experience on perception of respondents

Attributes	Experience		Mean	SD	F-value	Sig.
	(years)	N				
Achievement	<10	65	3.3792	0.68665	1.833	0.161
	10-20	178	3.1284	0.86165		
	>20	71	3.2476	0.95383		
	Total	314	3.1827	0.87298		
Influence	<10	65	3.1750	0.67931	2.426	0.090
	10-20	178	3.0568	0.86134		
	>20	71	3.2667	0.85535		
	Total	314	3.1213	0.84716		
Control	<10	65	3.3833	0.54197	2.411	0.091
	10-20	178	3.1198	0.83899		
	>20	71	3.2571	0.86387		
	Total	314	3.1799	0.82485		
Affiliation	<10	65	3.4833	0.73361	2.950	0.053
	10-20	178	3.2457	0.74780		
	>20	71	3.4095	0.77901		
	Total	314	3.3100	0.75803		
Extension	<10	65	3.4450	0.59655	2.743	0.066
	10-20	178	3.2311	0.71474		
	>20	71	3.3771	0.70017		
	Total	314	3.2887	0.70364		
Role satisfaction	<10	65	3.3735	0.58833	2.830	0.060
	10-20	178	3.1566	0.71463		
	>20	71	3.3119	0.76505		
	Total	314	3.2168	0.72007		

Table 10: Correlation attributes vs. role satisfaction

Attributes	Role satisfaction
Achievement	
Pearson correlation	0.944**
Sig. (1-tailed)	0.000
N	314
Influence	
Pearson correlation	0.879**
Sig. (1-tailed)	0.000
N	314
Control	
Pearson correlation	0.872**
Sig. (1-tailed)	0.000
N	314
Affiliation	
Pearson correlation	0.857**
Sig. (1-tailed)	0.000
N	314
Extension	
Pearson correlation	0.908**
Sig. (1-tailed)	0.000
N	314

**1% level of significant

providing a moderate climate whereby the workers are able to develop useful relationships, share their emotions and get support from their colleagues.

On the other hand, the respondents were least satisfied with the influence need which is characterized a concern for making an impact on others, a desire to make people do what one thinks is right and an urge to change matters and develop people. This implies that the workers are not getting opportunities and authority to convince others about their viewpoints, make them accept and implement the same. This may be because of the fact that most of the respondents are blue collar workers and differ mainly by experience, education and pay not on account of authority.

In terms of satisfaction achievement comes second from bottom. The workers are not getting freedom to set their own challenging goals and pursue them because of the fact they are bound either by wage agreements or productivity constraints.

The extent of satisfaction of control need is in between. Managements normally keep the workers informed about the organisation goals and financial situation to the extent needed. Monitoring and corrective action is taken by the middle management with the knowledge of top management.

The extent of satisfaction of extension need is second from the top. This need is mostly based on individual urge and attitude. Organisations have to just facilitate and support the workers based on the capacity and interest of the organisation. The organisations in this study seem to be extending reasonable support.

The emotional needs of workers in the manufacturing companies are satisfied to just average extent overall and also based on individual needs. The organisations can do much more to satisfy the needs better. There is more scope in terms of providing support by the management in terms of various resources.

Impact of demographic variables

Based on gender: The overall perception of respondents on role satisfaction implies that respondents of both gender perceive more or less in similar ways.

Based on qualification: Regarding the perception of respondents based on educational qualification on overall perception there is significant impact. While, looking at individual factors also all the factors imply that respondents of different educational qualification seem to perceive in similar ways and a significant effect was evident on the targeted outcome. This may be because of the fact that in terms of nature of work, income and hierarchy they are almost in same terms.

Based on annual income: The results indicate a significant impact on the perception of respondents categorized based on their annual income. There is a slight variation in terms of satisfaction among different income categories. Higher the pay, lower the satisfaction level. This supports argument of a section of people money is not everything and there are many others factors influencing employee satisfaction.

Based on experience: The perception of respondents categorized based on their experience level indicate that there is no significant impact on the overall level. In case of individual attributes, also except affiliation which makes

a minimum impact others do not make any impact. With number of years experience, there may be changes in remuneration but all other factors which contribute to satisfaction of emotional needs does not change much. Hence, the perception does not change much based on experience.

Correlation between role satisfaction and the 5 selected attributes: The results highlight that there is a strong correlation between the 5 selected attributes and the role satisfaction as all the values are close to 1 ($p < 0.001$). The satisfaction of achievement need characterised by a concern for behaviour directed toward competition with a standard of excellence to reach the goals contributes maximum to role satisfaction. While, the need for affiliation concerned with establishing and maintaining close, personal relationships and tend to express one's emotions contributes least. This may be due to the fact that a sense of personal achievement leads to better role satisfaction than maintaining close and emotional relationships which requires lot of sacrifice and transparency.

CONCLUSION

Today's work place is very different and has evolved into a very complex phenomena comprising workmen belonging to different generations, varying attitudes and expectations about their roles in organisations. Individual's performance in an organisation depends on personal effectiveness in the role and extent of satisfaction of psychological needs which depends upon the organisational climate. Workers in this new scenario need to be re-defined and their role properly assessed based on renewed aspirations and expectations organisations realizing this must strive for creating a work environment that is pleasant and fulfilling their needs.

IMPLICATIONS

Managerial implications of study: In all the companies under study, the need satisfaction levels are just satisfactory inspire of comparatively higher pay and perks. Hence, the companies must focus on psychological need satisfaction. The 5 important psychological needs of achievement, affiliation, influence, control and extension explains employees' behaviour whether due to approach or avoidance. In summary management must strive to promote people orientation, personal responsibility and personal control among workers which ensures need satisfaction in a role.

Implications for future research: This study has been limited to manufacturing organisations and hence future studies may be extended to other sectors. Further, the study is done on workers cadre and further research may be conducted among top management, middle management and supervisory personnel. The sample size may be increased to further improve accuracy of findings. Role satisfaction may be linked to variables like climate to make the study more meaningful.

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