

A Study on Employee Motivation in Reliance Hr Services Private Ltd at Hyderabad

Dr. S. Vijaya Lakshmi

Associate Professor

KGR Institute of Technology and Management

ABSTRACT:

Motivated employees are the biggest assets of an organization. Employees are becoming the competitive advantages for business in the modern world. No matter how much technology and equipment on organization has, these things cannot be fully utilized until people who have been motivated guide them. Think for a minute of an organization with the abundance of resources but a work force is not willing to exploit its capabilities to fullest due to lack of motivation, where will these organization head for? Obviously, towards decline. Bad employees fail the business. The purpose of motivation is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm, with a high personal and group more satisfaction, with sense of responsibility, and discipline and with pride and confidence in a most cohesive manner so that the goals of an organization are achieved effectively. I have adopted both methods namely primary and secondary for collecting the data. Information regarding motivation has been collected through publications like human capital and available old literature forms the sources of secondary data for the study.

Keywords: *Organization, Technology, Motivation.*

INTRODUCTION

Human motives are based on needs, whether consciously or subconsciously felt. Some are primary needs, such as the physiological. Requirements for water, air, food and shelter. Other needs may be regarded as secondary, such as self-esteem, status, affiliation

with others, affection, giving accomplishment, and self assertion. "Motivation" is a Latin word, meaning "to move". Human motives are internalized goals within individuals. A motive is an inner state that energizes, activates or moves and directs or channels behavior towards goals. All human behavior is designed to achieve certain goals and objectives. Such goals directed behavior revolves around the desire for need satisfaction. The needs set up drives to accomplish goals. Motivation consists of the three interaction and interdependent elements of needs, drives and goals.

A positive motivation involves the possibility of increased motive satisfaction, while negative motivation involves the possibility of decreased motive satisfaction. "Positive" or incentive motivation is generally based on reward. According to Flippo, positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward. People work for incentives on the form of the four 'Po's of motivation; praise, prestige, promotion and pay cheque. "Negative" or "fear" motivation is based on force and fear. Fear causes persons to act in a certain way because they are afraid of the consequences if they don't. If workers do not work, they are threatened with mechanism. Negative motivation has certain limitations, through its use only the minimum of effort is put in to avoid punishment. Moreover the imposition of punishment frequently result in frustration among those punished, leading to the development of maladaptive behavior. Punishment also creates a hostile state of mind, and an unfavorable attitude to the job. Moreover it may result in lower productivity because it tends to dissipate such human assets as loyalty, co-operation and spirit de corps.

STATEMENT OF THE PROBLEM:

The focus of the present study is to find the importance of motivation of employees in Reliance HR services pvt.ltd. In addition, it is also intended to study how the employees motivate and what are the motives behind their motivation in the organization. An attempt has also been made to study the impact of selected biographical factors, age, sex, designation, marital status, salary, length of service in the present organization.

OBJECTIVES OF THE STUDY:

1. To identify the needs of the employees.
2. To identify the motivators those are motivating employees in the organization to achieve their goals.
3. To examine the level of motivation in employees to perform the job.
4. To know the impact of motivation on job satisfaction this leads to job performance.

RESEARCH METHODOLOGY:

The researcher was attempting to submit briefly the methodology adopted by him to make his subject of the study more effective and useful in both academic and practical fields. In dealing with any real life problem it is often found that data that are appropriate. There are several ways of collecting the appropriate data which differ considerably in context of money cost, time and other resources at the disposal of the researcher. Since, the subject of the study needs methodology of empirical study nature of project the study more effect. The primary data, the researcher has adopted questionnaires method for collecting more reliable and accurate data for the purpose of the study. Personal interviews have been conducted to the employees to discuss the factors that are behind their motivation and to justify the study. The research discussed on many issues relating to the motivation.

SAMPLE DESIGN:

The researcher must decide the way of selecting a sample or what is popularly known as the sample design. Since the topic is on motivation almost all department employees have been taken for the sample study. The researcher has made sample design on satisfied sampling basis to interview the employees Reliance HR services pvt ltd. has been selected for sampling.

LIMITATIONS OF THE STUDY:

The study is essential carried out in micro level by selecting a modest sample because of short time availed therefore, the organization derived from the study may not

be authentically applicable to the organizations a whole however, it throws some light to understand the level of motivation of employees in Reliance HR services pvt ltd. While servicing the questionnaire to supervisors, there were some difficulties in ranking their response to the statements. Based on those responses ranking was given on logical basis to the extent possible.

COCEPTUAL FRAMEWORK:

Motivation is a six-phase process beginning from the inner stage of need deficiency and ending with need fulfillment. Fig.2.1 illustrates the motivation model. The model can be explained with an example. Let us assume that an employee desires to have a promotion. This desire for promotion represents a need deficiency (stage 1), also called the inner state of disequilibrium, tension or urge, which is the starting point in the motivation model. The employee is expected to search for strategies to get a promotion and make a choice among them (stage 2). Let us say, there are two ways of getting a promotion -putting in better performance, and pleasing the boss. Let us also assume that the employee puts in regular attendance, completes the allocated work on schedule and works hard (stage 3). The fourth stage in the motivation model represents assessment of employee performance by his or her boss. In the light of the evaluation of performance, the employee is either promoted (reward) or promotion is denied to him or her (punishment). Awarding or denying promotion represents the fifth phase in the motivation model. If sincere and hard work has benefited the employee through promotion, he or she feels encouraged to repeat the good performance. If promotion is denied to the employee, his or her good performance notwithstanding, the employee feels discouraged. He or she may not repeat the good performance.

THEORIES OF MOTIVATION

There are several approaches to the study of motivation. A perusal of the theories will help us understand the nature of motivation better. All the theories can be classified into two broad categories- early theories and contemporary theories. Early theories include Scientific Management, and Human Relations Model. Contemporary theories are

further classified into:

1. EARLY THEORIES

a) Scientific management

Scientific management is the name given to a philosophy and set of methods and techniques that stressed the scientific study and organization of work at the operational level for the purpose of increasing efficiency. Several luminaries contributed their ideas to the philosophy of scientific management but the movement is more associated with F.W. Taylor who is remembered as the 'Father of scientific management'.

Scientific management had contributed several techniques which are relevant even today. The techniques are:

1. Scientific method of doing work
2. Planning the task
3. Scientific selection, training and remuneration of workers
4. Standardization
5. Specialization and division of work
6. Time and motion studies
7. Mental revolution

b) Human Relations Model

Eventually, it became clear that the assumption that workers were primarily motivated by money was inadequate. Elton Mayo and other human relations researchers found that the social contacts which the workers had at a workplace were also important and that the boredom and repetitiveness of tasks were themselves factors in reducing motivation. Mayo and others believed that managers could motivate employees by acknowledging their social needs and by making them feel useful and important.

2) CONTEMPORARY THEORIES

a) Content Theories

Maslow's need hierarchy theory, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's achievement theories are classified as content theories. These

the motivation-hygienic theory. The first and more basic part of the model represents a formally stated theory of work behavior.

ERG THEORY:

The E, R and G of ERG theory stands for existence, relatedness and growth-three sets of needs which are the focus of this alternative theory of human needs in organization. ERG theory, developed by Alerter, argues, as Maslow did, that people do have needs that those need are arranged in a hierarchy and that needs are important determinants of human behavior. However, the ERG theory differs from the need hierarchy theory in three respects. First, instead of five hierarchies of needs, the ERG theory hypothesizes only three. Second, the need hierarchy theory postulates a rigid step-lie progression. The ERG theory, instead, hypothesizes that more than one need may be operated at the same time. In other words, Alderfer suggests that there does not exist a rigid hierarchy where a lower level need must be substantially gratified before one can move on.

ACHIEVEMENT MOTIVATION THEORY:.

Also called the Three Needs Theory, the achievement motivation theory advocated by David C.McClelland and his associates. IT was in the late 1940s that McClelland and his friends began to study the three needs that motivate human behavior-power, affiliation and achievement. The envisages, that each person has a need for all the three(as well as for others), but that people differ in the degree to which the various needs motivate their behavior. A brief description of these three needs follows.

NEED FOR ACHIEVEMENT (nAch): Employees with a high need for achievement derive satisfaction from reaching their set goals. Succeeding at a task is important to the high achiever. Although people with a high need for achievement are often wealthy, their wealth comes from their ability to achieve goals. In most societies, goal achievements rewarded financially. High achievers are not motivated by money perse, money is the indicate of their achievement. High achievers prefer immediate feedback on their performance, and they generally undertake tasks of moderate difficulty rather than those that are either very easy or very difficult.

NEED FOR POWER (nPOW): The employees exhibiting the needs for power derive satisfaction from the ability to control others. Actual achievement of goals is less important than the means by which goals are achieved. Satisfaction is derived from being in positions of influence and control. Individuals with a high nPOW derive satisfaction from being in positions of influence and control. Organizations that foster a power motive tend to attract individuals with a high need for power (for example, military and political organizations).

NEED FOR AFFILIATION (nAFC): Individuals exhibiting this need as a dominant motive derive satisfaction from social and interpersonal activities. There is a need to form strong interpersonal ties and to 'get close' to people psychologically. If asked to choose between working at a task with those who are technically competent and those who are their friends, high nAF individuals will choose their friends.

EXPECTANCY MODAL

Vroom's expectancy theory can be classified as a process theory, in contrast to the content theory, primarily because it attempts to identify relationships among variables in a dynamic state, as they affect individual behavior. This systems orientation is in direct contrast to the content theories which have attempted largely to specify correlates of motivated behavior. In the expectancy theory, it is the relationship among inputs that is the basic focal point rather than the inputs themselves. Stated briefly, Vroom's expectance model postulates that motivation depends on the strength of an expectation that the act will be followed by a given outcome, and on the preference of an individual for that outcome.

Valence: Valence refers to the degree of desirability of outcomes as seen by the individual. In other words, valence refers to the strength of an individual's preference for a particular outcome. Other terms that might be used include value, incentive, attitude, and expected utility.

EXPECTANCY: Expectance refers to the belief that an effort will lead to the complete

on of a task. For example , a person selling magazine subscriptions door to door may know, from experience, that evaluate of sales is directly related to the number of sales calls made. Expectancies are stated as probabilities the employee's estimate of the degree to which performance its value may range from 0 to 1(fig.2.7). If an employee sees no chance that the effort will lead to the desired performance, the expectancy is nil. On the other hand if he or she is confident that the task will be completed, the expectancy has a value of 1. Normally, the expectancies of employees will be between these two extremes. Like valence, expectancy must also be high for motivation to take place.

EQUITY THEORY: The equity theory is another process theory. The theory owes its origin to several prominent theorists like Fastener, Header, Humans, Jacques, Patched, Wick and Adams. However, it is Adam's formulation of the equity theory which is the most highly developed and researched statement on the topic. Therefore, Adams formulation is considered here.

PERFORMANCE SATISFACTION MODEL

Porter and Lawler came out with a comprehensive theory of motivation. They posit that motivation, performance, and satisfaction are all separate variables and relate in ways different from what was traditionally assumed. Fig. 2.8 and 3 are multivariable model of Porter and Lawler. As shown in figures, boxes 1, 2 and 3 are basically the same as Vroom's equation. However, Porter and Lawler point out that an effort (force or motivation) does not directly lead to a performance.

COMPANY PROFILE

Few men in history have made as dramatic a contribution to their country's economic fortunes as did the founder of Reliance, Sh. Dhirubhai H Ambani. Fewer still have left behind a legacy that is more enduring and timeless. As with all great pioneers, there is more than one unique way of describing the true genius of Dhirubhai: The corporate visionary, the unmatched strategist, the proud patriot, the leader of men, the architect of India's capital markets, and the champion of shareholder interest. .

But the role Dhirubhai cherished most was perhaps that of India's greatest wealth creator. In one lifetime, he built, starting from the proverbial scratch, India's largest private sector enterprise. When Dhirubhai embarked on his first business venture, he had a seed capital of barely US\$ 300 (around Rs 14,000). Over the next three and a half decades, he converted this fledgling enterprise into an Rs 60,000 crore colossus-an achievement which earned Reliance a place on the global Fortune 500 list, the first ever Indian private company to do so. Dhirubhai is widely regarded as the father of India's capital markets. In 1977, when Reliance Textile Industries Limited first went public, the Indian stock market was a place patronized by a small club of elite investors which dabbled in a handful of stocks . Undaunted, Dhirubhai managed to convince a large number of first-time retail investors to participate in the unfolding Reliance story and put their hard-earned money in the Reliance Textile IPO, promising them, in exchange for their trust, substantial return on their investments. It was to be the start of one of great stories of mutual respect and reciprocal gain in the Indian markets.

Reliance – ADA Group is one of the fastest growing diversified groups in the country. With businesses growing at a breathtaking pace across all verticals, one of the critical challenges of the Group would be to recruit, develop and retain competent manpower in the years to come.

Services Provided By Reliance HR Services

- Sourcing of Candidates
- On boarding the candidates
- Pay roll management of employees
- Employee Engagement
- Statutory and Compliance
- Exit Formalities
- PF withdrawal / Transfer
- Full & Final Settlement

Vision:“Enriching Organization, Globally, Through Innovative HR Solutions”

RELIANCE ADA Group of Companies:

- Reliance Capital
- Reliance Communications Limited

- Reliance Energy Limited
- Reliance Health
- Reliance Media & Entertainment
- Corporate Governance

Great corporations, like individuals, are known for their unwavering commitment to ethical values and principles. At Reliance - ADA Group, we remain steadfast in our resolve to uphold the highest standards of integrity, transparency and governance.

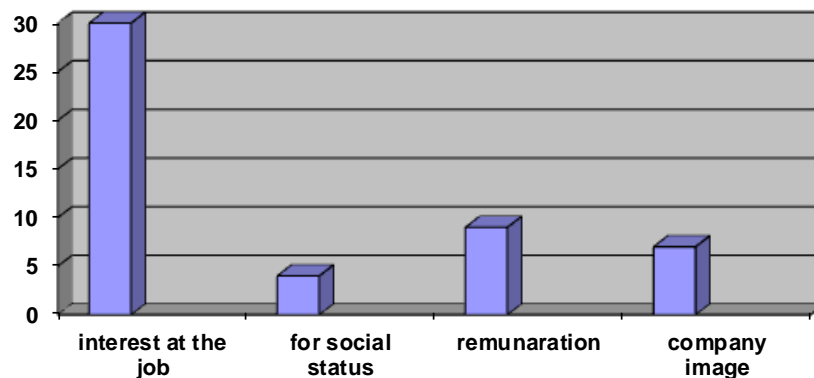
EMPLOYEE MOTIVATION IN RELIANCE HR SERVICES Pvt. Ltd.

The researcher made questionnaire for obtaining data from employees regarding motivation related questions. Many questions focused on how motivation moves employees and what motives them to improve their performance and leading them to do a better job. Those are prepared for getting new insights of the employees motivation and obtaining reliable information on motivation, personal interviews also conducted while doing research in the organization and discussed many issues relating to motivation and employee job performance in real situations for getting information in order to get more data for analysis. The questionnaire contained twenty questions prepared for the study. 100 employees were chosen for the sample survey in order to put forth in response to questions. Most of the questions are close ended. All categories of employee's viz., sales associates, sales executives, clerical, and technical, managerial has been taken for sample survey. The questionnaire comprises of personal profile of the employee's like name, age, sex, designation, qualifications, marital status, salary for knowing information about employee's bio-data and taken other variables to know how they are motivating and for analyzing what made them to motivate.

DATA ANALYSIS AND INTERPRETATION

1. What made you to prefer this job?

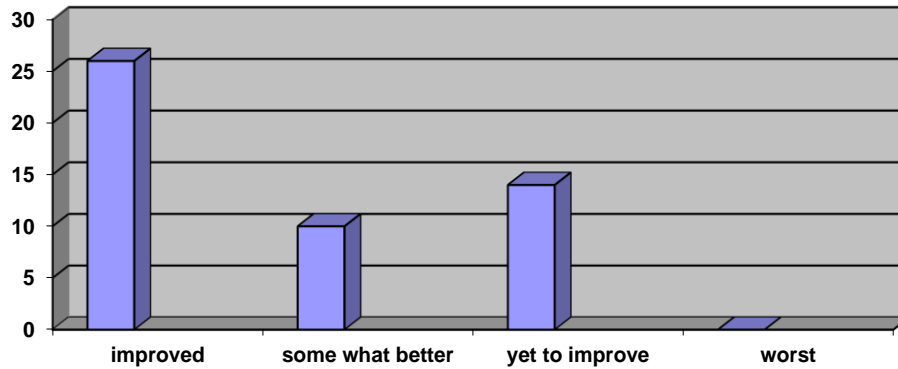
Reasons	No. of Respondents	Percentage (%)
Interest at the job	30	60
For social status	4	8
Remuneration	9	18
Company image	7	14
Total	50	100



Interpretation: There are many reasons for selecting a job by an employee, they are may be out his interest for social status, for good remuneration or may be attracted by the image of the organization. Here about 60.5% employees have joined out of their interest at the job. 17.5% of respondents are attracted by the image of the company. 22% of respondents are attracted by the remuneration. Only there 10% joined for social status. From the above analysis at the job is important to do the job.

2. Availability of working conditions:-

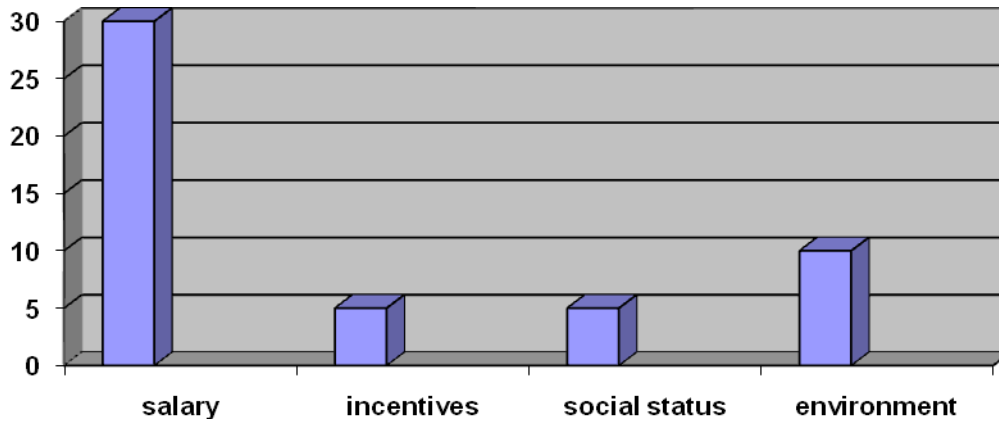
Reasons	No. of Respondents	Percentage (%)
Improved	26	52
Some what better	10	20
Yet to improve	14	28
Worst	00	00
Total	50	100



Interpretation: Conclusive environment and good working conditions to be provided in the organization to grab the maximum output from this is the next basic necessity to motivate a person to work. It may lead to ineffective functioning of the organization in terms of all its goals. About 525 of respondents have said that there are improved working conditions in the organization and about 28% employees said that the conditions are yet to improve only 20% employees said that there conditions are some what better. The analysis shows that there good working conditions to carry out the work.

3. Factors would motivate you to do the job:-

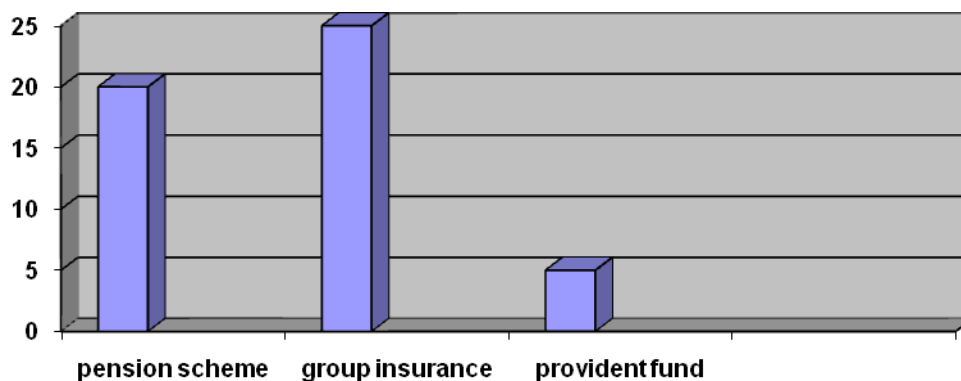
Factor	No. of Respondents	Percentage (%)
Salary	30	60
Incentives	5	10
Social Status	5	10
Environment	10	20
Total	50	100



Interpretation: There are many factors motivate an employee they derive satisfaction in him and they motivate him to do a job in a better way. The factors may be money, incentives, social status and environment. Among above salary brought motivation in 605 employees. About 20% respondents motivated by environment. 10% said incentives brought motivation in them. 10% said social status motivated them in carrying out their work.

4. Employees to satisfy the safety needs:-

Reasons Factors	No. of Respondents	Percentage (%)
Pension Scheme	20	40
Group Insurance	25	50
Provident Fund	5	10
Total	50	100

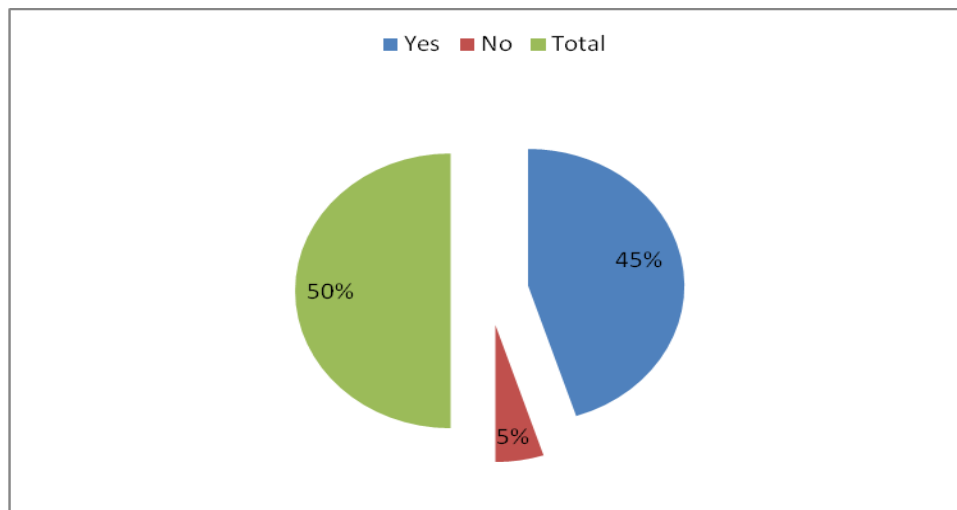


Interpretation: There are many factors motivate an employee they derive satisfaction in him and they motivated him to do the safety needs. The factors may be pension scheme, Group insurance, provident fund, system of seniority. Among above pension scheme to satisfy the employees in 40%. About 10% of the satisfy the provident fund to the employees said of the satisfy the Group insurance of the respondents to the 50% of the employees.

5. Does the job security bring about motivation in employees?

Reasons	No. of Respondents	Percentage (%)
Yes	45	90
No	5	10
Total	50	100

Graph:

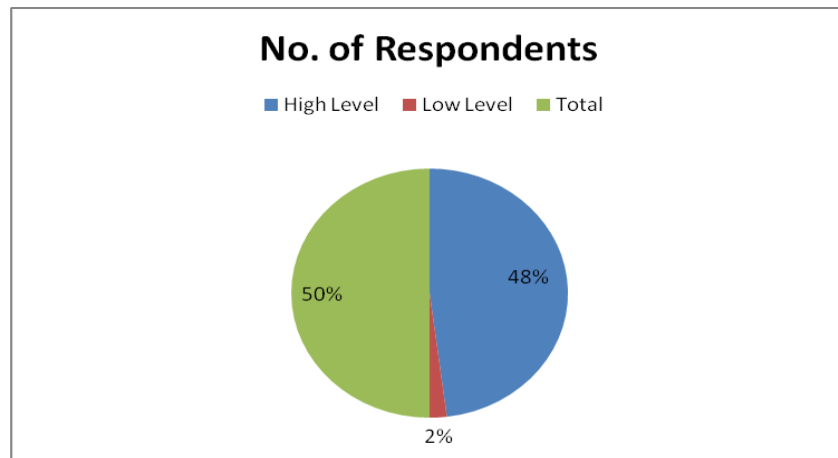


Interpretation: If the employee does have job security they may put their efforts on the tasks with more concentration without thinking about the job. So that this brings motivation in employees. About 90% of respondents opened that the job security brings motivation in employees and 10% of the employees said that security does not brings the motivation in employees.

6. How do you rate of service promotions and growth opportunities offered by the organization?

Reasons	No. of Respondents	Percentage (%)
High Level	48	96
Low Level	2	4
Total	50	100

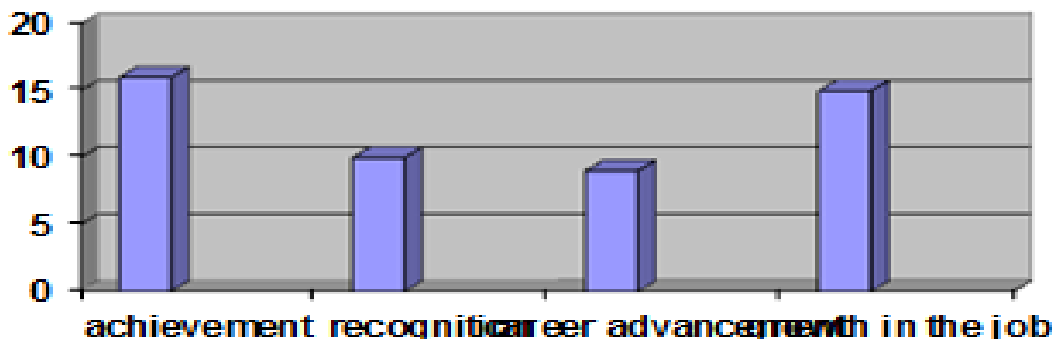
Graph:



Interpretation: You feel the company retirement benefits (terminal) are important in engaging you in your job besides salary is highly motivating.

7. What factor would give immense satisfaction to employees in discharging duties effectively?

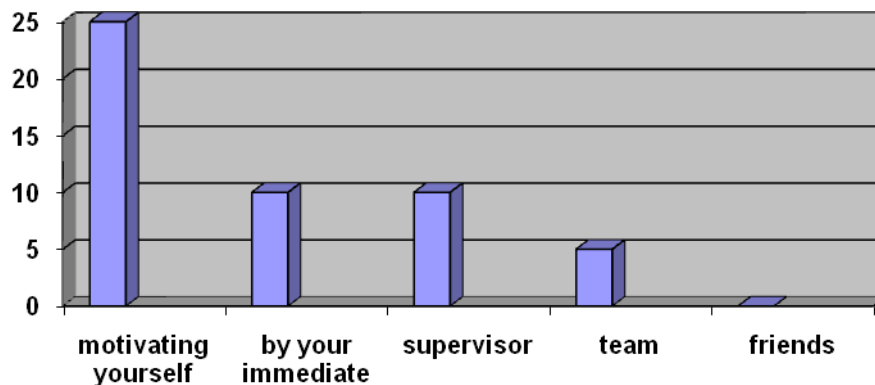
Factor	No. of Respondents	Percentage (%)
Achievement	16	32
Recognition	10	20
Career Advancement	9	18
Growth in the Job	15	30
Total	50	100



Interpretation: If any employee wants to discharge his duties effectively, he should have job satisfaction. Unless and until he satisfied well, he does not put his maximum efforts. There are many factors that give immense satisfaction to employees. A factor varies person to person. Some people would satisfy when they achieved goals of the firm. Some people feel more satisfaction when they get recognition for their services. Advancement gives satisfaction to some people. If there grow in the job, it gives satisfaction to some people. In the organization 32% is felt that achievement in job would give more satisfaction to them. About growth in the job and about 20% of respondents opened that when they get recognized for their services. They felt very satisfaction, only 18 of the respondents said that advancement to their regular tasks would give satisfaction.

8. Who is motivating you to do the job in a better way? (Motivation in organization):

Factor	NO. of Respondents	Percentage (%)
Motivating Yourself	25	.50
By your immediate Supervisor	10	20
Team	10	20
Friends	5	10
	00	00
Total	50	100



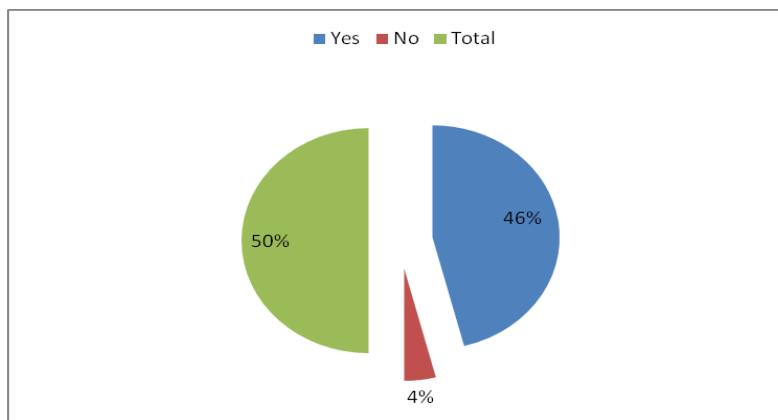
Interpretation: There will be a person behind anybody who motivates one to achieve something. But some people can achieve anything without any body's co-operation. In the organization about 50% respondents are motivating themselves in carrying out day to day work. About 20% are motivated by team members. About 20% respondents are

motivated by their immediate supervisors. About 6% respondents are to motivated by friends.

9. Do you feel that your supervisor is a good motivator?

Reasons	No. of Respondents	Percentage (%)
Yes	46	92
No	4	8
Total	50	100

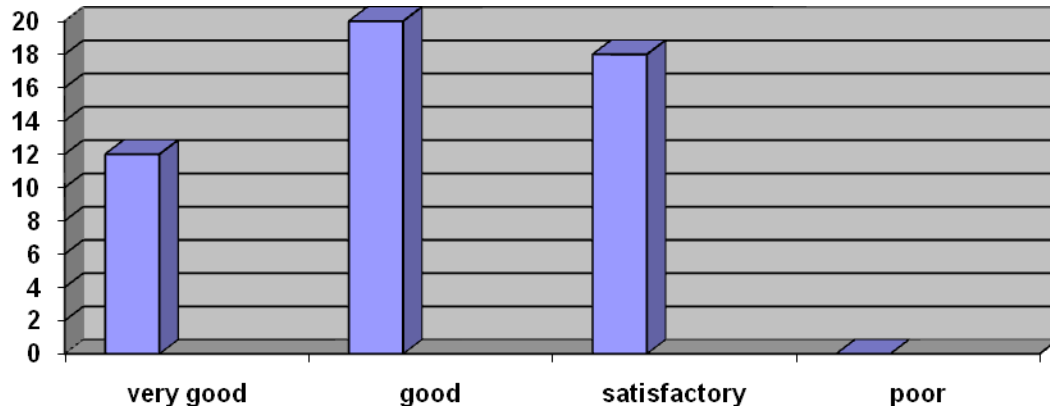
Graph:



Interpretation: In order to improve employee's job performance in the organizations. The superior has to provide a conducive environment to the employees. About 92% respondents positively responded that the supervisors are providing their performance. About 8% respondents said that no such environment has been provided by management to improve their performance. Majority of the respondents opened that there is good environment to put in their best efforts for the development of the organization.

10. You feel the quality of relationship between employee and employer:-

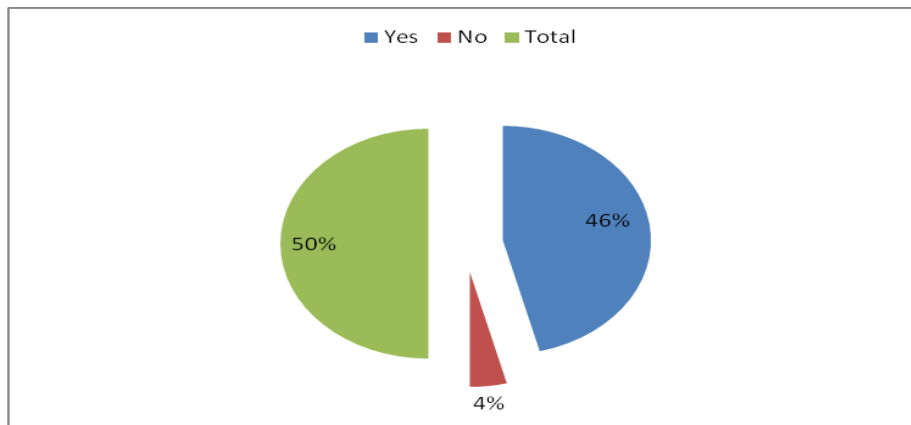
Reasons	No. of Respondents	Percentage (%)
Very good	12	24
Good	20	40
Satisfactory	18	36
Poor	Nil	Nil
Total	50	100



Interpretation: A majority of the respondents i.e., about quality of relationship between employee and employer. About 40% of respondents are good. About 36% respondents are satisfactory and about 24% of respondents are very good in the organization. The respondents are not poor relationship the response of the nil in the organization.

11. You feel every job can be made stimulating and challenging:

Reasons	No. of Respondents	Percentage (%)
Yes	45	90
No	5	10
Total	50	100

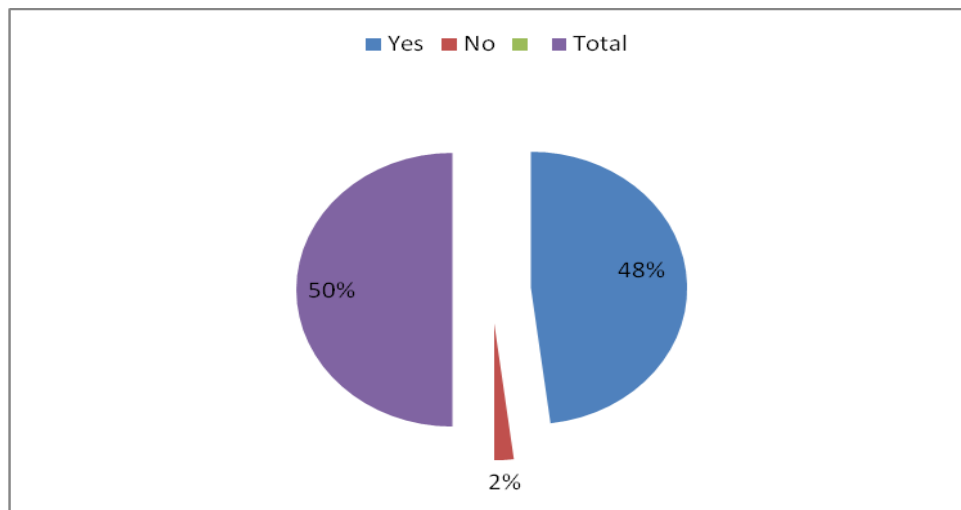


Interpretation: To this question about 90% of respondents felt that every job can be made more stimulating and challenging. Which is indeed a healthy sign? They are ready to take up more challenging jobs if provided so. What they feel are only technical jobs

can be made more stimulating and challenging though net cent present correct. Yet their claim justifiable.

12. You feel it a reward to have pride in your own work:

Reasons	No. of Respondents	Percentage (%)
Yes	48	96
No	2	4
Total	50	100



Interpretation: If an employee were to put his best efforts in his job, there should be some motivating factor and something that drives him to discharging his duties. About 44% respondents of have job satisfaction. About 20% of respondents to many efforts of one employee. 18% of respondents of quality of work life. About 10% opined that job enrichment would make them to put the efforts in the job. Only 8% revealed that concern for the job would motivate them to put the best efforts. Majority of the respondents opined that job satisfaction and money would motivate them to put their best efforts in the job because if one want exhibits his potential, the organization should provide such environment ant continuously motivate them in order to drag his potentials

FINDINGS:

The present study in Reliance HR Services Pvt. Ltd focused on motivation of the employees. Motivation is desire or need of an individual to expend his efforts to achieve a particular goal or objective. Satisfaction is the outcome already experienced. When an

employee satisfies his/her needs he/she may perform well. The researcher intended to know the motivation of employees in the Reliance HR Services Pvt. Ltd. The researcher has adopted stratified random sampling method for data sampling and collected data from primary source such as through personal interviews, questionnaire as well as secondary source such as company brochures, internet.

The objectives of the present study include identification of the needs of the employees, the motivators that are motivating employees in the organization to achieve their goals, to examine the level of motivation in employees in performance of the job.

A majority of the respondents i.e., 80% of respondents positively respondent to career advancement in the organization. They said that there is scope for career advancement for the employees in their organizations. A bout of respondents has satisfied with company's policies and procedures.

Majority of the respondents i.e., respondents opined that job security would bring motivation in employees.

Job satisfaction, quality of work life many job enrichment concern for the job would motivate an employee to put his/her best effort in the job respectively.

The findings are enumerated below:

- ◆ 99% of respondents felt that the company motivates by providing good pay.
- ◆ 99% of respondents felt that the company motivates by providing a guaranteed job.
- ◆ 99% of respondents felt that the company motivates by taking care of safety at work place.
- ◆ 80% of respondents felt that the company motivates by providing good working conditions.
- ◆ 100% of respondents felt that the company motivates by giving them responsibility.
- ◆ 92% of respondents felt that the company motivates by supervising their work.
- ◆ Respondents felt that the company motivates by good promotion policy..
- ◆ 80% of respondents felt that the company motivates by giving them a status in society.
- ◆ 80% of respondents of the quality of relationship between employer & employees.
- ◆ 96% of respondents of the feel it reward to have pride in our work.

SUGGESTIONS AND CONCLUSIONS:

Motivation is a very important aspect in making a employee to improve his skills and to take active part in the development of the organization by knowing the improvement that can be along by himself. The suggestions given below are entirely my own thought some

of them have been suggested by the employees themselves. Most of the employee's insisted that they should be provided with improvement of knowledge through training programs. The organization majority of employees are male. It is needed to concentrate on female employees also because they are also work holmic and they can compete on pare with male employees. Majority of employee's are said that they do not have sufficient educational facilities to their children. Unless there are children education is not provided in organization. Then do not with job motivation, so the organization should concentrate in this regard. Majority of employees are said that there is do not highly medical facilities. Providing neat and tidy conditions and good safety measures motivate the employees to work with at most satisfaction. An employee necessarily should take care of time management and discipline should be maintained in lower level as well as with respect to higher official Reliance HR Services Pvt. Ls. Improvement of health care of greenery in Reliance HR Services Pvt. Ltd. Area. Promotions to be given as individual efficiency to motivate the employees. Conduct the computer training classes in td for improvement of computer knowledge to every employee to motivated and improve the skills and knowledge.

REFERENCES

1. Accel-Team. (2005). Employee Motivation, Motivation in the Work Place - Theory and Practice. UK. Adams, J.S. (1965).
2. Injustice in Social exchange. In Berkowitz, L. (Ed.). Advances in Experimental Psychology. Academic Press, New York. Adams, J.S. (1963).
3. Toward an Understanding of Inequity. Journal of Abnormal and Social Psychology, 67, 422-436. <http://dx.doi.org/10.1037/h0040968> Agho, A.O., Mueller, C.W., & Price, J.L. (1993).
4. Determinants of employee job satisfaction: An empirical test of a causal model. Human Relations, 46(8), 1007-1027. <http://dx.doi.org/10.1177/001872679304600806> Ajila, C., & Abiola, A. (2004).
5. Influence of Rewards on Workers Performance in an Organization. Journal of Social Science, 8(1), 7-12. Akabzaa, T.M. (2009).



6. Mining in Ghana: Implications for National Economy Development and Poverty Reduction. In B. Campbell (Ed), Mining in Africa (chapter 1). New York: Pluto Express. Aldag, R.J., & Kuzuhara, L.W. (2002).
7. Organisational Behaviour and Management: An Integrated Skills Approach. South-Western: Thomson Learning. Alderfer, C. (1972).
8. Existence, Relatedness and Growth. New York: The Free Press. Alderfer C.P. (1969).
9. An empirical test of new theory of human need. Organ. Behav Hum. Perf., 4(1), 142-175. [http://dx.doi.org/10.1016/0030-5073\(69\)90004-X](http://dx.doi.org/10.1016/0030-5073(69)90004-X) Amponsah-Tawiah, K., & Darteh-Baah, K. (2010).