Learning Objectives

By the end of this chapter, you should be able to:

- List the basic, common goals found in work organizations.
- Identify the role human resources (HR) management plays in the organization’s productivity.
- Name and distinguish between those factors influencing organizational effectiveness and those influencing employee effectiveness.
- Define the Theory X, Theory Y, and Theory Z management styles and explain their impact on HR management.
- List the characteristics of a productive organization.

The Importance of Goal Setting

It is management's responsibility to clarify an organization's goals, to devise processes for achieving them, and to control those processes. Whether an organization has been created to produce a product or to render a service, it shares common goals with other organizations. These goals include:

- Developing a product or rendering a service superior to others offered in the marketplace
- Increasing the organization's market share
- Increasing sales volume and maintaining a profit
• Providing acceptable return on investment
• Utilizing available technology to promote productivity
• Reaching the optimum level of operational efficiency
• Reducing costs and eliminating waste
• Fostering employee morale
• Promoting the organization's image

Clearly, these goals are interrelated. Most importantly, their central focus is to increase organizational productivity. Through their efforts at all levels, the organization's employees determine its effectiveness. Basically, productivity occurs in proportion to the concern and attention employees give to each input component. Thus, management of an organization's human resources necessarily involves devising and implementing policies and practices which enhance its employees' productivity.

**Factors Affecting Organizational Productivity**

Although there are three basic resources available to an organization—physical, fiscal, and human—our emphasis is on the human resource. That the employees have a great impact on productivity has already been stated; however, there are four definitive factors that affect an organization's productivity. environment, organization, management, and employee-related factors. These factors need to be examined both separately and in combination to determine how they interrelate and affect each other (Exhibit 1-1).

No one can control the environmental factors; therefore, the organization must always be flexible in adapting to them. An organization's structure is influenced by the environment in which it operates; that environment also has substantial impact on employees. Obviously, managerial style determines much of the organization's effectiveness, because it affects employee attitude and reaction. These four definitive factors interacting within the organization determine its ultimate effectiveness, productivity, and profitability. A closer look at each of these factors follows.

**Environmental Factors**

The environment in which an organization operates affects its level of productivity. An organization's environment consists of geographic, political, and economic factors.

**Physical Location**

The physical location of a company (e.g., national or international, rural or urban) is its most basic environmental factor. In turn, the physical location has political and social impact on the organization and on its employees; it affects where they live, their means of transportation, their cost of living, and many other aspects of their day-to-day lives. Location also determines com-
petition for the labor force. Being the only employer in an area can generate policies significantly different from those adopted should a number of companies vie for the existing labor.

**Political Environment**

The political environment has obvious implications. For example, in the area of human resources alone, government regulations have increased dramatically over the past few decades, as witnessed by the enactment of new environmental protection laws and the Americans with Disabilities Act (ADA).

**Economic Conditions**

Changing economic conditions have dramatic effects on an organization and on its HR function. The degree of a company's economic stability affects
management's decisions regarding staffing, growth, and so on. Economic conditions, both immediate and projected, also have an impact on the product and the labor marketplace.

In some industries, the labor union influence on organizational productivity has been substantial. Work rules, wages and benefits, work conditions, and other matters may be set by a union contract. As a result, management may have a different jurisdiction over job flexibility and employee policies.

Changes in the condition of the labor market are also an economic factor that requires the attention of the HR department. A major labor shortage in the mid- to late 1980s created new recruitment responsibilities for HR managers; cutbacks and restructuring in the 1990s created stresses on their resources. When HR professionals address fluctuations in the labor market, some of the tasks they face are matching more accurately the person with the job; the development of more specialized organizational practices addressing individual differences among employees; flextime; and flexible compensation. Each of the previously mentioned environmental factors has an impact on the organization's productivity; ultimately, an organization's very survival may hinge upon its ability to adapt to its environment.

**Organizational Factors**

An organization's structure, technology, and climate affect its efficiency, productivity, and profitability. These profound influences must be considered and handled by the HR manager.

*Structure, Size, and Complexity*

The organization might be a conglomerate or a single ownership venture. There are practical limits to the degree of its specialization and the extent of its formalization. It might be national or multinational, privately held or publicly owned. Human resources policies and practices need to be tailored to the size and complexity of the organization. The size and makeup of the HR department must reflect the organization's structure.

*Technology--Degree of Specialization*

Also to be considered is the technical level of its products and processes. A certain degree of research and development is needed to retain market viability. Employees must be skilled in varying degrees. These factors present both staffing and training challenges for the HR professional.

*Climate*

An organization must choose whether it is employee-centered, encouraging employees to achieve results. It must consider its reward systems, providing a positive climate for employees, communicating information, making decisions. The HR professionals must be part of an organization's climate determination. If they are not, they cannot command a position strong enough to implement the policies generated by that climate.
Managerial Style

Every organization has at its core a management style either consciously adopted or naturally evolved. Whether task-oriented, democratic, laissez faire and "laid back," or authoritarian, whether it strives to maintain the status quo by being reactive or becomes innovative and proactive, the organization's managerial style has a direct effect on its employees and on its HR department's ability to design and implement policies and procedures for them. In addition, the questions of who sets the goals and makes decisions, how resources are acquired and used, what style of motivation is favored (carrots or sticks), whether information is communicated through an open network, how change is instituted, all significantly influence the HR function.

Employee Attitudes and Reactions

Employee attitudes—the final factor that determines productivity—may well have the strongest effect on the organization's productivity. Because employees are the means by which the organization's goals are achieved, they drive a company's success or failure. Employees' abilities and motivation are as important as their educational levels. To some extent, workers' effectiveness is also conditioned by their political, social, personal, and religious beliefs, factors which can be intensified either positively or negatively by management policies and practices.

THE IMPORTANCE OF BEHAVIORAL RESEARCH

One major area of support, for the HR professional is behavioral science research exploring how individuals function within society. Since motivation is key to productivity, the search for answers to the question "Why do people act in various ways?" interests management in general, and HR managers in particular. Determining why people work directly reveals the meaning and significance of work. By addressing workers' needs and goals, the HR professional gains valuable insight helpful in developing policies and programs to motivate employees and subsequently increase productivity.

A thorough grounding in contemporary HR practices gives managers a better understanding of what motivates individuals. That knowledge in turn can make them more effective managers of people and able to plan motivational methods for achieving productivity. They need to understand which methods achieve productivity and why they do.

GENERAL ASSUMPTIONS OF BEHAVIORAL THEORY

Most behavioral scientists make certain assumptions about human behavior. First, human behavior displays both rational (conscious) and irrational
(unconscious) characteristics. Most behavior is comprised of both; some may be determined by either one or the other. Second, there is a conscious or unconscious reason underlying all behavior. Third, a person reacts in response to both internal inclinations and environmental influences. In essence, behavior is a function of the person in concert with his or her environment. Fourth, each human being has a different personality because of aptitudes and abilities, motives, and physical and psychological makeup.

Some of these factors are innate; others are developed by a person's experience with family, religion, schools, peers, society, friends, and work. These complex influences contribute to the development of an employee's personality, and that, in turn, affects organizational productivity and HR activities (Levin, 1935). The most important factors for consideration by the HR manager are aptitude and motivation.

**Aptitudes and Abilities**

All people have unique aptitudes and abilities. Aptitudes are potential abilities, which may be mechanical skills, motor coordination, or intellectual or creative skills. In the organizational context, productivity is a direct result of combined employee skills and abilities. Human resources managers are developed and trained to perform two major functions: identifying the aptitudes displayed by employees and developing them into abilities and skills.

Individuals vary widely in aptitude and learning ability. That fact presents a challenge to HR managers, because they need to relate to people as individuals and avoid using generalizations and formulae for assessment and training.

**Motivation**

*Motivation* is the inner drive that channels human beings to achieve goals. Motivation is directly proportional to an individual's needs. On the surface, needs seem obvious. We all need food, shelter, love, self-esteem, and purpose. However, determining what constitutes a need is not nearly so obvious, because a need cannot be completely isolated. Needs must be inferred from observable behavior and then studied in context—the context being person in relation to environment.

Freud tied behavior to the libidinal drive. Jung defined a theory of goal-directed behavior operating on the need to assert one's ego. These early behavioral theories attributed all behavior to the satisfaction of a single, overriding need. These theories have been challenged by later theorists who attempted to explain behavior in terms of multiple needs, conscious and unconscious, depending on the theorist. The HR professional needs to understand workers, their needs, and what motivations are revealed in the workplace. Remember: A motivated worker equals a productive worker. Let's examine human needs and how they are manifested.

*Maslow's Hierarchy of Needs Theory*

One of the most widely accepted theories of behavior (one that has had considerable impact on management practice) is Maslow's *hierarchy of needs*, shown in Exhibit 1-2.
The late Abraham H. Maslow developed the theory that human needs are affected by a priority system of physiological and psychological circumstances. He classified human needs into five categories, according to priority:

1. Level 1. Physiological needs: food, water, air, rest, and other necessities for maintaining physical well-being
2. Level 2. Safety needs: safety and security in both the physical and the psychological sense
3. Level 3. Love and the need to belong: attention and social activity, affectionate relationships with people, and a respected place in the group
4. Level 4. Esteem needs: self-respect, strength, achievement, adequacy, and competence
5. Level 5. Self-actualization needs: self-fulfillment and the desire to reach one's full potential

The basis of Maslow's theory is that the predominance of these needs in each individual varies in an orderly, step-like fashion, depending on which needs have already been satisfied adequately. In this priority system, the most fundamental need--the physiological--must be satisfied before the safety needs are recognized (i.e., once the physiological needs have been met, the desire for safety predominates). Again, once those two needs have been filled adequately, love and the need to belong emerge as motivators (Maslow, 1943).

Maslow stated that as one need level is satisfied, the next level directs behavior until it is adequately fulfilled. In short, he believed that a satisfied
need is not a motivator. However, there is some overlap of levels, in that one need does not have to be totally satisfied before the next need emerges. However, the first need must be satisfied enough so that the individual is not completely preoccupied with pursuing it. An individual concerned with filling needs on the fourth level, and someone trying to satisfy a need on the first level, will have drastically different reactions to the same stimulus. An interesting point in Maslow's theory is that people never satisfy all needs--"The human being is a perpetually wanting animal" (Maslow, 1970).

*Herzberg's Theories of Motivation*

Work motivation is concerned with those attitudes that direct a person's behavior toward work-related goals, and this is of particular interest to the HR professional. If one accepts the premise of Maslow's theory, management must concentrate on esteem and self-actualization needs as motivators, assuming that the employee's lower-level needs have been met. In today's labor market, where job security is often tentative, lower-level maintenance needs take on a significance greater than that in a tight labor market. The HR professional needs to be sensitive to the importance of securing satisfaction at the lowest motivational level.

However, the research by Frederick Herzberg and his associates suggests that the needs at the top of Maslow's hierarchy are indeed the ones providing the greatest impetus for higher employee performance. He and his colleagues call it the *motivation-hygiene theory* of worker satisfaction. This theory revolves around two factors: the motivators and the hygiene factors (Herzberg, Mauser, and Snyderman, 1959).

*Motivational Factors*

Herzberg considered the following factors to be the key to job satisfaction and positive motivation:

- Achievement
- Recognition for achievement
- Responsibility
- Nature of the work itself
- Advancement

The motivators include factors that, when present in a positive way, increase employees' satisfaction with their work and motivate them to improve performance; yet, when absent, do not lead to worker dissatisfaction. These motivators, or job contentment factors, reflect employees' need for personal growth and are directly related to the job.

*Hygiene Factors*

Counterbalancing these motivational factors are Herzberg's previously cited hygiene factors, the absence of which increases worker dissatisfaction proportionally to the degree that they are missing, and whose presence serves to prevent worker dissatisfaction. These factors, sometimes referred to as *job*
contentment factors, reflect a need to avoid unpleasantness and are related to the work environment. Hygiene factors include:

- Company policy and administration
- Technical supervision
- Salary
- Working conditions
- Interpersonal relations

Herzberg's theory is controversial, but serves as useful background information for HR professionals who want to motivate employees and to improve employee job satisfaction.

**Motivation in the Workplace**

Job satisfaction is one of the key motivations in the work environment. Job satisfaction usually results, as Herzberg points out, when people feel that they are working at high capacity and are accomplishing something worthwhile. An effective manager realizes that job satisfaction is as important to the organization as it is to the individual. With this attitude, managers will diligently seek ways to match job requirements to individual needs.

Motivating employees is a complicated task because individual's needs vary widely and change frequently. Over the past few decades, the position and educational orientation of employees have changed; these changes require that management's thinking and practices be redirected to accent flexibility. In general, employees are more socially aware and better educated than ever before. In his discussion of Theory X and Theory Y, Douglas McGregor gives to the HR professional some important insights into the relationship between motivation and managerial styles (McGregor, 1960).

**Theory X**

Theory X states that people inherently dislike work, need direction, have little or no ambition, and want security more than anything else. In other words, a dictator or authoritarian figure will get the best results from workers. Fear is the major motivator in Theory X.

**Theory Y**

Theory Y, on the other hand, is based on respect for human beings as leaders and followers. It states that people derive satisfaction from their work, seek responsibility, and will be goal-directed and essentially self-directed if they are managed appropriately. The key elements in Theory Y are the concepts of supportive leadership and participative management, rather than authoritarian control.

On the basis of extensive studies at Harvard University, Ohio State University, and the University of Michigan, researchers theorize that managers are either employee-centered or work-centered. Through the diligent, applied research of Blake and Mouton (the managerial grid) and Hersey and
Blanchard (situational leadership effectiveness), many organizational psychologists believe that effective leadership style depends on the situation. That is, no single leadership style is best for all situations. Rather, the effective manager has both the insight and the skill to diagnose situations and to respond appropriately to them.

As Exhibit 1-3 illustrates, effective leadership is responsible for the fusing of organizational and individual goals. While the organization socializes the individual, the individual personalizes the organization in terms that define the worker's own success. The perceptual gap between organizational and individual goals is reduced through effective leadership.

Theory Z
The 1980s produced an addendum to McGregor's Theory X and Y—the Japanese contribution of William Ouchi, Theory Z. Theory Z offers several ways to manage people by encouraging them to work together more effectively. According to Ouchi, increased productivity does not come through working harder, but through coordinating individual efforts toward that productivity and by offering employees the incentives to do so. Ouchi recommends taking a cooperative, long-range view to achieve the maximum productivity.

Theory Z links the critical concepts of trust and subtlety to productivity. By trusting an employee to create new ways to work and by giving them the power to decide how to integrate new ideas, the work organization provides a clear channel to self-actualization and the development of commitment and loyalty. Subtlety is an employee's responsibility to respect individual differences in others and to make management decisions demanded by individual problems rather than by blanket rules (Ouchi, 1981).

Together, trust and subtlety demonstrate respect for the employee who, in appreciation, responds to this treatment by increasing individual productivity.
Characteristics of Successful Organizations

The most successful, productive organizations bring out the best in their employees. Such organizations focus on the human resources within themselves. Technology, economic considerations, and the product are secondary to the human qualities which allow people to work well together. For employees to function at maximum productivity, they must feel that they are essential to an organization that challenges their human spirit, inspires their personal development, allows them to accomplish goals and tasks, and symbolizes and represents only the highest standards of ethical conduct. Such considerations define a quality work environment. Successful organizations embody the following characteristics:

- Trust in relationships. Without trust, any human relationship will inevitably degenerate into conflict.
- Involvement. Decision making starts at the lowest level, where the facts are. What people help create, they support.
- Communication. People want to know as much as possible about their work environment. Lack of information hurts their pride, insults their intelligence, arouses their fears, and makes them counterproductive.
- Higher expectations. Pride is the product of accomplishing challenging objectives (Ouchi, 1981).

FROM PERSONNEL TO HUMAN RESOURCES MANAGEMENT--AN EVOLUTION

Committing time and money to personnel activities--creating a positive, supportive employee climate--would have been considered ludicrous by most employers in the pre-World War I era. Labor was relatively cheap and plentiful, and attracting employees was rarely an issue. Things began to change, however, in 1917 when the United States became involved in global war. A labor shortage resulted when more than four million men entered military service and the flow of immigrants was impeded substantially. During the post-World War I period, workers began joining trade associations and unions to gain relief from low wages and poor working conditions.

Activities pertinent to personnel as an entity began to appear with some frequency in the 1930s. However, at that time, the major function of the personnel department was to maintain employee records in compliance with new government demands under the Social Security Act of 1935.

As Exhibit 1-4 illustrates, although the personnel department was officially designated a part of the organization in the 1940s, it was concerned mostly with keeping minimal records at the clerical level.

However, as a result of another labor shortage created by World War II, and in an effort to increase workers' productivity, some manufacturing companies began to investigate and to apply industrial psychology. Employee benefits,
referred to as *fringe benefits*, became a popular method for circumventing a mandatory wage freeze imposed by wartime regulations. Personnel department responsibilities grew to include implementing benefits policies, recruiting employees, and negotiating with labor unions. The personnel department function began to mature; its increased importance was demonstrated by the fact that middle management staff included personnel directors. However, personnel management primarily focused on implementing policies created by upper management or government agencies. Personnel managers were viewed as functionaries serving as liaison between management and the rank-and-file employee. With few exceptions, employees had little input into conditions—the exception being through union membership.
The social legislation of the 1960s and early 1970s contributed to personnel's growing importance to the organization. The role of personnel manager changed. Now a good personnel manager had to be a highly skilled staff specialist. Progressive management began to realize fully that satisfied employees are more productive employees. The work of behavioral scientists such as Maslow, McGregor, Likert, Argyris, Herzberg, McClelland, and Gellerman demonstrated the influence of worker motivation on productivity. Management recognized the vital link between the satisfaction of employee needs and the achievement of organizational goals. As the link between personnel functions and high productivity became apparent, organizations recognized that important contributions could be made by trained professionals managing the organization's human resources. The HR executive came to share with other top management team members the broad responsibility for the organization's overall effectiveness.

One goal of HR management is to produce skilled, motivated, and productive employees. If the management is progressive, the organization, necessarily operating through and with its people, will be successful. The corollary is that if the management is less than progressive, the entire organization will suffer. Managing the people in an organization requires a broad range of technical skills and knowledge of why and how people work. The technical skills needed include the understanding of the mechanics of compensation and benefits plans; knowledge of federal and state regulations (ERISA, OSHA, and other acts); collective bargaining processes; recruiting techniques; how to develop job specifications and design performance evaluations; and a broad-based knowledge of behavioral sciences and social psychology.

As a staff function assisting line management, HR management can claim two major objectives:

- The maximum application of the organization's human resources to achieve the organization's objectives
- The satisfaction and professional development and growth of employees

To be effective, the HR function must be thoroughly integrated with the other staff and line functions of the organization. Optimum application of the organization's human resources is the primary goal of human resources. Because people are the common element of all organizational segments, the HR executive's decisions have some impact, great or small, on every department. The interdependence of the HR manager with all other managers is one of the characteristics distinguishing modern HR function from its traditional approach. Therefore, no single function in the organization has as strong an impact on every other line and staff function as does human resources. The HR manager's decisions have ramifications throughout the enterprise (Exhibit 1-5).
THE ROLE OF HUMAN RESOURCES MANAGEMENT

In a nutshell, the function of HR management is to develop policies and provide the technical competence needed to attract, retain, compensate, and develop, quality employees and to maintain a climate within which they can become highly motivated and thereby productive. The department generally holds a staff position in the organization, providing service to the line departments.

The Human Resources Manager's Authority

Authority is a key factor in any management position, and all authority must be delegated from a higher source. To function effectively, the HR depart-
ment needs to receive a clear mandate from top management. This mandate should state the scope of departmental authority and, specifically, a specifically agreed-on job description of the HR manager. Once this is established, authority takes the form of influence and includes the power to take action and direct or coordinate the action of others. There are essentially three types of authority: line, staff, and functional.

**Line Authority**
Line authority is the power to direct subordinates and to reward them or subject them to disciplinary action as necessary. Line authority is exercised vertically over subordinates in the chain of command, but cannot be exercised horizontally over workers in other departments.

**Staff Authority**
Staff authority means being empowered to give authoritative assistance, counsel, advice, or service to other management functions. Staff authority is derived not only from the proximity of an individual's position to the power base, but also from her or his knowledge or expertise. Managers with staff authority usually do not have the power to direct; instead, they must rely on their power to persuade and their reputation for solid expertise in order to have their recommendations implemented.

**Functional Authority**
Functional authority is the power to direct others on matters pertaining to the performance of their particular function. The power of functional authority is similar to that of line departments. It is generally more powerful than staff authority, although the ability to use functional authority effectively depends on persuasion.

Human resources managers normally possess line, staff, and functional authority. Because human resources is primarily a staff department, i.e., it provides services to the line department, the HR manager has staff authority with managers in departments other than human resources.

Within the HR department, however, the manager exercises line authority. Depending on the organization's size, its HR department may employ as few as one person or a sizable group. Because of this, HR managers must be able not only to persuade but also to manage effectively. In addition to using staff and line authority, they also must exercise functional authority with other managers in matters pertaining to organizational policy. It is important that HR professionals understand that their position is unique within the organization because they, unlike other upper or middle managers, exercise all three types of authority. That unique capacity presents a sizable challenge to performing effectively.

**The Human Resources Director--A Key Staff Specialist**
The broad concept of management casts the HR executive in the role of a high-level specialist bearing advisory responsibilities throughout the organization.
The HR director becomes an internal management consultant, helping at all levels to solve people-related problems. The HR professional assists management in areas such as:

- Diagnosing and addressing employee morale, motivation, and productivity problems
- Developing and evaluating employees
- Participating in the development of top management philosophies and business strategies

As a staff specialist, the HR executive will be able to minimize workforce problems. The HR's effectiveness can be measured by its contribution to overall organizational productivity.

Human resources activities can be broken down into the following broad subfunctions:

- Strategic and operational human resources planning
- Policy development
- Recruitment, selection, and orientation of employees
- Wage and salary administration
- Benefits administration
- Personnel and payroll records maintenance
- Compliance with government policies and regulations
- Organizational development
- Management development and training
- Equal employment opportunity and affirmative action
- Labor relations
- Internal communication
- Safety

To be efficiently administered, each of these subfunctions requires specific technical skills. The HR manager must be proficient in the technical essentials of each area. The remaining chapters will deal in depth with these subfunctions.

**SUMMARY**

Achieving an organization's primary goal, productivity, depends largely on the contributions made by its employees. These human resources, together with organizational and environmental factors, drive the effectiveness, productivity and profitability of the organization.

The HR manager needs an understanding of what motivates employees to use their aptitudes and abilities to enhance their productivity. A basic knowledge of motivational theories will allow HR managers to plan policies that fill the needs of their workforce.
The once basically clerical scope of the HR function has evolved into a broad range of responsibilities, from filling an organization's personnel needs to implementing government-mandated legislation ensuring equity and fairness. The HR manager now exerts line, staff, and functional authority, thereby directly influencing productivity.
1. What did changing the title from "personnel" to "human resources" reflect within the organizational context?
   (a) The growth of the department's role from clerical to administrative function
   (b) The modernization of terminology following World War II
   (c) The department's exclusive responsibility for developing policy and administering it
   (d) The increasing role of minorities in administrative positions

2. Which of the following factors has an economic impact on an organization's productivity?
   (a) The location of the organization
   (b) Women entering the labor market in greater numbers
   (c) The size of the organization
   (d) Organizational climate

3. Which of the following subfunctions is not inherent in the broad concept of HR management?
   (a) Wage and salary administration
   (b) Labor relations
   (c) Securing financing
   (d) Recruitment and selection

4. Human resources management is coming to be recognized as:
   (a) outmoded in a time of labor surpluses.
   (b) an advocate of the employee rather than of management.
   (c) a top management priority.
   (d) all of the above functions.
5. The HR manager generally has:
   (a) only line authority.
   (b) only staff authority.
   (c) functional authority.
   (d) shared authority.

5. (c)

6. To perform the job successfully, the HR manager must:
   (a) exercise authority strictly.
   (b) establish credibility and inspire confidence.
   (c) build an autonomous HR function.
   (d) engage in all of the above activities.

6. (b)

7. What is the most important function of the HR manager within the organization?
   (a) To develop policies to attract and retain motivated, productive employees
   (b) To provide technical competence to develop and maintain a productive climate
   (c) To develop a communication network through which information is exchanged both vertically and horizontally
   (d) To set up a training and development program

7. (a)

8. McGregor's Theory X and Theory Y describe management practices as:
   (a) authoritarian versus supportive and participative.
   (b) a way of overcoming the employee's inherent dislike of work.
   (c) unrelated to productivity.
   (d) concerned with quantitative output.

8. (a)

9. Herzberg's motivation-hygiene theory suggests that:
   (a) people respond best to financial motivation.
   (b) hygiene factors, when present, increase worker satisfaction.
   (c) motivators reflect an individual's need for personal growth and are related directly to the job.
   (d) all of the above principles apply to work.

9. (c)

10. The motivation of an individual is:
    (a) internally driven.
    (b) externally imposed.
    (c) driven by subliminal suggestions.
    (d) cannot be determined.

10. (a)