

Contents

List of Tables	7
List of Figures	9
Foreword by Pradip N. Khandwalla	10
Preface	12
Chapter 1 INTRODUCTION: MOTIVATIONAL MODELS FOR DEVELOPING SOCIETIES <i>Rabindra N. Kanungo • Manuel Mendonca</i>	14
PART I: UNDERSTANDING MOTIVATION AT THE INDIVIDUAL LEVEL	
Chapter 2 BASES OF WORK MOTIVATION IN DEVELOPING SOCIETIES: A FRAMEWORK FOR PERFORMANCE MANAGEMENT <i>Sasi Misra • Rabindra N. Kanungo</i>	27
Chapter 3 MOTIVATION THROUGH EFFECTIVE REWARD MANAGEMENT IN DEVELOPING COUNTRIES <i>Manuel Mendonca • Rabindra N. Kanungo</i>	49

Chapter 4	DESIGNING WORK IN DEVELOPING COUNTRIES <i>Sanjay T. Menon</i>	84
Chapter 5	THE PI MOTIVE: A RESOURCE FOR SOCIO-ECONOMIC TRANSFORMATION OF DEVELOPING SOCIETIES <i>Pradip N. Khandwalla</i>	114
Chapter 6	MIDDLE MANAGEMENT MOTIVATION: A STATE OF CHOKED POTENTIAL <i>S. Ramnarayan</i>	135
 PART II: UNDERSTANDING MOTIVATION AT THE ORGANIZATIONAL LEVEL		
Chapter 7	EMPOWERING THE PEOPLE FOR SOCIAL ACHIEVEMENT <i>Prayag Mehta</i>	161
Chapter 8	MOTIVATION THROUGH PARTICIPATIVE MANAGEMENT <i>Manuel Mendonca • Rabindra N. Kanungo</i>	184
Chapter 9	POWER DYNAMICS IN INDIAN ORGANIZATIONS <i>Jai B.P. Sinha</i>	213
Chapter 10	MANAGEMENT EDUCATION AND WORK MOTIVATION IN DEVELOPING SOCIETIES: LOOKING IN, LOOKING OUT <i>Nidhi Srinivas</i>	230
Chapter 11	ORGANIZATION DEVELOPMENT: MAYA OR MOKSHA <i>Kalburgi M. Srinivas</i>	248
Chapter 12	CONCLUSION: THE ISSUE OF CULTURE FIT <i>Manuel Mendonca • Rabindra N. Kanungo</i>	283
	Notes on Contributors	289

List of Tables

1.1	Characterization of Environment of Organizations in Developing Countries	19
3.1	Impact of the Socio-cultural Environment on Reward Design and Management	66
3.2	Impact of Management Values, Beliefs, and Assumptions on Reward System Design and Management	72
3.3	Proposed Organizational Interventions to Ensure Culture Fit of Reward System	80
4.1	Principal Assumptions of Work Design Approaches	92
4.2	Developing Country Change Projects	102
4.3	Community Development Projects in Developing Countries	104
5.1	Means and Standard Deviations of Contrasting Samples on the PI Motive	120
5.2	Product Moment Correlations of PI Motive with Rankings of Career Choices	121
5.3	PI Motive Scores of Various Professional Groups	122
5.4	Means and Standard Deviations of the Strength of Six Motives	123
5.5	Product Moment Correlations of PI Motive with Five Other Motives	124
5.6	Product Moment Correlations of Creativity, Supportive Dimensions of Environment with PI Motive	125
5.7	Differences between 'High' PI and 'Low' PI Scorers on Goals, Hobbies, Experiences	126

5.8	Correlations of PI with Other Motives under Harsh and Benign Conditions	129
9.1	Forms of Power Strategies	219
11.1	Traditional and OD Values	250
11.2	Depth of OD Interventions	256
11.3	Religious Orientation of Western and the Indian Vedanta Tradition	264

List of Figures

1.1	The Basic Motivational Cycle	17
2.1	Relationships among Variables Affecting Productivity	31
2.2	Exogenous Variables Influencing Employee Motivation in India	39
2.3	Endogenous Variables Influencing Employee Motivation in India	45
6.1	Issues and Concerns of Middle Managers	140
6.2	Components of Enabling Work Environment	153
8.1	Determinants of Alienation	190
8.2	Determinants of Empowerment	192
10.1	Existing and Emerging Elements of Organization in a Management School in the Third World	233