

## CERTIFICATE

I have the pleasure to certify that Shri Pankaj Sharma has pursued his research work and prepared the dissertation titled "Analysis of motivation levels of loco running staff on Indian Railways, with a special focus on Delhi Division of Indian Railways" under my guidance and supervision. The dissertation is the result of his own research and to the best of my knowledge and belief; no part of it has earlier been included in any other monograph, dissertation or book. This is being submitted to Panjab University, Chandigarh for award of degree of Masters of Philosophy in Social Sciences, in partial fulfilment of the requirement for the 41<sup>st</sup> Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration, New Delhi.

I recommend that the dissertation of Shri Pankaj Sharma may be considered for award of the M.Phil. degree of Panjab University, Chandigarh.



Dated: 04.04.2016

**(Dr. Neetu Jain)**

**Associate Professor**

**(Research supervisor)**

**Indian Institute of Public Administration,**

**IP Estate, Ring Road, New Delhi- 110002.**