

## Chapter IV

### RESULTS AND DISCUSSION

As has been described in the earlier chapters, the main aim of the present research was to study the relationships among the core job dimensions, critical psychological states, and personal and work outcomes. The core job dimensions are linked up with critical psychological states as well as personal and work outcomes. Among these five core dimensions, three of them viz., skill variety, task identity, and task significance contribute to job's meaningfulness for the employees. While autonomy is related with experienced responsibility, feedback is related with knowledge of results. These psychological states are assumed to produce personal and work outcomes like internal work motivation, high quality work performance, satisfaction with the work etc. The job motivating Potential (JMP) score is based on the five core job dimensions. Another variable which can act as moderator variable is growth need strength. It is defined as the felt need of a person to grow and develop within the organisation. This growth need is also a crucial factor in determining the attitude of an employee towards any change introduced in the job. Individuals with high growth need potential would show more favourable inclination for any change introduced in the job than those with low growth need potential.

In the present investigation the interrelationships of these sets of variables have been examined. These various relationships have been posited in terms of six different hypotheses.

The job diagnostic job-enrichment model asserts that all the three components of a job viz., skill variety, task identity, and task significance contribute to experienced meaning in the job. It may be that these three components differentially contribute to experienced meaning and as such their intercorrelations may vary. With a view to knowing how the two components are correlated when the third component is held constant, partial correlation coefficients were worked out separately for the public as well as private sector organizations. The three components are also used in computing job motivating potential i.e., the extent to which a given job can motivate the job occupant. It is assumed that the job motivating potential of a given job is high if the three components viz., skill variety, <sup>task identity, and,</sup> task significance are present in a high degree. While computing JMP the scores on the three components are summed up and averaged. This shows that the average will be higher if the component scores are higher. The average thus obtained is multiplied by the scores on autonomy and those on feedback to obtain final JMP. Considering the formula of JMP it appears that any one of the three components should be high if the JMP is to be high. This raises questions regarding the way in which the three components are

interrelated.

The table below shows the results :

Table : 1

Showing partial correlations of skill  
variety with task identity and task  
significance

	Public Sector	Private Sector
Skill variety & Task identity	+ .598	+ .233
Skill variety & Task significance	+ .610	+ .188
Task significance & Task identity	+ .538	+ .140

The correlations of skill variety with task identity and task significance are both high and positive in public sector organizations. Task significance also correlates positively and highly with task identity in case of public sector organizations. The corresponding correlations in private<sub>sector</sub> organizations are positive but fairly low.

Skill variety in public sector correlates with task identity to the extent of .598 when task significance is partialled out. Similarly skill variety also correlates

with task significance to the extent of .610 when task identity is held constant. Both task significance and task identity are correlated with each other to the extent of .538 when skill variety is partialled out. It thus appears that all the three components are highly and positively intercorrelated in the public sector and hence it follows that if the JMP is to be high the job must have one of the three components in sufficiently high quantity. This is not the case in private sector where all the correlations though positive are quite low. Although skill variety correlates with task identity little more highly than it does with task significance in private sector.

These results show that skill variety, task identity, and task significance are not independent dimensions of job characteristics, rather they are more highly interrelated in the public sector organizations and not in the private sector organizations.

The intercorrelations of skill variety, task identity, and task significance are also calculated separately for the maintenance and production departments of both public and private sectors. The table 2 shows the results.

It can be seen from the table 2 that skill variety correlates positively and highly with task identity and task significance in both maintenance and production

departments of public sector. In case of Private sector the corresponding correlations for the departments are very low. Task identity is also positively and strongly correlated with task significance in both maintenance and production departments in case of public sector. In case of private sector the corresponding correlations are quite low. The overall picture is that all the intercorrelations of SV, TI, & TS are positive and high irrespective of the two departments in the public sector and that the corresponding correlations in the private sector are though positive but quite low. Thus the very nature of public sector organizations is such that it makes possible for the person to consider his job as made up of various activities and challenging his abilities; making it possible for him to identify himself with the job; and enabling him to perceive the significance of job in relation to his life. This is not the case so far as private sector organizations are concerned.

Table : 2

Showing Intercorrelations of Skill Variety (SV),  
Task Identity (TI), and Task Significance (TS)

	Public Sector		Private Sector	
	Maintenance	Production	Maintenance	Production
SV & TI	+.499	+.634	+.252	+.195
SV & TS	+.611	+.563	+.166	+.167
TI & TS	+.496	+.544	+.020	+.148

As mentioned earlier skill variety, task identity, and task significance contribute to experienced meaningfulness of the job. Skill variety is present in the job to the extent that the job requires the individual to perform activities challenging his skills and abilities. Thus skill variety will vary in accordance with the variation in activities challenging the employees' skills and abilities. In the light of this it is expected that higher the skill variety in the job, greater will be the felt meaningfulness on the job.

Task identity is said to be present in the job to the extent that the job permits the employee to do the whole or identifiable piece of work. Thus it could reasonably be expected that high task identity would lead to high experienced meaningfulness on the job.

Task significance is attached to the job by the employee to the extent that the task has the perceived impact on his life whether in the immediate situation or in the distant future. Thus the job serving the various needs of people has a greater significance attached to it than the one which fails to satisfy any of the needs. Based on this understanding it could be expected that high perceived task significance would lead to greater meaningfulness on the job. The meaningfulness of the job

on the overall bases is thus understood in terms of the extent to which all the three components are present in the job. The three components are taken together would be expected to be more strongly and positively correlated with a measure of experienced meaningfulness than each component considered separately. It would also be interesting and useful to know to what extent each of the three components contributes to experienced meaning when the effects of other components are partialled out. It would also be useful to know whether this types of relationship between components and an experienced meaning is specific to the nature of the organization. In order to obtain information about these queries correlation coefficients are computed separately for the public and private sector organisations. The results are shown in the following table.

Table : 3

Showing correlations of three core job dimensions with experienced meaningfulness in Public and Private sector organizations.

		<u>Public Sector</u>	<u>Private Sector</u>
Skill Variety	(1)---	+ .517	+ .340
Task Identity	(2)---	+ .436	+ .215
Task significance	(3)---	+ .416	+ .229
Total	(4)	+ .405	+ .380

Referring to the above table it could be seen that the correlations of skill variety, task identity, task significance with experienced meaningfulness of the job are positive and relatively higher in case of Public sector organization than in case of Private sector organisation. Of the three correlations, skill variety appears to be more strongly and positively related with experienced meaning in both public and private sector organisations.

The Correlation based on the combined scores on all the three dimensions is slightly lower than the correlation of each component with experienced meaning in case of public sector organisations. In private sector organisations, however, the correlation based on total score on all the three components is higher than the correlation of each component with experienced meaningfulness on the job.

The results have indicated that relatively skill variety contributes more to experienced meaning. The direct implication of this finding is that the employees could be made to feel or to derive greater meaning from their jobs by making their job sufficiently challenging. It should be noted here that challenging job or perceived challenge on the job would act as a strong stimulus for better performance in case of those with high achievement motivation. The achievement motivation would be triggered



by making the job sufficiently challenging. Once the challenge is perceived, the individual employee will be motivated to perform better than most others who fail to perceive any challenge. Thus the correlation between skill variety and task meaningfulness could be expected to be higher in case of persons with high need achievement. Such a possibility was not tested in this investigation, only the scores on skill variety for all employees were correlated with the scores on experienced meaning. And the correlations turned out to be positive and high.

Also as can be seen from the table, the correlations of task identity and task significance are .436 and .416 respectively in case of Public sector organisation, and the correlations of task identity and task significance in case of Private sector are .215 and .229 respectively. The overall correlation of all the three dimensions taken together with experienced meaning is .405 in case of Public sector and .380 in case of Private sector. In general skill variety, task identity and task significance are more strongly related with experienced meaning in Public sector than in Private sector. This may be due to more flexibility, openness, permissiveness, tolerance, freedom, etc. in the public sector organisations. In the private sector organisation the climate is relatively closed, flexibility in decision making is lacking, and there is much less freedom

for taking initiative. It may be because of this type of condition that the strength of relationship of the three job dimensions with experienced meaning is low in case of Private sector organisations. When employees are not able to derive any meaning out of work, they feel frustrated, dejected, and alienated from work. On the whole it could be said that the efforts at the job redesigning in terms of promoting skill variety, task identity, and task significance would prove to be more successful for making the job more meaningful to the employees working in Public sector organisations. This is also true to a lesser extent for the employees working in private sector organisations. Introduction of skill variety in the public sector contributes substantially to experienced meaning. There is no additional advantage in increasing the degree of experienced meaning by promoting task identity and task significance simultaneously with skill variety in case of public sector organisations.

Skill variety relatively also contributes to experienced meaning in case of private sector organisation and promoting task identity and task significance simultaneously with skill variety has a slight advantage in increasing the degree of experienced meaning. Finally the linkage of the three core job dimensions with experienced meaning as shown in the job enrichment model is varified in both public and private sector organisations, but the linkages are stronger

in public sector organisations than in private sector organisations.

Each of the three job dimensions represents an important route to experienced meaningfulness. However it is not true that the job should be high in all three dimensions, in order that the employee experiences his job as very meaningful. It is not necessary for a job to be high on three dimensions if it is to be perceived as more meaningful. Increasing skill variety alone produces a much higher experience of meaningfulness than increasing any other job dimension. The increase in experienced meaning due to increasing job dimension will depend upon the nature of organisation, whether the organisation is a public sector or a private sector.

Table : 4

Showing correlations of Skill Variety (SV), Task Identity (TI), Task Significance (TS) (Combined), with experienced meaning for the maintenance and production departments.

	<u>Public Sector</u>		<u>Private Sector</u>	
	<u>Maintenance</u>	<u>Production</u>	<u>Maintenance</u>	<u>Production</u>
SV, TI, TS & Experience meaning	+ .505	+ .550	+ .472	+ .225

The tendency of the three core dimensions of the job to correlate positively and strongly with experienced meaningfulness of the job is observed in both maintenance and production departments in case of public sector. In case of private sector the combined score on the three core dimensions correlates strongly and positively with experienced meaning in the maintenance department. In the production departments of private sector the correlation though positive is of a low magnitude. On the whole skill variety, task identity, and task significance taken together correlate positively and sufficiently highly with experienced meaning in both production and maintenance departments of public and private sector organisations.

Table : 5

Showing correlation of autonomy with experienced responsibility for the work

	<u>Public Sector</u>	<u>Private Sector</u>
Autonomy & Experienced Responsibility	$r = + .583$	$+ .239$

Autonomy refers to freedom and independence in decision making in scheduling work and determining how will carry it out.

In public sector organisations people with greater autonomy (because of decentralization of authority) experience more responsibility than those in private sector organisations. Referring to the table No.5, it could be seen that the correlation of .583 in case of public sector is quite high and positive. The correlation of .239 in case of private sector though positive but not very high. Thus authority in the job is positively and more strongly related with experienced responsibility in case of public sector than in case of private sector organisations. Both these two types of organisations differ sharply in respect of structural and functional aspects. It may be that there are many organisational constraints operating on employees in case of private sector and hence even if more autonomy is granted to employees decisions are taken and implemented with great caution. In private sector employees are less identified with the organisation and more apprehensive about various things. Hence even if autonomy is granted, it does not lead to make the employees feel more responsible for their duties.

The table No.6 shows the nature and strength of relationship between autonomy and experienced responsibility on the job in case of both maintenance and production departments of public and private sector organizations.

Table : 6

	Public Sector		Private Sector	
	Mainte- nance	Produc- tion	Mainte- nance	Produc- tion
Autonomy & Expe- rienced responsibility	.575	.626	.517	.406

Ordinarily it is thought that autonomy in the job is positively related with feeling of responsibility on the job. Thus a person who has lot of autonomy in his job feels that he is responsible for everything associated with his job. Such a relationship might vary according to the nature of organization and departments. The table entries clearly show that the relationship is positive and sufficiently strong. Autonomy is more highly and positively related with responsibility in case of production department of the public sector. It is also sufficiently highly and positively related in maintenance departments of both public and private sector organizations.

In the private sector organisations autonomy is correlated with responsibility to the extent of .406 in the production department.

On the whole it appears that the relationship between autonomy and experienced responsibility is positive and high and that this relationship is found in both maintenance and

production departments of both public and private sector organisations.

Table : 7

Showing the relationship between feedback  
from the job and knowledge of results

	<u>Public Sector</u>		<u>Private Sector</u>		<u>Overall</u>	
	<u>Mainte- nance Deptt.</u>	<u>Product- ion Deptt.</u>	<u>Mainte- nance Deptt.</u>	<u>Product- tion Deptt.</u>	<u>Public Sector</u>	<u>Private Sector</u>
Feedback &	.399	.337	.188	.126	.458	.122
Knowledge of results						

The term feedback refers to the ways in which the job incumbent gets information about his performance. The job may be such that it provides cues. The information regarding performance may come from coworkers or superiors. Knowledge of results is the feeling the job incumbent has about how well he is doing the job. On the overall basis i.e., ignoring the departments, feedback is very strongly and positively correlated with knowledge of results in case public sector (  $r = .458$  ) than in case of private sector (  $r = .122$  ). So far as the departmentwise correlations are

concerned, both the correlations of .399 and .337 in case of public sector are quite similar. In case of private sector feedback correlates with knowledge of results to the extent of .188 in the maintenance department and to the extent of .126 in the production department. Both these correlations though positive, are quite low. In general feedback correlates more positively and significantly with knowledge of results in case of public than in case of private sector. The type of department seems to have no differential impact on the strength of the relationship.

In the preceeding section, the interrelationships of the three core dimensions of the job were examined for public and private sectors as well as for maintenance and production departments. In this section effort is made to relate the combined score on the three core dimensions to satisfaction and motivation.

On the overall basis as can be seen from the table 8, all the correlations in a public sector setting are positive and higher compared to those in the private sector setting.

In a public setting the three core dimensions taken together correlate positively and significantly to the extent of .507 with general satisfaction which is the overall feeling concerning all the aspects of the job. The corresponding value of the correlation in case of private setting is only



.267 which is also positive but low compared to the correlation of .507 in the public setting. The correlation of .480 in case of public setting between internal work motivation and core dimensions indicates that those persons who feel that their job is internally motivating also feel that their job is more meaningful defined in terms of skill variety, task significance, and task identity. The corresponding value of the correlation in the private setting is .120 which is positive and quite low. Growth satisfaction means the satisfaction derived from the opportunities available for growth and development. In the public setting growth satisfaction correlates with core dimensions to the extent of .615 and in the private setting to the extent of .408. This means that perception of and satisfaction derived from growth opportunities is more strongly associated with core dimensions of the job in the public setting than in the private setting.

Table : 8

Showing correlations of the combined scores on the three core dimensions with satisfaction and motivation

	<u>Overall</u>		<u>Maintenance</u>		<u>Production</u>	
	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>	<u>Public</u>	<u>Private</u>
Gen. Satisfaction	.507	.267	.480	.136	.421	.336
Int. Work. Moti.	.480	.120	.502	.395	.538	.395
Growth Sat.	.615	.408	.483	.106	.337	.106
Job Security	.515	.197	.608	.486	.561	.486
Compensation (pay)	.483	.101	.502	.145	.469	.445
Co-workers	.452	.241	.549	.417	.375	.417
Supervision	.476	.272	.483	.417	.493	.459
Contextual satisfaction	.607	.137	.595	.459	.496	.395

Thus in a public setting the more a job is perceived as having skill variety, task identity, and task significance; the more a person feels satisfied with growth opportunities. It seems growth opportunities and job characteristics are closely related in the sense that the more a job is perceived as having skill variety, task identity and task significance, the greater the satisfaction with growth opportunities. This is true in both public and private setting but the relationship is stronger in the public than in the private setting.

Job security and job features are positively and significantly correlated in the public sector. The correlation between the two variables in the private setting is positive but very low. Thus introducing skill variety, task significance and task identity in a job produces a greater sense of security among people in the public than in the private setting.

The satisfaction with pay, coworkers, and supervision is more strongly associated with core dimensions of the job in the public setting. The correlations in case of private setting though positive are not very high. Contextual satisfaction is defined and understood in terms of the combined score based on satisfaction with job security, pay, supervision, and coworkers. The correlation between this satisfaction and the core dimensions of the job is .607 in the public sector and .137 in the private sector. Thus job features and contextual satisfaction are positively

and strongly associated in case of public than in case of private sector organizations. Thus it is observed that the score on core dimensions is more strongly and positively associated with general satisfaction, satisfaction with internal work motivation, growth satisfaction, security, pay, supervision, and coworkers. The association is stronger in case of public than in case of private sector organizations.

Considering the various correlations in the maintenance and production departments of the public and private sector organizations, it is observed that except a few stray correlations most of them are positive and sufficiently high. This shows that the satisfaction with the contextual and other factors in the job is closely and positively associated with job characteristics like skill variety, task significance, and task identity. The magnitude of these correlations is higher in case of public than in case of private sector organizations. It is significant to note that the correlations of contextual satisfaction and of growth satisfaction with job characteristics in both maintenance and production departments of public sector are positive and quite high compared to those in the private sector. It is observed that the type of department does not have any differential impact on the relation between job characteristics and variables of satisfaction. The type of setting viz., public or private does determine the strength of relationship.

Table : 9

Showing correlations of autonomy with  
satisfaction and motivation

Variables	<u>Overall</u>		<u>Maintenance</u>		<u>Production</u>	
	Public	Private	Public	Private	Public	Private
Gen. Satisfaction	.460	.164	.332	.334	.582	.071
Int. Work motivation	.389	.060	.320	.059	.522	.101
Growth Satisfaction	.620	.396	.666	.510	.402	.339
Job security	.470	.081	.135	.075	.631	.225
Pay	.458	.089	.273	.172	.441	.090
Co-workers	.434	.129	.457	.337	.436	.140
Supervision	.513	.227	.538	.432	.472	.280
Contextual Satisfaction	.588	.042	.306	.427	.364	.210

As can be seen from the above table, in the public sector, general satisfaction is correlated positively and significantly with autonomy to the extent of .460 and in the private sector to the extent of .164.

Thus the more the job is perceived as having autonomy the greater the feeling of overall satisfaction among people working in public sector organizations.

In private sector organizations the relation is positive but quite low. In the maintenance department of both public and private sector organizations the correlations between general satisfaction and autonomy are .332 and .334 respectively. Both these correlations are positive and quite high. Autonomy in the production department of public sector correlates with general satisfaction to the extent of .582 and it fails to show any significant correlation in the private sector. The correlation of internal work motivation with autonomy are all positive and sufficiently high in the public sector organizations than in the private sector organizations. Autonomy is also positively and sufficiently and strongly related with growth satisfaction in both public and private sector organizations and also in the maintenance and production departments, the correlations in case of public sector are higher than those in case of private sector. Thus, people with greater autonomy are more highly satisfied with growth opportunities. Autonomy correlates with security sufficiently strongly and positively in case of public sector and in case of production department of the public sector. All other correlations of autonomy with security are low but positive. Except the correlation of .225 of autonomy and security in case of production department in the private sector organizations, all other correlations in the private sector i.e., on the overall basis and in the maintenance department are quite low. So far as the correlations of pay with autonomy are concerned, all

correlations in the public sector are positive and sufficiently higher compared to similar correlations in private sector organizations. Also in the public sector organizations, production department has higher value of correlation than maintenance department.

There is a similar trend of correlation of satisfaction with co-worker and autonomy. All the correlations in the public sector are positive and high. In the private sector relatively the magnitudes of correlations are low. In the maintenance department the correlations between satisfaction with co-workers and autonomy in both public and private organizations are comparable than those in case of production department of both the sectors. In general all the correlations of satisfaction with co-workers with autonomy in the public sector are positive and quite high compared to those in the private sector.

On the overall basis autonomy correlates highly and positively with satisfaction with supervision in the public sector ( $r = .513$ ) than in the private sector ( $r = .227$ ). In the maintenance department both the correlations in case of public and private sector are positive and quite high although the correlation in the public sector setting is higher than that in the private sector setting. In the production department autonomy correlates more strongly and

positively with supervisory satisfaction in the public than in the private sector setting. In general all correlations of autonomy with satisfaction with supervision are positive and sufficiently high. The magnitudes of these correlations are higher in case of public than in case of private sector organizations. In the maintenance department the correlations are both positive and high. In the production department though both the correlations are high and positive, one in case of public is higher than one in case of private sector.

Contextual satisfaction is based on satisfaction with pay, supervision, security and co-workers; all combined together. On the overall basis autonomy shows high positive correlation with contextual satisfaction in the public sector. The value of the correlation is very low in case of private sector. In the maintenance department both the correlations are positive and sufficiently high although the value of the correlation in case of private sector is higher than in case of public sector. In the production department too both the correlations are positive and sufficiently high but the value of the correlation in the public sector is higher than that in case of private sector.

In general it is seen that autonomy has positive correlations of sufficiently high magnitudes with all the variables related to satisfaction in the public setting.

The values of these correlations in the private sector are quite low, except a few stray correlations. The magnitudes of correlation also show variation according to variables of satisfaction involved in both maintenance and production departments.

Table : 10

Showing correlations of <sup>F</sup>eedback from the job  
with satisfaction and motivation

Variables	Overall		Maintenance department		Production department	
	Public	Private	Public	Private	Public	Private
Gen. Satisfaction	.389	.182	.201	.175	.206	.144
Int. Work motivation	.403	.226	.334	.244	.227	.170
Growth satisfaction	.515	.297	.420	.332	.226	.240
Job security	.353	.088	.127	.064	.333	.182
Pay	.436	.120	.308	.236	.211	.049
Co-workers	.468	.232	.367	.240	.103	.098
Supervision	.395	.241	.445	.308	.363	.249
Contextual satisfaction	.522	.086	.309	.316	.140	.0325

The job if it is properly designed may give various cues and indications to the person doing it. Based on these



cues a person can develop an understanding about how well he is performing on the job. It is a different matter if a person doing the job is not much sensitive to the various cues which the job is providing. In such a case even if there are ample of opportunities for the person to know about the level of his performance, he is not making any use of these opportunities simply because <sup>h</sup> he is insensitive. In either case, feedback from the job itself will affect satisfaction and motivation of a person.

Considering the correlations on the overall basis i.e., ignoring the two departments from which the samples were drawn, it is observed from the table that all the correlations in the public sector are positive and higher than those in the private sector organizations. This trend is also observed in the maintenance as well as production department. In this case the magnitudes of correlations in the public sector are higher than the magnitudes of correlations in the private sector but compared to the magnitudes of correlations when departments are taken together these correlations are not very high. In general the various correlations of feedback with satisfaction and motivation are positive and sufficiently higher in public than private sector.

One significant observation is that the growth need satisfaction correlates highly and positively with feedback among public sector organizations. This means, that

satisfaction with growth need could be promoted through making jobs enriched in a manner so that the incumbent gets sufficient cues indicating how well he is performing the job.

The correlation of contextual satisfaction is also quite high and positive. Thus contextual satisfaction, that is satisfaction with pay, security, co-workers, and supervision could be enhanced to the extent that the job provides feedback to the person.

Security has low positive correlations with feedback from the job in private sector organizations. The correlation of .086 for example indicates that satisfaction with contextual factors like pay, supervision, security, and co-workers and feedback from the job itself are not significantly related in private sector.

It is also observed that most of the correlations in the maintenance departments of private sector are comparatively higher than correlations in the production departments of private sector.

Table : 11  
Showing correlations of JMP with satisfaction  
and motivation

Variables	Overall		Maintenance department		Production department	
	Public	Private	Public	Private	Public	Private
Gen. Satisfaction	.470	.201	.392	.265	.486	.164
Int. Work motivation	.440	.102	.480	.162	.301	.034
Growth Satisfaction	.660	.455	.668	.585	.319	.463
Security	.471	.163	.472	.129	.452	.174
Pay	.492	.138	.534	.271	.380	.022
Coworkers	.489	.226	.491	.349	.287	.136
Supervision	.479	.306	.604	.429	.376	.263
Contextual satisfaction	.609	.130	.640	.589	.318	.463

It should be recalled here that Job Motivation Potential (JMP) was obtained by multiplying the average scores of skill variety, task identity, and task significance by feedback and autonomy scores. Thus JMP is based on objective characteristics of the job. Higher score on this variable indicates that the motivating potential of the job is higher. In order to see how JMP correlates with various kinds of

satisfaction and motivation, correlations were computed which are shown<sup>n</sup> in the above table.

When the departments are ignored JMP correlates with general satisfaction to the extent of .470 in the public sector and to the extent of .201 in the private sector. JMP also correlates positively and significantly with internal work motivation to the extent of .440 in the public sector and to the extent of .102 in the private sector. The correlation of JMP with growth need satisfaction is highly positive in the public sector. Compared to other correlations in the private sector the correlation of JMP with growth<sup>need</sup> satisfaction is comparatively high. The correlations of the four contextual variables namely, pay, security, supervision, and co-workers are all sufficiently high and positive in the public sector. The corresponding correlations in the private sector are comparatively low. The combined score based on four contextual variables correlates with JMP to the extent of .609 in the public sector and to the extent of .130 only in the private sector. Thus, it could be seen that the variables of satisfaction and motivation are all positively and sufficiently highly correlated in the public sector with a composite measure (JMP) based on all the five core dimensions of the job. The corresponding correlations in the private sector are also positive but quite low. This also means that enhancing

the motivating potential of a job by enhancing five core dimensions or objective characteristics, will also enhance satisfaction and motivation of employees working in a public sector to a much greater extent than in case of employees working in the private sector.

Considering the correlations according to departments, it could be seen that the various correlations in each of the two departments are comparatively higher in the public sector than in the private sector. In case of maintenance department the correlations of JMP with all other variables except general satisfaction are considerably high and positive in the public sector. In the production department the correlations of JMP in the private sector with pay and internal work motivation are quite low and insignificant, other correlations are positive but not very high. The correlations in the public sector are comparatively higher and positive.

Table : 12

Showing correlations of the five core dimensions  
with satisfaction and motivation variables on the  
overall basis in both public and private sector  
organizations

Variables	SV + TI + TS		Autonomy		Feedback		JMP	
	Pub- lic	Pri- vate	Pub- lic	Pri- vate	Pub- lic	Pri- vate	Pub- lic	Pri- vate
General Sati- sfaction	.507	.267	.460	.164	.389	.182	.470	.201
Int. Work Motivation	.480	.120	.389	.060	.403	.226	.440	.102
Growth satis- faction	.615	.408	.620	.396	.515	.293	.660	.455
Security	.515	.197	.470	.081	.353	.088	.471	.163
Pay	.483	.101	.458	.089	.436	.120	.492	.138
Co-workers	.452	.241	.434	.129	.468	.232	.489	.226
Supervision	.476	.272	.513	.227	.395	.241	.479	.306
Contextual satisfaction	.607	.137	.588	.042	.522	.088	.609	.130

On the whole it appears that in the public sector general satisfaction correlates with the combined score on skill variety, task identity, and task significance to the extent of .507, with autonomy to the extent of .460, with feedback to the extent of .389 and with JMP to the extent of .470. All these correlations are positive and of

sufficiently higher compared to the corresponding correlations of general satisfaction in the private sector. Similarly, satisfaction with internal work motivation correlates with the combined scores on skill variety, task identity, and task significance; autonomy; feedback; and JMP in the public sector to the extent of .480, .389, .403, and .440 respectively. The corresponding correlations in the private organizations are positive but quite low. Growth satisfaction correlates very highly and positively with the combined score, autonomy, feedback, and JMP. The corresponding correlations in case of private sector are positive and relatively low. Where as the correlations of security in the public organization are quite high and positive, they are quite low in the private sector organizations. Similar trend is observed in case of satisfaction with co-workers, pay, and supervision. Considering the correlations of contextual variables taken together, it is observed that contextual satisfaction is highly positively correlated with combined score on three core dimensions of the job as well as ~~also~~ with autonomy, feedback, and JMP in case of public sector. The corresponding correlations in case of private sector are very low.

On the whole it appears that all the five core dimensions of a job are significantly and positively correlated in the public sector with overall general

satisfaction, internal work motivation, growth satisfaction and satisfaction with contextual factors. The correlations in case of private sector are quite low but positive. The correlations of growth need satisfaction with the five core dimensions of a job are positive and higher compared to correlations of other satisfaction and motivation related variables with five core dimensions in both public and private sector organisations. Maintenance and production departments do not seem to have any differential impact on the relationships of core dimensions and various satisfaction and motivation related variables.

Individuals working on a given job might differ from one another in respect of their desire to grow and develop within an organisational setup. They may or may not be in a position to derive satisfaction out of the various opportunities which are or are not available for growth and development. Every organisation to a greater or lesser degree provides opportunities for promoting growth and development among employees. Such opportunities may be few or relatively absent in case of private sector organizations. On the other hand there might be ample of opportunities for promotion of growth and development in the public sector organisations. Whether such opportunities if at all they exists are perceived and responded to in a favourable manner will ofcourse depend upon individual peculiarities. In other



words, there may be an interaction between opportunities for growth and development and individual characteristics. Individuals with high growth need strength are expected to be more responsive to job-enrichment than those with low growth need strength. The level of growth need strength may thus be expected to moderate the relationships between job motivating potentials (JMP) and affective outcomes. The affective outcomes include internal work motivation and general satisfaction. Besides the level of growth need strength is also expected to moderate the relationships between JMP and contextual satisfaction, which includes satisfaction with compensation (Pay) satisfaction with security, satisfaction with supervision and satisfaction with co-workers.

The two groups based on the level of growth need strength were formed by taking the cut-off point at mean. The group with scores above the mean was denoted as the high group and the one with scores less than mean was denoted as the low group. In order to see the moderating effect of this variable the correlations of JMP with internal work motivation, general satisfaction and, contextual satisfaction were examined separately for the two groups in public as well as private sector organisations.

Table : 13

Showing correlations of Job Motivating Potential:  
(JMP) with affective outcomes and contextual  
satisfaction for the high growth need and the low  
growth need groups.

Correlations of JMP with	<u>High group</u>		<u>Low-group</u>	
	<u>Public</u> <u>Sector</u>	<u>Private</u> <u>Sector</u>	<u>Public</u> <u>Sector</u>	<u>Private</u> <u>sector</u>
Internal work motivation	.446	.325	.184	.045
General satisfaction	.511	.445	.283	.258
Contextual satisfaction	.496	.281	.280	.137

As can be seen from the table the correlations of JMP with internal work motivation for high and low groups in the public sector are .446 and .184 respectively. The corresponding correlations in the private sector for the high and the low groups are .325 and .045 respectively. This clearly indicates that the level of growth need strength affects the magnitudes of correlations. In the high group the magnitudes of correlations are higher than those in low group. So far as the correlations of JMP with general satisfaction are concerned it can be observed that the correlation of .511 in the high group is much higher than the correlation of .283 both in the public sector organizations.

Thus, if the growth need strength level is relatively low, it lowers the size of the correlation and if it is higher it increases the value of the correlation. In case of private sector, JMP correlates with general satisfaction to the extent of .445 in the high group and to the extent of .258 in the low group.

Also in the public sector JMP correlates with contextual satisfaction in the high group to the extent of .496 and to the extent of .280 in the low group. The corresponding correlations in the private sector are .291 in the high group and -.137 in the low group.

These results clearly show that there is no direct relationship between core dimensions of the job and outcome variables. The relationship is moderated by the extent to which people have growth need strength. In other words, the correlations increase in magnitudes when the respondents are greatly concerned about their growth and development and that they feel highly satisfied with it. On the other hand the value of the relationship between job features and outcome variables goes down in case of employees who are highly dissatisfied with opportunities with their growth and development.

In this section the impact of departments and sectors on JMP which is based on all the five characteristics of a

job; contextual satisfaction which is based on satisfaction with security, pay, supervision, and co-workers, and affective outcomes which are based on General satisfaction, internal work motivation, and growth need strength, is examined using a 2 x 2 factorial design.

This analysis was carried out mainly to know whether or not there is any differential impact of sector, department, or any combination of these two factors, on various dependent measures mentioned above. The correlational analysis presented in a preceeding section was carried out mainly to know the extent to which the variables are correlated. It was also intended to know whether, the relationship was specific to sectors and departments. Here the purpose is to know whether the variations in the scores on dependent measures, were due to sectors, departments, or the combination of sector and department. The table below shows the results in case of job Motivating Potential.

Table : 14

Showing F ratios in case of JMP

Source	d f	Ss	MSs	F	Remarks
Department	1	8300	8300	1.93	
Sector	1	396522.1	396522.1	92.39	$P < .01$
Sector X Deptt.	1	2661.86	2661.86	.62	
Within	396	1699482.3	4291.62		

The effect of the department on JMP is not significant. The JMP of the production and maintenance departments does not show any significant variation. So far as the effect of sector is concerned the F ratio of 92.39 is significant beyond .01 level of confidence. The JMP shows considerable variation across the two sectors. The JMP in the public sector is much higher than that in the private sector. The interaction effect is not significant, indicating that the effect of the sector is independent of the department.

It should be recalled here that JMP is based on all the five basic dimensions of a job. The employees in the public sector perceive their jobs in a much more favourable way in terms of its features than employees in the private sector.

The table below shows the differential impact of sector and department on contextual variables taken singly and also jointly.

Table : 15

Showing F ratios in case of contextual  
satisfaction — job security

Source	D f	Ss	M Ss	F	Remarks
Department	1	.36	.36	.229	
Sector	1	49.0	49.0	31.2	P < .01
Dept. X Sector	1	1.0	1.00	.636	
Within	396	624.64	1.57		

Only the main effect of sector is significant beyond .01 level of confidence. Neither the effect due to departments nor the effect of interaction is significant. This result clearly shows that public and private sector differs significantly in respect of their impact on feeling of job security. Employees in the public sector feel more secure than those in the private sector. This type of result is not uncommon. It is fairly consistent with rules governing security in both public and private sector organization. The two departments do not differ significantly in respect of their impact on security.

Table : 16

Showing F ratios in case of contextual  
Satisfaction -- compensation (Pay)

Source	d f	Ss	M Ss	F	Remarks
Department	1	.745	.745	.45	
Sector	1	64.82	64.82	39.28	P < .01
Dept. X Sector	1	1.1	1.1	.66	
Within	396	654.35	1.65		

In this case too the two sectors differ significantly with respect to employees' satisfaction with compensation or pay. Neither the main effect of department nor the interaction between department and sector is significant. The mean score in the public sector is much higher than that

in the private sector. Thus employees in the public sector are more highly satisfied with pay than there in the private sector. Even if the pay structure is comparable the feeling of satisfaction may be higher in the public than in the private set up. Pay is viewed in relation to number of other factors and in relation to these dissatisfaction is reported to be higher in the private sector than in the public sector.

Table : 17

Showing F ratios in case of contextual  
Satisfaction - Co-workers

Source	d f	Ss	M Ss	F	Remarks
Department	1	1.345	1.345	1.430	-
Sector	1	13.38	13.38	14.23	P < .01
Dept. X Sector	1	4.53	4.53	4.81	P < .05
Within	396	374.73	.94		

The satisfaction with co-workers varies according to sector. The main effect expressed in the form of F ratio of 14.23 is significant beyond .01 level of confidence. The Department X Sector interaction effect is barely significant. Considering the mean scores it is observed that satisfaction with co-workers is higher among employees working in the public sector than those in the private sector. It may be that the nature of interpersonal

relationship is fairly good in the public sector, and this may be the reason for reported satisfaction.

Table : 18

Showing F ratios in case of contextual  
Satisfaction -- Supervision

Source	df	Ss	M Ss	F	Remarks
Department	1	.125	.125	.119	
Sector	1	3.42	3.42	3.25	
Dept. X Sector	1	.005	.005	.004	
Within	396	416.45	1.05	-	

None of the main effects is significant in the above table. The interaction effect is also not significant. Thus there is no differential impact of the departments or the sectors on satisfaction with supervision.

Table : 19

Showing F ratios in case of contextual satisfaction -  
all four factors taken together

Source	df	Ss	M Ss	F	Remarks
Department	1	5.29	5.29	.43	
Sector	1	449.44	449.44	36.38	P < .01
Deptt. X Sector	1	12.96	12.96	1.05	
Within	396	4861.5	12.27	-	



The analysis in Table 19 is carried out by combining all the four variables. The main effect of department is not significant. The sector effect is significant beyond .01 level of confidence. The interaction effect is also not significant. Considering the significant 'F' ratio it could be said that public sector differs significantly from private sector in respect of contextual satisfaction. The mean scores indicate that contextual satisfaction is higher among employees in the public sector than those in the private sector.

On the overall basis it is observed that public and private sectors have a differential impact on contextual satisfaction. Maintenance and Production Departments do not have any differential impact. The interaction effect is also not significant.

The tables below show the impact of sector and department on affective outcomes. It should be recalled here that affective outcomes are made up of a feeling of general satisfaction, satisfaction with the growth need, and internal work motivation.

Table : 20

Showing F ratios in case of affective outcomes -  
General satisfaction

Source	d f	Ss	M Ss	F	Remarks
Department	1	1.96	1.96	1.44	
Sector	1	1.44	1.44	1.05	
Deptt. X Sector	1	25.0	25.0	18.36	P < .01
Within	396	540.64	1.36		

The two main effects of sector and department are not significant but their interaction effect is significant.

Table : 21

Showing mean scores for Sector X Department  
interaction

	Maintenance Department	Production Department
Public Sector	5.56	4.92
Private Sector	4.94	5.30

As can be seen from the table, the level of general satisfaction in case of maintenance department is slightly higher in the public than in the private sector. So far as production departments are concerned the level of general

satisfaction in the private sector is higher than that in case of public sector.

Table : 22

Showing F ratios in case of affective outcomes -  
Internal Work motivation

Source	d f	S s	M Ss	F	Remarks
Department	1	.725	.725	1.01	
Sector	1	7.56	7.56	10.58	P < .01
Deptt. X Sector	1	.31	.31	.436	
Within	396	283.11	.714		

Department does not seem to have any differential impact on satisfaction with internal work motivation. The level of internal work motivation is considerably higher in the public than in the private sector. The interaction effect is not at all significant.

Table : 23

Showing F ratios in case of affective outcomes -  
Growth need satisfaction

Source	d f	Ss	M Ss	F	Remarks
Department	1	.64	.64	.40	
Sector	1	20.25	20.25	12.65	P < .01
Deptt X Sector	1	1.69	1.69	1.05	
Within	396	667.75	1.6		

The satisfaction with growth opportunities is not differentially affected by the maintenance and the production departments. The 'F' ratio is not at all significant. The 'F' of 12.65 in case of sector is significant beyond .01 level of confidence. The interaction effect is not significant. Satisfaction with growth opportunities is considerably higher in the public than in the private sector.

On the whole it could be said that the affective outcome which is based on general satisfaction, internal work motivation, and satisfaction with growth opportunities, is differentially affected by the sector and not by the department. The level of affective outcome is considerably higher in the public than in the private sector. Public sector organizations differ considerably from private sector organizations in many important respects. So far as feelings of security are concerned, such feelings are more prominent among employees in the public sector. The employees in the public sector seem to be more highly satisfied with the pay structure and other financial benefits. The nature of supervision in the public sector is such as to promote initiative taking and independent decision making on the part of employees. Supervision is more restrictive and corrective in the private organization. It is common observation that people do not work wholeheartedly if their activities are closely watched and that they are continuously checked.

On the other hand if they are allowed to work independently with trust and confidence, the satisfaction outcome will be much better. People in the public sector seem to be more internally motivated than in the private sector. Similarly, people in the public sector feel that they have lot of opportunities for their growth and development. The various results in the present investigation have revealed that public sector organizations have a more favourable impact on the working of people than the private sector organizations.

Considering the overall results in relation to the six major hypotheses formulated for the present investigation, it could be said that mostly all the hypothesis have been supported by the results in a specific sense.

The first hypothesis was formulated to study the differential impact of Skill variety, task identity, and task significance on experienced meaningfulness in the job. The data show that all the three components are positively and sufficiently highly correlated with experienced meaning in the job. Of these correlations one of skill variety with experienced meaning is positive and higher than the correlations of task identity and task significance. Comparatively all the correlations in the public sector are higher than those in the private sector. Thus the first hypothesis is supported in both public and private sector

organisations in terms of correlations. The relative influence of the three components on the experienced meaning is higher in the public than in the private sector.

The second hypothesis was formulated to study the relationship of autonomy in the job with experienced responsibility. The results indicated that autonomy correlated positively with experienced responsibility but the correlations in the public sector was much higher than that in the private sector. Thus although autonomy creates a sense of responsibility among the employees but it does so more in the public sector than in the private sector.

The third hypothesis postulates the relationship between five core dimensions of the job and on-the-job outcomes. Since skill variety, task identity and task significance were positively intercorrelated, they were combined to obtain one composite score on them. These composite scores were then correlated with general satisfaction, internal work motivation, growth satisfaction and satisfaction with contextual variables. It was observed that the correlations were positive and sufficiently high in case of public sector. The corresponding correlations in the private sector were also positive but not as high as those in the public sector. The correlations did not show much variation across the two departments.

Similarly autonomy was also found to be correlated with motivation and satisfaction measures more highly and positively in the public sector than in the private sector. It was also observed that the two departments did not have any differential impact but the correlations in the production department of the public sector were found to be slightly higher than the corresponding correlations in the maintenance department of the public sector.

So far as the correlations of feedback on the job are concerned, all correlations in the public sector are higher than corresponding correlations in the private sector. Similar trend was observed in both maintenance and production departments. The scores on job motivating potential (JMP) which is based on all the five core characteristics of the job, were also positively and significantly correlated with satisfaction and motivation measures. The correlations in the public sector were higher than those in the private sector. There was no differential impact of the two departments.

The fourth hypothesis postulated the relationship of job motivating potential (JMP) with certain outcome variables related to internal work motivation, general satisfaction, and contextual satisfaction under the influence of a moderator variable of growth need strength. It was hypothesized that the relationship would be more

positive and high in the high growth need strength group than in the low growth need strength. The two groups were formed as stated earlier in the methodology chapter by taking mean score of the growth need strength as the cut-off point. The results indicated that the correlations of the high group in both public and private sector were higher than those of the low group in both public and private sector. The sector had its own impact. The correlations in the private sector were relatively lower compared to those in the public sector in both high and low groups. Thus the growth need strength moderates the relationship between JMP and outcomes variables.

The fifth and sixth hypotheses dealt with the differential impact, if any, of sector and department on outcome variables. These two hypotheses were tested using a 2 x 2 factorial design with sector varying at two levels and department also varying at two levels. The results showed that supervisors working in public sector scored considerably higher on internal motivation and growth need than supervisors working in the private sector. The main effect of department was not at all significant. Thus the two department did not have any differential impact on internal motivation and growth need. In general both the hypotheses are thus confirmed.



To summarise the various findings the three basic core dimensions of a job namely skill variety, task identity and task significance are positively inter-correlated with the magnitude of correlations being higher in the public sector than in the private sector.

The intercorrelations of skill variety, task identity and task significance are higher in the public sector for both maintenance and production departments, compared to the corresponding correlations in the private sector for both the departments. In these intercorrelations it is seen that there is no differential impact of departments. The variations are produced by the nature of the sector.

The correlations of skill variety, task identity, task significance with experienced meaningfulness are considerably higher and positive in the public sector than the private sector. There is not much variation in correlations according to departments.

Autonomy correlates with experienced responsibility more highly and positively in the public sector than in the private sector. The correlations do not vary according to departments, although the correlations in the private sector are slightly lower.

Feedback from the job correlates positively and significantly in both the departments in the public sector. The corresponding correlations in the private sector are positive but relatively low.

Considering the correlations of the three core dimensions taken together with satisfaction and motivation, it was observed that all correlations in the public sector are positive and considerably higher than the correlations in the private sector. Similar trend is observed in both maintenance and production departments when the various correlations of public sector are compared with the corresponding correlations in the private sector.

All correlations of autonomy with measures of satisfaction and motivation are considerably high and positive in the public sector compared to corresponding correlations in the private sector. This trend is observed in both maintenance and production departments in both public and private sector.

Feedback from the job correlates with measures of satisfaction and motivation sufficiently more highly and positively in the public sector than in the private sector. This trend is observed in both maintenance and production departments.

All correlations of JMP with measures of satisfaction and motivation are positive and considerably high in the public sector compared to corresponding correlations in the private sector. JMP also correlates positively and highly with satisfaction and motivation in both maintenance and production departments of public sector organisations. The corresponding correlations in the private sector for both <sup>the</sup> departments are positive but relatively low.

Considering the moderating effect of growth need strength it was observed that all correlations of JMP with affective outcomes and contextual satisfaction are relatively higher and more positive in the public sector than in the private sector. In the high growth need strength group all the correlations in the public sector are higher than the corresponding correlations in the low growth need strength group. Considering the comparison of high and low groups in the private sector it is observed that the high group has higher and more positive correlations than the low group. It thus appears that the growth need strength variable operates in such a way that the group with high score on it shows higher and more positive correlations than the low group in both public and private sector organisations.

Considering the results of 'F' ratios in case of JMP, contextual variables, and affective outcomes, it was observed that the two departments do not have any differential impact. The sector seems to play an important role in producing variation. Mostly the scores on JMP, contextual variables, and affective outcomes in the public sector are higher compared to corresponding scores in the private sector.

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