

## Chapter V

### SUMMARY AND CONCLUSIONS

#### SUMMARY

The present investigation is a comparative study of Public and Private sector organizations in respect of job motivation potential, individual growth needs, experienced psychological states and affective outcomes.

People greatly differ in the kinds of jobs they would most like to hold. This happens because of some reasons viz., individual differences and job characteristics like skill variety, task identity, task significance, autonomy and feedback from the job itself. People differ about how much they would like to have each one of these characteristics present in their own jobs. Often different people feel quite differently about the same job, and react accordingly.

The job could be said to have a motivating potential to the extent that it is perceived as having such characteristics as skill variety, task identity, task significance, autonomy, and feedback. Of these five, first three viz., skill variety, task identity and task significance are the stable characteristics. The degree of autonomy and feedback are more or less external contributors. Hence the job motivating potential could be derived by averaging the first three and

multiplying this average by the last two. Job motivating potential denotes core characteristics of jobs that elicit the psychological states of high job motivation.

Skill variety reflects on the utilisation of skills in doing the job. It may be defined as the degree to which a job requires the employee to perform activities that challenge his or her skills and abilities. When even a single skill is involved, there is atleast a seed of potential meaningfulness in the job.

Task identity denotes the degree to which the job requires completion of a 'whole' and identifiable piece of work - doing a job from beginning to end with a visible outcome. While the concept task significance refers to the degree to which the job has a substantial and perceivable impact on the lives of other people, whether in the immediate organisation or the world at large.

Autonomy is the forth core dimension which leads a Supervisor or a worker to experience increased responsibility in his job. This dimension deals with the degree to which the job gives the worker freedom, independence, and discretion in scheduling work and determining how he will carry it out. People in highly autonomous jobs know that they are personally responsible for success and failures.

The fifth and last core dimension is feedback. This is the degree to which a worker, in carrying out the work activities required by the job, gets information about the effectiveness of his efforts. Feedback is most powerful when it comes directly from the work itself.

Another variable which can act as moderate 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 strength would show more favourable inclination for any change introduced in the job than those with low growth need strength. Therefore, it is important to know at the outset just what kinds of satisfaction the people who do the job are (and are not) motivated to obtain from their work. This will make it possible to identify which persons are best to start changes with, and which may need help in adapting to the newly enriched job.

Two other important concepts are experienced psychological states and affective outcomes. As far as the psychological states are concerned, there are three psychological states or phases experienced by the persons and which are critical in determining a person's motivation and satisfaction on the job. They are : experienced

meaningfulness - the degree to which the job is perceived as worthwhile or important by some system of values he accepts. Experienced responsibility relates to the person who feels that he is personally accountable for the outcomes of his efforts. Knowledge of results refers to the ability of a person to determine on fairly regular basis, whether or not the outcomes of his work are satisfactory. When these three conditions are present, a person tends to feel positive internal feelings which in turn prompt him to try to continue to do well on the job.

The concept affective outcomes relates to general satisfaction an employee has for the job and the degree to which the job is intrinsically motivating.

The core job dimensions described above, 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 contributes 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. The motivating potential provides a single summary index of the degree to which the objective characteristics of the job will prompt high internal work motivation.

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

These hypotheses are pertaining to various linkages in the job enrichment model. In addition to studying the various linkages through data collection and data analysis, the moderating effect of growth need strength was also studied in terms of correlations between core dimensions of the job and outcome variables. These correlations were computed separately for the high growth need group and the low growth need group. Besides, the effects of public Vs. private<sup>sector</sup> organizations and maintenance Vs. production departments were also studied on some selected dependent variables.

Since public and private sectors differ in their structure and goals to be served, it was assumed that the job enrichment model will not operate in the same manner in these two sectors.

For the present study a sample of supervisory cadre personnel working in different departments of both public and private sector organisations was selected. The questionnaire then administered to the respondents for getting needed information. The job motivating potential score (MPS), growth need strength, experienced psychological states, affective outcomes and other variables described earlier were measured by using Job Diagnostic Survey instrument originally developed by J. Richard Hackman and Greg Oldham (1980). The data were analysed using correlations and analysis of variance. Based on the analysis of the data the following conclusions were inferred.

THE OVERALL CONCLUSIONS :

The three core dimensions of a job namely skill variety, task identity, and task significance are highly and positively correlated with one another. These inter-correlations are higher in the public sector than in the private sector. This shows that any one of the three job components should be high if the job motivating potential is to be high. This finding is more appropriate in the public sector than in the private sector. The results have revealed that there is no differential impact of the two departments on intercorrelations among the three components of a job.

It has been established that skill variety, task identity and task significance are meaningfully related with

experienced meaningfulness on the job. In other words if the job is enriched by enhancing the values of the three components, the job would appear to be more meaningful to those working in the public sector than those working with the private sector.

Autonomy is more strongly and positively correlated with experienced responsibility on the job. The job if enriched by increasing the degree of autonomy would produce a greater sense of responsibility among those working in the public sector than those working in the private sector organisations.

The fifth core dimension of feedback from the job is also strongly and positively correlated with knowledge of results. This relationship is more prominent in the public than in the private sector.

All the correlations of the core dimensions with internal psychological states have clearly indicated that the internal states could be produced by manipulating the core dimensions of a job. This could be done to a greater extent in the public sector than in the private sector.

The correlations of the first three core dimensions taken together with measures of satisfaction and motivation have revealed that the combined score based on skill variety,

task identity, and task significance produces a higher level of motivation and satisfaction among employees working in the public sector organisations. The strength of this relationship is much low in the private sector organisations.

Autonomy also correlates strongly and positively in the public sector with general satisfaction, internal work motivation, and contextual satisfaction. The correlations in the private sector are positive but fairly low. There is no differential impact of the two departments on the strength of the relationship between autonomy and measures of satisfaction and motivation.

The results in case of feedback from the job are very similar to those in case of autonomy. Feedback is more strongly and positively correlated with satisfaction and motivation in the public sector. The strength of this relationship is low in the private sector organisations.

All correlations of job motivating potentials with measures of satisfaction and motivation are considerably high and positive in the public sector compared to corresponding correlations in the private sector. The two departments do not have any differential impact on the strength of relationship.

Considering the moderating effect of growth need strength it was observed that all correlations of JMP with



affective outcomes and contextual satisfaction were relatively higher and more positive in the public sector than in the private sector. In the high growth need group all the correlations in the public sector are higher than the corresponding correlations in the low growth need group. Considering the comparison of high and low groups in the private sector it was observed that the high group had higher and more positive correlations than the low group. Thus the growth need strength variable was operating to moderate the relationship between JMP and outcome variables.

Considering the results of 'F' ratios in case of JMP, contextual variables and affective outcomes, it was observed that the two departments did not have any differential impact. The sector played a significant role in producing variation in the dependent measures. Mostly the scores on JMP, contextual satisfaction and affective outcomes were higher in the public sector than in the private sector.

Compared to many other correlations of measures of satisfaction with core dimensions of a job, the correlations of growth need satisfaction with the core dimensions were considerably higher in the public as well as private sector organisations, alX though relatively the correlations in the private sector were of low order.

Job security was also highly and positively correlated with core dimensions of skill variety, task identity and task significance in the public sector. Its correlations in the private sector were fairly low. In general the correlations of contextual satisfaction with core dimensions were much higher in the public sector than in the private sector.

#### SUGGESTIONS FOR FOLLOW UP

1. The available literature on job characteristics model bring out three types of relations i.e., within person, person-situation relations and situational relations. The inter-changable use of these three types of relations is discussed as if they are the same. This has made the model ambiguous. The confusion and logical inconsistencies of this nature have restricted the development of sound job characteristics models. This confusion needs to be removed through proper balancing approach.
2. Different studies have used different methods of measurement and analysis of job characteristics. This has caused ambiguity in the models. Researches are therefore needed to evolve an objective and sufficiently more comprehensive tool for the assessment of job-characteristics in wide range of jobs.

3. There are a number of social and situational factors which affect individual's perceptions of jobs. These factors cannot be taken for granted. In view of this fact the task perceptions should not be assumed to be equivalent to objectively defined tasks. These other factors, therefore, need to be taken into account for job characteristics research.
4. The job characteristics model is useful only to individuals high on growth need strength (Higher Order Needs). The model neglects important aspects of jobs such as pay, security, safety, social status, and so on.
5. The relationship between task characteristics and outcome variables need to be studied using personality, culture of the organization, and such other variables as moderator variables.
6. The calculation of JMP is done using the formula :  

$$\frac{SV + TI + TS}{3} \times \text{Autonomy} \times \text{Feedback}.$$

This formula indicates that of the three components of the job which are averaged, any one of them should be high in order that JMP is high. It follows from this

that it makes no difference whether skill variety or task significance or task identity is manipulated for increasing JMP. It may be that the three components are differentially but positively intercorrelated and this was shown in the present investigation. In the light of this the averaging procedure needs to be carefully studied. Moreover the average is multiplied by autonomy and feedback. This type of multiplicative relationship also needs to be studied carefully using other approaches.

7. It is also suggested that the present model with or without needed modifications in it should be tried out among different organizations like engineering concerns, textiles, hospitals, university, etc.

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