

CHAPTER 1

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CHAPTER I

INTRODUCTION

1.1 MEANING OF JOB DESIGN

Job design, is the division of the total task to be performed into units, departments, divisions and to provide for their proper integration. The sub-division of work both on a horizontal and vertical scale, means dividing the different tasks across the organisation being performed by different people. It is an important application area for work motivation and study of organisational behaviour, whose goal is to maximise human efficiency and internal motivation in organisation.

Jobs are designed as an important factor in determining the motivation, satisfaction and performance at work. Industrial psychologists were developing rather complex and sophisticated procedures for describing and analysing jobs in terms of their simplest components as a means of evaluating the skill levels required for different jobs.

Job design is relevant to the two-factor theory. The general propositions regarding the conditions of the job which will be motivating and satisfying to employees. The job should enhance employee's motivation and provide opportunity for achievement,

recognition, responsibility, advancement and growth in competence.

Jobs, are the core of every organisation. A good job design will allocate tasks, duties and rules to the various employees in the organisation. If, the well designed job is on the path towards the progress of its objectives, good job design leads to higher productivity, lower absenteeism, lower complaints and the organisation is stability to meet the demands of the customers and society.

Job design has emerged as an important application area for work motivation. There is new awakened interest in job design and it has become the focus of attention for both academicians and practitioners of Human Resource Management. World wide competition, expensive technology and worker expectations demands of jobs that are productive and satisfying, while some jobs have grown more challenging, other have become less. Therefore, human resource specialists must have a thorough understanding of job design.

Tasks and responsibilities are organised into jobs. It is unrealistic to assume that those jobs will not change as time passes. The ever changing environment, customer needs and technologies change company's strategic plans and the nature of human resource as well. These changes will effect the work that

must be done and allocation of that work to jobs and people. Thus, it should not be underestimated that the changes in the job design do effect the economical health of the organisation as well as the psychological health of the employees.

Design of jobs is intervening in the task sub-system, it has been a popular domain of the consultants and congruent with organisation development interventions. Even some off-shoots of scientific management such as work simplification can be congruent with organisation development.

Job design suggests that there are important interdependencies among the characteristics of individuals and the characteristics of the jobs which must be taken into the account of development and full understanding of the impact of various kinds of job designs.

Organisations are giving more attentions to job design, that provide effective human results along with their technical results and also develop better quality of work life.

Job design is a process of critical psychological states, created by the presence of "five core" job dimensions. In this, the work was enhanced primarily by three of the core dimensions, skill variety, task identity and task significance. Experienced

responsibility for work outcomes is increased when a job has high autonomy. Knowledge of results was increased when a job was high on feed-back.

Core dimensions especially, provide enrichment for jobs. All the five dimensions are prominent, if one is missing then the workers are psychologically deprived and motivation tends to be reduced. Core dimensions tend to improve motivation, satisfaction and quality of work and to reduce turnover and absenteeism.

A job high in motivating potential will not affect all individuals in the same way. In particular, people who strongly value and desire personal feelings to accomplishment and growth should respond very positively to a job which is high on the core dimensions.

Individuals who do not value personal growth and accomplishment may find such a job to be anxiety arousing and may be uncomfortably be stretched by it. Therefore, individual growth needs strength.

Core characteristics in the job which tap into certain critical psychological states of workers will result into positive outcomes not only for the individual but for the organisation as well.

Job is high on the first three dimensions mentioned below viz. skill variety, task identity and task significance. The job holder experiences meaningful work and the feedback provides him the knowledge of the results of his work. It will also provide high internal work motivation, feelings of satisfaction, better work performance and other behavioural manifestations.

1.2 JOB DESIGN CHART

The job design chart developed by Hackman and Lawler (1971) is shown in Figure 1. The chart displays the interaction between three types of variables namely, the independent variables comprising core job dimensions, intervening variables in terms of critical psychological states and the dependent variables in terms of personal and work outcomes.

TYPES OF CORE DIMENSIONS :- Hackman and Lawler in their model of Job Design specified following five types of job core dimensions.

(1) Skill Variety :- This is the first core in the job, in which a job requires a variety of different activities in carrying out the work. It includes various types of skills and talents required to perform the given job of an employee. Jobs which are high in variety, are seen by the employees as more challenging

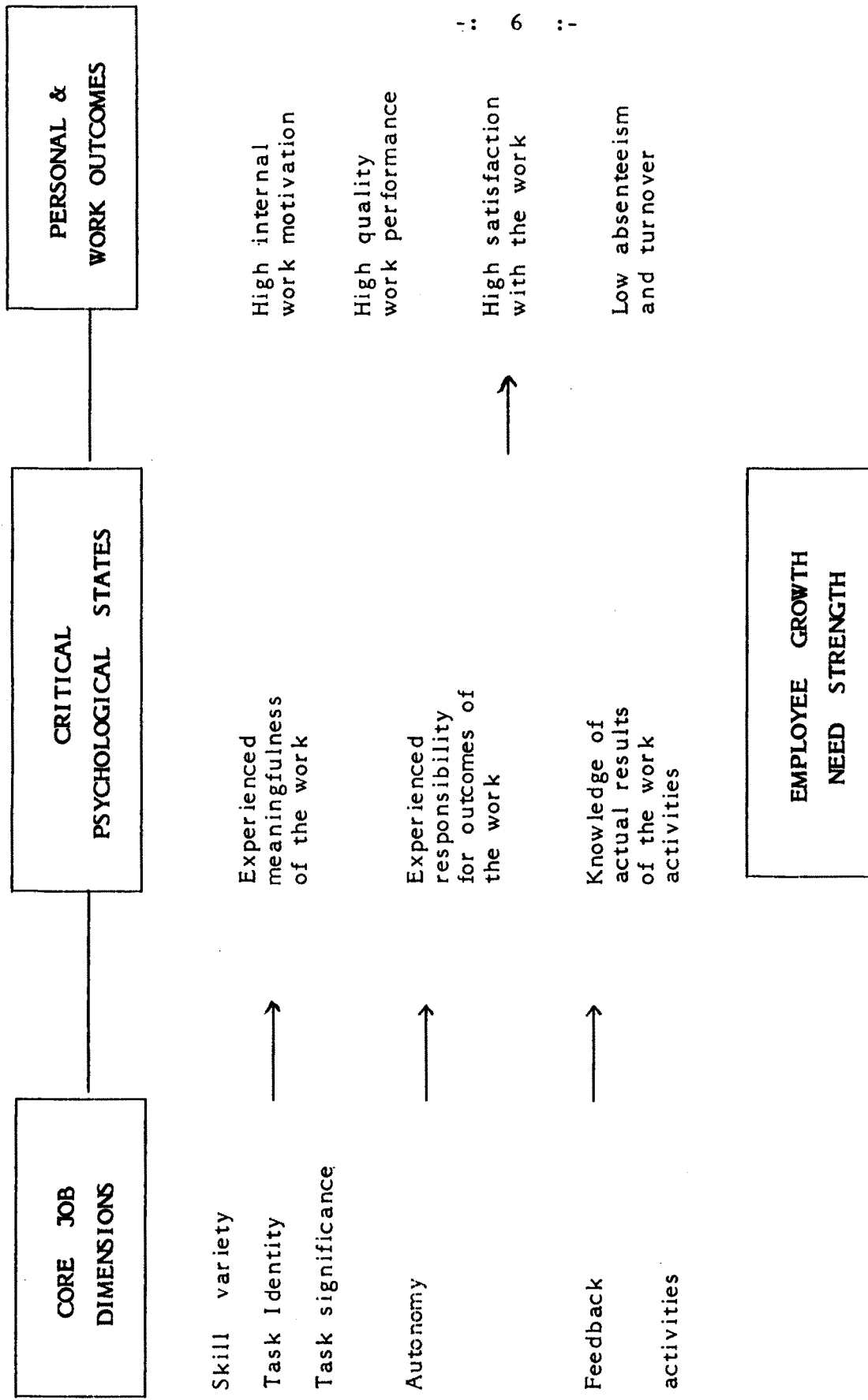


FIGURE 1 HACKMAN & OLDHAM JOB DESIGN CHART

because of the range of skills involved. Jobs also relieve monotony that develops from any kind of repetitive activity so, variety gives employees a greater sense of competence since they can perform different kinds of work in different ways.

(2) Task Identity :- This indicates the extent to which the job involves a 'whole' and identifiable a 'piece' of work. If the job involves beginning an assignment and completing it, then the individual can identify with the ultimate creation turned out by him and derive pride and satisfaction from having done a good job. If however, the worker has handled only a tiny part of the whole job and seldom gets to see the completed product to which he has minimum contributed. Here, they allow employees to perform a complete or a piece of the work. Many job enrichment efforts have been focussed on this dimension, because in the past, scientific management movement led to over specialisation of routine jobs.

(3) Task Significance :- This refers to the meaningfulness or significance of the impact on a job and on the lives of others, both inside and outside the organisation. If what one does has an impact on the well-being of others, then the job becomes psychologically rewarding to the person who performs it, the key point is that workers believe they are doing something important in their organisation. Task significance thus, helps to satisfy the employees and improves his morale at the work place.

(4) Autonomy :- Job characteristic gives employees to control over their own affairs and it appears to be fundamental in building a sense of responsibility in workers. It reflects the extent to which the job provides freedom, independence and discretion to employees in his scheduled work. He makes decisions and formulates the procedures while doing his job without the interference from others. The greater the degree of autonomy, the more the person is free to do the job in the best possible manner. Thus, autonomy provides motivation to do the job and gives satisfaction from the work the worker does.

Flexible working time, is an interesting way to give workers more autonomy. With flexible time, employees may adjust their work and also do it very accurate and fast without wasting time and materials. This gives employees to use their discretion in doing their jobs.

(5) Feed Back :- In the feed-back process, the employees receive information as they are working, as to how well they are performing on their respective jobs. It indicates the extent to which the persons who are working on the job can assess whether they are doing right or wrong, and if wrong how they can do in the best possible manner. As such, the job itself provides a feed back, on how well they perform. The feed back can be obtained in the form of monthly output reports. These reports however, often

are inadequate because the time lag is too much. Hence, weekly and daily reports are desirable as a feedback mechanism. Reporting may further, be better if the work process allows this type of feedback.

In addition, the core of job characteristics are obtained from two more dimensions which have been found to be helpful in understanding jobs and employees reactions to them. These dimensions were adapted with very minor revision from the task attributes, required interactions and optional interaction. They are however, not directly relevant to the conceptualisation about job based on work motivation.

The feedback mechanism can be developed in terms of :

(a) Feedback from agents and (b) dealing with others. In case of the feedback from agents, the degree to which the employee receives clear information about his performance from supervisors or from co-workers, it allows employee to talk more with each other on the job and to establish informal relationship with them. Whereas, in dealing with others, he gets closely associated with others in carrying out the work activities. This in turn, helps to develop good organisational climate.

Job design, is an important application area for work motivation and the study of organisational behaviour. The concern for job design and approaches about it have begun with the

scientific management movement. It can be described as a deliberate attempt made to structure the technical and social aspects of work. Jobs can be designed ranging from highly simple to highly complex tasks in terms of the use of the worker's skills.

1.3 JOB CHARACTERISTIC

MEANING : An employee, who works on any given job, provides for that job measures of each of the concepts specified in the theoretical framework. It provides several measures of respondents reactions to his work. It is possible that for the characteristics of the jobs during its developmental stage, it would be focussed on small and relatively homogeneous groups of employees engaged in similar tasks.

Job characteristics are based on both, psychometric and substantive considerations. On the other hand, the items were made to maximise to scale, the reliabilities and the empirical discrimination among scales. So, the efforts were made to keep the content of the items tapping a given concern as heterogeneous as possible to maximise the substantive richness of the measure to develop the job characteristic. The analyses were conducted to assess the validity of the theory on which, the instrument is based and the findings were used to revise and refine the theory simultaneously, with the improvement of the instrument itself.

CRITICAL PSYCHOLOGICAL STATES :- The job characteristics provide measures of each of the three critical psychological states shown in the Figure 1 above. These mediate between the core dimensions and the outcomes of the work. These are of three types as shown below.

(1) Experiences Meaningfulness of the Work : Job characteristic is the ladder between the core dimensions and work outcomes like skill variety, task identity and task significance, and it will have the degree to which the employee experiences the job. It is generally meaningful, valuable and worthy over all the employees performance. This will sharpen his intelligence regarding the skills, improve his efficiency and boost him in his work.

(2) Experiences Responsibility for Outcome of the Work : While doing the work the worker will be free without supervisor's strong view on his work or stress. Stress on the worker's mind will lead to wastage of material or is harmful to worker himself. If worker works in a pleasing environment it certainly increases his production. So here, the employee feels personally accountable and responsible for the results of his work.

(3) Knowledge of Results : The worker will get training while he is working and on this basis his working performance will become progressively higher and higher. This is attributed to the

fact that the worker knows his work, gets familiarised with it as to how much he has understood and tries to improve his performance persistently.

Psychological states are obtained from both, self descriptive and projective type items. In self-descriptive, respondents indicate their level of agreement with a number of statements about their work experience. Whereas, in the projective section, respondents are asked to think of other people in his organisation, who hold the same job and the statement describes feelings of the people.

REACTION / WORK OUTCOME :- Job characteristic measures, a number of personal reactions, or feelings of a person from performing the job. It depends upon the need states of the employees. If employees are desirous of higher order need satisfaction, there should be a positive relationship between the core dimensions and motivation, satisfaction and performance. It should measure the degree to which the employee is satisfied and happy with the job and how much he feels personally involved in his work.

Poor working, lack of training and strict supervision lead to poor and low production. Hence, to satisfy the worker, he should be provided several facilities so as to get effective work.

The facilities which are necessary to be provided to the workers include the following :

- 1] Job security
- 2] Pay and other compensation
- 3] Peers and co-workers
- 4] Supervision

Job security is at the top of the list. Everyone wants his job and life to be secured. Security of the job boosts the workers to do hard work to increase production and derive satisfaction from their work.

Pay and other compensation are very important to workers since they render mental satisfaction to them. Lower salary will lead to discontentment among them resulting in absenteeism, turnover, and low productivity. Hence, to improve intrinsic motivation, the organisation provides bonus, gratuity fund and other monetary benefits.

Peers and co-workers are very important while working. If they are educated, they discuss among themselves on improving work and reduce cost as much possible. If peers have a good understanding among themselves, it reduces absenteeism and better organisational climate. Hence, everyone is eager to improve his self-esteem in the organisation.

Effective supervision is the pre-requisite for any kind of work. However, depending on the nature of supervision, different types of results can be obtained. For instance, loose supervision as well as strict supervision may yield bad results. In view of this, the supervisors should provide freedom to the workers to produce goods or services. This will ensure better motivation for workers and lead to harmonious relations at the work place.

1.4 MOTIVATING POTENTIAL SCORE (MPS)

There are several ways that the Hackman and Oldham Model can be used to diagnose the degree of task that a job passes. Various job characteristics have significant relationship with psychological states and motivation. Motivation Potential Score proposes that positive personal and work outcomes are obtained by employees. All three of the psychological states must be present for the positive outcomes to be realised.

The co-relation values obtained between job characteristics and psychological status show that only skill variety, task identity and task significance are meaningful to enhance work. Work outcome is increased when a job has high autonomy. Knowledge of results is increased when a job has high feedback to generate a summary score and reflects overall motivating potential of a job.

Motivating Potential Score (MPS) can be obtained by using the following formula :

$$\text{MPS} = \frac{\text{Task Identity} + \text{Task Significance} + \text{Skill Variety}}{3} \times \text{Feedback} \times \text{Autonomy}$$

From the above formula, it is clear that the first three core dimensions are averaged and the other two are multiplied. Thus, increase in any of the core dimensions will increase the MPS and vice versa. Whereas, the other two core dimensions viz. autonomy and feedback are very important. If one of them is missing in the job, then the job would offer no motivating potential or it will give nil score.

A job high in motivating potential will not affect all individuals in the same way. In particular, people who strongly value and desire personal feelings of accomplishment and growth, should respond very positively to a job which is high on the core dimension. Individuals who do not value personal growth and accomplishment may find such a job anxiety arousing and may be uncomfortably stretched by it. Therefore, individual growth needs strength in this motivational potential score.

1.5 APPROACHES TO JOB DESIGN

Organisations pay attention to various job design approaches. The quality of work life is also a major and broader

perspective. The approaches to the job design are closely associated with the quality of work life, job enrichment, job enlargement, job rotation, job simplification, goal setting and socio-technical aspects of the job, as shown in the figure below. These are considered to have historical significance for the job design.

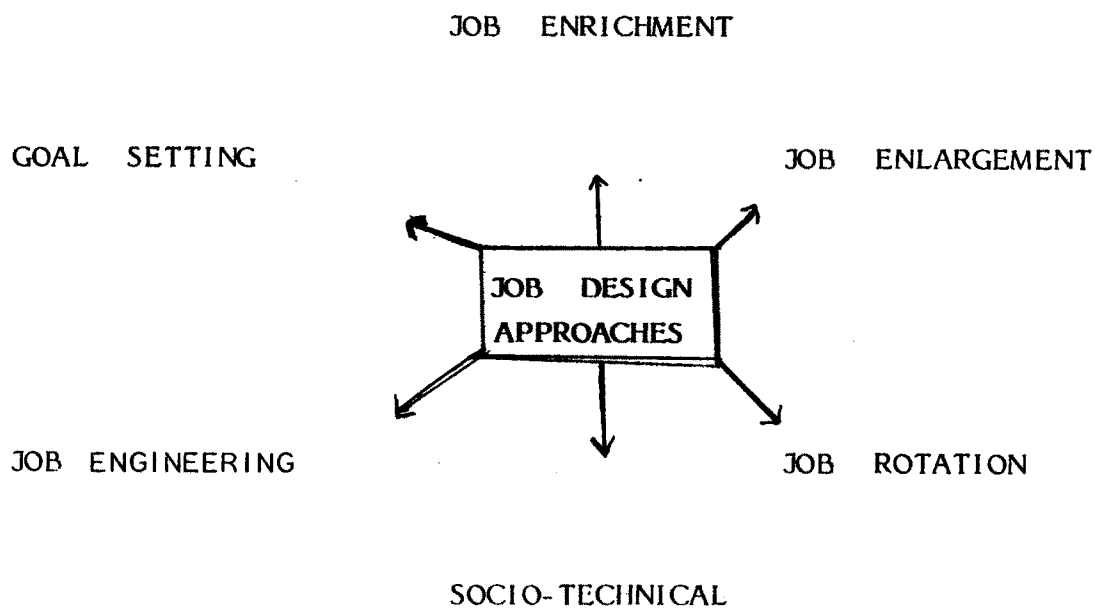


FIGURE 1 JOB DESIGN APPROACHES

1) JOB ENRICHMENT : This approach involves in giving the worker more responsibility and control over work and offering learning opportunities for the individual on the job. The enriched jobs are expected to offer more intrinsic rewards to the worker.

Job enrichment is concerned with greater variety of work content, requires more autonomy and responsibility in terms of planning, directing and controlling the employee's performance and provide more opportunity for personal growth and work experience. It is an expansion of an earlier concept which sought to give workers a wider variety of duties in order to reduce monotony. It encourages growth, self-actualisation and intrinsic motivation of an employee.

2) JOB ENLARGEMENT : This simply adds more tasks to the job, so that the worker has a variety of simple tasks to perform rather than doing just one task repetitively. It adds a little more variety tasks, responsibility and freedom for workers to set their own pace. Job enlargement saves the cost and considerably increases both productivity and satisfaction and in turn reduces the number of employees.

3) JOB ROTATION : Job rotation involves moving an employee among different tasks over a period of time. It can be either horizontal or vertical. Vertical rotation is nothing more than a promotion. Whereas, horizontal rotation may work in different departments at the same level of job hierarchy. Both provide opportunities to learn new jobs to acquire enough experience. This reduces monotony and improves efficiency of individual and evaluates his ability.

Job rotation approach is being followed recently, by various multinational corporations, banks and Government organisations besides private enterprises.

4) SOCIO-TECHNICAL APPROACH : Society gives more attention to the relationship of technology and people. This relationship is a key to effectiveness. The technical system encompasses factors like technology, type of production process, and the nature of product. It subscribes to be joint optimisation of the technical and social aspects of the work. Technical approach simultaneously attains better performance results through the evaluation of greater congruence between workers needs. New and more effective social and workflow relations are introduced in self-managing work. Small group in the department is more cohesive than the large group. Group discussion process encompasses the individuals to adhere the group's decisions to satisfy social needs.

5) GOAL SETTING : Goals that are specific, moderately difficult, and yet accepted by a worker are more likely to be motivating than those that are not. Even when employees are given the opportunity to set goals jointly, can have an impact on its effectiveness. Research has indicated that goal-setting programmes improve performance at both managerial and nonmanagerial levels over an extended period of time in organisations.

6) JOB ENGINEERING : Job engineering approach to job design refers more to the managerial job. Fiedler argued that changing an individual's leadership style is quite difficult. He thus, proposed that organisations "engineer the job to fit the manager". According to this concept, the manager cannot change his style, but can certainly change elements of the situation so they fit with his style.

1.6 SIGNIFICANCE OF STUDY

In the olden days management was one-man show. A manager was whole and sole of the organisation. The traditional methods were being used in the management process, because of lack of education for managers. The managers were not professional and were not in position to introduce new methods of production. The workers too were working in traditional manner and hence the production was not effective.

In recent years, management scholars have greatly simplified the work and jobs. They experimented on enlarging various jobs to determine workers productivity and satisfaction. In this context, the Two-Factor Theory of Herzberg (1959) made an attempt to explain the work motivation in job. Turner (1965) made an attempt to explain the dimensions of skill variety in the job. He concluded that different skills in doing the job greatly influence the performance of an individual on the job.

In the present study, an attempt is made to test Hackman and Oldham Model of job design in Indian setting in terms of their assumption that skill variety, task identity, task significance, autonomy, feedback, and challenge act as a means of motivators in the job (more detailed discussion is made in the Methodology chapter). Further, the study has been extended in assessing the job characteristics which have some relevance in the motivation of employees.

1.7 STATEMENT OF THE PROBLEM

In present study focusses attention on testing the Job Design Model of Hackman and Oldham and ascertaining the job characteristics. Seventeen dimensions, both extrinsic and intrinsic motivation, are considered for job characteristics.

Hence, the statement of the problem is :

"A Study of Job Design Approach - An Empirical Validation".

1.8 HISTORY OF THE DAVANAGERE COTTON MILLS LTD.

The Davanagere Cotton Mill was established in 1936 by Dharmapravartha Sri Rajanahalli Hanumanthappa. Initially, he has faced the problems for raising finance from public, but later he promised the share holders to provide dividend and subsequently it became easy for him procure sufficient capital for the company.

The mill commenced its operations during the Second World War. But due to war conditions, there was recession in the industry and hence the mill was closed. The mill was then reopened after few years.

Today, the management of the mill is under Morarjee Mills, Bombay. After the take over by Morarjee, the mill is steadily showing improved performance. As such, it forms the third unit of Morarjee Mills, Bombay.

Recently, Davanagere is a second fast growing city in Karnataka State, it is prominent business place especially, for textiles.

This mill at present employs more than 3,000 workers and is considered to be one of the biggest spinning mills in India. The mill has good reputation not only in the domestic market but in the international market as well. The Research and Development Laboratory at the mill has enabled it to improve various products and to assimilate new technology. The relations between workers and management are cordial and peaceful.

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