

## CHAPTER 2

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### REVIEW OF LITERATURE

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2.1 *Job design*

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#### 2.1 JOB DESIGN

In this chapter, an attempt has been made to cite the literature so far published on the topics related to job design and job characteristics.

The first attention was focussed on the physical and working conditions of the employees in the beginning of the Industrial Revolution. For example, time and motion study, human factor engineering, motivation, hygiene theory are some of the techniques and approaches used in job design.

Job design technique was originally started with an attempt to make the work simple. If this is properly implemented, the workers will do their work in more efficient manner and thereby will result in higher production and productivity. Proper job design also enhances the workers motivation and satisfaction from doing the job. This finally, contributes to enhance the level of profits of the organisation. (Anguris S. E., 1964; Friedmann, G., 1961).

A simple, routine and non-challenging job often leads to employee's dis-satisfaction. Hence, employee is constantly in

search of and looking ahead to change the job to get more prestige, satisfaction and challenge in his work (Kilbridge, 1961).

Davis, L. E. (1957), one of the pioneer, established number of job design problems relating to the structure of the job itself. Further, he states that managers should have interest in job design and specification of individual job in the organisation. He plays vital role in motivating the employees, boost their morale, satisfaction and performance at work.

Wherry (1963) has shown that job extrinsic and intrinsic motivating factors are differently weighed in manufacturing and non-manufacturing organisations. Manufacturing organisations look forward to obtain predominant inclination towards job intrinsic motivational factors. Whereas, their counterpart non-manufacturing organisations stress on extrinsic motivational factors.

Turner A. N. and Lawrence P. R. have stated that the differences in the reactions to good jobs were substantially moderated by the cultural background of the employees. Whereas, the scientific management movement systematically evaluated the jobs with scientific techniques such as time and motion study. The main intention in these approaches was only to maximise the production and productivity by increasing the employees efficiency and reduce their efforts to feel them relaxed and satisfied.

Herzberg (1966), in his Two Factor Theory of motivation related, motivation of employees with job design technique. In his theory, he has recognised that achievement, recognition, advancement, growth and competition as intrinsic motivators. On the other hand, extrinsic factors such as salary, company policy, relations with superiors, subordinates and peers, etc., if present act as satisfiers but not motivators.

Richard Hackman and Edward Lawler (1971) have presented evidence that individuals who have high growth needs exhibited better attendance record and they have been rated by their superiors as doing high quality work. They also found that these relations were not found for employees with little interest in growth. They postulated a theory of job design taking into consideration the productivity and job satisfaction factors. Their assumptions were that if the jobs were made more meaningful and challenging, individual satisfaction and productivity increases. In simple terms, we can state that there is a relationship between job characteristics and employees critical psychological status. Its simplification was that, the human resource management can take the programme of matching the individual goals and psychological demands with the job enlargement opportunities in the organisation.

In an extension of their work on job design, Hackman and Oldham (1975) validated a scale known as Job Diagnostic Survey, involving six dimensions namely, skill variety, task identity, task

significance, autonomy, feedback, and challenge. In this study, they concluded that the overall level of motivation and satisfaction of employees related to each other. The work, according to them, can be redesigned on the basis of job dimension scores.

Herzberg's idea has been introduced in a variety of organisations, including American Telephone and Telegraph. His approach to job re-design involves training key individuals, adopting motivation-Hygeine theory and internal consultants working with supervisors to generate job design changes.

#### 2.1.1 Indian Studies

De N. R. (1977) has successfully attempted to enrich quality of work life through participative redesign of work. Further, he has made an effort to match social system and technical system of work in the organisation.

Sutaria (1978), in his study, has identified the employees needs and redesigned the job through job enrichment. The job enrichment in the earlier job resulted in increased motivational potential score.

Saiyadain M. S. (1980), has observed that jobs are inherent concerns of freedom in decision making and is related with others at work. The status and prestige are not important.

According to his findings, intrinsic motivation is in congruence with greater responsibility, autonomy, and participation in decision making to enrich the workers work.

Thakur (1981) has identified the impact of structural changes on quality of work life. Mere changes in the work, without making other changes in the work and the work place, did not improve the quality of work life in the organisation. He points out that by providing physiological as well as providing adequate incentives to satisfy employees financial needs, the quality of work life can be improved considerably.

Sayeed and Sinha (1981) have shown relationship of quality of work life with job satisfaction and performance. The quality of work life is high only by having a regular programme of organisational development and subscribing to participative orientation. In the absence of these, the quality of work life suffers to a greater extent.

Nanda and Manerikar (1983) have studied the managerial and technical staff through Job Diagnostic Survey to evaluate the effects of their jobs. They have recommended that the organisations should perceive job re-design as a challenging opportunity to make the jobs more enriched and responsive.

Sayeed and Vishwanathan (1983) have concluded that job design having intrinsic and extrinsic motivational factors leads to better organisational performance in terms of quality, quantity, efficiency, adaptability and flexibility. Further, the job characteristic has a maximum opportunity in relation to organisational effectiveness.

## 2.2 JOB CHARACTERISTIC

Job characteristic was considered to be the backbone of workers motivation. It includes both, intrinsic and extrinsic motivation of workers. Job characteristics were identified in developing a congruence between individual need satisfaction and achievement of organisational goals.

Job characteristic leads to increase satisfaction on the job and motivate the workers to work. Feedback from supervisors and co-workers and dealing with friends or peers were considered to be 'core' of job characteristics.

Mausner and Snyder (1959) initially, recognised and argued that job factors are important in motivating the individuals in the organisation. On the other hand, Bose S. K. (1958) observed that pleasant working conditions, wages, and rewards for good work boost the workers to work more and accurately.

Herzberg (1959) in his study, has pointed that the intrinsic motivation leads to satisfaction with the employees need for achievement, and job responsibility. Whereas, the demotivating factors cause dis-satisfaction among the workers, such as absence of status, security and inadequate payment.

Ganguly (1954) has studied, factors influencing job characteristic. He preferred rank order technique to identify satisfaction among the industrial workers. He ranked security and status as important factors as compared to supervisors and wages of job characteristic.

Desai K. G. (1968) in his study of white and blue collar workers has shown that job security and adequate earning were more important job characteristics in both kinds of workers.

Dolke A. M. (1974) has claimed that earnings and security are the primary conditions of any job characteristic for the Indian workers to satisfy them on the job. If these are maintained, the workers tend to give expected production in the organisation.

Hugh J. A. (1975) has observed that motivation, satisfaction and performance have been given increasing attention by many organisations, since these have significant impact on how people respond and work at work place. It depends totally on the employer how he satisfies the workers through these characteristic.



Rupande Padaki (1984) tried to study job design and nature of work to understand motivation. According to him, the job design and job characteristic are one and the same. Job design has six core dimensions, which increase the intrinsic motivation and satisfaction from the employee's job. Job characteristic can keep good mental health, increase performance, and minimise absenteeism and labour turnover. Same observations have been made by Hackman and Edward Lawler.

Sayeed and Sinha (1985) have argued that getting the job is not only satisfaction, but to have a self-respect and prestige in society is utmost necessary. However, to acquire this professional education is needed. This in fact, leads to development of variety of concepts by the individual while working on his job.

Dolke A. M. (1991) claimed that work identification is an important job attitude. The job provides satisfaction, intrinsic motivation and variety in the work. Later, it increases the attractiveness, complexity and challenge in the work. The work identification increases mental satisfaction, self-esteem, self actualisation and autonomy.

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