

C H A P T E R 5

CONCLUSIONS, THEORETICAL AND PRACTICAL IMPLICATIONS

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CHAPTER 5

CONCLUSIONS, THEORETICAL AND PRACTICAL IMPLICATIONS

5.1 INTRODUCTION

Job design has a critical impact on organisation and employees objectives. From the perspectives of the organisation, the tasks and responsibilities are grouped in such a way to ensure more productivity and less costs. Motivation and job satisfaction are affected between job factors and personal needs. So, job design can help both the organisation and its employees to achieve their objectives.

Job design leads to work simplification. The complete job is broken down into small subparts, usually consisting of a few operations. Many small jobs can also be performed simultaneously. So, the complete operation can be done more quickly.

Job design encompasses many considerations. It can reduce labour turnover, absenteeism, fatigue, errors and psychological stress. Further, it maximises satisfaction with the job and efficiency of the production process and also mental health.

Simplification of work improves the workers productivity and morale. Hence, workers feel personally responsible for success or failure in their work.

Job characteristic directly relates with employees activities, and it increases the attraction for individual on the job to work hard in his organisation.

Job characteristic has significant impact on the motivation of workers in the organisation. It deals with the relationship between organisational rewards, job satisfaction and employees motivation. Whereas, the challenge, security, freedom are most important for both satisfaction and dissatisfaction of employees.

Job characteristic may be divided into two types, such as job extrinsic factors and job intrinsic factors. Job extrinsic factors include rewards, pay, status, benefits, promotions, praise, and pleasant working conditions. Whereas, the job intrinsic factors rewards are more conceptual and less observable to others. They include feelings of accomplishment, and freedom in the work.

5.2 MAJOR FINDINGS

The present study focusses on identifying various job design aspects. The major findings of the study are mentioned below.

[1] The study of certain bio-graphical factors of the respondents revealed that the folding and winding

departments workers have maximum length of service in the organisation. Whereas, the drawing department workers have the least length of service.

[2] Majority of the respondents have less than S.S.L.C. qualification. While, out of the total sample of 202 employees, there are four graduates and two are diploma holders. In addition since there are various kinds of technical jobs, there are twentytwo I.T.I. qualified workers.

[3] Skill variety is very important dimension of the job. In our finding it was observed the folding department employees have scored less mean in skill variety dimension. Whereas, in autoloom and bleaching department workers showed high mean. This is because folding department employees do routine work, without changing the structure of the job. The bleaching and autoloom departments employees may have to do a different tasks, mixing of chemicals, colour combinations, colour matching, etc., involving skill variety.

[4] The core dimension of task identity shows highest mean score in autoloom department. It is reported that the autoloom department workers easily identify their work and visualise the task outcomes. Whereas, in the winding

the work passes through many workers in the department. So, the winding department shows less mean score as compared to all other departments.

[5] Task significance was considered as the third core dimension of the job design. The high mean score on this dimension was observed to be 16.33 in drawing department and the least of 13.99 in folding department. Whereas, in the rest departments there was no significant difference in the task significance mean scores. The task significance makes an impact on lives and work of workers. It may be either on the internal or external environment of the job or organisation.

[6] Autonomy given to the worker increases the job performance in the work. By providing freedom to the employees, the workers are relaxed and do their jobs on their own by self-direction. It was found that the mean score of autonomy is maximum in spinning department. Whereas, the lowest observed mean score was in drawing department. In drawing department, the cotton sliver was drawn mechanically with the help of different draw ratios and hence, there was less freedom as compared to all other departments in the organisation.

[7] Feed back enhances the workers knowledge. The findings revealed that the mean score was highest in dyeing department and less in printing department and least in folding department. This shows that the dyeing department workers require more feed back because the nature of work varies from batch to batch.

[8] Challenge in the job is another core dimension of job design. It increases the overall efficiency and effectiveness of the job in the job. The job in bleaching department is rather more risky and challenging hence, the means score of this dimension was maximum for this department than the rest. Whereas, in the winding department the job is more or less routine and hence the mean score is the least among all the departments in the mill.

[9] The "t" test analysis was done to know the difference between all the core dimensions within the organisations. It was found that the difference between skill variety and feed back was significant at 0.05 level. The "t" score was 1.33. Whereas, the "t" score for all the other dimensions was less and insignificant.

[10] As regards the correlation analysis of all the dimensions of job are concerned, it was found that the

correlation coefficient of skill variety was related to task identity and challenge. Further, the task significance was related to challenge, autonomy was related to challenge, and task identity was correlated with task significance. The all the correlations were significant at 0.01 level.

[11] The motivating potential score enhances the workers performance in their work. It has been found that in dyeing department, both the workers and supervisors have been more careful in their jobs. Hence, the motivating potential score was observed to be high. Whereas, it was lowest in the drawing department.

[12] Another aspect of the present study is to understand the job characteristic factors, both extrinsic and intrinsic. The analysis revealed that job extrinsic factors mainly job security and good equipments and materials, co-operation among the fellow workers have received relatively high mean score as compared to the intrinsic factors. It means that the hygienic factors are dominant in the organisation.

Job intrinsic factors such as, satisfaction with the job has highest mean score of 99.40. This points out that the management gives more importance to the intrinsic factors of motivation than the extrinsic factors.

5.3 CONCLUSIONS, THEORETICAL & PRACTICAL IMPLICATIONS

As per the Hackman and Lawler Model, the first three dimensions of job design namely, skill variety, task identity, and task significance combined together would create a meaningful work. This means that if these three dimensions exist in the job, we can predict that the employee's job is important and worth while. In the present study all the three dimensions were found to be significant. The dimension of skill variety has obtained maximum mean score followed by task significance and task identity. Hence the model is worth-while to test in an organisational setting of a textile mill.

Similarly, the autonomy gave the job incumbent a feeling of personal responsibility. The feed back on the other hand, gives an employee an information on the performance of his/her job, so that he can improve his performance further in future.

From the motivational point of view, the model proposed by Hackman and Oldham says, that internal rewards are secured by an individual when he gets the knowledge of his results.

5.4 LIMITATIONS OF THE STUDY

The limitation of the present study is due to the lack of data processing facilities, job characteristic and job design

variables have not been computed together. Probably such findings would have thrown more light on the subject and would be more meaningful in deciding job design technique.

5.5 SCOPE FOR FUTURE STUDY

Based on the experience and findings of the present study, the researcher would like to draw some future scope in this subject in the following lines.

- {1} To study the job design dimensions and their relation with the absenteeism.
- {2} Similarly, job characteristic and the organisational effectiveness can also be studied separately.