

PREFACE

Organisational behaviour as a discipline has come a long way now. More and more attention is being given to harmonising the total system. An attempt is made to explore the full potential of each and every employee in the organisation. There is a realisation that every individual wants a place to have roots and to grow. He wants extrinsic as well as intrinsic satisfaction. Thus, contemporary focus is on growth oriented, self generating industrial system through integration of various components of system. The present study is with reference to Job-person relationship (Individual and technology) in the industrial organisation. It is titled " A Study of Job-Need Congruence and its Impact on the Behaviour of Operatives". The objective is to know the inter-relationship among various variables like nature of job, personality needs, job involvement, job morale and job adjustment.

It was during my student days that I started thinking about human behaviour. Why some people are composed, adjusted, involved and why some are frustrated, maladjusted, reactive, aggressive? Prof. Dhawal Mehta was of the view that job an individual performs is the most important contributory factor for particular behaviour. This induced me to search deeper in the problem. In fact, way back, my first initiation in the field of research was with title " A Study of job design and job satisfaction" under his guidance. I take this opportunity to

express my sincere thanks to Prof.Dhawal Mehta for my initiation in the academic and research world. However, on account of his departure for U.S.A. the project got terminated.

The subject was new and limited literature on the subject was available. Moreover, the terms job design and job satisfaction were very comprehensive and needed some efforts to make the subject researchable. Prof.I.P. Vyas played an important role in defining and specifying the exact problem of my research and Prof.N.S.Pathak suggested various tools and techniques to undertake the study.

I express my gratitude to both Prof.N.S.Pathak and Prof.I.P.Vyas.

However, this study would not have completed without the able and experienced guidance of Prof.G.C.Beri under whom I registered myself as a Ph.D. student. His contribution in providing valuable suggestions and organisation of thesis played a significant role in enriching my work. The credit for all valuable aspect of the study goes to him while faults are mine if any. I express my deep sense of gratitude to Prof.Beri.

I also express my thanks to my typist Shri V.K.Desai for his co-operation and sincerity which reflects in his typing work. His positive attitude in completing the work in time always generated confidence in me.

The present study is divided into seven main chapters.

Chapter I is on Introduction. It first gives the genesis of evolution of job characteristic approach, followed by importance of the study.

Chapter II is on the Two factor Theory of motivation and concepts of job enlargement and job enrichment. It discusses the contribution of F.W. Herzberg followed by discussion on job enlargement and job enrichment. At the end some of the prominent experiments on job enlargement and job enrichment have been brought out.

Chapter III explains first the theoretical framework of job characteristics approach which includes the description of Maslow's theory of hierarchy of needs and Vroom's expectancy theory. Thereafter, it surveys important researches in the area of job characteristics model. At the end, the chapter indicates the limitations of the model.

Chapter IV is on the behavioural responses in terms of job involvement, job morale and job adjustment. The chapter discusses the concept and meaning of these variable in detail. It brings out review of relationship between job involvement, job morale and job adjustment and other relevant variables.

Chapter V is on the nature, objectives, and methodology of the present study. It brings out the changes made in the study with reference to Indian Context followed by objectives of the study. It then describes the methodology used and finally it points out major limitations of the study.

Chapter VI attempts an analysis of primary data. The various well established statistical techniques such as forced choice method, correlation coefficients, Z test have been used.

Chapter VII, brings out the main findings emerging from the study. It subsequently points out the functional implications and emphasises the relevance of these findings for managerial decision making and practices in the industrial organisation. The chapter concludes with certain suggestions for further research in this area.