

CHAPTER - III

JOB CHARACTERISTICS APPROACH: THEORETICAL FRAMEWORK/ RESEARCHES AND LIMITATIONS:

This chapter surveys the various researches undertaken in the area of job characteristics approach. It brings out the salient features of researches in this area. The focus is on the measurement of job characteristics, the moderating agents and various behavioural responses.

To begin with, the chapter gives the theoretical frame work of job characteristics approach. It then discusses the theories on which it is based and indicates its limitations followed by survey of researches and conclusions.

THE JOB CHARACTERISTICS APPROACH:

The job characteristics approach is becoming popular and is drawing the attention of industrial psychologists and behavioural scientists on account of job characteristics model. Like any good exploratory research, the job characteristics approach has suggested numerous relations among important variables such as objective job characteristics, perception, needs, satisfaction, performance and so on.

The job characteristics model examines individual responses to jobs as a function of job characteristics moderated by

individual characteristics. In other words, congruence of job - individual characteristics determines job responses. In most of the researches, the strength of higher order needs has been considered as the moderating agent, though cultural and religious characteristics have also been considered as moderating job person relations. Job responses included in the model are in terms of satisfaction, performance, absenteeism, turnover and so on. The various core job characteristics are identified (which sometimes are reduced to one single score) and measured by the ratings of employees themselves, supervisors, middle management personnel. Some times direct observation, official records, specification regarding job are considered to measure job characteristics.

The model is based on the idea that individual characteristics (generally higher order needs) moderate the job characteristics and job response relationship. It is expected that the relationship between job-response would be strong provided the individual has high inclination for higher order needs and weak or non-significant in case his higher order needs are not strong.

In the job characteristics approach, three kinds of relations are assumed.

1. Within person relations: this includes perceptions of tasks and of other attitudinal and behavioural characteristics of the individual.
2. Person-situation relations: linking independently assessed characteristics of jobs or situation with characteristics of individuals.

3. Situational relations: which involve only characteristics of objective jobs or situation.

A number of researches have examined the influences of job characteristics and individual responses. Some of the early researches (Prior to 1971) were undertaken by Beer, M. (1968)¹; Bishop and Hill (1971)²; Campbell (1971)³; Cummings and Elsalmi (1970)⁴; Elsalmi and Cummings (1968)⁵; Fariss (1969)⁶; Porter and Lawler (1965)⁷.

However the prominent studies in the area of Job-Person relations are:
 Turner and Lawrence (1965)⁸, Blood and Hulin (1967)⁹, Hulin and Blood (1968)¹⁰, Hackman and Lawler (1971)¹¹, Hackman and Oldham (1975)¹² (1976)¹³.

All these studies are considered to involve person-situation relations.

The studies by Turner and Lawrence (1965)¹⁴, explored the relationship of objective task characteristics to job satisfaction and absenteeism. The characteristics that differentiated the Urban and rural workers moderated the relations between task characteristics and worker absence and satisfaction.

Blood and Hulin (1967)¹⁵ brought out the impact of community characteristics on job-person relationship. Community alienation from middle - class norms was advanced as a moderator of job characteristics - worker response relationship.

Same authors later on (1968)¹⁶ specified the expected inter-relationships among worker alienation, job level and satisfaction with work.

Hackman and Lawler (1971)¹⁷ described four core task - characteristics and it was assumed that jobs must be high on all the four core dimensions. The strength of higher order needs (GNS) was measured which moderated the job-person relationship. It was found that when jobs are high on the four core dimensions, employees with strong desire for higher order needs tend to have high satisfaction, better performance, low absenteeism and turn over.

Hackman and Oldham (1974)¹⁸ considered five core task characteristics instead of (four (as was in Hackman and Lawler (1971) study) which were reduced to single Motivating Potential Score MPS Scale. The strength of higher order needs (GNS) was measured as moderating agent. The study concluded that job-person relationship to be strong with High GNS individuals and Vice-Versa. The three intervening psychological variables were: experienced meaningfulness of work, experienced responsibility for outcomes, and knowledge of results.

The studies by Hackman and Lawler (1971)¹⁹ Hackman and Oldham (1974)²⁰ (1975)²¹ ^{led} to emergence of job characteristics model and have influenced the subsequent researches.

The most of the studies based on job characteristics approach heavily draw on Expectancy theory and Maslow's hierarchy of needs to develop conceptual and theoretical framework. The theories are discussed below.

The Expectancy Theory:

The present conceptualisation of the interaction between job characteristics and individual differences is based primarily on the expectancy theory of motivation as formulated by Vroom (1964)²²

The expectancy theory evolves around the concepts of valence, expectancy and outcomes.

The Valence is the strength of an individual's preference for a particular outcome.

The major input into the Valence is the instrumentality of the first-level outcome in obtaining a desired second-level outcome.

However, second concept of expectancy is different from the concept of instrumentality. Expectancy is the probability that a particular action or effort will lead to a particular first-level outcome.

Instrumentality refers to the degree to which a first level outcome will lead to a desired second level outcome.

Thus, the strength of the motivation to perform a certain act will depend on the algebraic sum of the products of the Valence for the outcomes (which includes instrumentality) times the expectancies.

In particular five propositions based on expectancy theory which address the specific problem of how employee motivation can be enhanced through the design of jobs.

1. To the extent that an individual believes that he can obtain an outcome he values by engaging in some particular behaviour or class of behaviours, the likelihood that he will actually engage in that behaviour is enhanced. Relevant outcomes can be both - intrinsic and extrinsic. What is important is that outcome is valued by the individual.
2. Outcomes are valued by individuals to the extent that they satisfy the physiological or psychological needs of the individual or to the extent that they lead to other outcomes which satisfy such needs or are expected by the individual to do so.
3. The situation at work can be arranged so that employees maximise their satisfaction of needs by working effectively towards organisational goals.

4. Most lower level needs can be reasonably well satisfied for individuals in contemporary society on a continuing basis and therefore, will not serve as motivational incentives except under unusual circumstances. This is not the case for higher order needs. The satisfaction of higher order needs does not reduce the desire for additional satisfaction of these needs. Indeed, it may be that additional satisfaction of higher order needs actually increases their strength.
5. Individuals who are capable of higher need satisfaction will in fact experience such satisfaction when they have accomplished on their own something that they personally believe is worth while or meaningful.

Higher order need satisfaction is seen both as (a) a result rather than determinant of effective performance (b) an incentive for continued efforts to perform effectively.

Thus, the congruence of high satisfaction and high effort is seen as depending upon - (a) the existence of employee desires for higher order need satisfaction and (b) conditions on the job such that working hard and effectively toward organisational goals will satisfy these needs.

To conclude, the job characteristics model is based in the theory that strength of relationship depends upon the Valence

for the outcome. The strength of higher order needs plays the role of moderating agent in the person-response relationship.

Maslow's Hierarchy of Needs:

Maslow's²³ contribution lies in identifying human needs and arranging them in hierarchical order.

He recognised that needs have a certain priority. As the more basic needs are satisfied, a person seeks the higher needs. If his basic needs are not met, they claim priority, and efforts to satisfy the higher needs must be postponed. The hierarchy of needs has been established in the following way:

1. Basic physiological needs
2. Safety and security needs
3. Love and social needs
4. Esteem and status needs
5. Self actualisation and fulfilment needs.

The important point about need levels is that they have a definite sequence of domination. Need number TWO does not dominate until need number ONE is reasonably satisfied. Need number THREE does not dominate until needs number ONE and TWO have been reasonably achieved and so on. Physical body can not sustain without the satisfaction of these needs i.e. food, clothing, air, water etc.

Need number ONE is the basic survival need. Physical body can not sustain without the satisfaction of these needs i.e. food, clothing, air, water etc. In the typical work situation,

it rarely dominates because it is reasonably well satisfied. Man must work to satisfy his physiological needs but when these are satisfied to some degree it becomes man's wish to satisfy other needs.

Need number TWO is for protection against danger threat, deprivation. Security needs work somewhat as follows. Having met his basic physiological needs, man wants some assurance that they will be met tomorrow and thereafter and with less effort, pain or worry, if possible. Physiological needs are essentially finite. The satisfaction of these needs increases more demand for them therefore more of them actually harm him. The same is true with safety and security needs.

A dangerous aspect of too much security is that it makes man overly dependent on his securities, he may become complacently unproductive and consequently never rise above the security level of need satisfaction.

The needs at the third, fourth and fifth levels are substantially infinite and have been considered as higher order needs.

Need Number THREE concerns belonging, feelings, emotions, affection and social activity. It is a need for association and for acceptance by his fellows. Man works in a social environment and some of these needs are met there as well

as away from work. It is significant that this need does not motivate him until the first two have been partly met.

Need number FOUR is esteem and status. We need to feel inside ourselves that we are worthy and feel that others also think we are worthy. It is need for being important in the society. It is based on real capacity, achievement and respect from others. Satisfaction of the self-esteem need leads to feelings of self confidence, worth, strength, capability and adequacy of being useful and necessary in the world.

The FIFTH need is self actualisation which means to become all one is capable of becoming it refers to the desire for self-fulfillment. It is using ones full potential and creativity. Though self actualisation dominates in few people, it influences nearly all persons. At work place, they get certain satisfaction from accomplishing difficult tasks and achieving results. The challenging job plays the vital role in the realisation of fifth need which in turn provides a deep sense of inner satisfaction.

Man's lower order needs are primarily satisfied through economic behavior. He earns money to purchase satisfaction for physiological needs and security. His higher order needs, on the other hand, are primarily satisfied through mental involvement and social interaction. The job becomes the main source of higher order need satisfaction.

However there is very little evidence to support the view that a hierarchy exists above the security level. In other words, it is difficult to say which higher order needs and in what order will motivate an individual.

Thus, it probably is not safe to assume more than a two-step hierarchy with existence and security needs at the lowest level and all the higher order needs at the next level.

Lawler E. E III²⁴ brings out the new dimension to the knowledge of need satisfaction. He writes, "once a need appears, it does seem to persist until it is satisfied or the satisfaction of the lower order needs is threatened. The one exception to this rule is the need for self actualisation and competence. Unlike the other needs, evidence shows that this need does not appear to be satiable and thus, is not likely to cease to be important unless the satisfaction of lower order needs is threatened.

There is another argument that five-way classification of needs is some what artificial because in a real situation all needs are interacting together within a man.

Moreover, a major limitation is that the needs are conditioned by environment, so an employee's expression of what needs are important to him depends partly on the importance his social system attaches to different needs.

Lawler E E III²⁵ puts it, "large differences clearly exist in the goals and needs people have and these differences must be considered when viewing individual motivation in organisations".

The above discussion of higher order needs bring out two important conclusions (i) the job plays very important role in the satisfaction of higher order needs (ii) the heirarchy of needs established by Maslow may differ depending upon the situation and circumstances. Both these conclusions are relevant for the present study.

The limitations of Job Characteristics Model:

1. The available dilterature 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.
2. Different studies have used different methods of measurement and analysis of job characteristics. This has caused ambiguity in the models.

3. The approaches adequately specify the determinants of tasks (Job design characteristics). The role played by the perception of respondent is totally ignored. The situational and social influences on perceptions are merely suggested but not specified in the model. Thus, task perceptions are assumed to be equivalent to objectively defined tasks.
4. The job characteristics model is useful only to individuals high on GNS.(Higher Order Needs). The model neglects important aspects of jobs such as pay, security, safety, social status and so on. The role played by lower order needs is totally ignored. It fails to account for individual differences in valences associated by each outcome.
5. The tentative conclusions derived from early studies have not been sufficiently scrutinized over the years. The focus of subsequent researches has been to confirm or deny the results of earlier studies.
6. As the job characteristics approach is a relatively new area of study, the researches so far in this area have not resulted into the emergence of a unified theory.

SURVEY OF RESEARCHES:

Several studies have been undertaken in person-situation relations. In these studies task-response relations are subject to moderation by another variable. In large number of studies GNS has been considered as moderating agent and response has been measured in terms of satisfaction and performance. Some of the studies in this area are: Lawler, Hackman, and Kaufman(1973)²⁶; Farr(1976)²⁷; Umstot, Bell and Mitchel(1976)²⁸; Brief and Aldag(1975)²⁹; Hackman, Pearce and Wolfe(1978)³⁰; Arnold and House(1980)³¹.

However different moderating agents have been used in different studies. Some of the moderating agents(other than GNS) are: Work Values- Robey(1974)³²; White and Ruh(1975)³³; Stone(1975)³⁴; Cherrington and England(1980)³⁵; Personality - Mowday, Stone and Porter(1979)³⁶; Kim (1980)³⁷; N.Achievement - Steers (1975)³⁸; Steers and Spencer (1977)³⁹; Functional Speciality Dimham(1977)⁴⁰; Career Stage - Gould (1979)⁴¹.

In large number of studies behavioural response has been measured in terms of satisfaction and performance. The other responses which have been measured are: Role ambiguity Conflict Schaler(1977)⁴²; Role clarity - Walsh, Taber, and Beehr(1980)⁴³; Bordem - Hill(1975)⁴⁴; Company Savings - Hackman, Oldham, Janson, and Purdy (1975)⁴⁵.

Similarly different methods have been used to measure job characteristics. In the study undertaken by Hill (1975)⁴⁶, task is based on recorded job information while Gould(1979)⁴⁷, Mowday, Stone and Porter (1979)⁴⁸ have determined the characteristics based on direct observation. The study by O' Reilly, Parlette, and Bloom (1980)⁴⁹ has held the task constant.

However, in large number of studies the job characteristics have been determined through JDS (Job Diagnostic Survey). Some of such studies are: Rousseau(1978)⁵⁰; Stone and Porter (1975)⁵¹; Arnold and House(1980)⁵², Wanous(1974)⁵³; Oldham (1976)⁵⁴; Dunham(1977)⁵⁵; Oldham and Brass (1979)⁵⁶.

In this chapter, some of the studies which are significant and relevant have been brought out in detail. The studies which have been included and discussed in detail are: Hackman and Lawler(1971)⁵⁷; Hackman and Oldham(1974)⁵⁸; Turner and Lawrence(1965)⁵⁹; Blood and Hulin (1967)⁶⁰; Lodahl, T.M (1969)⁶¹; Beer, M (1968)⁶²; Sarveshwara Rao and Ganguli(1971)⁶³

Hackman, J.R and Lawler, E.E.III

"Employee Reactions to Job Characteristics"

The research follow the strategy steps listed here:

1. Measures of the following six job dimensions were developed:

a) Variety (b) autonomy (c) task identity (d) feedback
e) dealing with others (f) friendship opportunities.
The latter two dimensions were included to permit
exploration of the impact of the inter personal characteristics of Job design.

2. A measure was developed which was expected on a prior basis to reflect the level of employee desire for the satisfaction of higher order needs.
3. Based on the mean scores of the employees on the measure of need strength predictions were made regarding the expected relationships between the job characteristics as measured by the four core dimensions and the dependent variables i.e. satisfaction, performance and absenteeism. Relevant data were collected from 208 employees and correlations between each of the four core dimensions and each of the dependent measures were computed.
4. The theory implied that satisfaction, performance and attendance should be highest when all four of the core dimensions were present.

The importance of having all four core dimensions present was tested by comparing the dependent variable scores of employees who saw their jobs as moderately high on all four core dimensions both with the scores of employees

who saw their jobs as high on some dimensions and low on others and with the scores of employees who saw their jobs as moderately low on all four dimensions.

The theory stated that individual differences in desire for higher order need satisfactions should moderate the relationships between job characteristics and the dependent variables. In order to test this possibility, relationships were computed separately and compared for the employees highest on desire for higher order need satisfaction and for those employees lowest on desire for higher order need satisfaction.

The results of this study suggest that there were important inter-dependencies among the characteristics of individuals and the characteristics of jobs.

The study demonstrated that individual higher order need strength moderated the relationship between job level and satisfaction (as well as the relationship between job level and other dependent variables)

In particular, individuals with strong desires for higher order need satisfaction responded much more positively to high level jobs than do individuals who had weaker higher order needs.

The results also substantially extended the previous results in that the moderating effect of individual difference had

been shown to apply to a number of dependent variables in addition to job satisfaction (i.e. job involvement, work motivation, quality of performance). Thus, it was predicted and found that when jobs are high on the four core dimension, employees who are desirous of higher order need satisfaction tend to have high motivation, have high job satisfaction, be absent from work infrequently and doing quality work.

Hackman. J.R and Oldham, G.R.

"The Job Diagnostic Survey: An Instrument for the Diagnosis of the Jobs and the Evaluation of Job Redesign Projects"

Five core task characteristics were posited: Variety, autonomy, task identity, feedback and task significance. It was argued that jobs must be high on all five dimensions for positive outcomes to occur. However, these five dimensions were reduced to a single Motivating Potential Score (MPS), that can be moderately high despite low positive values on one or more of the five dimensions.

The MPS is defined as

$$\text{MPS} = \frac{\text{Skill Variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{autonomy} \times \text{feedback}.$$

An individual characteristics higher order growth need strength (GNS) was postulated to moderate the MPS - Job response

relationship. This relationship should be strong for high GNS individuals but weak or non significant for low - GNS workers. The process linking the independent and dependent variables was further explicated by specifying three intervening psychological states: experienced meaningfulness of work, experienced responsibility for outcomes and knowledge of results.

Turner, A. N and Lawrence, P.R.

"Industrial Jobs and the Worker"

The authors developed operational measures of six "requisite task attributes" which on the basis of a review of existing literature and a prior conceptual framework were predicted to be positively related to worker satisfaction and attendance.

The six attributes are:

- (a) Variety
- (b) Autonomy
- (c) Required interaction
- (d) Optional interaction
- (e) Knowledge and skill required
- (f) Responsibility

Objective task characteristics were measured with supervisory ratings for 47 job classifications in 11 companies under an assumption of homogeneity within job classifications.

Turner and Lawrence developed a summary measure called the Requisite Task Attribute Index (RTA index) by formulating

a linear combination of the six separately measured attributes. This summary index was then used in ascertaining the relationships between the attributes of the jobs and worker job satisfaction and attendance.

The author's expectation that employees working on jobs which were high on the RTA index would have higher job satisfaction and lower absenteeism was not fully supported. Instead, it appeared that the predicted relationship between the RTA Index and employee reactions held only for workers from factories located in small towns. Workers in Urban setting reported less satisfaction with their jobs when the jobs were high on the RTA Index and the RTA index was unrelated to absenteeism for urban workers.

Turner and Lawrance argued that the obtained differences in reactions to good (i.e. high RTA Index) jobs were substantially moderated by differences in the cultural and religious backgrounds of employees.

Blood, M.R and Hulin, C.L.

"Alienation, Environmental Characteristics and Worker Responses"

Explored the impact of community characteristics on job characteristics - work response relationship. Community alienation from middle-class norms, rather than the religious composition of the community, was advanced as a moderator of the job characteristics- worker response relationship. Twenty one plants

were indexed on community data thought to assess alienation, such as urbanisation, slum conditions, cost of living and so on. Two measures of job characteristics, job level and skill level were apparently derived from company records, They as in prior and subsequent job characteristics research, the quality of the objectives measure of job characteristics dependent on the consistent & classification of jobs in various plants.

In this study, community alienation indices were negatively correlated with the within - plant correlations between job level and work satisfaction. This was interpreted as showing that individual alienation attenuates the effect of job level on work satisfaction.

Thomas. M. Lodahl.

Patterns of Job Attitudes in Two Assembly Technologies:

Strictly speaking, no "hypothesis were tested in this study.

These three general questions however, guided the research.

1. In what ways are attitude variables measuring job satisfaction, motivation and involvement related to each other? How much do they overlap and what is the nature of the common factors that underlie them?
2. In what ways are these attitude factors related to technological features of the job such as repetitiveness, variety, physical strain etc? How are they related to demographic variables describing job holders such as age, experience and so forth.

3. How do attitude factors differ in different technologies?

Data were available from two rather different assembly technologies. (1) Auto Assembly sample (2) Electronics sample. Both technologies contain highly repetitive jobs but in one the assembly of high-quality electronic tubes, women work in small groups on what most find an intrinsically satisfying job. In the other, an assembly of autos on conveyor lines, men are mechanically paced on jobs that most find intrinsically dissatisfying.

For the sample selected by virtue of high seniority with assembly line work, it was found that lack of variety is not associated with general dissatisfaction, tension or conflict.

On the other hand, the men with high variety were less likely to say that they planned to quit. The connection might be that variety led to higher intrinsic job satisfaction which led to lower desire to leave. This hypothesis has been reinforced by Walker and Guest.

Thus, while one technological component of assembly - line work dealt mostly with variety and was related to intrinsic job satisfaction, the other dealt mostly with time pressure and physical strain and was related to quality - quantity conflict. Two technological factors were thus required to describe assembly-line jobs: increasing variety might lead to

increased intrinsic job satisfaction, while decreasing time pressure, repetitiveness and physical strain might alleviate feelings of difficulty and quality - quantity conflict.

Moreover, job involvement remained relatively constant over a fairly long period of time inspite of many organisation and policy changes.

The finding suggests that the tendency to become psychologically involved in work might have been fixed during relatively early cultural training of the individual and is relatively immune to changes in other variables. Certainly the finding here that involvement was an independent factor in job attitudes reinforces that view. There was some tendency for men with more education to be less involved in the assembly line job indicating possibly some support for the idea that jobs below the status of the worker were not challenging enough to become involved in.

Factor analysis of the electronics data yielded similar results: the N was too small, however, to consider these results more than suggestive or confirmatory.

It is clear from the study that the instrumental needs (needs for achievement, recognition, satisfaction from the work itself, responsibility and advancement were still operating for the auto assembly worker, even after twelve years of

deprivation on the line. It was regrettable that such motivation was ignored in favour of the raw coercive power of the line.

In the study it was found that there are two independent technological factors which seem to affect two different sets of attitudes. The first one was defined by variety, opportunity for interaction and the amount of mental agility required by the job and seemed to relate only to intrinsic satisfaction among the attitude variables. The second one was defined by physical strain, time pressure and repetitiveness and was related to feelings of difficulty and quality-quantity conflict.

Beer, M.

Needs and Need Satisfaction Among Clerical Workers in Complex Routine Jobs:

The purpose of the study was to compare, need satisfaction patterns on Maslow's need hierarchy for two categories of clerical jobs: fairly simple and routine clerical jobs and relatively more complex and larger jobs.

In addition, data were obtained on the initiative, self-assurance and perceived occupational level of employees in both job categories. These three dimensions were assumed to measure employee motivation.

The main objective of this study was to determine if difference in need and satisfaction existed between clerical jobs of differing complexity. Finally, it was important to know simply if differences in higher order needs existed between jobs of varying complexity.

The following questionnaires were administered to 129 clerical employees in a large insurance company.

1. a Preference Inventory which measures five needs on Maslow's need hierarchy.
2. a Job Inventory which ascertained perceived opportunity for need dimensions.
3. a self - Descriptive Inventory measuring initiative, self-assurance and perceived occupational level.

The data had been broken down by job complexity. However, there were no essential differences in needs or need satisfactions between clerical employees in routine and complex jobs. None of the differences between means was statistically different. In fact, they were strikingly similar only one slight exception existed with respect to autonomy.

Clerical employees in routine jobs were most satisfied with autonomy while clerical employees in complex jobs were only 3rd most satisfied with Autonomy.

The more complex the job, the more dissatisfaction existed with respect to autonomy.

The data showed the mean scores on initiative self assurance and perceived occupational level for clerical employees in routine and complex jobs. were not statistically different. Thus, it was concluded that both groups of employees brought out self actualisation and autonomy as their most important needs.

The almost identical means for the two groups brought out clearly that clerical jobs regardless of perceived differences in complexity by an outsider (management and the researcher) did not differ in the satisfactions they offered. The implication was that movement in to jobs that were viewed as having greater responsibility but were roughly at the same organisational level, did not provide greater intrinsic rewards. It was not anticipated that great differences would exist in social and security, satisfactions. Thus, there was no substantial difference in need satisfaction patterns between clerical employees in routine jobs and those in more complex clerical jobs.

Similarly no difference was found in the motivation of these two groups.

Moreover, an increase in variety and responsibility did not result in increasing higher order need satisfaction or motivation.

G. V. SARVESWARA. RAO

T. Ganguly

A Study of Percieved Need Satisfaction and Importance of Highly Skilled and Skilled Personnel.

This study deals with the factors contributing to satisfaction and dissatisfaction and the relative importance of job factors to highly skilled and skilled employees, the hypothesis tested in this study were:

- (i) Do highly skilled personnel differ from skilled employees in their percieved need satisfaction.
- (ii) Do motivators and hygienes contribute differently to the percieved need satisfaction of the subjects?
- (iii) Do highly skilled and skilled personnel percieve similarly as to the importance of needs to them
- (iv) Are motivators more important than hygienes for the perception of highly skilled and skilled employees?

The study showed that the differences between the means for the two occupational groups were significant for all the job factors. Highly skilled people had lesser need deficiencies and hence greater satisfaction than skilled personnel.

The differences between motivators and hygienes for both the occupational groups were not significant indicating that both motivators and hygienes contributed to percieved need

deficiency (dissatisfaction) and/or to perceived need fulfilment (satisfaction). The contention that motivators contribute to satisfaction and hygienes alone contribute to dissatisfaction was not been substantiated in this study.

There was little or no relation between these two groups as to the importance given to various job factors.

The two groups differed in their perceived importance of various job factors.

While both motivators and hygienes were perceived as important by the highly skilled subjects, hygienes were perceived as more important than motivators by skilled employees.

To conclude, various studies use different measurement of job characteristics and classification of jobs. For example JDS, Direct observation, constant Tasks, Official records and information were used to measure the tasks.

Similarly Lodahl, T.M has considered two jobs in two assembly technologies with features such as repetitiveness, variety, and physical strain, Beer, M considered complex and routine jobs, Sarveshwara Rao and Ganguli. T considered skilled and highly skilled jobs, Hackman and Lawler identified four core job dimensions, Hackman and Oldham identified five job characteristics converted in to single MPS Scale.

Similarly various moderating agents have been used by different researchers. Some of the moderating agents apart from GNS have been: alienation, cultural variables, religious differences, work values, personality, n achievement, functional speciality, career stage and so on.

The various behavioural responses have been measured in terms of satisfaction, motivation, absenteeism, turnover, role ambiguity, conflict, role clarity, boredom, company saving and so on.

The, one of the problems in the area of job characteristics researches is that it lacks consistency across the types of variables hypothesised, observed and discussed and this diversification has prevented the emergence of unified theoretical framework.

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