CHAPTER V

NATURE, OBJECTIVES AND METHODOLOGY OF THE PRESENT STUDY:

The present study is in the area of Job-person relations. The various variables like Job characteristics, percieved personality needs, Job Involvement, Job Morale, Job Adjustment have been integrated. An attempt has been made to explore and find out how these variables interact in Indian conditions. While designing the research, instead of blindly following the Western Job design models, many changes have been made with reference to Indian context. Some of these changes are discussed below:

In most of the job characteristics models, the responses of employees with reference to job characteristics depend upon the strength of higher order needs. It is assumed that employees have high strength for higher order needs. In fact, job characteristics model is useful only to individuals high on GNS(Higher order needs) where GNS acts as a moderator in task response relations. (See Chapter III-Review of Researches reported)

Now, a large number of researches bring out the importance of lower order needs in our country. The two-factor theory of Herzberg is also not approved by various researchers concluding that hygiene factors equally motivate the employees as do the motivational factors. The conclusion seems obvious since ours

is developing country and still for most of employees wages, safety, security, fringe benefits are very important. Maslow himself has mentioned that higher order needs start motivating only when lower order needs are reasonably satisfied. With high strength for lower order needs and low strength for higher order needs, there is little possibility of any experiment based on "Job Characteristics model" showing significant results in terms of behavioural responses in our country.

The situation in the west is different. It is common that employees want to satisfy higher order needs and are in search of intrinsic job satisfaction. The need for meaningful and challenging job is increasingly felt day by day. Thus, substantial literature is available regarding how the job in west can be enriched. Several researches have brought out that employees have lot of potential which is to be explored in order to provide him satisfaction and make the organisation effective.

From time to time, it has been mentioned that it is necessary that employees must be able to satisfy their higher order needs. That employees want meaningful and challenging job. But why this meaningful and challenging job is being imposed on the employee? Why these higher order needs are being shifted on them? Hardly any attempt has been made to find out what employees really want. The type of job they would like to

perform and the needs they want to satisfy.

In view of above context instead of administering questionn-
aire based on Maslowian model, the EPPS was administered in
order to know the various percieved personality needs of the
operatives.

In a large number of job characteristics studies, the job
dimensions are determined as perceived by the employees. They
are asked to rate their own jobs along with the ratings of
the supervisors. Thus, task perceptions are assumed to be
equivalant to objectively defined tasks. The role of situati-
onal and social influences on perceptions are suggested but
not specified. In few studies, the tasks have been determined
on the basis of official documents and records of the company.
However, few companies likely to have specified and carefully
defined job specifications. This leads to the problem of
validity of such records.

In the present study, instead of attempting to analyse various
job characteristics based on perceptions or banking on official
records documents, the job has been classified in to two
simple but distinct categories: (a) Repetitive Job and (b)
Varied Job.

In Repetitive Job there is only one operation/task to be
performed.(Job on Assembly Line - Conveyer belt) It is
physical operation without any mental involvement.

In varied job, there are many operations/tasks to be performed. Moreover, job demands mental involvement to do the job.

In this type of classification, it is easy to objectively define the tasks and thus problem of perception has been avoided as the jobs having only one operation can be objectively identified. The varied job has been identified through observation and analysis of job contents.

Most of the Western researches suggest numerous relations among important variables such as objective job characteristics, satisfaction, human needs, performance, turnover and so on. The maximum focus is on satisfaction and performance as the behavioural responses which are the out come of job- need congruence.

In the present study instead of these conventional variables, the three new behavioural responses have been considered i.e. Job Involvement, Job Morale and Job Adjustment. However, several researches show positive relationship between job involvement and satisfaction, a few occasions these job involvement and job satisfaction have been interchangably used. So is true about the relationship between job morale and job satisfaction and relationship between job adjustment and job satisfaction. (Chapter IV). Thus, in/study this job involvement, job morale and job adjustment have been considered distinct from job satisfaction though related with it.

Similarly positive correlation has been brought out in various researches between job involvement, job morale, job adjustment and performance. On the other hand, the relationship between satisfaction and performance has been considered positively correlated.

The present study, does not confirm or deny the results of any existing theory or research though it draws from job enlargement and job enrichment experiments particularly the job enlargement experiment by Walker and Guest.(1952), Where the focus is on repetitive and varied jobs. However, job enlargement and job enrichment studies do not consider the differences in the personality structure of the operatives. The present study has also drawn frame work of job characteristics approach particularly the model propounded by Hackman and Lawler(1971). However, different variables have been measured in the present study. There is classification of job instead of job characteristics, personality needs instead of Maslowian heirarchy of needs and job involvement, job morale and job adjustment instead of satisfaction and performance.

Moreover, the focus on objectives is also different.

Objective of the Study:

The present study attempts to attain the following three objectives divided into two broad categories:

1. Regarding personality needs and variables like job involvement, job morale, and job adjustment.

   (a) To know the various personality needs of the operatives in a given Unit.

   (b) To know the most predominant and most significant of these personality needs(through rank order) of the operatives in the given Unit.

   (c) To know about their degree of job involvement, job morale and job adjustment.

2. Regarding difference between two groups (varied and Repetitive job performers) in terms of above variables.

   (a) To find out what personality needs are significantly correlated with job i. olvement, job morale and job adjustment of the group performing repetitive job.

   (b) To find out what personality needs are significantly correlated with variables like job involvement, job morale and job adjustment of the group performing varied job.

   (c) To find out whether two groups(varied and repetitive job performers) significantly differ in terms of their relationship between personality needs and job involvement, job morale and job adjustment.

The objectives have been achieved by emprical evidence through primary data.

Research Methodology:

The present study focuses on the interrelationship among three major aspects:

      1.   Nature of job

      2.   Personality Needs

      3.   Behavioural variables.

The nature of job has been classified into two distinct categories of jobs:

      a.   Repetitive job

      b.   Varied job.

Repetitive job is one where there is only one operation/task to be performed.(Job on Assembly line - Conveyer belt)It is physical operation without any mental involvement.

In the varied job, there are many operations/tasks to be performed. Moreover, job demands mental involvement to do the job.

This classification has made the jobs as fixed variables. These jobs were identified through personal observation and analysis of job contents, with the help of the supervisor concerned.

The next variable is the personality needs which have been measured through the administration of most popular and commonly used Edward's personal preference Schedule. The EPPS provides measures of 15 personality need variables. (For details - See Appendix - A)

The need variables are:

1)	Achievement	9)	Dominance
2)	Deference	10)	Abasement
3)	Order	11)	Nurturance
4)	Exhibition	12)	Change
5)	Autonomy	13)	Endurance
6)	Affliation	14)	Hetro-sexuality
7)	Intraception	15)	Aggression.
8)	Succorance		

This is considered to be the sound instrument to measure Personality needs.

One of the major drawbacks to self-report inventories is that the answers are exteremly easy to falsify in such a way as to create a picture of a "good" personality in order to create good impression.

In view of this tendency a number of techniques have been developed in order to reduce the susceptibility of self - report inventories to faking. One of the most effective of these techniques has been the forced - choice method used

in the Personal Preference Schedule constructed by Edwards to measure the relative strength of 15 needs.

The EPPS consists of 210 forced choice items. Each pair of items is matched approximately for mean social desirability to minimise the effect of the desirability dimension on item choice. Thus, the statements appearing in the inventory were first scaled for social desirability and then paired in terms of their scale values. For each pair of statements the subject is asked to choose that number of the pair that he believes is the more discriptive of himself which helps to determine the personality need preference of the respondent.

The third aspect of the present study is the Behavioural variables. The three behavioural responses which have been measured are Job Involvement. Job morale and Job Adjustment. The three different well known and well established instruments have been used to measure above behavioural aspects:

i) The Job Involvement has been measured by the "Job Involvement Scale" which is designed by Thomas M. Lodahl and Kejner M.(1965).

ii) The Job Morale has been measured by the "Morale Scale" developed by Qurarishi. Z.M.

iii) The Job Adjustment has been measured by the "Job Adjustment Inventory" developed by Wadia. Zarina.

Lodahl and Kejner(1965)'s Job Involvement Scale" is widely

and most acceptable scale. In the beginning they had developed

a 40 item scale which was later on reduced to 20 items by

considering the item - total correlations, the communality

of an item and the factorial clarity of the item. They

established split half realiability and the concurrent validity

of the items Scale by administering it to three occupational

groups, nurses, engineers and students. Corrected split half

reliability for the reported sample was, for Nurses (r = 0.72),

engineers (r = 0.80) and a students (r = 0.89).

The "morale scale" was developed by Quraishi Z.M. It is the

scientifically developed instrument. The large number of

statements regarding job, supervision, environmental condi-

tions, work, recognition, management policies, suggestions

and relation with coworkers were obtained from books and

Journals of Psychology. These statements varied in their

degree of favourableness. After priliminary rejection total

of 144 statements were given to 30 judges. The frequency of

judges who placed each statement in the different degree or

category constituted the basic data for computing the "median

values" and "Q values" of the statement.

The two obtained statistical values for each statement served

as the criteria for building the scale. The scale was scored

an Likert's method on five points from strongly agree to

strongly disagree. Reliability of the scale was obtained

through odd - even technique based on 't' scores. Using the product moment method, coefficient of correlation was computed. The high correlation (r = .94) indicates that the scale is highly reliable. Validity was established through internal consistency method and was positively significant.

The "Job Adjustment Inventory" was developed by Wadia Zarina. The long process was undertaken to develop the sysmatic Job Adjustment inventory.

It began with (1) Determining the symptoms of occupational maladjustment. (2) Preparation of inventory based on Bell's inventory and other observations. (3) Fixing up an external criterion to validate the inventory. (4) The standardisation of inventory. The "Chi square" test served as a test of validity (5) To determine the internal consistency of each item. The Biserial 'r' method was employed here. The items showing an 'r' of .25 and above value were considered. (6) Fixing norms the reliability coefficient calculated by product moment was .85,The details of all the Scales are in Appendix A-B-C-D.

The Brief Description of Selected Units:

To collect the requisite data, in all four scales were administered in the three leading different industrial units in Baroda city.

These Industrial Units are:

Alembic Glass Ltd., Baroda termed as AG.

Sarabhai Chemicals Ltd., Baroda termed as SC.

Gujarat Communications and Electronics Ltd,Baroda termed as GC.

1.   RAG is a Glass Unit in the west-north of Baroda city.
        It is one of the oldest industrial units which came
        into existence and has been considered poineer in the
        Glass industry with the modern technology. The Glass
        Unit produces wide range of Glass products which are
        quite popular in the market. It enjoyes prominant
        place in the market.

        The organisation employs around 1800 workers out of
        whom more than 1400 are permanent. The administeration
        is looked after by 230 staff. Since it is one of the
        oldest organisation, most of the workers are with the
        organisation for very Long duration.

2.   SC is a pharmaceutical organisation in the West-north
        of Baroda City. This is also one of the oldest
        industrial organisation, producing a wide range of
        pharmacutical products. It, in fact, enjoys monopoly
        in some of the life saving drugs. The organisation is
        considered professional with progressive policies.

        It employs latest technology and is rated high in the
        market. Since it is also one of the oldest organisation,

the most of the workers have a long service in the organisa-
tion are with high length of service. It employs around 1500
employees.

3.   GC is a comparatively new organisation located in the
        south of Baroda. It is in fact the Government organisa-
        tion. It manufactures telephone and other electronic
        equipments. In fact, it is a fast-growing organisation
        with young staff and management. In a very short
        duration, it has made the name in electronics world.
        The initial strength of 250 workers became double
        within one years and is four times in last five years.

        However, the most of the employees are young with
        four to five year of service length.

These industrial units can be considered large organisations
having several departments. However sample is drawn from the
particular department only where there exists the repetitive
jobs as well as varied jobs except GC organisation where
sample of workers performing varied job and performing
repetitive jobs belonged to different departments.

Description of jobs in terms of repetitiveness and variety
in three industrial Units:

The each industrial Unit represent different production
process. AG is a Glass Unit represent traditional technology
with a heavy use of conveyer belt. (Assembly line). SC is a

Pharmaceutical Unit representing continuous process techno-
logy. GC is a Electronic Unit representing assembly of
sophisticated electronic components.

1) AG Unit: There are four production lines. Outof these
four, one was out of operation when the study was undertaken.

The production is continuous (non-stop) on account of
compulsion of technology and therefore working hours have been
divided into three shifts of eight hours each.

The two categories namely sorters and packers were selected
for our study.

The job of packer is highly repetitive. There are two types
of packers. One packer' packs   with the grass and other
keeps in the container. These two functions are not performed
simultenously.

However, only those packers were selected who perform the
only function of keeping the bottle in the containers. The
job of the sorter is relatively varied. He pluck the bottle
from the conveyer belt and see if there exist any defect in
the product. He sorts out the perfect bottle from the
defective one. The defective bottle is thrown in the near
drum and the perfect one is kept back on conveyer belt. It
is highly skilled job and requires the ability to discriminate.

2. GC Unit: The engineering department and radio-wring are the main departments. The sample consitituted the lath operator and Radio wrirer. The job of the lathoperator is very repetitive since he has to simply remove the product after the lath completes its function.

However the job of the Radio-wirer is very varied and needed the high degree of technical knowledge. The operator had to use his knowledge, skill, ability to assemble the various wires and components of the product.

3. SC Unit: The filling is the main department with the modern technology. In this departmei , the tablets or powder is filled in the bottles. Apart from filling, sealing, washing and packing are other functions. The job of washers and packers is very repetitive since only one function of washing or packing is involved.

However, filling is the varied job. It needs looking after filling operations. Adjust filling, figure out if vaccume Compresor is out of control (There is fixed limit for powder sacking and powder releasing) Take out vials if it is fallen on the conveyer belt.

It is highly skilled job and needs technical competence to perform various operations involved. The job demands high degree of mental involvement.

Sample:

In the AG Unit, 30 packers were selected out of 54 on various

production lines, and 18 sorters were selected out of 30 sorters for the administration of the questionnaires.

In the SC Unit, 18 packers were selected from 40 packers doing repetitive job and 14 fillers were selected out of 25 f fillers performing varied job for the purpose of this study.

In the GC Unit, 19 operators were selected performing repetitive job out of 40 in the department and 16 radio-wirers were selected performing varied job out of 25 in this study.

Process of Administrating Questionnaires on operatives.

The sample was randomly selected from the list of operatives provided by Personnel Department of these industrial Units. The help of supervisor of the respective department was taken to further classify the sample according to job requirement and availability of the operative in a particular shift. In the beginning care was taken that every operative should have equal chance of being selected for the study.

The list of permanent workers was obtained from the personnel office. The department was told to select the 50% of respondents from each category of operative performing repetitive job and varied job. The sample of 55 (AG Unit) 40 (GC Unit) and 50 (SC Unit) was randumly selected.

The names of these operatives were given to shift supervisors in order to know the shift in whic these workers would

report. The operatives were generally connected in the first shift.

The shift supervisor made the replacement for the operative whenever available in order to release the operative to respond to my questionnaires. Sometimes more than one but maximum of three workers were released according to work load.

The operator/operators were taken to rest room and were explained the purpose of the study. The necessary instructions were given for filling up the questionnaire. The care was taken to to see that workers when together do not discuss with each other while filling the questionnaire.

The questionnaires were in Gujarati and it took about 30-40 minutes to complete the first questionnaire regarding personality needs (EPPS).

The same process was followed in the second round in order to get the responses for questionnaire regarding Job Involvement, job morale and job adjustment. This set of questionnaires took about 30 to 40minutes to complete.

The questionnaire was not administered on some of the workers (particularly from north) who expressed their lack of familiarity of expression in Gujarati.

The attempt was made to see that

1. Operatives have clarity of objective of this research.

2. Operatives do not have any kind of fear. They were told that information collected is for research purpose only.

3. They were told to be and opine freely. The baise to be avoided.

4. The attempt to create good impression would be futile as their responses will not have any connection with reward or punishment in the organisation.

5. The operative do not influence each other.

It took one and half years to collect the data from all the three units.

Data Classification and Computation:

The forced choice method is used in the EPPS Questionnaire, the preference for particular item (Personality dimension) was sorted out in order to know the relative strength of the personality needs.

The mean and standard deviation obtained in order to prepare rank order of personality needs. On the basis of mean, the dimensions were sorted out for which high preference was shown and for dimensions which were relatively less preferred. This was done for both the groups i.e. repetitive group and varied group.

Similarly mean and standard deviation obtained for job involvement and job morale and job adjustment for both the

groups in order to know the degree of involvement, morale and adjustment with repetitive group and varied group.

Thereafter correlations were obtained between each of personality need and job involvement.

Similarly correlations were obtained between various personality needs and job morale, Personality needs and job adjustment for both the groups.

In all 15 correlations have been obtained for each variable and fifteen personality needs for each group. As these are three variables and two groups, 90 correlations were obtained in each industrial X Unit. Thus, for three industrial units, 270 correlations have been computed.

These exercises were undertaken to find out (i) if personality need variables are significantly related with behavioural variables and (ii) how these variables are correlated in different groups performing different types of job.

Finally Z test was administered in order to know if there ⌣ ˙ significant differences, among these correlations of two distinct groups. Fifteen Z test scores have been obtained showing the degree of difference in correlations between personality needs and each variable for both the groups. As there are three variables, 45 Z scores were obtained in each industrial Unit. Thus, in all 135 Z scores were computed for three industrial Units.

The objective of Z test is to find out if two groups significantly differ in terms of correlations, i.e. personality needs and behavioural aspects in terms of job involvement, Job morale and job andjustment.

Limitations of the present study:

1. Since no similar research work is available and scanty literature makes it difficult to gather research evidence to support the assumptions about the Indian conditions on which this study is based upon. Therefore, logical thinking provides the research framework rather than research evidence with reference to Indian context.

2. There are many cultural differences and variations between Western countries and India. The study is basically drawn from Western models and literature. The results of some of the researches of western models provide framework but remain incomparable. Thus, there is no basis to compare or contradict the results of any other research.

3. Many other variables particularly the organisational climate and demographic variables could not be incorporated on account of limitation of time.