SUMMARY AND CONCLUSIONS

In an attempt to test the GNS model, the present study undertakes the research question whether enriched job characteristics unequivocally produce internal work motivation among the employees or such a relationship is moderated by the GNS of the employees. Apart from this, another question is: if the GNS model holds true what would be the reaction of the high GNS employees when faced with low motivating jobs. As a probable answer to this question, the concept of novation, i.e., renegotiating one's own role in the organization, has been included as a joint moderator in the GNS model.

In order to test the GNS model and the role of novation, a sample of engineers in four organizations in Coimbatore region were selected and Job Diagnostic Survey, which includes the Motivating Potential Score of the jobs, GNS, Critical Psychological States and Internal Work Motivation, was administered. The four stages career model as given by Dalton and Thompson (1977) as an indicator of novation was also administered. The bivariate relationships were analyzed using correlation and analysis of variance. To test the moderating effect of GNS regression analysis, partial correlation and control analysis were used. The results of the study are as follows.

Most of the respondents are in the age group of up to 30 (75.64%) and only few are in the above 40 years age group. As far as education of the
respondents is concerned, half of the respondents are having graduation and slightly less than half of the respondents (38.46%) having post graduation. Few are diploma holders. Most of the respondents are males (88.46%) and only few are females.

Taking the Novation model, half of the respondents (53.85%) are functioning from stage II and more than one fourth (34.62%) are in stage I and few are in stage III and none in stage IV.

As far as the five components of Motivating Potential Score (MPS) is concerned, i.e., Skill Variety, Task Identity, Task Significance, Autonomy and Feedback, less than half of the respondents (42.31%) expressed that the skill variety in their job is moderate, more than half of them (53.85%) expressed that task identity is moderate whereas less than one fourth expressed (19.23%) it as low. More than half of them (56.41%) and about one fourth (24.36%) expressed that task significance in the job is moderate and high respectively. Half of the respondents (50.00%) have expressed that they have moderate autonomy and one fourth expressed it as low in their jobs. Slightly more than half of the respondents (51.28%) have expressed that they get moderate feedback from their jobs, while less than one fourth (20.51%) expressed it as low.

The score for the nature of tasks is obtained by averaging the scores of skill variety, task identity and task significance. It is found that less than half of
the jobs (44.87%) are moderate and slightly more than one fourth is high in the scores of Nature of Tasks.

It is found that for half of the respondents (51.28%) the MPS score is moderate and for slightly less than one fourth (23.08%) it is high.

Less than half of the respondents (43.58%) have expressed that their internal work motivation is moderate and slightly more than one fourth (28.20%) expressed it as high and the same percentage of respondents expressed it as low.

Half of the respondents (50.00%) have moderate growth needs strength and one fourth (25.64%) have low growth needs strength, and the remaining one fourth (24.36%) have high growth needs strength.

As far as the three critical psychological states are concerned, i.e., Experienced Meaningfulness of Work, Experienced Responsibility of Work and Knowledge of Results, slightly less than half of the respondents (48.72%) experienced moderate meaningfulness of work and one fourth have experienced high meaningfulness of work. Half of the respondents have experienced moderate responsibility of work and one fourth (25.64%) experienced high responsibility of work. More than half of the respondents (57.69%) expressed that their knowledge of results is moderate and less than one fourth (19.23%) expressed that it is low.
The Critical Psychological States (CPS) score is obtained by adding the scores of experienced meaningfulness of work, experienced responsibility of work and knowledge of results. For half of the respondents CPS is moderate, while for one fourth (25.64%) is low and for the remaining one fourth (24.36%) it is high.

As far as the bivariate relationships are concerned, age of the respondents has significant positive relationship only with experienced meaningfulness of work, knowledge of results and critical psychological states. The growth needs strength, internal work motivation and experienced responsibility of work are not found to be significantly related with age.

As for the relationship between education and other variables, only the experienced responsibility of work is found to be significantly related with education. Growth needs strength, internal work motivation, experienced meaningfulness of work, knowledge of results and critical psychological states are not found to be significantly associated with education.

As hypothesized, the high GNS employees would novate and, as a result, could be found in advanced career stages, i.e., stages III and IV. However, the correlation analysis for GNS score and career stages shows that there is no such relationship. Hence, novation has to be disregarded for further analysis.
As for the relationship of growth needs strength with other variables namely, internal work motivation, experienced meaningfulness of work, experienced responsibility of work, knowledge of results and critical psychological states, GNS has a significant positive relationship with these variables.

The relationships between motivating potential score and internal work motivation and motivating potential score and critical psychological states are also found to be significant. Also the relationship between critical psychological states and internal work motivation is significant. This confirms the intermediary role of critical psychological states in the relationship between motivating potential score and internal work motivation.

The relationship between nature of tasks and internal work motivation and experienced meaningfulness of work is found to be significant. However, the relationship between autonomy and internal work motivation and autonomy and experienced responsibility of work are not found to be significant. Feedback and internal work motivation and feedback and knowledge of results are not found to be significant in their relationships.

In the model used in the present study, internal work motivation is dependent variable. Motivating Potential Score, Growth Needs Strength, Novation and Critical Psychological States are independent variables. It has been
hypothesized that high GNS employees will have a tendency to novate as a response to the low MPS jobs and their novation will moderate the effect of MPS on internal work motivation. However, in the bivariate analysis Novation and Growth Needs Strength are not associated with each other. Hence, Novation is excluded from the model. Thus only Motivating Potential Score, Growth Needs Strength and Critical Psychological States are retained as the independent variables. A regression analysis of the variables of the model shows that these independent variables together explains 21.81% variation in internal work motivation. When the independent influences are considered Growth Needs Strength and Critical Psychological States have significant positive influence on internal work motivation. It shows that the Growth Needs Strength has an important role in the relationship between Motivating Potential Score and Internal Work Motivation.

In the Job Characteristics Model it has been given that Skill Variety, Task Identity, Task Significance together influence Internal Work Motivation through Experienced Meaningfulness of Work. This has been tested with regression analysis. The results show that total effect of the Nature of Tasks, Growth Needs Strength and Experienced Meaningfulness of Work together explains 18.59 % variation in Internal Work Motivation. When the independent influences are considered the Growth Needs Strength has significant positive effect on Internal Work Motivation.
Work Motivation. This is evident of the importance of Growth Needs Strength in the model.

In the Job Characteristics Model it has been given that Autonomy influence Internal Work Motivation through Experienced responsibility of Work. In the regression analysis, it is found that the total effect of independent variables Autonomy, Growth Needs Strength and Experienced Responsibility of Work together explains 20.56% variation in Internal Work Motivation. When the independent influences are considered the Growth Needs Strength has significant positive influence on Internal Work Motivation. This signifies the role of Growth Needs strength in the Model.

The Job Characteristics Model explains that Feedback from the job itself influence Internal Work Motivation through Knowledge of Results. The regression analysis show that the total effect of Feedback, Growth Needs Strength and Knowledge of Results together explains 24.39% variation in internal Work Motivation. When, the independent influences are considered the Growth Needs Strength and Knowledge of Results have positive effect on Internal Work Motivation. This indicates the role of Growth Needs Strength in the Model.

In the control analysis it is found that the GNS has significant moderating effect on the relationship between motivating potential score and critical psychological states and also between motivating potential score and
internal work motivation. The partial correlation also confirms the moderating effect of Growth Needs Strength between Motivating Potential Score and Critical Psychological States and Motivating Potential Score and Internal Work Motivation.

The Growth Needs Strength Model states that enrichment of job characteristics does not have a direct relationship with internal work motivation. This relationship is moderated by the Growth Needs Strength of the employees. The present study attempted to revise this model by incorporating the concept of Novation. When Novation could bemeaningfully hypothesized to play a role in the Growth Needs Strength Model, the empirical results of the present study however, do not support this. Thus, dismissing Novation, the Growth Needs Strength Model is confirmed by the present study.

RECOMMENDATIONS

The sample covered by the present study is limited in the sense that it comprises of only engineers of four organizations of engineering industries in Coimbatore. Hence it is suggested here that different samples of different professionals and managers from different organizations and geographical locations may be taken for further research.
The finding in the present study—that, Novation could not meaningfully incorporated into the GNS model, may be because of these limitations. While, in the conceptual framework of the present research, Novation could be logically related to the GNS model, the above finding is not to be held final. Future research covering wider samples may throw more light in this aspect either confirming or rejecting the finding of the present study.