CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

A review of literature is made on the key variables used in the present study. The reviews concentrate on personal and organizational variables influencing the key variables, viz., job motivation and job involvement.

2.2 REVIEWS ON JOB MOTIVATION

Job motivation is one of the important factors which greatly influence the performance of the employees' in production oriented and non-production oriented organization. It is highly essential for any management to understand the employee's job motivation which influences the productivity to a greater extent.

2.2.1 Reviews Related to Personal Factors Influencing Job Motivation

Mehta (1978) on a study of managerial employees and workers representatives has suggested that economic factors appear significantly related to life satisfaction which in turn effects employee's job motivation.

Levine (1983) and Fitzgeral'd (1982) both found that there is no single motivator that works with all individuals. Rather, a unique combination is usually necessary for optimal results. Just as with leadership, motivation
must be situational. In this case, the style or technique employed depends on individual's personality, career goals, job and job requirements, age and so forth.

In a study of Srivastava and Anshula Krishna (1994) a comparison of male and female teachers was made with regard to their work motivation and job involvement. The results indicate that male teachers maintain markedly higher level of work motivation and job involvement. It was also noted that teachers work motivation is generated by most of their needs which positively correlate with their job involvement.

Kanungo and Mendonca (1994) suggested a generalized model of motivation in the context of developing countries comprising following six elements:

a. The individual's need.
b. The individual's expectations regarding the extent to which the required job behaviour would lead to personal outcomes that you can satisfy the needs.
c. The individual's self-efficacy expectations.
d. The individual's job behaviour.
e. The individual's experience of the outcomes of job behaviour.
f. Feedback of such experience on consequences of job behaviour for future motivation to engage in similar job behaviour.

Researchers on employee motivation in India have mostly followed the pattern of investigations set by their counterparts in the West. Their studies are either correlational or attitudinal or replication studies to test findings of researches carried out elsewhere. But several of the replication
studies of Herzberg's two-factor theory show that security and salary (extrinsic rewards) are considered more important by employees in India than job design, autonomy, and other job-related factors.

2.2.2 Reviews Related to Organisational Factors Influencing Job Motivation

Ganguly (1954) reported that a steady job, an adequate income, opportunity for learning new trades, status and social approval are motivators for better job performance.

Litwin and Stringer (1968) found that their researches gave considerable support to the theory that there is a relationship between climate and The reduction of motivating forces. For example, in a sample of 460 managers in a highly structured organization, they found a strong relationship between structure and power motivation and a negative relationship with achievement and affiliation motivation. In a climate with high responsibility and clear standards, they observed strong relationship of this climate to the achievement motivation, a moderate correlation to power motivation and an unrelated or negatively related relationship with affiliation motivation.

Pestonjee and Akhtar (1969) studied the relative significance of ten intrinsic factors in motivating workers. Opportunities for Advancement, participation and recognition were rated more important than pay in their study.

Several cross-cultural studies have been conducted to validate Herzberg's theory. Dayal and Saiyadain (1970) collected on 40 respondents, each 20 representing technical and non-technical personnel with one to ten years' experience. The technical group consisted of supervisors in industrial organizations while the non-technical group comprised teachers, clerks,
stenographers, and army personnel. Both groups identified a greater number of motivators in satisfactory situations and a greater number of hygiene factors in dissatisfactory situations. The motivation theory is valid on Indian samples with varying experiences. Another study by (D.M. Pestonjee and Gopa, 1972) corroborates its validity where motivators contributed significantly more to satisfaction than hygiene factors among both public and private sector executives.

Ishwar Dayal and Mirza Saiyadin (1970) however, support the Motivation Hygiene Theory. Lahiri and Srivastava (1967) support the theory only partially. They say that the satisfied and dissatisfied feelings are unipolar but both intrinsic and extrinsic factors contribute to satisfied and dissatisfied feelings. A study of 150 supervisors of textile mills in Ahmedabad by ATIRA in 1970 found that recognition and work do not act as motivators and peer relationships and working conditions do not operate as hygiene factors. Achievement, responsibility and advancement, besides salary, act as definite motivators.

One area in which comparatively large amount of data on this subject is available in India is the worker's ranking of job factors in order of importance. The following table shows averages of ranks given by workers to various job factors in seven such studies:

<table>
<thead>
<tr>
<th>Job factors</th>
<th>Average rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adequate salary</td>
<td>11</td>
</tr>
<tr>
<td>2. Job Security</td>
<td>2.2</td>
</tr>
<tr>
<td>3. Adequate personal benefits</td>
<td>3.8</td>
</tr>
<tr>
<td>4. Opportunity for advancement</td>
<td>4.0</td>
</tr>
<tr>
<td>5. Suitable work (Intrinsic aspect of work)</td>
<td>5.6</td>
</tr>
<tr>
<td>6. Good supervisor</td>
<td>6.0</td>
</tr>
</tbody>
</table>
7. Opportunity of training and learning 6.2
8. Comfortable working conditions 6.4

It can be seen from the above table that for an Indian worker salary, security, and personal benefits are very important job factors. Viewed against Maslow's need hierarchy theory it can be said that Indian worker has not yet crossed the first two lower-level needs. He is still seeking satisfaction of basic physiological and security needs.

Researchers have shown that when reward system linking pay to desired performance is important, it clearly helps to motivate, attract and retain outstanding performance (Lawler 1971). On the other hand, studies have shown that poorly designed and implemented reward system negatively impacts motivating performance. (Goldberg 1977; Hills 1979; Kerr 1975; Lawler 1971).

Kumar (1976) conducted a micro-level study of motivation of managers in a large-sized public undertaking in India, it has been found that among the various motivational factors, personal growth and development, recognition for good work done and accomplishment are perceived by the senior and middle-level executives as more important motivators than factors like promotion, job security, decision-making authority, pay, prestige of organization and working conditions. But in case of junior-level executives the more important motivators are job security, personal growth and development.

Several Indian studies have demonstrated that money is not the only motivator for either job satisfaction or job performance. Saiyadin and Monappa (1977) for example, found that only 33 percent of managers chose their jobs or the remuneration. On the other hand, advancement, stability, opportunity to use skills and the image of the organization were predominant
in the choice of a managerial career. Similarly, in another study by Mirza and Saiyadain (1976) on Indian students opting for management education, the predominant reasons given were challenge and freedom to make decisions (72 percent) while money was indicated by only 55 percent. In the same study, 23 percent of the engineers with one to seven years' experience in a state electricity board indicated money to be important while job content variables and supporting services were perceived as more motivating. Several other studies on Indian samples can be quoted, suggesting that money alone cannot motivate in most cases.

Intrinsic motivation should be a positive and significant relationship with job involvement among employees as well as the combined groups. This finding reiterates the observed relationship between these two variables on Indian population by Srivastava and Dolke (1978), Harigopal and Ravikumar (1979) and Reddy & Ravi Kumar (1980).

Kanungo (1979); Kanungo and Hartwick (1987) in their research studies, they have reported that the intrinsic - extrinsic motivation model of Herzberg does not hold good for the developing countries, because economic and social security are considered more important to individuals to choose from, than freedom and autonomy at the work place. As a result of which, the extrinsic rewards like pay, benefits and praise from managers also imparts individuals' performance behavior like that of the intrinsic rewards like autonomy, recognition or challenging assignments.

Lal and Bhardwaj (1981) found that no single motivational strategy works for all levels of workers.

On the basis of data collected during 1982 from 3,754 supervisors of 50 manufacturing organizations located in 16 States, Baldev R. Sharma
found that factors which stand out as the most critical determinants of employee motivation are recognition and appreciation, participative management, and scope for advancement.

Fitzgerald (1984) describes another consistent factor in motivation that addresses higher level needs. Workers will be motivated if they have a job that makes them feel good about themselves. Individuals need to feel they have a future in the organization and their workload must be perceived as reasonable. "Successful organizations increase motivation by building a shared vision.

In an international study of factors influencing hospital employee motivation, Alpander (1985) found that the crucial motivational element in hospital employees in the United States is the degree to which a feeling of recognition is experienced.

In a recent study, Bhatacharya and Bhatacharya (1989) attempted to explain the possible effect of job satisfaction and organizational commitment on work motivation. One hundred and sixty executives from public sector participated in this study. Final implication is that work motivation was found to be affected positively by job satisfaction and organizational commitment.

Singh and Nath (1991) report that employee's perception of high achievement climate in the organization develops a positive attitude towards their jobs and improves their motivation and work performance. Employees who maintain high level of motivation perceive various components of organization climate in more positive form and vice-versa (Srivastava, 1985).

Mendonca and Kanungo (1994) suggested that in order to facilitate high employee performance in developing countries like India, it is absolutely
necessary to set specific and difficult but attainable goals for motivating the individuals that are appropriate to attaining the objectives of work unit.

Singh et al (1994) investigated differences in job involvement and work motivation of 86 employees from an organization. Results revealed that occupational level was an influential factor in job involvement of employees, which work motivation of employees, was influenced by occupational level.

A recent survey (2001-02) of female telephone operators of a major telecommunication company in Mumbai revealed that the employees who are good performers are not just achievement oriented, but are higher on their need to be with people also.

It was found that good performers had more positive perceptions about traveling, work and family environment as compared to average performers even when objectively facing a similar situation. On the importance of extrinsic vis-a-vis intrinsic motivation, most good performers rated intrinsic motivation to be more important.

To know the motivation levels of employees in an Airlines industry, a study was carried out with the help of: (1) MAOB (Motivation Analysis of Organizational Behavior); and 2) Job Motivation Scale - instruments /exercises.

In keeping with the organization's objective to provide high standards of services, a lot of pressure is mounted on employees to perform well: They also have Performance Linked Incentive Scheme which was introduced in 1996 to motivate employees. Sample consisted of: (1) Junior level employees; and (2) Senior level employees. Total sample size was 60. It was found that the overall motivational level of employees is very high.
• Almost all the respondents are happy with the facilities and other services provided by the company.

• Due to good rewards and perk systems, the gathered data indicated that 85% are happy with the organization.

Job motivation converts ability to work into will to work. It raises the level of employee performance. A summary of the above review on job motivation points out that most of the job motivation studies are undertaken in the framework of general motivation theory of Herzberg or others.

A critical analysis of the literature reveals that most often only few personal variables have been related to job motivation.

2.3 REVIEWS ON JOB INVOLVEMENT

It was found that when a group of engineers are observed a low but statistically significant correlation between the two variables, job involvement and job satisfaction functioned independently, however not with groups of professional nurse and students (Lodahl and Kejner 1965).

The researchers on job involvement as a personal characteristic have attempted to relate it to such personal demographic factors as age, education, marital status, sex, locus of control, length of service, higher order need strength, job level, and so on. In some studies, an increase in job involvement was found as the individuals, got older (Schwyhart and Smith 1972; Hall and Mansfield 1975; Sharma and Kapoor 1978).

Mannheim (1975) observed a positive relationship between job involvement and education. Sharma and Kapoor (1978) showed that the length of time that a person has been on the job is positively associated with
job involvement. Individuals at higher ranks were observed to be more involved with their job than persons at a lower level of job. Higher salary also has been found to be a cause of involvement.

Anantharaman and Devasenapathy (1980) reported that managers had higher job involvement than supervisors and workers. Income, age and length of service were found to be positively correlated with job involvement.

Reddy and Ravikumar (1980) had reported that there was no significant relationship between age and number of dependents as personal variables and the individual's involvement on the job. Like, Ravikumar and Reddy (1980) showed that length of service was positively related to job involvement.

In a cross-cultural study, Sekaran and Mowday (1981) found that demographic variables as well as job characteristics play a less central role in determining the level of job involvement among Indian employees as compared to the US.

Anantharaman and Kaliappan (1982) attempted to find out the relationship between age, income, tenure, anxiety and job involvement, 46 nurses were interviewed. It was concluded that age is significantly associated with job involvement; length of service was found to be positively related to job-involvement. However, there was no relationship reported between income and job involvement.

Orpen (1982) studied 172 full time faculty members of a large university for relationship between demographic variables and job involvement. Findings show that job involvement was not related to sex, age, seniority, tenure or education. Discipline, work values, and motivation were significantly related to job involvement.
Anantharaman and John (1983) found that educational levels were positively correlated with job involvement in the case of managers and supervisors. However, for the clerical group, Sharma and Kapoor (1978), reported lower job involvement sources for higher educational levels (higher than matriculation) and higher job involvement scores for individuals with matriculation.

Graddick and Farr (1983) examined sex differences in job involvement and organizational commitment along with issues pertaining to role conflicts, treatment on the job, and involvement in professional activities. The mean age of women was 39.8 years; the mean age of male was 43.8 years. No significant differences were observed between men and women on the job involvement and professional activities scales.

Das (1983) studied 412 managers to investigate the association of some demographic variables with job involvement. Managers with work experience of more than 15 years were most involved in their jobs. Managers who had spent between 10 to 15 years in the job had the best job involvement.

Ghosh and Deb (1983) studied 120 post graduate teachers of secondary and higher secondary institutions. Rosenberg's self esteem scale and a job involvement scale's were used to investigate the influence of tenure of service and self-esteem on participants' job involvement. Results indicate that self-esteem and tenure had a significant influence on job involvement. However, it was also found that job involvement decreased with increase in tenure for both high self-esteem and low self-esteem respondents.

Jagdish (1984) examined the relationship between education and job involvement. (Kapoor and Singh's) job involvement scale was administered over 78 first level supervisors, including 30 upto high schools, 25 upto post-graduate and remaining 23 diploma holders. It is evident that the
supervisors who were less educated were mostly job involved whereas the supervisors belonging to the highest educated group found least involved. Moderate job involvement was found for diploma holders. Each of the group was found to be statistically different.

Mishra (1985) investigated occupational differences in job involvement of 60 female doctors, 60 female teachers and 60 female bank officers. Results revealed significant differences in job involvement among three occupation groups, with teachers demonstrating the highest degree of involvement and bank officers showing the lowest degree of involvement.

Knoop (1986) studied the relationship of 7 personal (e.g, age, sex, marital status) and 7 job (e.g, satisfaction, motivation, closeness of supervision) factors on job involvement with 1926 secondary school teachers. Analyses generated 4 job predictors: satisfaction, Motivation, participation in decision-making, and satisfaction with supervision-that collectively accounted for 28% of the variance in job involvement and job related variables but not personal, psychological factors influenced job involvement.

Khandelwal (1986) studied the relationship between job involvement and age on the job among 300 supervisors and managers from 4 industries in Jaipur, India. The findings show that job involvement is positively correlated with age. In another study Khadelwal (1986) found that length of time on the job is positively correlated with job involvement.

Chadha and Kaur (1987) studied 20 white collar supervisors, 20 white collar workers; 20 blue collar workers. These participants completed job involvement and job satisfaction questionnaire and a demographic survey.

Pearson product moment correlation was used to find out relationship between job involvement/satisfaction and job qualifications, age,
education, marital status, number of dependents, number of job changes, income, sex, present position in the company and company. The demographic variable qualification alone was found negatively and significantly related with job involvement among white collar supervisors.

Aleem and Khandelwal (1988) studied 48 dual career couples selected from large organizations in Delhi, India who were administered questionnaires on job involvement and perceived importance of job outcomes. Results suggest that women were less involved in their job than were men. An 89% variance in job involvement was explained by differences in education, age and income. It is calculated that the factors that are positively related to job involvement are a preference for intrinsic job outcomes, higher education and age and a high level of income.

Babu and Reddy's (1990) study found no positive association between high job involvement and positive attitude towards management. Personal and demographic variables viz., age, education, marital status, number of dependents, salary and length of service had not affected the job involvement of low, medium and high scores.

Singh and Pestonjee (1990) had studied job satisfaction and job involvement and participation among the different categories of employees of nationalized bank in India. The clerks indicated more satisfaction than officers. Officers showed higher job involvement and more participation in decision making than clerks.

Heaven and Patrik (1994) found that age but not occupational prestige or annual salary was significantly related to attributive dimensions of job involvement.
Srivastava and Krishna (1994) conducted a comparative study of male and female teacher with regard to their work motivation and job involvement. It was found that male teachers were more involved in their job as compared to the female teachers. It was also noted that teachers work motivation generated by most of their needs positively correlated with their job involvement.

Orpen and Christopher (1995) examined the relationship between (1) perceived age discrimination at work and the employees of an Australian financial services firm. Correlation between age discrimination and job involvement was significantly negative.

Elloy and Flynn (1995) examined that the levels of organizational commitment and the job involvement of single income and dual income couples. From two manufacturing plants they collected data, one plant 2560 participants and from the other 314 participants. The result indicated that in the first plant there is no difference in the level of organizational commitment and job involvement between individuals in dual income and single income families. In the other plant the individuals from single income families with children had higher levels and commitment than members of dual income families.

2.4 REVIEWS RELATED TO ORGANIZATIONAL FACTORS INFLUENCING JOB INVOLVEMENT

It has been investigated by Weissenberg and Gruerifeld (1968) that job involvement is significantly related to satisfaction with motivator variables. However, it is found to be unrelated to the hygiene variables. Schwyhart and Smith (1972) reported a positive association between job involvement and company satisfaction.
A study of scientists found that job involvement was uncorrelated with satisfaction with work and work motivation (Lawler and Hall, 1970). Schwyhart and Smith (1972) found job involvement correlating with satisfaction with one's company, and a positive relationship is confined to satisfaction of needs for self-fulfillment and autonomy.

Mannhein (1975) found that those involved in occupations requiring specific skills and abilities had higher job involvement than other.

Researches concerning job involvement in India started considerably late and have been less rapid in comparison to the West. Some Indian researchers have attempted to explore the impact of job involvement upon perceived importance of job factors (Kulkami 1976); different occupational-groups (Bajaj 1978a); anxiety (Bajaj 1978b); role conflict and role ambiguity (Madhu and Harigopal 1980; Harigopal and Ravikumar 1979); company satisfaction and intrinsic motivation (Reddy and Ravikumar 1980); perceived importance and satisfaction of employee's needs (Kanungo et al 1975; and Singh 1981).

Gorn and Kanungo (1980) studied the relationship between satisfaction of salient and non-salient needs and job involvement for two groups of intrinsically and extrinsically motivated individuals. One of the interesting findings was that extrinsically motivated managers were, on the whole, more satisfied and more involved with their jobs than intrinsically motivated managers. Based on earlier findings (Kanungo et al 1975), it was suggested that satisfaction of extrinsic factors for intrinsically motivated people was equally likely to create high job involvement.

Misra and Kalro (1981) reported that intrinsically motivated employees were more satisfied than extrinsically motivated employees with interesting and enjoyable work, opportunities to achieve excellence and
adequate pay. However, extrinsically motivated employees were found to be more satisfied by company policies and security. In evaluating intrinsically and extrinsically motivated individuals on measure of job involvement, a significantly difference failed to emerge. Thus, the finding supported the notion that job involvement is a function of level of satisfaction of salient needs, be they extrinsic or intrinsic.

David et al (1985) established a mapping of job-related and work-related attitude scales which have been used in published studies of job involvement. The scales have been mapped into dimensions, using multi-dimensional scaling (MDS) of the co-determination matrix. Results indicated that job characteristics including variety, autonomy, task identity, and feedback play an important role in facilitating involvement in one's job. It was also suggested that supervisors who are seen as trusting, innovative, fair, and cohesive and who positively reinforce subordinates for job well done, also play a role in developing a climate that fosters involvement.

Baba (1990) reported that age, comparative absence (rate of absenteeism for different job holders), job involvement and life event stresses are significant predictors of frequency of absenteeism. This clearly suggests that lessened job involvement, due to any reason, may lead to important consequences on productivity, satisfaction or absenteeism.

Huselid and Day (1991) study was to examine the hypothesis that organizational commitment and job involvement interact in the prediction of turnover (Blau and Boal 1987). Identical models estimated with logistics regression provided no support for the presence of commitment-involvement interaction.

Moser and Schuler (1993) had studied the validity of a German version of the job involvement scale. The results showed the validity of
German Version of the job involvement scale. Data from 811 normal male and female employees revealed that job involvement was highly related to job satisfaction and organizational commitment.

Srivastava and Krishna (1994) in a study compared the level of job involvement and mental health of the employees operating in public and private sect of manufacturing organizations (N=900). The results obtained indicate significant differences in job-involvement and mental health of the employees belonging to the two types of organizations. The private sector employees were comparatively more involved in their job and maintained better mental health. The study also found that job involvement and mental health correlated significantly for public sector employees but not in case of private sector employees.

Mishra and Gupta (1994) had examined the effects of motivation and job involvement on the performance of 50 blue collar industrials workers in a steel plant. Job experience ranged from four to seven years. Results revealed that motivation and job involvement both were significantly related to performance as mean performance scores for the high motivated group was higher than that of the low motivated group. Performance score were also higher in the high job involvement group than in the low group.

Relationship among job involvement, job satisfaction and organizational commitment among the nurses was studied by Knoop and Robert (1995). They examined whether the involvement in work and job, commitment to the organization and satisfaction with the job would be significantly related. The involvement was not related to overall job satisfaction but was related to satisfaction with work and promotion opportunities.
A study by Aidsline Med (1997) analyses job involvement in a community-based AIDS service Organization (ASO) and found that employees' high level of job involvement are significantly correlated to three job related factors. They are employees perceived job security, attitude towards their organization and the conflict between job and family.

Another study was done by Examining Committee (Jennara et al 1999) of Nursing College (governed by the Ministry of Public Health) to describe the organizational climate and job involvement. They examined the relationship between the organizational climate and job involvement of nursing college faculties. Results showed a significant positive correlation between organization climate and job involvement.

Nystedt and Haegglend (2000) studied the discriminate validity of measures of job involvement, job satisfaction and organizational commitment. The study was tested with data from 467 army officers aged 23-59 years in Sweden. The results indicated that job involvement, job satisfaction and organizational commitment represent three empirically distinct construct.

Christopher and Jayne (2002) in their study examined the separate and joint effects of individual career planning and organizational career management on employee job performance and job involvement. They examined 43 part time management students engaged mainly in supervisory positions. As hypothesized, both these individual and organizational efforts at improving careers had significant effects on involvement and performance. Their joint effects on both these outcomes were also significant, with individual career planning making a net contribution, beyond that of organizational career management. The results are interpreted as providing additional support for individuals and organizations taking "joint responsibility" for employee careers.
Even Job Involvement is a crucial factor in productivity. Low job involved workers do not develop the concept of self-image and it hampers their performance capacity. Employee tries to fit psychological make-up with the climate of the organization. Thus, job behaviour and motivation for job performance will also be influenced by these characteristics. An analysis on review of job involvement indicates the studies pertaining to job involvement have a wider scope. Many personal variables are examined in relation to job involvement. Age and experience are found to have influence on job involvement in several studies. Some studies were reported negative relationship between personal factor and job involvement. The studies carried out at industries, bank and educational institutions. The population of studies includes executives, teachers and workers. Most organizational factors are related to job involvement of employees. It guides the researcher to consider organizational factors like organizational climate and organizational commitment correlates of job involvement.