CHAPTER – 1
INTRODUCTION

1.1 MEANING AND PROCESS OF MOTIVATION

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1.3 MEANING AND CONCEPT OF ORGANIZATIONAL HEALTH
CHAPTER – 1

A STUDY OF PREDICTIVE EFFICIENCY AND MODERATING EFFECT OF GROWTH NEED, ORGANIZATIONAL HEALTH WITH REFERENCE TO JOB-INVOLVMENT AND WORK MOTIVATION OF INDUSTRIAL EMPLOYEES

1.1 MEANING AND PROCESS OF MOTIVATION

According to Maslow, (1943) employees have five levels of needs Viz; Physiological, safety, social, esteem and self-actualization. Maslow opined that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg (1959) categorized motivation into two factors: motivators and hygiene factor. Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction, if these needs are not satisfied.

Vroom's theory is based on the belief that three basic concept viz; valence, instrumentality & expectancy. According to this theory, employees avoid the effort in case of low expectancy, low instrumentality & low valence. Combination of high & low of these three factors influences the degree of motivation. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative
outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behavior that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

**Figure: No.1 : A model of motivation performance and satisfaction.**

![Diagram of motivation performance and satisfaction](image)

**Figure No.2 A model of motivation, Environment opportunity.**

![Diagram of motivation, Environment opportunity](image)

- **Different scholars have explained meaning of motivation in different way.**

  At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies and conducted by Elton Mayo from 1924 to 1932. This study
found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies has advocated the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993).

Motivation is related to motives of the people by which they are moved and activated to achieve the goal.

Motivation may be understood differently by different individual as incentives to work, motives to achieve goals, desire to possess something useful, drives to come forward for outstanding performance.

'The Latin word movers is the basis of motivation.'

'Movere means to move.' Motivation is the spirit of the people, which is ignited by something, message, appeal and the like. Since the level of realizing the self, spirit and power is different in different people, motivational factors have varying degrees of impact upon them. People are motivated under certain situations and actions.

Today, virtually all people practitioners and scholars have their own definition of motivation. Usually one or more of the following words are included in the definition: 'desires,' 'wishes,' 'aims,' 'goals,' 'needs,' 'drives,' 'motives,' and 'incentives,' technically, the term "motivation" can be traced to the Latin word movers, which means "to move," This meaning is evident in the following comprehensive definition: motivation is a process that starts with a physiological or psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive.
Definitions of motivation.

Following are the main definitions of the motivation.

'Motivation is nothing but, the process that initiate, directs and sustains behaviour to satisfy physiological or psychological needs or wants.'

"Motivation basically means an individual's needs, desires, and concepts that cause him or her to act in a particular manner."

"Motivation is a general inspirational process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they accepted and generally to play an effective part in the job that the group has undertaken".
- Brech (2000).

"Motivation is the way in which urges, desires, aspirations, and strivings or needs direct, control or explain the behaviour of human beings."
- D.E. Macfarland (1997)

Bernard, Berelson and Gary A. Steiner (1998) have defined it as:
"A motive is an inner state that energies, activates or moves and that directs or channels behaviours toward goals."

It reveals that motivation is an inner condition of people, which energies people to work hard. Motivation arouses or initiates activities. Motivation is used to direct the employees to achieve goals in the right perspectives. As a process of motivation, the management watches how the employees start, stop and sustain the work spirit so that they are properly directed and channelised towards the achievement of goals.
George R. Terry (1987) say's "motivation is the desire within an individual that stimulates his or her to action."

S.P.Robbins (1991) has defined," motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort, ability to satisfy some individual need."

Motivation exercises to achieve goals of employees and organization. Employees are interested in satisfaction and organization aims to achieve the organizational goals.

Motivation while achieving organizational goals tries to provide maximum satisfaction to employees through fulfilling their desires, needs and wishes. It takes place within a culture, reflects an organizational behaviour model and requires communication skills.

Motivation is successful on communication method. It should understand the employees' drives and needs as well as consistence with organizational goals.

Motivation is always directed towards achievement of high level of work, favourable job and high performance. The quality of work, employees' level of performance and their qualifications are considered for motivation.

Mitchell, T. R. (1982) say's "Motivation…[refers to] those psychological processes that cause the arousea, direction, and persistence of voluntary actions that are goal directed."

Steers and Porter, (1983) has defined "motivation as a force that serves three functions, it energizes, or causes people to act, it directs behaviour toward the attainment of specific goals and it sustains the effort expended in reaching those goals."
The assembler who slows down when he has reached some unofficial group-determined "quota" is doing so in order to fulfill some perhaps vaguely perceived need, such as the need to be accepted as one of the bunch. Likewise, the eager-beaver salesman who drums up a lot of sales is doing so to fulfill some need—perhaps to receive the approbation of the sales manager, or perhaps to increase his commission, or perhaps for a combination of these and other reasons. The way person behaves is in large part a function of his motivation—that is, his desire to fulfill certain needs. Thus, the work behavior of people be it good, bad, or indifferent—must be viewed in part as the consequence of the motivation of the individuals in question. The complexities, however, should not preclude us from trying to gain some understanding of human motivation—even though it can be at best incomplete. In fact, some modest beginnings have to be made toward such understanding. The beginnings include certain theories we shall be examining in this research.

Many situations and actions are more interesting and highly inspiring. They are used for motivational purposes. In an organization, the job design, managerial relationship, reward system, performance appraisal and interaction with employees are important components of motivation. Motivational factors may be viewed from individual characteristics, supervisory factors, organizational factors, external factors and so on.

Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing degree of readiness. An encyclopedia of management.(2003)
On the basis of the above definitions the following observations can be made regarding motivation. (O.B.Concepts, Theory and Practices-Prof. Nirmal Singh pp-213 to 295)

1. Motivation is a inner psychological force which activates and compels the person to behave in a particular way.
2. Motivation process is influenced by personality traits learning abilities, perception and competence of an individual.
3. Highly motivated employee works more efficiently and his level of production tends to be higher than others.
4. Motivation originates from the needs and wants of an individual. It is a tension of lacking something in his mind that forces him to work more efficiently.
5. Motivation is also a process of stimulating and channelising energy of an individual for achieving set goals.
6. Motivation also plays a crucial role in determining the level of performance. Highly motivated employee will get higher satisfaction, which may lead higher efficiency.
7. Motivating force and its degree may differ from individual to individual depending on his personality, needs, competence and other factors.
8. The process of motivation helps the manager in analyzing and understanding human behaviour and finding out that how an individual can be inspired to produce desirable working behaviour.
9. Motivation may be positive as well as negative. Positive motivation includes incentives, rewards and other benefits while negative motivation implies some punishment, fear, use of force, etc.
10. The process of motivation contributes to and boosts up the morale of the employees. And high degree of motivation may lead to high morale.

❖ **Basic Principles to Remember:-**

1. **Motivating employees starts with motivating yourself:-**

   A great place to start learning about motivation is to start understanding your own motivations. The key to helping to motivate your employees is to understand what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How is your job configured to support your own motivations? What can you do to better motivate yourself?

2. **Always work to align goals of the organization with goals of employees:-**

   As mentioned above, employees can be all fired up about their work and be working very hard. However, if the results of their work don't contribute to the goals of the organization, then the organization is not any better off than if the employees were sitting on their hands—may be worse off therefore, it's critical that managers and supervisors know what they want from their employees. These preferences should be worded in terms of goals for the organization. Identifying the goals for the organization is usually done during strategic planning. Whatever steps you take to support the motivation of your employees (various steps are suggested below), ensure that employees have strong input to identifying their goals and that these goals are aligned with goals of the organization. (Goals should be worded to be "SMARTER". More about this later on below.)
3. **Key to supporting the motivation of your employees**

   understands what motivates each of them:

   Each person is motivated by different things. Whatever steps you take to support the motivation of your employees, they should first find out what it is that really motivates each of your employees. You can find this out by asking them, listening to them and observing them.

4. **Recognize that supporting employee motivation is a process, not a task:-**

   Organizations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate himself or herself. If you look at sustaining employee motivation as an ongoing process, then you'll much fulfilled and motivated yourself.

5. **Support employee motivation by using organizational systems**
   (for example, policies and procedures) – don't just count on good intentions.

   Don't just count on cultivating strong interpersonal relationships with employees to help motivate them. The nature of these relationships can change greatly, for example, during times of stress. Instead, use reliable and comprehensive systems organizational policies and procedures, etc., to support employee motivation. Also, establishing various systems and structures helps ensure clear understanding and equitable treatment of employees.

   ❖ **Steps You Can Take :-**

   The following specific steps can help you go a long way toward supporting your employees to motivate them in your organization.
1. **Do more than read this article – apply what you're reading here.**

   This maxim is true when reading any management publication.

2. **Briefly write down the motivational factors that sustain you and what you can do to sustain them.**

   This little bit of "motivation planning" can give you strong perspective on how to think about supporting the motivations of your employees.

3. **Make a list of three to five things that motivate each of your employees.**

   Read the article. Fill out the list yourself for each of your employees and then have each of your employees fill out the list for themselves. Compare your answers to theirs. Recognize the difference between your impressions of what you think is important to them and what they think is important for you. Then meet with each of your employees to discuss what they think are the most important motivational factors to them. Lastly, take some time alone to write down how you will modify your approaches with each employee to ensure their motivational factors are being met. *(NOTE: This may seem like a "soft, touchy-feely exercise" to you. If it does, then talk to a peer or your boss about it. Much of what's important in management is based very much on "soft, touchy-feely exercises." Learn to become more comfortable with them. The place to start is to recognize their importance).*

4. **Work with each employee to ensure their motivational factors are taken into consideration in your reward systems.**

   For example; their jobs might be redesigned to be more fulfilling. You might find more means to provide recognition, if that is important to
them. You might develop a personnel policy that rewards employees with more family time, etc.

5. **Have one-on-one meetings with each employee.**

Employees are motivated more by your care and concern for them than by your attention to them. Get to know your employees, their families, their favorite foods, names of their children, etc. This can sound manipulative – and it will be if not done sincerely. However, even if you sincerely want to get to know each of your employees, it may not happen unless you intentionally set aside time to be with each of them.

6. **Cultivate strong skills in delegation.**

Delegation includes conveying responsibility and authority to your employees so they can carry out certain tasks. However, you leave it up to your employees to decide how they will carry out the tasks. Skills in delegation can free up a great deal of time for managers and supervisors. It also allows employees to take a stronger role in their jobs, which usually means more fulfillment and motivation in their jobs, as well.

7. **Reward it when you see it.**

A critical lesson for new managers and supervisors is to learn to focus on employee behavior, not on employee personalities. Performance in the workplace should be based on behavior toward goals, not on popularity of employees. You can get in a great deal of trouble (legally, morally and interpersonally) for focusing only on how you feel about your employees rather than on what you're seeing with your eyeballs.
8. **Reward it soon after you see it.**

   This helps to reinforce the notion that you highly prefer the behaviors that you're currently seeing from your employees. Often, the shorter the time between an employee's action and your reward for the action, the clearer it is to the employee that you highly prefer that action.

9. **Implement at least the basic principles of performance management.**

   Good performance management includes identifying goals, measures to indicate if the goals are being met or not, ongoing attention and feedback about measures toward the goals, and corrective actions to redirect activities back toward achieving the goals when necessary. Performance management can focus on organizations, groups, processes in the organization and employees.

10. **Establish goals that are SMARTER.**

    SMARTER goals are: specific, measurable, acceptable, realistic, timely, extending of capabilities and rewarding to those involved.

11. **Clearly convey how employee results contribute to organizational results.**

    Employees often feel strong fulfillment from realizing that they're actually making a difference. This realization often requires clear communication about organizational goals, employee progress toward those goals and celebration when the goals are met.

12. **Celebrate-achievements.**

    This critical step is often forgotten. New managers and supervisors are often focused on a getting "a lot done." This usually means
identifying and solving problems. Experienced managers come to understand that acknowledging and celebrating a solution to a problem can be every bit as important as the solution itself. Without ongoing acknowledgement of success, employees become frustrated, skeptical and even cynical about efforts in the organization.

13. Let employees hear from their customers (internal or external).

Let employees hear customers proclaim the benefits of the efforts of the employee. For example, if the employee is working to keep internal computer systems running for other employees (internal customers) in the organization, then have other employees express their gratitude to the employee. If an employee is providing a product or service to external customers, then bring in a customer to express their appreciation to the employee.

1.1.2 Basic Model of Motivation:

Motivation is based on need, which is feeling of lacking something. Feeling of need or unsatisfied need creates tension that stimulates drives within the individuals. These drives generate search behavior to find out the ways of satisfying the needs. It will try to achieve the goals satisfied needs reduce the tension and provides satisfaction.
Need is a feeling of deficiency. It creates physiological imbalances, which create tension in the mind of employees. The employees' drives are energized and activated to find out the satisfaction through its achievement. Drives are strong feelings of the deprivation which thrust upon certain goals. It leads to action and provides energy to achieve them. Drives lead to search for the proper action which will provide satisfaction. Goals achievement is reduction of tension. It restores physiological and psychological balance. Motivation is a natural process wherein the felt needs are recognized. Need creates a state of disequilibrium i.e. tension which is to be reduced through behavior. Individuals will search the behavior for getting satisfaction. He will select suitable strategies for the purpose if he is qualified adequately. Motivation, therefore, depends on ability, experience, education, background and skills of individuals. The satisfying tools may be financial and non-financial rewards and punishment. The motivation cycle leads to satisfaction. If the needs are unsatisfied, during the process,
unsatisfied employees may create some problems which should be solved immediately to satisfy the employees.

Motivation has drives which are based on cultural environment in which the person lives. Cultural environment and drives affect the people's desire to work and approach to the problems. Besides, national characteristics and desires of achievement influence motivation level.

❖ The Role types of Motivation :-

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations to survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is really the most complex. This is due, in part, to the fact that what motivates employee's changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

Motivation has been observed in different forms and types depending upon various environments, opportunities, goals, ability and so on many other things. These motivational factors are mainly divided into following as under

1.1.3 Primary Motivation:

Many motivation drives and motives are unknown to the individuals although they exist in them and motivate indirectly. Since these drives and motives are physically attached with the people, they are known as primary motivation. They are biological and unlearned.
Primary does not mean that these motives are having precedence over other motives; primary motivation is basically related with human needs for physiological satisfaction. Primary motivation is unlearned and natural relating to physiological needs. The primary motivation may be of general type which the naturally felt by the individual. They are competence motives, curiosity, manipulation, activity and affection.

- **Competence motives.**
- **Curiosity motives.**
- **Affection motives.**
- **Human needs.**
- **Competence motives:**

  Natural motivation depends on several unknown factors such as competence, curiosity etc. many others have tried to explore the competence and others to find out their impacts on primary motivation for example, human and other organisms have capacity to interact with the situation. They have the capacity, very well known as competence, to understand the situation, its exploration, manipulation and different function, the capacity to interact with the environment has been termed 'Competence motives' by Robert W. Whyte who explained that competence motives receive substantial contributions from activities. They direct, select and persist with environment. Competence to act, interact and counteract the environment is the basic foundation of primary motivation. Based on these competence motives, some employees prefer rough and tough jobs, others like to work on sophisticated machines while someone may feel happy at table work, while designing the jobs
and assigning the job, competence motives are deeply considered to make them employees highly motivated to achieve goals.

- **Curiosity motives:**

  The primary motivates have unlearned drives to explore and manipulate objectives. Curiosity is one of them, which inspire people to adopt a significant activity. Without curiosity, one cannot desire to learn and direct his activities. Many times, students express their curiosity to perform a particular function. During curiosity, they learn many new schemes. Employees become dormant and sleepy. They would not take any interest in the organizational activities.

- **Affection Wants:**

  Primary motivation includes affection motives. Love and affection are a part of human wants which is aimed to be achieved by the employees. People work because they want to support their families. If the family needs are fulfilled, they are inspired to work hard. Love and affection have become prime movers of people's activities.

- **Human needs:**

  Primary motivation includes satisfying human needs. People work for satisfying the individual and family needs of hunger, clothing, housing, education, etc. the present and future needs are to be satisfied by the working people. No one would like to work if the basic needs are not satisfied. Social and Psychological needs are secondary motivation. Primary needs such as needs for food, water, air, comfort, shelter, and safety are prime needs. These human needs are to be satisfied for making the individual active and working.
1.1.4 Secondary Motivation :

Secondary motivation is learned and consequential. Primary drives are unlearned and natural as feeling of thirst; hunger etc. secondary motives are learned and realized as a result of development. As human beings develop and learn many new ways of satisfaction and comfort, secondary motives crop in, this prevails in the cultured and educated society. Secondary motives do not remain secondary in the develop organization; rather, it becomes essential for moving the activities of educated people. It becomes prime mover of developed people because it becomes natural to feel the needs. Many authors have emphasized to separate secondary motivation from primary motivation to retain each other's identity. Secondary motives are always learned. They are achievement motivation, affiliation motivation and power motivation.

- **Achievement motivation.**

- **Affiliation motivation.**

- **Power motivation.**

- **Achievement motivation :**

Generally People are achievement oriented. Apperception test has revealed that many employees work for satisfaction of their varieties of needs. Knowledge and learning have become helpful for developing achievement motivation. Many psychological tests have revealed the level of achievement motivation. McClelland has devised techniques to measure need for Achievement. He has revealed high achievers' qualities. High achievers are not necessarily risk takers. They are cautious and careful persons. They are moderators. People believing in high achievement need immediate feedback. They find achievement as
intrinsic satisfiers. The material rewards and other results are not necessarily attached with the high achievers. They believe in work and work only, caring little about the results and reward, they are preoccupied with work until work is completed. They do not want to leave work unfinished. However, high achievers are divided and live alone. They like peace and solitude. They are realistic, excellence preferential and having good behavior. Low achievement oriented people do not bother about the goal. They like to work for reward and result and not for individual job satisfaction. They are pessimistic. They do not like their subordinate to enjoy the fruits of achievement. They do not care about people and production. High achievers are assets to the organization as they feel personally responsible for reaction and results.

- **Affiliation motivation**:

  Affiliation motivation is related to social motives. People like to be recognized by the society. Employees feel happy when they are complimented for their services rendered. They get inner satisfaction while being with friends and in a group of large number of people. They like job freedom for mixing with other colleagues. If an employee is associated with some social organization, he is being liked by his friends. Thus, the affiliation motives help the people to develop. Persons having affiliation attitudes are in a better position to manage their employees. The employees also like to work with affiliation oriented manager because the latter can easily assign the task. He gets an opportunity to monitor work and direct work activities. Affiliation motives are useful for group dynamics.
• **Power motivation:**

Many people desire power to influence others. Power-oriented people are management oriented. Institutional power is better than individual power because former is used to influence the behavior of the employees to make them more productive. Qualified people prefer to seek power through legitimate means. They want leadership through successful performance. Motivation to work is human state where competence to work and will to work fuse together. In the absence of will, competence alone does not result in performance. Similarly, in the absence of competence, will alone does not produce results.

Motivation of employees cuts across all topics and principles of industrial psychology. It is also the ultimate test of effectiveness of industrial and business organizations because it directly relates to the results achieved. It provides for optimum use of human resources in an organization through the involvement of the employees and determines the performance of the unit organization. Looking at it from a broader perspective, work motivation of employees in each organization, ultimately determines the state of the national economy, as it is an aggregate of unit organizational performances which determines the national economy. It is, indeed, the main concern of management of any enterprise as without employee motivation other resources however great, become sterile.

1.1.5 **Motivational Strategy For Employees.**

(Managers And Supervisors)

As we can well realize by now, a sound motivational strategy in the organizational context must serve two objectives at the same time: firstly,
of achieving the organization results and secondly, deriving overall employee's satisfaction within its limits.

An understanding of human behavior, the employees' needs and expectations and of their tendencies of approach and avoidance towards need satisfaction and deprivation are useful in formulating a workers/supervisory/managerial strategy for employee motivation.

It must be understood that employee motivation in organization is necessarily derived through the managerial process of understanding, leading, directing, guiding and controlling the expectations of employees on one hand and matching mutually recognized and accepted expectations with suitable incentives on the other. Thus motivational strategy in simple terms, involves linking effectively the approach avoidance tendencies of employees towards need satisfaction and deprivation with the standard of behavior required by the organization. If the organization requires tasks to be performed, then such tendencies will have to be clearly linked with the standards of performance and adequate incentive system (reward-punishment system) will have to be applied consistently and firmly.

The scheme for motivational strategy for task performance is described in following.
Figure No. 4
Motivational strategy


As is described in the scheme, the employee derives the satisfaction of his needs only through adequate performance of his tasks. In case his performance is inadequate, then he is deprived from satisfying his needs. If he wants to satisfy his needs and to avoid dissatisfaction, the only way he is made to do is through adequate performance of his task. Thus, the following specific action steps are required on the part of the management of an organization on order to develop and maintain adequate employee motivation for a particular group of employees:

Set the standard of performance. (May undergo certain adjustments in the process of matching employee expectations with it).

Assess the needs and expectations of employees.

Direct, guide, control and lead employees' expectations as per the requirement of the performance.
Formulate a suitable performance appraisal system.

Formulate reward-punishment (Incentive) system based on wide range of incentives.

Relate the performance appraisal system and the reward punishment system firmly and consistently

The above action steps will be effective within an overall environment of effective executive leadership congenial for the performance of the task, as further elaborated in a later thought.

By contrast a sentiment is an acquired aggregate of attitudes, built up by learning and social experience, but also like a strong source of motivation and interest.

Five sentiments, which are included in the present study of motivational patterns, are viz.

⇒ Self-concept sentiment, which measures level of concern about the self-concept, social repute, and more remote rewards,
⇒ Superego sentiment, which shows strength of development of conscience,
Career; sentiment is the amount of development of interests in a career;
⇒ Sweetheart spouse sentiment which shows the strength of attachment to wife (husband) or sweetheart; and
⇒ Home-parented sentiment, which indicates the strength of attitudes, attached to the parental home.
1.1.6 Employees Related Theories Of Motivation:

**Motivation Theories:-**

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow’s need-hierarchy theory, Herzberg’s two-factor theory, Vroom’s expectancy theory, Adams’ equity theory, and Skinner’s reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg’s work categorized motivation into two factors: motivators and hygiene factors (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition which produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom’s theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams’ theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner’s theory simply states those employees’ behaviors that lead to positive outcomes will be repeated and behaviors that lead to
negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behavior that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

Theories of motivation are classified into three area’s first early theories, second contemporary theories and third integrating theories.

1. **Early theories of motivation**
   - Theory – X
   - Scientific Management Theory
   - Integrating Theory

2. **Contemporary theories of motivation.**
   - Hygiene theory.
   - Existence, relatedness
   - Human relation motivation movement.

3. **Integrating theories of motivation.**
   - Equity theory
   - Reinforcement And growth theory.
   - McClelland’s theory of needs.

4. **Theory – Y**
   - Cognitive theory.

5. Maslow’s theory of need Hierarchy.
   - Attribution theory.

6. Goal setting theory.

Organizations intentionally or unintentionally build “work-motivation system.” These systems hold assumptions about what affects work behaviors and which ones are important for job performance, job involvement. Motivation theories also give you the tools you need to analyze an organization’s existing work-motivation system. These types
theories also useful to understand why an employee is or is not satisfied and also useful to understand why an employee is or is not satisfied is not performing as needed. (Pander C.C., 1998, “works satisfaction in organizational behaviour”).

Need theories of work motivation and job involvement use personal characteristic or attributes to explain work-motivation and job involvement? These theories apply to healthy personalities and do not try to explain disorders such as psychoses. Murray’s Theory (Henry Murrary, 1998, Explorations in personality), of “Human personality” gives a basic understanding of the role of needs in deciding employee behavior, (human behavior). Of Maslow’s Hierarchy needs theory (1943-Prefece to motivated and job-satisfaction theory), and E.R.G. theory (Alderfer, c.p., 1972, existence, relatedness and growth, human needs in organizational setting.), add to our understanding about the role need. McClelland’s (1961,62 & 1965, the achieving society), business drive, national achievement motivated and job satisfaction theory describes the way needs develop and role of three needs in shaping and directing behavior.

Herzberg’s motivator hygiene theory does not fit clearly into either of the theory groups. The three cognitive theories are expectancy theory, equity theory, and goal setting theory.

Expectancy theory describes the decision process people use to choose among several courses of action. This theory introduces the role of various types of rewards or outcomes people get for their behaviour. Equity theory complements expectancy theory by explaining comparisons people make with others and why people may or may not feel fairly treated. A feeling of unfairness motivates the person to behave in ways
that reduce the unfairness. Goal setting theories explain how goals affect employees (people’s), behaviors and his job satisfaction and performance.

Some of the theories well known as the theories of motivation are relevant to the concept of job involvement. Probably this is due to the fact that these two concepts are very closely related in the process of job behavior, although there are theoretical and practical differences between two concepts. Job satisfaction is concerned with the feeling one has toward the job, and work motivation, is concerned with the behaviours that occur on the job. Still the two terms are very closely related. Jobs that are able to satisfy more of the needs would provide greater satisfaction to worker. On the other hand, feeling of satisfaction on job in self acts as motivation to work. Moreover, most theories of motivation have an underlying hedonic assumption that individuals are motivated to seek that is pleasant to them. As a result many theories of motivation are also considered, at least in part theories of job-satisfaction and performance.

- **Herzberg’s Motivator-Hygiene Theory.**
- **Existence, Relatedness and Growth: (E.R.G.theory)**
- **Vroom’s Expectancy theory.**
- **Goal Setting Theory.**
- **McClelland/Atkinson needs theory of motivation.**

[Diamond] Herzberg’s Motivator-Hygiene Theory:-

Fredrick Herzberg advanced a theory of motivation based on a study of need satisfactions and on the reported motivational effects of those satisfactions on 200 engineers and accountants. His approach is termed the two factor theory of motivation.

Herzberg asked the subjects of his study to think of times when they felt especially good and especially bad about their job. Each subject
was then asked to describe the conditions that caused those feelings. Significantly, the subjects identified different work conditions for each of the feelings.

For example, if managerial recognition for doing an excellent job led to good feelings about the job, the lack of managerial recognition was seldom indicated as a cause of bad feelings. Among theories relating directly to job satisfaction, the one proposed by Herzberg (1966), has received the greatest amount of attention in recent that time and has generated the greatest amount of controversy. Postponing discussion of the controversial aspects until later let us first summarize the basic study from which the theory arose. Hygiene theory assumes healthy working conditions and congenial relationship.

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<tbody>
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<td>Growth, Achievement, Responsibility, Recognition.</td>
</tr>
<tr>
<td>Delegation, success to information, freedom to act, atmosphere of approval,</td>
</tr>
<tr>
<td>Merit increases, discretionary awards, profit sharing, company growth, promotions,</td>
</tr>
<tr>
<td>Transfers &amp; rotations, education, Membership.</td>
</tr>
<tr>
<td>Involvement, goal-setting, planning, problem solving</td>
</tr>
<tr>
<td>work simplification, performance-appraisal, utilized aptitudes, work Itself, inventions, publications.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivation Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHYSICAL</td>
</tr>
<tr>
<td>Work layout, job demand, work rules, equipment, location, grounds,</td>
</tr>
<tr>
<td>SOCIAL</td>
</tr>
<tr>
<td>Workgroups, coffee groups, lunch groups, socialgroup, office groups, ridepools, outings, sports,</td>
</tr>
<tr>
<td>ECONOMIC</td>
</tr>
<tr>
<td>Wage &amp; salaries, automatic increases, profitsharing, social security, workmen’s,</td>
</tr>
</tbody>
</table>
restrooms, parking facilities, temperature, ventilation, lighting, noise, professional groups, interest groups, compensation, retirement, paid leave, insurance, tuition, discounts.

<table>
<thead>
<tr>
<th>SECURITY</th>
<th>ORIENTATION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness, consistency, reassurance, friendliness, Seniority rights, grievance procedure.</td>
<td>Job-instruction, work rules, group-meetings, shoptalk, newspapers, bulletins, handbooks, letters, bulletin boards, grapevine</td>
<td>Job classification, title, furnishings, location, privileges, relationships, company status.</td>
</tr>
</tbody>
</table>

**Fig.** Illustration of the motivation and maintenance needs of employees as formulated by one organization. (Adapted from Myers, ibid., Exhibit)

Hygiene factors help employees maintain a level of working order. They are not dissatisfied at the presence of hygiene factors. They do not go negative and look for high and favorable factors. At this point, motivational factors are more effective. This theory explains that motivations are effective only when the dissatisfies are removed. In other words, hygiene factors should precede motivation factors. (This theory was propounded by a psychologist, Frederick Herzberg, 1966, who explored the attitudes of employees towards their jobs under exceptionally good and or bad pointing them as job satisfaction and job dissatisfaction), Frederick Herzberg, explored the attitudes of employees, towards their jobs under exceptionally good and or bed pointing them as job satisfaction and job dissatisfaction.
Table No. 5 Showing Motivation- Basics

<table>
<thead>
<tr>
<th></th>
<th>Job satisfaction</th>
<th>No job Dissatisfaction</th>
<th>No Job Dissatisfaction</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>-2 Absence</td>
<td>-1 Presence</td>
<td>+1 Absence</td>
<td>+2 Presence</td>
<td></td>
</tr>
</tbody>
</table>

A. Motivators

B. Hygiene Factors

It is clear from above table No. 5 that hygiene theory has two main considerations i.e. hygiene factors and motivators. It is noted here that no job satisfaction does not mean dissatisfaction. In other words no satisfaction does not mean dissatisfaction. There are three levels; satisfaction, neutral and dissatisfaction. Absence of motivations does not lead to dissatisfaction. Employees are care free and neutral. Presences of motivators have motivating impact leading to employee’s satisfaction. Similarly, presence of hygiene factors does not lead to satisfaction or dissatisfaction. It creates a mental state where employees are put in their original form to pave the way for motivation. Before providing motivation, employees should be brought to this level. Otherwise, motivation will not be effective to achieve the goal. Absence of hygiene factors creates job dissatisfaction where in employees work against the interest of the organization. Dissatisfied employees are liabilities to the organization. They feel distress, frustration, stress and disorders in the job. On a scale of five, it may be put as -2 to demonstrate dangerous feelings of employees. Thus, hygiene factors are set for making motivators effective to achieve the goals of an organization.
In the absence of hygiene factors, employees are dissatisfied. Management should know all those factors that create dissatisfaction because these factors are avoided for up keeping employees in good position, peace and trust. Hygiene factors are avoiding these dissatisfies. It means, there will be hygienic condition when the dissatisfies are eliminated and prevented to reoccur. Hygiene factors that should be present are good working conditions, salary, interpersonal relations and policies for safeguarding the interests of the employees. If these factors are present and adequate, employees will be neither dissatisfied nor satisfied; they are put in a neutral state of peace and favorable thinking which are essential for motivating the employees.

**Existence, Relatedness and Growth: (E.R.G. Theory)**

Many authors to sponsor motivation theory, though criticized, have used Maslow theory. One of them was prof. Clayton Alderfer of Yale University, who did some empirical research and converted Maslow’s theory into ERG theory that indicates Existence, Relatedness and Growth (ERG). Existence needs are essential for survival that is possible through satisfying physiological needs.

Relatedness needs stress the needs of social and interpersonal relationships. Growth is related with development needs of people.

**Existence:**

People need existence that is possible by providing basic materials it includes needs of air, water, food, shelter, sex security and safety. At work place employees need good salary, healthy working conditions and congenial atmosphere. Existence is easily compared with physiological and safety needs of Maslow’s theory and with hygiene theory of
Herzberg. Existence requirements are unlearned and natural which should be fulfilled for motivating employees.

**Relatedness:**

People feel some needs because other has fulfilled those needs. It involves interpersonal relationship with others at the work place. It requires sharing of others’ sorrow and joy. Relatedness includes social and status desire and interaction with others. It is compared with some of the safety, social and external esteem needs of Maslow and with the motivators of Herzberg.

**Growth Need:**

Growth, needs are intrinsic desires for personal development. Employee (People) needs creative work and personal growth for self-satisfaction. It is analogues to self actualization and intrinsic esteem of Maslow’s theory and internal motivation of Herzberg. Employee (people) likes to have full use of their capacities. They aspire to create new dimensions of their knowledge. High motivations are employee (worker, supervisor and manager) own spirit and soul. If they are properly understood, employee (worker, supervisor and manager) can grow faster.

Maslow & Alderfer both emphasized the satisfaction of higher order need which is known as growth need. One reason for emphasis on improved models of organizational behaviour is the evolution of employee need structures postindustrial nations have reached a condition wherein higher order (growth) needs are the prime motivators for many employees. Consequently, managers of these workers must seek to design organizational behaviour systems that provide a greater probability of satisfying those needs was possible in the past. In addition, the emergence of a knowledge society requires more use of intellectual abilities across a
wide range of employees, and advanced organizational behaviour systems tend to be more effective with knowledge workers. A manager cannot make employees think; they must be internally motivated to do so.

The key that unlocks this combination of higher order needs and intellectual abilities in order to make the system productive is improved organizational behaviour. The human mind is encouraged to be more creative by positive motivation. This is a unique energizing force wholly unlike the application of physical energy to a machine. A machine has a rated capacity beyond which it cannot go, no matter how much energy is applied to it. It can produce only to a fixed limit and not more than that limit. But a person can produce unlimited amounts through better ideas. The promise of better organizational behaviour is that it motivates people to produce better ideas. There is no apparent limit to what people can accomplish when they are motivated to use their potential to create new and better ideas. The organization should create an environment wherein an employee can make use of their fillets & skills and to develop higher and higher motivation.

Every individual would like to use his/her potentiality and would aspire for self actualization. But they differ in the level of growth need strength. Employees who have strong growth need are more likely to be more responsive to job enrichment than employees with weak growth need. Therefore, it is important to know at the outset just what kinds of satisfactions the people who do the job are (and are not) motivated to obtain from their work. This will make it possible to identify which persons (employees) are best to start changes with, and which may need help in adapting to the newly enriched job. The employees who are highly motivated are the best to be promoted for higher post and can be asset of the organization. The diagnostic survey model provides direct
measures of the growth need strength of the employees. This measure can be very useful in planning how to introduce the change to the people, and in deciding who should be among the first group of employees to have their jobs changed. This measure will also helpful to know the commitment and involvement of the employees at large.

Alderfer’s ERG theory is more practical because it has involved both the views of Maslow (need hierarchy) and Herzberg (satisfiers and dissatisfies) plus additional consideration of desires. People require need, desire and satisfying factors which are incorporated in the theory of Alderfer, Need satisfaction is a pre-requisite of motivation. Satisfaction existence needs, relatedness needs and growth needs are required in sequence as was assumed by Maslow. The regression of frustration as revealed by hygiene theory of Herzberg is accepted by Alderfer frustration of growth needs leads to realization of relatedness needs. Similarly frustration at relatedness causes realization of existence.

\[
\textbf{Vroom’s Expectancy theory :-}
\]

Victor Vroom propounded Effective Work for Effective Motivation and Effective motivation for Effective work performance, and Effective job satisfaction’. The historical roots of expectancy theory go back to Tolman (1932), Lewin (1938), and Peak (1955; Vroom’s theory (1964) is one of the most comprehensive and most accepted theories in present time. It is generally known as VIE or Valence-Instrumentality-Expectancy theory. Content theories viz., need hierarchy; ERG and hygiene theories have been inadequate explanation or the process of the motivation. Expectancy theory amongst the other process theories viz., attribution theory, cognitive theory and equity have been considered more effective and useful theory of motivation. Expectancy theory is based on
the expectation of salary increase, promotion, rewards, and bonus in future.

Vroom’s theory argues that strength of a tendency to act in certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The whole theory rests on three basic concepts, valence, instrumentality and expectancy. The term valence according to Vroom (1964), refers to the affective orientation toward particular outcomes. In other words it refers to the attractiveness of a goal or outcomes. Expectancy refers to a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome (Vroom, 1964, p.17).

**Mechanism of VIE theory**

<table>
<thead>
<tr>
<th>Case</th>
<th>Expectancy</th>
<th>Instrumentality</th>
<th>Valence</th>
<th>Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-----</td>
<td>(Performance Reward Relationship)</td>
<td>-----</td>
<td>Level</td>
</tr>
<tr>
<td>1</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Strong Motivation</td>
</tr>
<tr>
<td>2</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>Moderate Motivation</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>Strong Avoidance</td>
</tr>
<tr>
<td>4</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>Moderate Avoidance</td>
</tr>
<tr>
<td>5</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>Moderate Motivation</td>
</tr>
<tr>
<td>6</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Weak Avoidance</td>
</tr>
<tr>
<td>7</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Moderate Avoidance</td>
</tr>
<tr>
<td>8</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Strong Avoidance</td>
</tr>
</tbody>
</table>
Employees are highly motivated in case of high expectancy, high instrumentality and high valence. Similarly employees avoid the effort in case of low expectancy, low instrumentality and low valence. Combination of high and low of these three factors influences the degree of motivation. If desire for reward is high and instrumentality and expectancy are low, the motivation will be moderate. Valence, instrumentality and expectancy are multiplicative in nature. They are not additive. If any one of them is negative or zero; their product will be respectively negative or zero motivation. If any one of them is low; the product will be of low motivation. The multiplicative principle is applicable to motivation under expectancy theory.

According to Vroom job satisfaction is a function of strength of the need or in other words, the more the capacity a job has to satisfy more of an individual’s needs, the more satisfied the individual is likely to be with it. While for motivation it can be implied that more the individual perceives of that act as need fulfilling act, more apt he is to perform it. Thus in Vroom’s model motivation reflects valence of the job for its occupant and that the strength of the force on a worker to remain on his job is an increasing function of the valence of the job. Therefore, satisfaction should be negatively related to turnover and other related factors.

Vroom’s model has also need subject to controversies and criticizes. Not of the difficulties with this theory is its complexity; it is too complex to be used effectively in explaining problems that are faced in organization.
Motivation = Valence x Instrumentality x Expectancy or

Motivation = F (V x I x E)

Giving values to the probabilities of their happening

Motivation = .5 x .8 x .3 = 0.120

If any of the probabilities is low; the motivation will be low. Therefore, high probabilities are needed for high motivation. For example;

Motivation = .8 x .8 x .8 = 0.512

Impact of uncertainty:

Expectancy model is based on probability that is calculated pertaining to extrinsic outcomes, intrinsic outcomes, perceived relationship between effort and performance, instrumentality relating to performance and rewards. Performance is also known as first order outcomes as some employees are satisfied with the performance itself. Second-offer level is concerned with the reward i.e. almost all the employees are satisfied only with the rewards. Therefore, expectancies are specifically measured for effort to performance and performance to reward. Simply, it is stated that the expectancy theory is based on the employees’ perception of relationship between effort, performance and reward. The linkages of these three factors are not easily forecasted. There are multiple causes which influence this motivation process.
Goal Setting Theory:-


Goals those are specific, challenging, reachable, and accepted by an employee lead to higher performance than goals that are fuzzy, unchallenging, not reachable, or not accepted. Goal specificity includes what needs to be done, how much needs to be done, and the performance period? High performance is partly the result of clear expectations about what to do and when. Employee told to “do their best” does not perform
as well as those who have specific task goals to reach. Goal setting affects behavior through the psychological processes of directing attention, stimulating effort, persisting in the effort, and finding ways to do the task well.(Locke, et al., “Goal Setting.” 1980, 1981, 1990, 1994).

Acceptance of the goal is important, but how one gets acceptance is not important, employee do about the same, whether Supervisors set goals unilaterally or are set jointly by themselves and their supervisors. Some research suggests that participation in goal setting is important when employees have high task involvement. (Woodford, J.C., V.L.Goodwin, and S. Premack. 1992). Participation increases information about the way a goal can be reached. The information can let employees discover better ways of doing the job. People also need feedback about their performance and rewards while they are performing. Goal setting without feedback is not effective in improving performance. (Locke, et al., “Relative Effectiveness,” pp. 363-88). Monetary rewards while working toward a goal can result in higher goal commitment and then increased performance. (Lee, T.W., E.A.Locke, and S.h.Phan.1997, and Wright, P.M. 1992 Journal of Management, 23; 541-59 and Journal of Management, 18; 677-93). Some evidence exists, however, that using rewards with difficult goals decreases commitment and then performance.

Goal setting theory does not view goals as static. Goals often are based on the past and some predictions about the future. As circumstances change, goals may need to change. An important element is the ability to change goals after they have been set because the circumstances surrounding employee performance have changed. For example, a sales quota may be set for a salesperson based on a prediction about the economy over a one-year period. If economic conditions change sharply, the sales quota should also be changed. If the goal is not
adjusted downward when the economy turns down, the goal becomes unreachable and employee performance will drop. If the economy turns up and the goal is not revised upward, the goal becomes too easy and the employee will not perform up to her capabilities.

The supervisor and the organization play important roles in goal accomplishments. The organization should train employees to increase their skills and let them reach increasingly more difficult goals. Management must also provide resources such as money, equipment, and time to get the job done. Lastly, it is especially critical that an employee knows how well she is doing while trying to reach a goal.

It can be said that, cooperative research on different theories is surely lacking and is needed for firm conclusions. Each theory only partially explains the concept of motivation job satisfaction, for the better understanding of this concept and its relation to job behavior it is necessary to identify and scrutinize the personal and situational or organizational variables contributing towards motivations for they may not be universally true to every job situation.

- **McClelland/Atkinson needs theory of motivation:**

  David C. McClelland of Harvard University and his associate J.W. Atkinson, in their research studies have contributed to the understanding of motivation, by identifying three types of basic motivating needs. These needs have been classified as:

  1. Need for Power,
  2. Need for Affiliation, and
  3. Need for Achievement.

  Extensive research has been done to validate, as to how- these three types of needs matter with people so important and essential, as these are
for the efficient working of an organizational enterprise. The research has devoted more particular attention to the need for achievement, because in every sector of organizational working, we find groups of individuals, in their combined efforts, striving to achieve goals.

1. **Need for Power:**

   According to McClelland and his associate, it is characteristic of people, with high need for power, to always feel much concerned for dominance and control. Such types of individuals generally look for positions of leadership, they act effectively, are outspoken have a stubborn character, and exert authority, and they possess a moralistic or teaching tone, and are good public speakers.

   McClelland has identified this craze for power in individuals that varies in intensity.

   \[ \Rightarrow \text{Need for power has the following characteristics.} \]

   \[ \begin{align*}
   &\text{Like to be in a position to order others and demand obedience.} \\
   &\text{Excels in position with status and prestige.} \\
   &\text{Perform better where delegation of authority exist.}
\end{align*} \]

   Other aspects of power and how does it influence individual behaviour are beautifully explained by Mary Parker in her treatise on power-on-behaviour and power-over-behaviour. Need for power is closely linked with authoritarianism in personality.

2. **Need for Affiliation:**

   People with a high need for affiliation, usually feel hilarious, when being loved, they feel happy when being accepted by a social group. It is very much in their trait as individuals, to establish and maintain social
relationships, cultivate friendship and ‘intimacy’, be ever prepared to help others in trouble and take pleasure in mixing up with people.

⇒ **Following are the characteristics:**

- Desire to like and be liked.
- Enjoy company and friendship.
- Prefer cooperative situation.
- Excellus group task.
- Star attraction in gathering.
- Leadership qualities.

This need is closely associated to “social-type” of personality who are sociable, friendly, cooperative and understanding. Persons with high motivation for power and for affiliation have better chances of becoming good managers.

3. **Need for Achievement:**

People with a high need for achievement, always feel ambitious to be successful, ever prepared to face challenging situation, set arduous goals for themselves, but within their possible reach: they are prone to take calculated risks, have a high sense of their personal responsibility in getting jobs for how far, and to what extent, they have progressed, they would always like to know, they feel inclined to put in longer hours of work: failures never dishearten them, and they are always ready to put in their best efforts for excellent performance.

Psychologists have identified two types of personality. First type believes he is the master of his fate, second type believes that man is a pawn of fate. First is called the Internals and second is called Externals. This is called locus of control in psychology. Internals are motivated to achieve their objectives. Such people have the following characteristics.
- Compelling drive to achieve results more than rewards.
- Take up job that is challenging.
- Seek situation to assume personal responsibility in solving problems and getting immediate feedback on their performance.
- They do not gamble or take up easy jobs because these have no challenges.
- They like to set objectives/goals which require hard work, individual competence and initiative.
- They are lovers of risk. Calculated risk give them the kind of thrill.
  High achievers can excel as entrepreneurs. It is not necessary that they are good managers, because they are interested more in their own work and not in influencing others.

  Apparently this theory suggests the worth while construct for understanding work-related motivation and employee attitudes.

  Research supporting McClland /Atkinson theory, is strongly positive. This theory holds great promise, for further research.

- **Employee motivation and employee empowerment are part of employee development.**
  The next step is to add employee motivation, employee empowerment and employee development to our business model. Every business and work process eventually requires that people make decisions to do the right thing. For employees to act appropriately there must be employee motivation that is a natural growth from employee development and employee empowerment. Usually an active employee development-training program is required to develop employee empowerment. As human beings we are all created with a free will and
the capability to make decisions. When employees are not making the correct decisions, no matter how good the process or system, propose will soon develop. Active employee development and employee empowerment will help create the environment where employee motivation can develop so more of these decisions beneficial to your organization. Every level of needs to understand employee development and employee empowerment. A consistent training plan that starts with executive coaching and includes management training as well as supervisor training while offering leadership skills development for all employees will speed realization of empowered employees. There are an almost infinite number of small details that no one except the person actually doing the work can ever know. Without employee empowerment it is difficult to take advantage of this knowledge. All of this knowledge is valuable and waiting to be tapped for your organization’s benefit.

Many organizations make a halfhearted attempt at employee empowerment with the Suggestion Box that is never opened. The last one I had opened contained several gum wrappers and one suffusion; it was over six months old. While this may fool some into thinking they have an avenue for participation and employee empowerment, others are successfully tapping this resource. Frequently assumptions are made about employee attitude and willingness to participate based not on the actual employee motivation but employee reaction to the way they are treated by supervision. In many organizations there is essentially no employee empowerment, no freedom to make even basic decisions. These same employees are community leaders, serve on church boards, are elected officials, do volunteer work, have their own businesses, and in a variety of other ways demonstrate a capability far above what is used in their work. What could happen to your business if through employee development and employee empowerment your employees brought the
same dedication, effort and thought to work that they freely give away outside of work? Improvements in productivity of 25% to 50% have been demonstrated when employers are willing to engage their employee and create an environment where employee motivation is the norm not the exception.

The synergy of work processes/system improvements can be amazing. A proven effective way to get involvement is to focus on the cycle time of important work processes. Even with uninspired and hesitant team members it is common to have 35+% reductions in cycle time. The importance of cycle time reduction goes much deeper than just being able perform in a process in less time without adding effort. In an organization dedicated to learning how to improve itself, every cycle is an opportunity to learn and improve. An organization with a 33% advantage in cycle time not only has the advantage of lower costs (time is money) and the ability to do more with the same or fewer resources but also they get three opportunities to learn for every two opportunities for their competitors. Benefits continue to feed on themselves and the advantages grow bigger and bigger. Teaching people how to use relatively simple problem solving tools and techniques is the easy part of employee development. Usually after just a little training and experience with one or two work related problems the basic tools are mastered well enough for most to start using them on their own. Even high motivated employees need the necessary tools to do a good job. When placed in teams they are prepared to make use of the many specifics that only they know to improve products and work processes. If your organization is going to approach six sigma performance levels (less than 3.4 ppm error rate) you will have to get your employees actively involved using problem solving tools. Even the best training/development programs
cannot assure that all employees will get involved. One of the prime jobs of supervision and management is to create the climate and the systems for employee motivation.

Organizations need empowered employees involved from the neck up and not just from the neck down. This is not to say that all will chose to do so. The obligation is provide the opportunity and the means. It is then the duty of the employee to take advantage of the employee development opportunity. Most employees when they believe in and trust their management/ supervision will leap at the opportunity to make higher level contributions to the organization. In addition to basic problem solving skills training an employee development process is needed. This process should stimulate thinking and encourage employees to make positive change in their behavior, attitude and habits of thought about work. Frequently however the biggest changes in these areas have to occur at the management and supervision levels. Turf protection, arbitrary rules, inflexible systems, capricious authority, poor listening, and reservation of the right to make all decisions diminish the likelihood that employee will contribute even a fraction of their capability.

True management skill involves the ability to direct, coach, delegate and mentor individuals and teams depending upon the situation and the employee’s need. Developing management and supervision with the skill and confidence to behave in this way is not a trivial task. For this reason we strongly recommend that the employee development start at the top of the organization with a consistent philosophy and approach backed up with observable behaviours. With Six Sigma Plus this area of personal development receives significant attention. Even when no new technical skills or tools are taught improvements are often impressive. This is especially true when a coordinated effort starts at the Executive
level in the organization and moves through the Managers, Supervisors and Employees working on the same concepts and approach. Many organizations spend time and money on training efforts to teach new skills to employees who are using a small fraction of the skills developed in past training.

Efforts at developing employees and allowing these who want to become more involved (which are most of them) usually will have much higher returns. An additional benefit is they are then more valued employees whose change in attitude is reflected in their work. Every activity or job has some level of technical skill that must be mastered in order to perform at an acceptable level. Without these it is much like tiring to turn a screw into a board without screwdriver. Demonstrated knowledge and skills are essential. In one cases employees come to the job with all of those skills. More commonly your employees will have a certain base level of competence but still will require additional training and development before they can make a positive contribution. Sometimes it can take years for the contribution to pay back the time value of the investment made in an employee. An obvious improvement would be to reduce the amount of time (cycle time) that it takes for new employees to reach the point of net return. The attitude that employee have on the work place can be more important than the actual technical skill level. Most of the time when we speak of an employee having an attitude it goes without saying that we are talking about a poor attitude. When speaking of a positive attitude it is always preceded with the good descriptor. Our experience confirms that poor attitude is one of the more common concerns in the work environment. Actually it is not the attitude that is the problem rather the behaviors that a result from that attitude is of concern. When someone is described as having bad attitude is of
concern. When someone is described as having a bad attitude and you press for how anyone else can know if someone has bad attitude the responses are fairly typical. Attendance problems, marginal quantity or quality of work, interpersonal problems with co-workers or supervisors, poor communications, lack of cooperation in any activity, etc. The list is remarkable similar no matter what the job, company, industry, or part of the world.

**Motivating Employees Without Money :-**

The employees who work for your company are naturally motivated. All you need to do is to utilize their natural ability, which you can do without spending a time. The first step in utilizing your employees’ natural abilities is to eliminate your organization’s negative practices and natural abilities is to eliminate your organizations negative practices that zap away their natural motivation. The second step your organization can take is to develop true motivators that can spark all your employees into being motivated. By decreasing negative zapping demotivate and by adding true motivators, you will tap into your employees’ natural motivation. Your employees’ natural motivation relies on the fact that all people have human desires for affiliation, achievement, and for control and power over their work. In addition, they have desires for ownership, competence, recognition, and meaning in their work.

The following is a list of ten motivation zapping organizational behaviors that will de-motivate your employees.

1. Create an atmosphere full of company politics.
2. Develop unclear expectations regarding your employees’ performance.
3. Create a lot of unnecessary rules for employees to follow.
4. Plan unproductive meetings for employees to attend.
5. Promote internal competition between employees.
6. Withhold information critical for employees to perform their work.
7. Provide criticism instead of constructive feedback.
8. Tolerate poor performance so your high performing employees feel taken advantage of.
9. Treat employees unfairly.
10. Underutilize the capability of your employees.

The following are examples of true motivators that will help your employees tap into their natural ability to be motivated. Remember; implement these true motivators without spending money. Instead of focusing on money, focus on how you can make some changes within your organization.

- If your employees do routine work add some fun and variety to their routine.
- Provide employees with input and choice in how they do their work.
- Encourage responsibility and leadership opportunities within your company.
- Promote social interaction and teamwork between employees.
- Tolerate learning errors by avoiding harsh criticism.
- Promote job ownership.
- Develop goals and challenges for all employees.
- Provide lots of encouragement.
- Make appreciation part of your repertoire.
- Develop measurement that shows performance increase.
By eliminating demotivate and adding in no cost motivators you are tapping into your employees’ natural human desires to perform at their maximum level of motivation and productivity. The following are the human desires that you are tapping into.

- Desire for activity
- Desire for ownership
- Desire for power
- Desire for affiliation
- Desire for competence
- Desire for achievement
- Desire for recognition.

Thus motivation and involvement of the employees are the most important factors for getting done work and to increase the overall efficiency of the organization.

1.2 JOB-ININVOLVEMENT

1.2.1 Meaning of job-involvement:-

Job involvement is defined in terms of individual and organizational goal integration. Higher the goal of integration, the better would be the commitment. This is so voluntary pursuit of organizational objectives depends on the goal congruence. “This is the state where the occupants find organizational system as a means for gratifying their needs and they voluntarily involve and ungrudgingly accept organizational systems in achieving organizational goals.” (S. Singh and C.G.Das, 1978)

In recent years, the concept of job involvement has steadily gained importance, because of its pivotal role in providing a line between productivity on the one hand and employee needs and quality of working life on the others (Hall and Lawler 1970, Walton 1972, Dewiest 1973).
Throughout the literature many different terms have been used to describe job involvement, such as ‘Central-life interest, work-role involvement, occupational involvement, intrinsic motivation”. (Rabinowitz and Hall 1977), have opined that there is a great deal of conceptual confusion and ambiguity of terms the theorizing about this concept of job involvement. After confessional analysis they pointed out that this concept has been used as (A) performance self-esteem contingency, (B) and component of self-image. The first approach might be considered as the extent to which self esteem is affected by a level of performance (Lodhal and Kenjer 1965). Such series of definitions describe the job involved, person for whom work is a very important part of life (as central life interest)

The second approach of viewing involvement presents a conceptual way of describing job involvement, as the “degree to which a person is identified psychologically” with his work or the importance of work in his total self-image” (Lodhal and Kejner 1965). Individuals who have their ego involvement they show better job identification. Bass, 1965, view’s it is representative of the employee’s ego-involvement in his job and thus related to its performance. Bass finds the following conditions lead to the strengthening of job involvement opportunities to make more of job-decisions, the feeling of oneness that makes an important contribution to company success, recognition, achievement, self-determination, etc.

Job-involvement is the degree to which a person identifies with one’s job, actively participates in it, and considers performance important to self worth (Robbins, 1993). A highly job involved person demonstrates a strong desire to be at work, is willing to exert, to cope with the demands of job, and experiences work activities as self-rewarding.
All the above definitions have a common core of meaning in that they described the job involved person as one for whom work is very important part of life and one who is affected very personally by his whole job satisfaction, the work itself, his co-workers, the company and such others, work is not as important part of his psychological life.

“Job involvement has gained much importance from time to time because of its direct link with productivity, employee needs, and the quality of work life” (A.P. Singh and N.L. Srivastva 1984). The state of job involvement is clubbed with its presumed causes and effects and clubbed as both a cognitive and an effective state of the individual, ‘according to Kanungo, 1982, an individual can show personal involvement in to distinctly different contexts, (A). involvement in a particular job, (B) Job involvement in work general. The former is descriptive belief that is contemporaneously caused and the latter is a normative belief that is historically caused. The term ‘job’ and ‘work’ are interchange as if synonymously in many prevailing conceptualization a of job involvement.


Job-involvement has been viewed as an attitude hence its development or determinant may only be affected by many repeated or a very strong stimulation and the resulting reinforcement of an employee’s ideas about work. For any individual his goals in life are multiple and inequality weighted. I follow that for high job-involvement, a job-implementing an individual’s ambition’s is necessary. i.e. the job must
hold a high priority amongst his various goals. It would be noted that repeated reinforcement of an individual’s idea about his job during his early socialization processes responsible for the development of his job-involvement attitude. This suggests that fresh job-holders are likely to be job-involved if their socialization background has been conductive to the development of such an attitudes. “O.P.Verma, B.G.Singh, Balendra Kumar singh, (1987, 89, ‘90), Perspectives in psychological researches, vol, 12, 13-(1)”

The importance and necessity of job-involvement in order to bring excellence in the performance is now being recognized intensively. Various authors have tried to define “job-involvement construct. Generally, there have been two approaches to define job involvement. The first approach defines job involvement as a performance-self-esteem contingency and the second refers to it as a component of self-image. (Rabinowitz and Hall,1977).

Lodahl and Kejner (1965), “have defined” job involvement as the extent to which self-esteem is affected by level of performance.” The approach has been pleaded by Lawler and Hall 1970, which have explained job involvement it terms of “psychological satisfaction with one’s work” as well as the ‘degree to which job situation is central to the person and his identify’. Thus, for a job involved person, the work holds very important position in his life and is very much personally affected by the whole job situation.

1.2.2 Job involvement with different perspectives:-

Job-involvement is the degree to which a person identifies with one’s job, actively participates in it, and considers performance important to self worth (Robinson-1993). A highly job involved person
demonstrates a strong desire to be at work, is willing to exert, to cope with the demands of job, and experiences work activities as self-rewarding. A study of Subhash Rane (1993), revealed that nationalized and co-operative bank, industrial institution, and educational institutions employees belonging to same age group did not differ on job-involvement. A study of G. Joshi (1999. 2004), indicated that employees’ age, job experience, and monthly income were significantly associated with their job-involvement where as educational level was insignificantly correlated. A study of Bhatt (1997.2005) revealed that there was significant negative correlation between teacher’s job stress and their job satisfaction and job-involvement but job-satisfaction was highly and positively correlated with job-involvement. A study of Suthar (1995), found significant mean difference between the PST’s marital status, job status and their job-involvement while family size, type of family, level of education, level of income, sex, school management and urban and rural background were not correlated significantly. Sharma and Kapoor (1978), concluded that high job level, higher age, higher salary and longer length of service lead to high Job-involvement. Educational qualification is negatively related to job-involvement and workers with rural and urban background do not differ in Job-involvement.

The research on job involvement as a personal characteristic has 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 etc. The findings are contradictory and no learn-cut pattern emerges, (Rabbinson and Hall, (1997).

Rabinowitz, (1972) found higher average involvement for men than women. However, when the effect of job level and length of service were removed, sex difference in job involvement dis-appeared. Perhaps
the length of time that a person has been on a job has something to do with his job-involvement. Operationally as Dayal (1989), notes, work-involvement would mean that the employers decision about himself would include his considerations for the well-being of the organization and that for him the two interests would lie in the same direction. An apt measure of involvement as is indicated would be to what degree people in an organization would take its well-being into account while exercising option in matters where choice between the interests of the organization and the self is made. If such considerations are reflected in decisions of daily occurrence at all levels of hierarchy they would manifest the worker’s supervisors and manager’s deep involvement.

Job-involvement can be considered as an important resource of organizational effectiveness, which may be influenced by job-satisfaction (Singh and Kumari 1988). High job-involvement has positive and significant relationship with job satisfaction which evidence that high job involved workers are usually more satisfied and vice versa. Job-involvement could above consider, influencing the employees’ perception of importance, strength and satisfaction or his needs (Weissenberg et al, 1968, Kanungo et al, 1975). Earhner studies regarding the relationship between job involvement and job satisfaction indicate mixed results. Smith, Kendall and Hulin (1969) concluded that job-involvement was positively related to job-satisfaction. Schneider Hall and Nygren (1970), suggested that the job-involvement significantly related to satisfaction of autonomy and self-fulfillment needs only and not to satisfaction of security of esteem needs. Anantharaman and Shubh (1980), have found that involvement increases with increasing satisfaction with motivators. Siegel and Ruh (1973), Schuler (1975), Saal (1978) have observed that job-involvement was not significantly related with job-performance, but
Rabinowitz and Hall (1977), Madhu and Harigopa (1980), found a significant and positive relationship between job-involvement and job-performance. According to Rabinowitz and Hall (1977), job-involvement seems to be a feedback variable both a cause and an effect of job-behavior. The studies reported earlier could not provide job-involvement as an effect of job-behavior. Mishra (1988) found that the overload does not have job satisfaction. He observed trend of relationship between job involvement and organizational helath are in the expected direction (Fenton-O-Creevy, - Mark, 1997-98), the employees’ involvement in their job contributed to job satisfaction and fulfill their intrinsic needs. Job involvement has found to be positively correlated with satisfaction of intrinsic needs. (Weissenberg and Gruenfield 1968, Cumming and Biglow 1976, Rabinowitz and Hall 1977, Agrawal and Chadha 1989), Lodhal and Kejner, (1965), considered job involvement as goodness or importance of the work in the worth of person employees needs for personal growth and self actualization are fulfilled, these employees feel satisfied and derive intrinsic pleasure from their work, Such attitudes and experiences of the ‘job-involved’ employees help in enhancing their overall psychological, well-being, Srivastava and Krishna, (1992-1997 and 2003), Pratap singh and Kedarnath (1991-97 & 2002), have reported that banking employees who have higher feeling of job involvement of organizational health their job role, resulted in positively and very healthy environment of production. Organizational health and Job-involvement are found to be positively related to one another. Organizational health and Job-involvement participation of both enhance in job-satisfaction of public and private sector employees. The interaction between high and low organizational health and job involvement of participation exercises a significant influence on work-satisfaction. (Meera singh and Pestonjee, 1990)
Authors like Likert and Marrow and other writers on the subject have suggested that employee’s involvement can result from participation in decision-making and from sense of satisfaction with their job. The assumption is that if these conditions exist in an organization, employees will voluntarily feel as part of the work system and their involvement would be reflected by their performance with organizational tasks. This can be considered as the industrial purpose of worker’s supervisor and managers in job involvement.

1.2.3 Employee’s Work-Involvement Programme :-

The employee involvement programme is functional for participation of employees in the management functions. Employees and management mutually perform the activities. Employee involvement programme has other programmes than the participative management. For example, participative performance relationship representative participation and so on, Employee involvement aims to utilize the maximum capacity of employees by mutually encouraging them. Involving employees at decisions making level, giving them more autonomy and control and encouraging them for better performance help to utilize the entire capacities of employees. It makes employees committed to the organization and helps them to be more productive. The employee-involvement programme includes participative management; representative participation, quality circle and employee stock ownership plans. The motivation theories such as hygiene theory, ERG theory, equity theory and reinforcement theory are applicable under employees’ involvement programme. Following are the factors that are highly related to job involvement.
(A) Participative Management:-

Participative management refers to sharing of decision making power by the employees with the immediate superior. The main theme of participative management is the employees’ participation in decision making. Since management has different ladder, the immediate superior and his subordinates’ relationship is strengthened at the decision making platform. The participative management may take different forms in different organizations. The essential of participative management is that employee’s interests are given due importance. Their involvement is encouraged to develop work culture. The participative functions are also helpful to management because a manager cannot be fully aware of the technicalities of each and every function. Management in the round table discussions knows the employee’s activities. Management can understood the problems of employees only at the latter stage. Employees have to be consulted for decision purposes. Participative management provides an opportunity of involvement development. It gives intensive rewards to employees as they have developed interesting and meaningful work motivation.

(B) Representative Participation:-

Representative participation is practiced where all the employees cannot participate in the decision-making process. A small group of employees are given the power of participating in the management, who represent all the employees. Some selected employee’s participate in the management practices. Who are specially qualified for the purpose? They know all the problems of employees as well as the technical problems of organization. Groups of employees are given some specific name such as works council, works committees and so on. They are necessarily
consulted by the management. The elected or nominated members of the work council are fully aware of their problems. They are given due importance in the organization while decision-making process is going on. Many organizations in India have developed a very effective form of representative participation wherein they are asked to sit with the board of directors for making some decisions of the organization. They are well known as board representatives. Shareholders’ representative and employees’ representative as well as government nominees are given due importance in board meeting. Inspite of best efforts, participating representatives are unable to perform the motivational activities. These employees may get the feeling of recognition while other employees are not influence in management.

(C) Quality Circle :-

Quality circle is the group of employees who, discusses their quality problems. Cost control and problem-solution propositions, it includes employees as well as supervisor. The solutions are studied and analysed to make them more effective. Employees seek feedback from the persons concerned about the quality and its acceptability. It is research like technique to understand the problem, problem formulation, Diagnoses of the problem, collecting information and data, analysis and interpretation, finding the solutions and reviewing the solution before implementation. The impact of solutions on the quality control is reviewed from time to time. The Quality circle is formed in big organizations in India wherein expert engineers have been assigned the jobs of deciding a particular level of quality. Quality management has become specialized jobs these days in India. It is spreading to new firms also.
(D) Employees’ Ownership :-

Employees are allotted shares in lieu of cash bonus in many industrial houses. The employees’ ownership plan is company benefit plans. The employees get ownership and right to appoint their directors. The sense of belongingness can be developed. They have job satisfaction and work motivation. Employees are made to realize that they are owners of the company. Many business houses in India have started issuing bonus shares to their employees who are given the authority and power of a shareholder. The confidence and credibility of employees have increased. They feel proud of being associated with the company. Organizational image, employees’ satisfaction and performance can be increased on account of employees’ ownership programme.

1.2.4 Performance Appraisal:-

Performance appraisal is an important tool for rewarding awards. It has become common practice to use performance appraisal to maintain fair relationship, develop employees and accept feedback from employees. It helps to understand the employees’ merits and deficiencies as well as the present performance and formulation of future objectives. Mutual goal setting is feasible with performance appraisal. It provides an opportunity to perform worthwhile task, employees are motivated to achieve mutually set goals. Employees accept the appraisal results, as they are aware of the goals and performance. The supervisor assesses their performance, capacities, attendance and initiatives, attitudes and behaviour. There are several techniques of appraisal of performance. The results of appraisal are informed to the employees for their improvement, rewards and motivation. The accumulated performance appraisal of each employee decides his performance standards of all the employees for last
five years are considered the performance standards of the company which is used for motivating employees who perform better than the performance standard. This standard can be used to compare other organization’s standard. Employees’ actions and reactions to the appraisal systems and appraisal outcomes are invited to provide them adequate opportunities for motivation and development. Self-appraisal techniques are encouraged for employees, motivation and avoidance of distrusts between appraiser and the appraised. Self-appraisal has poor outcomes because people attribute their deficiencies to situational factors. The strengths and weaknesses of employees are to be informed to the employees for development.

The performance appraisal is not free from defects. It has deficiencies of conformational emotional, judgmental complex and an inaccuracy in some situations. Employees generally do not agree with the performance appraisal of their supervisor. It creates confusion and conflict between them. Emotional attitudes are attached with the performance appraisal as manners are generally critical and employees are face savers. Nobody wants to accept his fault. So, the judgmental aspect is not very effective. Poor performance is attributed to employees while the real cause of deficiencies may be non availability of materials, inadequate methods and defective machines. Biased attitudes or employees retard the real appraisal process as supervisor of manager considers himself as fortune maker of the employees. The attitude creates several problems in performance appraisal. Moreover, appraisal system is not simple. It is full of complexities. Many difficulties may arise up while appraising the performances. If the persons, viz. superior and subordinate are rational and unbiased; the appraisal will have positive effect. The success of performance appraisal depends on the employees’ abilities,
interest and motivation. Greater participations feasible if the employees are educated and knowledgeable. Manager should exercise his power of appraisal with great care so the mutual trust and confidence is not distorted. The management has to disclose the purpose of performance appraisal, judgment based rating techniques. Procedure based job behaviors and assessment centers to the employees for the effective use of performance appraisal.

Appropriate and fair Performance Appraisal, Techniques and Assessment Centers will have positive impact on employees’ involvement.

1.2.5 Social purpose of Employees’ in work involvement :-

The inducement for participation and for involvement can have purposes other than increase in production. Satisfaction of employees based on many factors. It may be based on considerations beyond the organizational boundary. As for instance, the purpose of a government directive for instituting participative practices in industry may be aimed at persuading (to reason with) the development of society for formalizing the apparatus for bringing together various selection of society for decision-making. By this means the government may wish to communicate through concrete action that social stratification is undesirable and work should be accorded the dignity typical to the society that the nation aspired to develop. This then, is the social purpose of work-involvement. The industrial and social purposes of workers, supervisors and managers work-involvement are not contradictory. They are complimentary to each other the achievement of social purpose of involvement does not however invariably result in achievement of industrial purpose, at least in the long run, unless they are consciously and deliberately linked together.
H.C. Ganguli (1954) has noted that most industrial employees in a frustrating situation seem to take one of two lines of action.

I  He becomes aggressive and hostile to the organization and to the management who are identified with it.

II  He becomes apathetic and indifferent to his work. This apathy indifference and/or aggressiveness and hostility tend to spread from individuals to groups and very soon become group characteristics.

That indifferent attitude or low morale of workers, supervisors and managers is a key factor in production is shown by a study in a number of shipyards of England where on keeping other factors controlled the production time for a particular boat varied from 60 to 200 days in the different yards. (Ganguli also reports that in his visits to different industries he was frequently told by the management that the worker of today is not much interested in his work or in dealing it well.

Looking at the extent of utilization of capacity in Indian industrial organization, it appears quite appropriate to say that in most factories there exists substantial scope for increasing production, in the railway study on supervision conducted by Ganguli two thirds of all supervisors felt that shop productivity could be increased by above 30% without unduly straining the men or machines. This condition of low productivity amounts to an enormous loss to the nation. It is indeed worth a good endower to see how far this loss can be prevented by paying attention to proper employees’ morale and motivation.

1.2.6 Job involvement work motivation and Productivity :-

Job-involvement increased psychological identification with the job, which related to increased productivity work motivation and
satisfaction (Vroom, 1962, 65, 77 & Prof M.N. Mishra 2003), Haaman and Lawler (1971-'77 & '90), found significant relationship between job involvement and all core job aspects. For example Job Variety, autonomy etc. has positive effect on job involvement. Robinowitz and Hall (1977) claim, in the review of job involvement, that the relationship between job involvement and productivity is complex and confusing. While Vroom (1962 and another researches), do show a relationship between job involvement and productivity. Other studies such those of Lodhal and Kejner, (1965), Meera Singh and D.M. Pestonjee (1990), Sagar Sharma and Sadhana Sharma, (1978), O.P. Varma & Itisurjan, (1988), Gdman et al (1970), and Seigal and Ruh (1973) failed to find any such relationship. The question arises why some studies have failed to show any relationship. One possible answer is that in many studies the wrong productivity measures are being used. Lawler (1970) argues that when individuals are job-involved, it is quality of production that is improved rather than quantity. If quality is improved; it is also a plus point for the organization.

1.2.7 : Job involvement in Standardization of Work :-

The greatest contribution of the motion and time study is in the area of job involvement and standardization of work. Individuals differ in the ways of doing their jobs very widely and the motion and time study clearly show that wrong habits of performing jobs can be unwittingly and easily acquired if due consideration is not given to evolve the best method of work and teaching it to the workers. The faulty method of performing the job may not only affect the production adversely, but also expend undue energy of the employee. This could be saved for his own benefit, if we train a man to do a job in the best possible way, then the differences in the productivity are not the matter of faulty methods. Thus by job-
involvement the norms of production could be well established for different jobs. This can lead to fairness in pay rates. The arbitrariness with which they (wages) are usually decided and the disparities in the pay rates for the jobs involving the same amount or type of work could be then clearly visualized and remedied. This is possible only with the motion and time study. This study helps to increase job involvement.

**1.2.8 Best method of work :-**

The greatest contribution of the motion studies lies in the face that they are useful in discovering the best method of work for each job and to train every employee in such a way that he makes use of it to achieve maximum efficiency in his performance with the least expenditure of his energy.

The best method of work can be also devised by using the time study technique as aids to motion studies. However, it should be noted that the attempts to develop one single best method for each job, have not been always successful. In fact, many of its critics have pointed out that individuals differ in their physical characteristics and abilities in so many ways that there cannot be a single best method for all the individuals, however, carefully or systematically it is determined. These critics, however, admit that the best method can be definitely useful as a model and each individual should have always to ultimate it in his work system by making certain modifications.

The objections to the best method of work are not only speculative but are often based upon some carefully conducted studies. For instance, in one study by Barnes and Mundel (1965-1977-'78), the researchers showed that in simple hand assembly work, the hand motions
were most economical when there was an angle of 60. So many factors are responsible for job involvement.

1.3 MEANING AND CONCEPT OF ORGANIZATIONAL HEALTH :-

There is some amount of confusion over the identity of two concepts, viz, organizational climate and organizational health. Organizational climate is very close to the properties of organizational health, for this reason researchers have been using the term organizational climate for organizational health and vice versa, with the result that the demarcation line between the two haves remained very thin (Sayeed, 1991) Complete clarity of the concept of organizational health demands the clarity of organizational climate. In a nutshell the concept of climate is less value ridden than organizational health, the organizational health simply is not the study of a climate but it is the valuing process of the climate, as perceived by the member of the organization.

The credit for bringing the problem of organizational health in to focus, goes to several researchers like, Likrt (1961), Arguris, (1964), Miles, (1965), Bennis, (1966), Blake and Mouton, (1968), Clark and Lippit (1969), Rddin (1970), Fordyce and Weil, (1971), etc., It would be appropriate to understand this concept in the light of various definitions provided by some of such researchers. Organization exists in relation with environment and it continually strives to cope with the environment, failure of this leads to many problems that are signs of poor health of the organization. Organizational health refers to the organization’s ability to identify and adjust to the requirement for change influenced by internal as well as external determinants. The concept of organizational health is
concerned with the capability of organization to cope up with various conditions and verities of circumstances, Barnes, (1960).

Thus organizational health implies certain dynamic and durable conditions that can be characterized as evaluative criteria; here the climatic properties are evaluated against a set of criteria of health.

(1971), have suggested that organizational health is the process of fixating and maintaining healthy norms at various levels of organizational complexity, i.e. from individual level as a unit to the organizational leave as a whole. Thus the individual as a norms setter would contribute to organization’s overall well being if he willingly follows and reinforces healthy norms.

MILES, (1965), has clarified the concept of organizational health, in his opinion “organizational health is a state of fairly durable and second order system properties which tend to transcend short term effectiveness. A healthy organization in this sense not only survives in its environment but continues to cope adequately over the long run and continuously develops and extends it’s surviving and coping abilities. Short run operations on any particular day may effective or in effective but continued survival, adequate coping and growth are taking place.”

BENNIS, (1966), Opined that healthy organizations are those organizations managed scientifically. The more an organization tries to maximize the effects of facilitating factors within the organization and minimize the restraining forces the better the condition of health.

BLAKE AND MOUTON, (1968), has opined from their analysis of organizational development programmes involved a concept of corporate excellence, which is almost an equivalent to the concept of organizational
They emphasized leadership process and team building efforts for evolving healthy norms.

**Lippit, (1969),** “has discussed the problem of organizational health under the concept of organizational renewal and emphasized the influence of society in making organization healthy.”

**Fordyce And Weil, (1971),** Say, “while attempting to provide a typological framework for discriminating between healthy and sick organizations, conceptualized organizational health as,

- A healthy organization is one that has a strong sense of its own identity and mission and yet has the capacity to adapt reality to change.
- A healthy organization is most likely to search out and use the most effective methods for conducting its business.
- Healthy organizations as whole appears to be independent and growing.
- Every one in the organization is really responsible for behaving towards an associate, a worker supervisor and managers in a grown up way.
- Healthy organization is a flexible and sensible.
- A few more attribute noticeable in healthy organization are strong and consistent flow of energy toward widely shared objectives. Problem solving attitude, amicable human relations, willingness on the part of members to learn from their jobs, a high degree of trust and a sense of freedom and mutual responsibility.”

**Schein, (1973) Say.** The same way of thinking is reflected by him and he is of the opinion that organizational health and effectiveness would depend ultimately upon the organizations ability to diagnose it’s own
problems could to develop it’s own solutions. For maintaining organizational health the management of the organization should be of collaborative nature so that culture of the organization could be managed in consideration with human values and goals of the organization.

‘WHO’ (reference Prof. Anil Shah 2005) has defined Organizational health as an Employee’s in state of complete Physical, Mental and Social well-being and not merely absence of disease or infirmity. This has focused an attention on measures of promotion of organizational health and new understanding has led to new hope.

SAYEED SAY, (1991), Thus healthy organizations are self-reviving systems. Best at solving the short and long drawn problems and tend to operate with energies less dissipated, life dissipated, life growth and vitality are main factors which form the concept of health. Healthy organization should be dynamic system coping with the environmental changes.

Organizational climate may be regarded as the personality of an organization as perceived by its employees. Each organization has its own distinct climate; the totality of personality of individuals working in the organization has an impact on its and also the climate that emerges within an organization represents a major determinant of employees’ behaviour. Perceived organizational environment or climate is seen as arousing motivation that in turn, cause emergent behaviour resulting in various consequences for the organization. Such as, productivity or performance and retention of turnover. Thus organizational climate has significant effect on organizational behaviour. In short, we may summaries that organizational health referees to certain functional and
adaptive qualities of the organization that make it capable to cope up with the demands of environment efficiently.

Industrial organizational health is defined as “that science and art devoted to the anticipation, recognition, evaluation and control of those environmental factors or stresses arising in or from the workplace, which may cause sickness, impaired health and well being or significant discomfort among workers or among the citizens of the community.”

Industrial organizational health is defined as “that science and art devoted to the anticipation, recognition, evaluation and control of those environmental factors or stresses arising in or from the workplace, which may cause sickness, impaired health and well being or significant discomfort among workers or among the citizens of the community.”

1.3.1 W.H.O.’s Organizational health reports :-

There has been increasing concern in recent years about many workers has shown explicit dissatisfaction with work situations. According to a world health organization (WHO) report, “about one half workers of the entire working population are unhappy in their jobs and as many as 90% may be spending much of their time and energy in work that brings them no closer to their goals in life. About 75% of those who consult psychiatrists are experiencing problems that can be traced to a lack of job satisfaction” (Levi, 1990) “Leadership qualities of occupational therapy department program directors and the organizational health of their departments, 65 directors of a credited occupational therapy programs and 185 members of occupational therapy faculties completed the organizational health assessment to determine how they perceived their departments’ organizational health additionally, faculty members were surveyed for their perceptions of their program directors’
leadership. The results show that both director and faculty respondents rated the overall leadership of directors as average. The overall relationship between leadership and organizational health was strong. Their relationship suggests that the programs have the components that are needed for the achievement of organization goals.

The World Health Organization’s report on organizational health includes four domains of wellbeing, physical, mental, social and spiritual (WHO, 1998). The WHO reported that ‘.....until recently the organization health professions have largely followed a engineering model, pharmaceutical model, medical model another model of employees studies from which seeks to treat organizations patients by whole body from employees focusing on medicines and surgery, and gives less importance to beliefs and in the doctor organizations patient relationship. This type mechanistic view of organizations patients is no longer satisfactory. Organizations, patients and physicians have begun to realize the value of elements such as faith, hope and compassion in the healing process...(WHO, 1998). Today organizations health is no longer considered a passive state of being, but a dynamic process of attaining higher levels of wellness within each dimension. Currently, holistic care that includes the dimension of organizational health is being extensively discussed and practiced (Strang, strang & Ternestedt, 2002) which includes mentally, physically socially, economically base with healing and therapies like reiki, panic healing. Aroma theraphy, etc., is becoming popular (Jackson, 2004). Another factor influencing the revival of organizational health is research evidence demonstrating the link between organizational health outcomes at both the physical, mental economical, social, environmental levels. (Koenig, McCullough & Larson, 2001). Methodically reviewed and rated about 1600 studies dealing with the
relationships between religion and a variety of mental, physical, social, economical and organizational health condition in the Handbook of Religion and Organization health, despite this, it is now widely recognized and accepted that there can be some positive outcomes of organizational health, organizational climate with work satisfaction for healthy employee on physical and mental health. (Kliewer, 2004), Thus, organizational health care organizations appear to have a distinct advantage when it comes to actually implementing organizational health. Many study of the perceived organizational health in relation of work-involvement & job satisfaction, assumes paramount significance in recent time. Work involvement & job satisfaction has significant relation with motivation, productivity, morale, communication, decision making, managing problems, managing mistakes, managing conflicts, and risk taking further worker, supervisors and manager in the pharmaceutical industry and engineering industry are a recently new area studied in context of work if moment and job-satisfaction and some other psychosocial factors. Hence work involvement and job-satisfaction is always the focal point of interest for the industrial psychologists.

Although work is of central importance to individuals in our modern industrial society, the study of people at work has not been part of a liberal education. Industrial and organizational psychology has drawn some of its methods and principles from general psychology and more particularly from social psychology. Nevertheless most of its problems for investigation come from the world of work and most of the understandings we develop emerge from study in the working environment itself. In the present context the main aim here is to see the effect of organizational health in relation to work involvement and job-satisfaction.
Every organization has a characteristic area under which it functions which is at times evident to a discriminating but transient visitor to the organization. The organizational climate can be manifested in diverse way in the general behaviour of the workers and state of discipline at the work place. The interest the workers take in their work, the frequency of task irrelevant activities among them, and their relation with each other and with their supervisors their sense of personal freedom, etc. depends on perceived organizational health.

1.3.2 The Dimension of Organizational Health :-

While attempting to provide the criteria of evaluating the health of an organization researchers have pinned down lists of such measurable properties indicative of healthfulness. Researchers however differ in the number and variety of such measurable dimensions.

Chapple and styles 1961, have suggested three such dimension to measure as under:

The organizational health such as MORALE,

The organizational health such as SURVIVAL,

The organizational health such as GROWTH,

Fordyce and well, 1971, discussed detailed characteristics of healthy and unhealthy organizations.

1. Which included freedom of people to share difficulties:
2. Pragmatic problem solving
3. Functional decision making responsibility sharing,
4. Respect of judgment of people,
5. Tackling problems of personal needs,
6. Human relationship, collaboration,
7. Joint effort in crisis management
8. Conflict management with openness,
9. Use of feedback and joint,
10. Flexible leadership and high degree of trust.
11. Acceptance of risk and learning from mistakes
12. Joint resolution of poor work performance
13. Functionalism of procedures,
14. Sense of order and high rate of innovation adaptability,
15. Joint management of frustrations

MILES M.B. 1973, has laid down ten criteria or dimensions of organizational health which have been accepted for the present investigation,

They are............Goal focus,
They are............Communication adequacy,
They are............Optimal power equalization.
They are............Resource utilization,
They are............Cohesiveness,
They are............Morale,
They are............Innovativeness
They are............Autonomy,
They are............Adaptation
They are............Problem-solving adequacy.
The first three, goal focus, communication adequacy and optimal power equalizations dimensions are relatively “TASKY” that is task related in that they deal with organizational goals, the transmission of message, and the way in which decisions are made. The other group resource include utilization, cohesiveness and morale are three dimensions are maintenance needs dimensions. This group of dimensions deals with the internal state of the system and its inhabitant” maintenance” needs.

Finally remaining four dimensions viz., first is innovativeness. Second is autonomy third is adaptation and last is problem solving adequacy deal with growth and changefulness.

Pareek and Rao,(1978), have mentioned the dimensions of organizational health in terms of autonomous, collaboration and interdependence, creativity productive behaviour, work motivation, functionality openness and centrality.

Sayeed, (1980), Says in an attempt to correlate organizational health, productivity and effectiveness discussed nine dimensions of organizational health, they are as under,

- Like adaptiveness
- Organizational excellence,
- Considerate leadership,
- Problem centeredness,
- Conflict management,
- Innovativeness,
• Involvement,

• Initiation

• Out goingness

1.3.3 Safety of Employees In Organizational Health:-

The conditions of the work environment include more than just physical, psychological, and temporal elements. The work environment can also present many dangers to workers. In extreme situations, these dangers may be injurious and even life threatening. Each thousands of workers are seriously injured on the job, and thousands are killed or permanently disabled from industrial accidents and hazards in the work environment. There are also tremendous economic costs associated with work place accidents and hazards, including productivity losses, worker compensation, employee health insurance, and medical benefits. Federal agencies estimate that these combined costs total about dollar 100 billion annually. An important goal of organizations and of I/O psychologists is to protect the worker and to reduce health costs by preventing accidents in the work place and to removing health hazards.

In modern times, Safety legislation has helped to cut down on the number of work-related accidents and injuries by setting standards for safe and healthful work conditions.

1.3.4 Elements of Organizational health:-

Dayal Etal have discovered from the JEW experience the key of elements that contribute to Organizational health. One need not exaggerate their importance as guiding principles because they can serve as some sort of criteria for gauging the organizational health. It is for this purpose they are summarized in the following paragraphs.
An ‘ill’ organization is likely to be more conflict prone than one that is internally healthy. A well established equilibrium between the sub systems of the organization is the sure index of its health; and in a similar fashion a prolonged disequilibrium, is a sure symptom of its serious illness.

An ‘ill’ organization is also likely to be more susceptible to the influences from its environment; and these, in turn may create further imbalances within its system.

Democratic and consultative practices between the management and the union require a strong institutional base within the organization and also sensitive skills in administration. Consultative practices may become useless, unless they are adapted at all levels of the management.

The effectiveness of the system depends upon the extent or degree to which the Actors (the management and labour) exchange their awareness about the way the organization is functioning and its pattern of growth and development. In addition to the main tasks of the organization like achieving production targets, introducing technical innovations, marketing its products, and other functional problems its effectiveness is enhanced when the organization is willing and able to devote energy to analyzing and understanding how it goes about these tasks.

Conflict is a product of interaction between the Actors. Conflict is not endemic to industrial society. The management of conflict needs understanding of the organizational dynamics and the processes that lead to distortions is interpersonal and inter-group relationships.

Conflict is not a feature of a particular situation; the reverse is likely to be true. Some situations induce and produce conflict, this
is specially so when the processes underlying the conflict situations remain unanalyzed and recognized human organizations need nurturing like any other living systems, they need the right soil, right climate and the right care to remain healthy. Particularly the managements often overlook these facts, in their tenseness and anxiety of achieving production targets and their other objectives. The result is always disastrous because it creates conditions that are favorable for conflict to grow.

1.3.5 The Abilities of the Organizational Health :-

- To prescribe methods to eliminate, control or reduce such stresses when necessary to alleviate their effect.
- Anticipation consists in the determination of potential health (O.H.) as well as conditions likely to cause accidents, in the stage of planning designing and developing new technologies and workplaces are to be monitored or changed.
- Recognition consists in the relieving of all materials and non materials environmental and occupational factors, which are potentially toxic or burdensome and in their qualitative and quantitative determination or assessment.
- Evaluation makes a complex process of analysis of conditions of exposure and the determined factors with respect to their impact on O.H. on the basis of the currently standing regulations and guidelines and existing bibliography with arriving at conclusions related to preventions.
- Control consist in current supervision over work conditions as well as in primary prevention aimed at elimination from workplaces of factors, characteristics of negative influence on organizational...
health and in case this is impossible at reduction of their toxic or burden some impact.

❖ To evaluate on the basis of the experience and with the aid of quantitative measurement technique.

❖ To recognize the environmental factors and to understand their effects on the worker, supervisors, and managers and with the well being.

1.3.6 Functions of the Organizational Health :-

❖ Gives direction in the field of health programme for both of organizations, engineering and pharmaceutical to maintaining good health of the organization with respect to various categories viz. worker, supervisor, managers and management.

❖ Examines the work area (engineering and pharmaceutical organizations) and his role and position in their environment. (Role and position are successful of employees)

❖ To ensure that proper and necessary measurement and environmental studies are carried out in order to assess exposure and burden existing among the management of worker’s, supervisors and managers.

❖ To carry out qualitative assessment of occupational exposure through the analysis of the environmental studies results and the biological materials of work satisfaction and job satisfaction of the both organizations.

❖ To take part in the analysis of the causes of work-involvement, job satisfaction and occupational health environment of the organizations.

❖ To evaluate the equipment of the new work-placeless with respect to safety, occupational health and ergonomics requirements to
apply principles, methods and means of ergonomics to the process of developing optimum conditions for the work and ways of performing particular job of the both organizations.

- To interpret the results of the environment in term of workers, supervisors and managers its abilities to impair health, nature in the efficiency and health impairment etc.
- Prepare rules, regulations standards and the procedures for the healthful conduct of work and the prevention of the nuisance in the community of both organizations.
- Conduct programs for the education of workers’ supervisors, managers and the management of both organizations in the prevention of occupational health and environment.

1.3.7 National institute of occupational safety and health : (NIOH).

- OSHA established ‘NIOH’ to conduct research on the health effects of exposure in the work environment one of the factions is the annual publication of the list of all known toxic substances and the concentrations at which the toxicity is known to occur ‘NIOH’ is responsible for concluding the research on which new standards can be based. It publishes industry wide studies on the chronic or low level exposure to a variety of the industrial materials, processes and stresses that can affect the potential for illness and disease or loss of functional capacity in ageing adults. In short the demand for the industrial organizational health exists in the industries it increases the effectiveness of the program to prevent the occupational disease and injuries and help to anticipate future requirement. The educational requirements for industrial organizational health will continue to expand with the increasing
need to monitor and control hazardous agents and to cope with governmental regulations.

1.3.8 Work Safety on Organizational Health:–

There is sum factors effect on work-safety of work situation in organizational health.

Machine control systems:–

Controls are the various knobs, switches; buttons pedals levers, and the like that are connected to the operation of machine. The correct type of control is necessary if operator decisions are to be quickly and efficiently communicated to the machine Controls such as an on off switch or a forward reverse level cause very general changes in machine operations, whereas others, if operator machine systems are to be efficient the design and selection of appropriate controls should certain basic principles as an under.

- Controls should be matched to the operator’s body,
- Controls movements should mirror the machine actions they produce
- Related controls should be combined for maximum efficiency.
- Controls should be clearly marked for rapid identification.
- Placement of controls on similar machine systems should be standardized.
- Controls should be adequately spaced and arranged to avoid unintentional activation.
- And others controls from keyboard controls, computer controls, advanced control system, speech active controls.
1.3.9 Accidents lead to increase Attention to Human factors in industry:-

In earlier times, a worker who made a mistake might spoil a piece of work or waste some time but today, however, a worker or operators mistake can lead to disaster, for example, the disasters in the nuclear energy industries three mile Island (TMI) and Chernobyl-or union carbide’s chemical accident in Bhopal, India. In each of these cases, errors in operator machine systems led to dangerous consequences not only for the workers themselves but also for people in the surrounding communities specifically in each case, operators were unaware of the seriousness of the system malfunctions because warning displays were poorly designed or located and operators had not been sufficiently trained in dealing with these emergency situations. The Chernobyl and Japan nuclear disaster caused many deaths and exposed thousands to deadly radiation. The Bhopal tragedy the worst industrial crisis history resulted in thousands of deaths and injuries to over a quarter of a million people living around the chemical plant (Morehouse & Subramaniam 1986) while the TMI incident is classified as a “near disaster” without any direct deaths or injuries the toll in terms of stress to the near by residents was considerable (Hartsough & Savitsky 1984). The near disaster at TMI has received one of the most extensive investigations in to the SAFETY of operations of an industrial plant (Sills, Wolf, & Shelanski, 1982) all of the evidence point to serious human factors flaws in the design and operation of the plant for example, control panels presented operators with an over whelmingly complex amount of information-more than 1,600 gauges and windows that had to be scanned to find where a malfunction was occurring moreover many warning devices were slow to display emergency information and difficult for operators to read (a
problem not limited to TMI) the net result was the near avoidance of a potentially catastrophic nuclear accident.

1.3.10 Automation and operator machine system:-

There is no doubt that operator machine systems are becoming more complex. Greater sophistication in technology means that machines are being contracted that can do more and more tasks that were previously performed by humans are being taken over by sophisticated machine systems.

1.3.11 Work Conditions:-

Although many worker’s ideal might be a comfortable, quite, and elegant office complete with the latest in office equipment and technology, in reality people often work under less than perfect conditions. In fact for some of the work environments are quite hostile, hampering the ability to get the job done and threatening their health and well being. Workers exposed to extreme weather conditions, dangerous and noisy machinery, and efficiently industrial/Organizational psychologists have long been concerned with the conditions under which people work, particularly the role that the physical work environment plays in affecting worker performance, satisfaction, and health (Oborne & Gruneberg 1983). Among the more obvious factions that can affect the behaviour of workers are the physical conditions of the work environment including the levels of lighting, the usual temperature the levels of noise, the features such as the colors of walls and floors and the presence (or absence) of artwork, music motion, plants, or decorative items, while some of these factors, such as extreme noise, high or low temperature, and very low illumination, can greatly hamper work performance, others, such as music and colors, have more subtle effects on workers.
1.3.12 Worker Safety and health in outer Space :-

Outer space, with its extreme temperatures ranging from subfreezing to broiling (literally), exposure to radiation, and a total lack of atmosphere and gravity is the most hostile work environment imaginable. To allow human beings to live and work in outer space, human factors psychologists have had to develop equipment, clothing, and tools to cope with these conditions.

Maintaining the physical health of space crews is also a concern because of weightlessness; muscles that stay in shape by “wrestling” with earth’s gravity may weaken unless they are exercised. The cardiovascular system may also deteriorate for the same reasons. However, exercising is not easy because the astronaut does not have gravity to work against and must be strapped into the exercise apparatus.

In the future, as more and more humans are sent to work in space, industrial/organizational psychologists will be challenged to develop better procedures, equipment, and tools to help deal with the hostile working conditions of outer space.

1.3.13 Psychological Conditions of the work Environment:-

Research has shown that the physical layout and design of a work setting, the amount of workspace available, and the types of percent can all affect worker behavior by creating psychological conditions such as feelings of privacy or crowding, a sense of status and importance, or perceptions of anonymity and unimportance. For example, the layout of a work area can govern the amount of contract and interaction that workers have with one another. Work areas designed to facilitate social interaction typically have positive influences on workers’ job-satisfaction and work-performance. However, work areas that are congested and allow too
much socializing and too little privacy may be detrimental to important organizational outcomes such as productivity (Canter, 1983). The amount of work-space allocated to a particular worker and the privacy of that space also link to notions of status and importance within the organization. Top-level executives usually have large, private offices, while lower level clerical workers, assemblers, or data processors might be lined up, nearly shoulder-to-shoulder, in a huge, open room. Research had compared the traditional closed office designs (Employee’s in private office spaces) versus open-office designs (Employee’s in a large, open room with partitions). While open office designs allow ease of interaction among employees and greater opportunity for supervisors to observe and interact with workers. The evidence indicates that workers may sense a lack of privacy and control over their space in such settings (Sutton & Rafaeli, 1987). This may lead to dissatisfaction with the work environment and may negatively affect work behaviour (Sundstrom, Burt, & Kamp, 1980). However, the psychological effects of the physical layout of the workspace are complex, and may very depending on the level of the employees and their status in the organization. For example, lower-level clerical workers may welcome the open-office design because it provides chances to interact informally with co-workers. On the other hand, managers and executive administrators may be dissatisfied with open designs since they lack the status associated with private offices, and afford little privacy and insulation from noisy distractions and interruptions (Zakesbt & Farace, 1987). Previous exposure to different office designs will also likely influence worker satisfaction with the amount of privacy or socialization opportunities provided by open versus closed designs. Recent research has shown that physical and psychological conditions of the environment work together to have an important impact on worker behaviour and attitudes. One study assessed
the effects of four workspace characteristics on the attitudes and behaviours of office workers.

- The number of workers in an office, which constituted the measure of crowding.
- The measured seating distance between workers, another index of crowding,
- The number of enclosures or partitions surrounding each individual work situation,
- Office darkness.

The results showed a link between these four variables and rates of employee job dissatisfaction and turnover. When the office was perceived as dark and crowded, and had few partitions, workers tended to be dissatisfied and were more likely to quit than workers who were not exposed to these conditions (Oldham & Fried, 1987).

I/O psychologists are greatly concerned with how the physical, psychological, and temporal conditions of work can affect worker performance, satisfaction, and health.

Conditions, such as levels of illumination, temperature, noise, motion and vibration, airborne pollutants, and aesthetics, can influence workers behavior. Research indicates that more illumination is positively associated with job performance up to an optimal point at which increased brightness no longer influences performance. Because lighting glare can also destruct from effective job performance, steps are taken to try to reduce it. Extreme heat or extreme cold can decrease performance, although appropriate clothier can protect against the adverse effects of temperature. While excessive noise can adversely affect job performance the label of “noise” can be quite subjective. Extremely high
pitched, intermittent, or unpredictable noise may have more negative effects than steady, low volume noise. In jobs involving transportation of heavy machinery or equipment, motion may adversely affect work performance. The effects of airborne pollution in the workplace are also a particular hazard to performance as well as to worker safety and health. Finally, aesthetic factors, such as the presence of music and certain colors or decorations, may have subtle effects on workers, particularly on work involvement.

The psychological conditions of the work environment that can affect work performance include feelings of privacy or crowding, the status associated with the work environment. Industrial/Organizational psychologists have also had a hand in influencing the time structure of the typical working day. The effect of various shifts (such as day, afternoon, and night) on the productivity and well being of the worker has received considerable attention. Experiments have also been conducted with “compressed work weeks” or weeks that are shortened by lengthening each work day, and autonomy in work scheduling that gives workers a great deal of control over structuring their own work schedules.

1.3.14 Significance of Organizational Health :-

Conceptualization of organizational health is based on positive evaluation of organizational attributes Sayeed and Mehta, (1981), while working in the organization each employee consciously or unconsciously evaluate various attributes of his organization and the way he evaluates these attributes of organization deeply affects his organizational behaviour. We may safely assume that positive evaluation leads to increased enthusiasm and motivation to work for the organization.
Organizational health characteristics evaluated negatively may kill the enthusiasm and initiative among the organizational members.

Moreover, positive evaluation of aspects of organization may act as catalyst toward increased job satisfaction and morale among the employees. Chapple and Sayles, (1961), considered high morale in the organization as an indication of organizational health. Ill health or of generation was equated with low morale. Researches have shown that organizational climate (a concept close to organizational health) has a determining effect on job motivation and job involvement. Friedlander and Margulies, (1976), Kacizka and Kirk, (1968), Litwin and Stringer, (1968), Agarwal, (1976), Korman and Sinha, (1977), have opined that it seems plausible that healthy organizations are in some way more responsive to human needs, so that inner happiness results directly or indirectly from the ability of the organization to meet those needs effectively. It is evident that improved satisfaction job involvement and morale among the work group is as essential as any other input for superior performance and achievement especially in the long run.

Organization viewed health may increase employees respect for the organization there by attracting employees to stick to organization i.e. Cohesiveness. Cohesiveness among organizational members hastens the process of organizational goal attainment and would reduce the problem productivity and effectiveness of an organization can be predicted. If management initiate such attributes and qualities clearly described as healthy characteristics of a system, there will be a significant corresponding change in organizational effectiveness in terms of enhanced productivity related processes and increased adaptability within the system, to provide effective structures and process of management programme and in planning organizational development programmes.
1.4 THE CONCEPT OF GROWTH NEED:

Maslow & Alderfer both emphasized the satisfaction of higher order need which is known as growth need. One reason for emphasis on improved models of organizational behaviour is the evolution of employee need structures post-industrial nations have reached a condition wherein higher order (growth) needs are the prime motivators for many employees. Consequently, managers of these workers must seek to design organizational behaviour systems that provide a greater probability of satisfying those needs was possible in the past. In addition, the emergence of a knowledge society requires more use of intellectual abilities across a wide range of employees, and advanced organizational behaviour systems tend to be more effective with knowledge workers. A manager cannot make employees to think; they must be internally motivated to do so.

The key that unlocks this combination of higher order needs and intellectual abilities in order to make the system productive is improved organizational behaviour. The human mind is encouraged to be more creative by positive motivation. This is a unique energizing force wholly unlike the application of physic energy to a machine. A machine has a rated capacity beyond which it cannot go, no matter how much energy is applied to it. It can produce only to a fixed limit and not more than that limit. But a person can produce unlimited amounts through better ideas. The promise of better organizational behaviour is that it motivates people to produce better ideas. There is no apparent limit to what people can accomplish when they are motivated to use their potential to create new and better ideas. The organization should create an environment wherein an employee can make use of their knowledge & skills and to develop higher and higher motivation.
Every individual would like to use his/her potentiality and would aspire for self actualization. But they differ in the level of growth need strength. Employees who have strong growth need are more likely to be more responsive to job enrichment than employees with weak growth need. Therefore, it is important to know at the outset just what kinds of satisfactions & motivation the people who do the job are (and are not) motivated to obtain from their work. This will make it possible to identify which persons (employees) are best to start changes with, and which may need help in adapting to the newly enriched job. The employees who are highly motivated are the best to be promoted for higher post and can be asset of the organization. The diagnostic survey model provides a direct measure of the growth need strength of the employees. This measure can be very useful in planning how to introduce the change to the people, and in deciding who should be among the first group of employees to have their jobs changed. This measure will also helpful to know the commitment and involvement of the employees at large.