CHAPTER – 2
REVIEW OF PAST STUDIES

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CHAPTER : 2
REVIEW OF PAST STUDIES

2.1 INTRODUCTION:

There is a great need to review the past studies so that one may avoid duplication of doing unwanted research and at the same time the findings of such studies provide base line or guide line for future study. In this chapter an attempt is made to summarize briefly relevant literature relating to the factors or variable taken up for investigation, viz. organizational health, organizational climate, job involvement, growth need, work motivation and some other related factors.

The concept of organizational health, culture and other related variable has been used in various ways in research studies, depending on one's own frame of references. When an attempt is made to evaluate the organizational health, organizational climate, organizational culture and other related variables of any organization is considered as a very important factor for determining organizational outcomes.

Organizational health, organizational climate, organizational culture and related variables determine & strengthen employer employee relations. It is considered as one of the important variables in any organization to maintain industrial peace. It is also equally important for maintaining healthy environment, work involvement, co-workers relations, turnover and other aspects. The responsibility of any organization is not only to offer goods and services of a high quality at the market place with public place but also to provide healthy environment in the organization that would allow them to experience intra-psychic rewards and satisfactions while engaging in work. Researchers have shown that organizational health, climate, culture and
other variables has a determining effect on job involvement job performance, effectiveness and other personal & organizational outcomes.

The investigators in the field of organizational development concerned themselves with establishing relationship between organizational health & motivation, organizations health and job involvement. They are also concerned to establish relationship between growth need and job involvement, with other related factors like reaction to jobs, organizational outcome etc.

There are relatively very few studies that have been conducted to measure organizational health; organizational culture, organizational climate and other related variables, its effect on other system prosperities. Among these studies some researchers use the micro criteria more or less close to conceptual criteria of organizational health, organizational climate, organizational culture and other related variables. This chapter summarizes the findings of various researchers based on organizational health, growth need and other related factors. The organizational health, the culture of organization has immense impact on work performance. Similarly the employees having high growth need also makes a difference in the organization. In the present investigation an attempt is made to examine the effect of organizational health and growth need strength of employees on organizational & personal outcome like high involvement, more production more affiliation with the organization. Few related studies has been incorporated in this chapter.

The review of these studies tries on one hand to explain the concepts and on other hand to bring out the relevance of the problem to the Indian and other countries too. In the following pages, brief survey of
related literature is accounted with a variety of factors influencing organizational health by different scholars and academicians of the concerned discipline. Mostly the investigator has tried to collect the research work done on different types of organizations along with different factors related to work motivations, job involvement, growth need and other related variable.

2.2 IMPORTANCE OF REVIEW OF PAST STUDIES:

It is evident from the above discussion of past literature that no single study or approach is in a position to provide a fuller understanding of complex relationship among job involvement, work motivation and work values and perceived organizational health. What is, therefore, needed is a study of this phenomenon from various angles. The present study is aimed at focusing the impact of organizational health, nature of job, cadre of employees as well as number of dependents of the respondents, on job satisfaction and work value variables in multivariate design. Thus in the background of the above mentioned studies, the present problem has been examined to fill up some of the gaps felt and arrive at more extensive findings on job involvement, work motivation and organizational health relationships. The literature reviewed here will certainly serve as background information in interpreting the results.

The next chapter is devoted to the methodology of the study exposition of the specific problem an simultaneously the procedure adopted to study hypotheses to be tested and other related variables under taken in the study.
2.3 PAST STUDIES RELATED TO THE PRESENT INVESTIGATION

➢ Study No. 1

❖ Title of the study :-

   The role of organizational climate in the implementation of total quality management.

❖ Researchers :-

   Emery, Charles-R; Summers, - Timothy-P; Surak; - John-G

❖ Publication years :-


❖ Research Sample :-

   A sample of 15,722 employees from aerospace industry. The said sample of employees of 13 defense contractors in the aerospace industry responded to surveys on their perceptions about aspects of work climate and their job satisfaction and job involvement.

❖ Statistical analysis :-

   So completed an identical survey of 8 mo after TQM implementation. The TQM consulting firm judged 7 of its clients' implementations as successful, and six as unsuccessful, based on the progress of the organizations' internalization of TQM principles after 18 mo.

❖ Conclusion :-

   Employees within the "successful" organizations perceived a more positive initial climate than those in "unsuccessful" companies. Regardless of their 18 mo TQM rating each organization revealed an improved climate 8 mo after implementation. Comparison between the
means of the climate attributes for the "successful" and "unsuccessful" firms appears to suggest the possibility of a flashpoint, a level or degree of climate readiness necessary for successful implementation of TQM including job involvement.

➢ Study No. 2

➢ Title of the study :-

Assembly work in Indonesia and in Sweden: Ergonomics, health and motivation.

➢ Researchers :-

Waluyo,-Lieke; Ekberg,-Kerstin; Eklund, - Joergen.

➢ Publication years :-


➢ Research Sample :-

Data were collected by questionnaire, interviews, and company documents from 326 Swedish (mean age 27 yrs) and 136 Indonesian assembly industry workers (mean age 35 yrs.)

➢ Statistical analysis :-

The prevalence of musculoskeletal symptoms was high in both groups. Stress and psychosomatic symptoms had higher prevalence's in the Swedish group. Identified differences between Swedish and Indonesian assembly industry workers regarding work environment i.e. organizational health factors, Physical health, and job motivation, and found associations between work environment factors and musculoskeletal, motivation & work involvement.
Conclusion :-
Indonesians were considerably more satisfied with their work. Lack of opportunity for developing competence was in both groups associated with low job motivations. Results underscore the detrimental effects on health and well-being of technology and work organization, based on repetitive and monotonous tasks, allowing for low decision latitude in the job. The organization have good organizational health also shown high job involvement on the part of the employees.

➢ Study No. 3
➢ Title of the study :-
Health is wealth: Organizational utopia or myopia?
➢ Researchers :-
McHugh,-Marie; Brotherton,-Chris
➢ Publication years :-
➢ Research Sample :-
Using financial measures as one index of the economically healthy organization, this paper explores organizational health within two financially healthy and two financially unhealthy clothing companies in Northern Ireland.
➢ Statistical analysis :-
Statistical analysis reveals that each of the organizations was unhealthy for different reasons and in different ways.
➢ Conclusion :-
Furthermore, the findings suggest that "wealth" does not necessarily mean "health," and it may in fact be indicative of
organizational myopia rather than Utopia. Although the healthy organization has attracted the attention of researchers over the last decade and beyond, the concept remains poorly defined. Nonetheless, there would appear to be an underlying acceptance that health is a desirable state, and is one which is likely to enable the organization to cope effectively with the challenges presented by its environment.

Study No. 4

Title of the study :-
Promoting organizational health: The evolving practice of occupational health psychology.

Researchers :- Adkins, Joyce-A
Publication years :- Professional-Psychology: Research-and-Practice. 1999 April Vol 30(2): 129-137.

Research Sample :-
Occupational health psychology (OHP) is a rapidly expanding interdisciplinary field. This article attempts to describe a framework of organizing principles and core competencies associated with OHP practice.

Statistical analysis :-
These concepts are illustrated in a case study of an organizational health center (OHC) implemented within a large industrial complex.

Conclusion :-
The OHC was designed to optimize both organizational health and individual well being by applying behavioral science principles to a workplace which producing both quantitative and qualitative benefits for
the organization. The OHC program components, enveloped in a preventive stress management context, provide examples of the variety of opportunities in OHP with hopes of stimulating ideas for practice. Continuing to build and refine both the guiding theory and application of OHP practice will yield benefits for organizational clients, practitioners, and the profession.

- **Study No. 5**

- **Title of the study**: Organizational health, Justice Motivation and job satisfaction: A Test of Three Competing Models.

- **Researchers**: Clay-Warner, Jody
  (1) Reynolds, Jeremy; Roman, Paul
  (2) Email: jclayw@uga.edu


- **Research Sample**: Using nationally representative data, we test three theories about distributive and procedural health justice and their relation to motivation & job-satisfaction.

- **Statistical analysis**: Our results support the group-value model more than the personal outcomes model by showing that procedural health justice is a more important predictor of job satisfaction & motivation than is distributive health justice.
Conclusion:-

Furthermore, although other research has supported the psychological contract model by showing that experiences with downsizing alter how procedural health justice and distributive health justice are related to organizational motivation. It was found that downsizing does not alter their relationship with job satisfaction and motivation.

Study No. 6

Title of the study :-

Work-family Conflict, Work-family Culture, and Organizational Citizenship Behavior among Teachers.

Researchers :- Bragger, Jennifer

Publication years :-

Research Sample :-

Two hundred three teachers (203) completed this research sample.

Statistical analysis :-

Measures if work-family culture, work family conflict, organizational commitment, job satisfaction, and organizational citizenship behavior (OCB) Pearson correlations indicated that (O.H) OCB was related negatively to work-family conflict, and positively to
work-family culture, job involvement and organizational commitment. Hierarchical regression analyses indicated that work-family culture predicts work-family conflict, and that various forms of work-family conflict predict OCB.

❖ Conclusion :-

Analyses also showed that work-family culture predicts both organizational commitment, involvement and OCB, and that organizational commitment does not mediate the relationship between work-family culture and OCB (Organizational health). The findings support the importance for schools to foster a positive work-family culture. K.W. Organizational citizenship behaviour; work family conflict; work-family culture.

➢ Study No. 7

❖ Title of the study :-

Work family culture in four organizations in finland.

❖ Researchers :-

Mauno, Saija; Kinnunen, Ulla: Piitulainen, Sari

❖ Publication years :-


❖ Research Sample :-

The study data were gathered during 201 by a questionnaire filled in by personnel from four different organizations, i.e. a municipal social and healthcare department (n=496), a municipal education department (n=232), a paper mill (n=183) and an IT organization (n=199). The first
two organizations represented the public sector and the latter two the private sector in the Finnish economy.

- **Statistical analysis**:
  The main objective of this study was to examine work-family culture in four organizations in Finland (n=1,114). Specifically, we attempted to clarify whether perceived work-family culture would vary according to gender, economic sector and type of organization. Furthermore, we investigated whether these perceptions would be related to employee self-reported well-being.

- **Conclusion**: The results showed,
  
  1. That work-family culture was assessed more positively within the public sector organizations than in the private sector.
  2. The work-family culture was experienced least positively in the paper mill and most positively in the municipal education department.
  3. There were also variations between same-sector organizations, i.e. the paper mill and the IT organization.

  Finally, it emerged that poorer perceptions of work-family culture were related to decreased work-family balance, job satisfaction and positive job-related mood.

- **Study No. 8**
- **Title of the study**: The interactive effects of communication quality and job involvement on managerial job satisfaction and work motivation.
- **Researchers**: Orpen, Christopher
- **Publication years**: Journal-of-Psychology. 1997 Sep; Vol 131(5): 519-522

- **Research Sample**: The hypothesis that job involvement moderates the relationship between the quality of communication and employee job satisfaction and work motivation was examined among a sample of 135 managers from 21 different firms (4 to 7 managers from each firm) in a variety of industries.

- **Statistical analysis**: The quality of communication for each manager was measured on a scale of Organizational Communication Effectiveness (N.Frone & P. Major, 1988); the average scores of other managers (never less than 3) from the same firm were used to remove response bias from the communication outcome correlations. In a hierarchical regression analysis, the involvement communication interaction added significantly to the explained variance in both satisfaction and motivation.

- **Conclusion**: Managers who were more involved were more affected by the quality of communication & good organizational health.

- **Study No. 9**

- **Title of the study**: Job satisfaction, job involvement among the industrial employees a correlational study.

- **Researchers**: Joshi, Gandharva
Publication years :-


Research Sample :-

Investigated the relationships of age, job experience, monthly income, educational level, job satisfaction and work involvement. 165 Employees working in public sector and 121 employees working in private sector were selected as sample to set the data (tools) employees residing in Rajkot, India, completed the Job Satisfaction Scale, the Job Involvement Scale, and the Work Involvement Scale were administered to get the information.

Conclusion :-

Results show that Ss' age, job experience, and monthly income were significantly associated with their job involvement and work satisfaction. Ss' monthly income was significantly correlated with job satisfaction, as was job satisfaction with job involvement. Ss' work involvement and job satisfaction were not significantly related.

Study No. 10

Title of the study :-

The adoption of high work involvement and high job satisfaction of work practices.

Researchers :-

Pil-Frits-K; MacDuffie,-John-Paul

Publication years :-

Ichniowski, Casey (Ed); Levine, David I. (Ed.) et-al. (2000). The American workplace: Skills, compensation, and employee involvement.
Research Sample

Discusses the phenomenon of why individual work practices (as well as bundles of high work involvement and high job satisfaction of work practices and complementary human resource practices) are adopted more rapidly by some establishments than by others. The authors examine the adoption of high work involvement and high job satisfaction of work practices by analyzing data gathered in 2 rounds of surveys (1989 and 1993-1994) from 43 automobile assembly plants located around the world.

Conclusion

Results indicate that there was an overall increase in the use of high work involvement and high job satisfaction of work practices in automobile assembly plants around the world from Round 1 Round 2 of the study, but with high variance in the degree to which existing plants changed their use of these practices. The authors conclude that plants with human resource practices that complement the use of high work involvement and high job satisfaction of work practices were more likely to increase their use of those high work involvement and high job satisfaction work practices, but the Round I level of flexible automation was not a significant predictor of the use of high work involvement and high job satisfaction, than the practices in the 2nd round. The authors found little support for the hypothesis that changes in work practices is performance driven.
Study No. 11

Title of the study :-
'Effect of Organizational Climate, Role stress and, locus of control on job involvement of Banking personnel.'

Researchers :-
Ashok pratap singh and kedarnath.

Publication years :- 1991

Research Sample :-
The sample of the said study comprised of 500 bank employees working in various branches of state bank of India at varansi. Random selection method was employed.

Statistical analysis :-
This study aims to investigate the effects of organizational climate, role stress and locus of control on job involvement of banking personnel. Job involvement was assessed with the help of job involvement scale by Singh (1984). The assessment of organizational climate was made bay organizational questionnaire (Pareek 1975). Locus of control was assessed by social reaction inventory (Rotter 1966).

Conclusion :-
1. Organizational climate, with regard to achievement, expectancy, affiliation and dependency is positively related to job involvement.
2. Organizational role stress impairs job involvement.
3. Organizational role streets steam to be the most powerful predictor of the variance of job involvement.
Study No. 12

Title of the study :-
Job involvement, sense of participation and job satisfaction.

"A study in Banking industry".

Researchers :-
Meera Singh and D.M. Pestonjee

Publication years :- 1990

Research Sample :-
The sample consisted of 500 bank employees, (250 officers and 250, Clerks) of a nationalized bank in western India.

Statistical analysis :-
Employee's inventory for job satisfaction, job involvement scale for job involvement and psychological participation index for participation were used. A 2 x 2 x 2 factorial design was used for the study.

Conclusion :-
1. Occupational level seems to have a significant influence on job satisfaction of both the categories of bank employees. Clerical cadres are more satisfied in job area, social relations in comparison to officer's cadre in terms of job satisfaction.
2. Job satisfaction is influenced by job involvement of bank employees.
3. The greater the sense of participation the greater is the job satisfaction perceived.
4. The interaction between high and low job involvement and participation exercises a significant influence on job satisfaction of bank employees.

5. Occupational level, job involvement and participation affect job satisfaction positively.

➢ **Study No. 13**

➢ **Title of the study** :-

A study of work involvement of workers, supervisors and managers.

➢ **Researchers** :-
Ananthraman R. N.

➢ **Publication years** :- 1990

➢ **University** :- Madras University

➢ **Research Sample** :- 76 industrial employees

➢ **Tool** :- Work involvement scale.

➢ **Statistical analysis** :-

1. The supervisors were found having higher work involvement compared to managers & workers.

2. The employees who were promoted to higher position have shown higher work involvement, compared to other employees.

➢ **Study No. 14**

➢ **Title of the study** :-

A study of commitment, work involvement and organizational role stress of two airline Engineers.

➢ **Researchers** :- Sinha and Pandey

➢ **Publication years** :- 1990

➢ **University** :- Bombay University
Sample:- 82 Engineers of Airlines residing at Bombay.

Tools :- 1. role stress scale
        2. work-involvement scale
        3. organizational commitments
        4. work environment questionnaire

Method of statistical Analysis :- 't' test was used.

Results :-
1. No significant difference was found between the engineers of two airlines, with respect to commitments.
2. Significant difference was found between the environment & job involvement.
3. Less work involvement was found among the employees having higher stress. So stress and job involvement are negatively correlated.

Study No. 15

Title of the study :-
A study of job satisfaction and work involvement of employees of private & public sector organization.

Researchers :- Gopikumar K.
Publication years :- 1993
University :- Andhra University
Sample :- 150 Employees from private sector
          150 Employees from Public sector organization.

Tools :- 1. Work involvement scale
        2. Job satisfaction scale.
Statistical Analysis :- ANOVA & correlation technique.

Results :-

1. High & positive relation was found between work involvement & job satisfaction.
2. The job involvement of employees working in private sector was very high compared & employees working in public sector.

Study No. 16

Title of the study :-
A study of Industrial employees with reference to their work involvement and work motivation.

Researchers :- Meera Singh
Publication years :- 1994
University :- Delhi University
Sample :- 87 Employees from industrial organization.

Tools :-
1. Work involvement scale
2. Work motivation

Statistical Analysis of data :- 't' test & correction techniques were used.

Results :-
1. More work involvement was found among manager compared to supervisors & workers.
2. Positive correlation was found between work motivation and work involvement.
3. The workers having higher motivation shown.
Study No. 17

Title of the study: A study of work-involvement of Nurses.

Researchers: N. C. Patel
Publication years: 1995
University: Saurastra University
Sample: 57 Nurses working in private & Govt. Hospitals, Rajkot.

Tools:
1. Work involvement scale
2. Personal information sheet
3. Work satisfaction scale.

Statistical Analysis of Data: X² & correlation method.

Results:
1. Positive correlation was found between job satisfaction & job involvement.
2. No effect was found of age, length of services & caste.
3. Married nurses have shown less work involvement compared to unmarried nurses.

Study No. 18

Title of the study: A study of motivating potential and growth need strength of industrial employees.

Researchers: Chocha A. M.
Publication years: 1994
University: Sardar Patel University
Sample: 120 supervisory Employees of Industry.
Tools :- Job diagnostic survey

Statistical Analysis :- 't' test

Results :-
1. Positive relation was found between Autonomy & motivation.
2. Growth need works as a moderating variable between job motivation and work outcomes.

Study No. 19

Title of the study :-
Background variables as predictor of job involvement and internal work motivation among executives in a public sector plant.

Researchers :- N.K.Chadha, Simrata Gill

Publication years :- 1994

University :- Delhi University

AIM of the study :- To examine the effect of background variable of public sector executives on job involvement & motivation.

Sample :- 50 male executives 44 female executives.

Tools :-
1. Personal information sheet
2. Job involvement questionnaire by Lodhel & Kejanr.
3. Internal work motivation by Hackman and Oldham.

Results :-
1. Positive correlation was found between age of employee, experience & educational qualifications with job involvement.
2. Positive but very poor correlations was found between income of employees and job involvement.
Study No. 20

Title of the study :- Employee reactions to job charactereristic and growth need as a moderating variable.


Researchers :- J.R. Hackman & E.E.Lowler

Publication years :- 1971

Aim of the study :-
1. To examine the effect of job characteristics on employees reaction.
2. To examine whether growth need works as a moderating variable or not.

Sample :- 120 Employees of industrial firm.

Tools :- Job characteristic model constructed by Hackman & Lowler.

Statistical Method :- Correlation

Results :-
1. There is a positive relationship between autonomy & job motivation & involvement.
2. Growth needs works as a moderating variable.
3. The employees with high growth need shown high job involvement.
4. The employees with low growth need shown poor job involvement and poor job satisfaction too.
5. Employees with higher growth need haven shown higher level of adjustment.
6. Employees with lower growth need have shown poor job adjustment.
Study No. 21

Title of the study :- A study of Comparing Job Satisfaction, Job Involvement and Organizational Commitment.

Researchers :- Donald P. Moynihan

University :- University of Wisconsin-Madison

Sample :- 180 managers of State Government Servants (Health Dept.)

Tools :- Job characteristic model constructed by Hackman & Lowler.

Results :-
This article draws on a sample of state government health and human service managers to develop and test a model of work motivation. The authors examine the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment, and job involvement. They find that managers have varying degrees of influence over these different aspects of work motivation, with greatest influence over job satisfaction and least influence over job involvement. A number of variables are important for work motivation, including public service motivation, advancement opportunities, role clarity, job routineness, and group culture.

Study No. 22

Title of the study :- A study into Organizational Commitment and job involvement. An Application Towards the personnel in the Central Organization for Ministry of Health in Turkey.

Researchers :- Akyay UYGUR

Publication years :- 2009
Sample : - 210 Employees of ministry of Health, Turkey.
Statistical Method : - Correlation
Results : -

The respondents were distributed the questionnaire forms. Of the questionnaires, 180 of them (86%) returned and 168 of them were regarded valid and acceptable and analyzed. A moderate positive correlation was found out between organizational commitment and job involvement (r=0.44). In the light of this, there is a significant correlation between organizational commitment and job involvement, though not very strong.

Study No. 23
Title of the study : - A meta-analysis and review of organizational research on job involvement.
Researchers : - By Brown, Steven P.
Publication years : - 1971
Sample : - 102 Employees of industrial firm.
Results : -

The author develops a theoretical framework relating job involvement to its antecedents, correlates, and consequences and reports meta-analyses of 51 pair wise relationships involving job involvement. Results of the Meta analysis support research suggesting that job involvement is influenced by personality and situational variables. Job involvement was strongly related to job and work attitudes but not to role
perceptions, behavioral work outcomes, negative "side effects," or demographic variables. Moderator analyses indicated little difference in the strength of relationships based on involvement measure. The author found modest but systematic differences in the strength of relationships between studies of employees of public versus private organizations. He compares and contrasts the results of this study with meta-analytic findings regarding organizational commitment discusses important theoretical considerations in the research stream, and offers suggestions for future research.

Other studies related to job involvement:

Job involvement is defined as "Psychological identification with a job" (Kanungo, 1982, p.97). This definition implies that a job involved person sees her or his job "as an important part of his self concept" (Lawler & Hall, 1970, p.311), and that jobs "define one's self-concept in a major way" (Kanungo, 1982, p.82)

Job involvement has been clearly linked to absenteeism (e.g. Blau, 1986; Farrell & Starmm, 1988; Shore, Newton, & Thornton, 1990; Scott & McClellan, 1990), and to turnover or intent to leave (e.g. Baba & Jamal, 1991; Huselid & Day, 1991; Ingram, Lee, & Lucas, 1991; Newton, & Thornton, 1990). The most well-documented correlate of job involvement is job satisfaction (e.g. Baba & Jamal, 1991; Elloy, Everett, & Flynn, 1991; Gerpott, 1990; Mathieu & Farr, 1991; Paterson & O'Driscoll, 1990; Shore, Newton, & Thornton, 1990). A number of other attitudes and behaviors have also been linked to job involvement.
Study No. 24

Title of the study: Individual Differences and the job Quality Worker Response Relationship: Review, Integration, and Comments.


Researchers: J. Kenneth White

Publication by: Academy of Management

Sample: 185 Employees.

Tools: Job characteristic model constructed by Hackman & Lowler.

Abstract & main Results:

Based on the proposition that increasing job scope is appropriate only for certain types of individuals, investigators have attempted to identify individual characteristics that moderate the relationship between job characteristics and employee responses. Three streams of research are examined. Each case found moderating effects to be modest in magnitude. A lack of consistency occurred in spite of the large number of studies and well developed theoretical models. Future research efforts in this area would not be productive.

Study No. 25


University: Department of Political Science

Researchers: Bradley E Wright

Publication years: 2003

Sample: 120 Employees of industrial firm.
Tools :- Job characteristic model constructed by Hackman & Lowler.

Abstract & Results of the study :-

This study advances our understanding of employee work motivation and performance in the public sector by reinterpreting the existing literature regarding public service motivation within the psychological conceptual framework of goal theory. An empirical test of this new framework suggests that goal theory can provide a strong theoretical foundation for understanding the independent contributions of task, mission and public service on employee work motivation and performance in the public sector. The importance of the organization's mission and the degree of employee public service motivation increases employee work motivation in the public sector by making the job more important. In addition, after controlling for the effect of these intrinsic rewards provided by the job and organization, performance related extrinsic rewards were not found to contribute to employee work motivation.

Study No. 26

Title of the study :- Understanding Engagement: Its Structure, Antecedents and Consequences.


Researchers :- Peter M. Hart,

University :- School of Psychology, Cathy Caballero, Deakin University, Australia.

Publication years :- 2009

Sample :- 592 Academic Staff of Australian University.
Abstract and main Results of the research:-

This study examined the antecedents and consequences of a multi-dimensional model of engagement. It was proposed that engagement is a positive psychological state that can be defined in terms of individual and workgroup morale, affective and job involvement. Moreover, it was hypothesized that psychological climate would be a predictor of the five components of engagement, and that psychological climate and engagement would contribute to performance-related outcomes. The relationship between psychological climate, engagement and performance-related outcomes was examined through a series of confirmatory factor analyses and structural equation analyses using data obtained from 592 academic staff from a large Australian University. The results provided strong empirical support for the proposed five factor model of engagement and demonstrated that engagement mediated the relationship between psychological climate and performance related outcomes. Moreover, the results strongly suggested that engagement programs should focus on improving workgroup morale and that this will best be achieved by focusing on the organizational characteristics the underpin psychological climate.

Study No. 27

Title of the study :- Job Characteristics and Internal Motivation
The Moderating Effect of Interpersonal and Individual Variables.

University :- Department of Business Administration, University of Illinois, 350 Commerce Building West, Urbana, Illinois 61801.

Researchers :- Greg R. Oldham
Abstract & main Results :-

This research examined: (a) the relationship between the internal work motivation of employees and their job performance; and (b) the moderating effect of individual growth need strength, co-worker satisfaction, and supervisory satisfaction on the relationships between several job characteristics and internal motivation. Results showed positive, significant relationships between the measure of internal motivation and employees' rated work quality, quantity, and effort. In addition, significant relationships between the job characteristics and internal motivation were obtained for employees who were desirous of growth satisfactions and who experienced high satisfaction with their supervisors and co-workers. The growth needs observed as moderating variable between task characteristics & work outcomes like motivation and job involvement.

Study No. 28

Title of the study :- Motivation through the design of work: test of a theory.

University :- Uale University, USA, University of Illinois, USA

Researchers :- J. Richard Hackman and Greg R. Oldham

Year :- 2004

Sample :- 658 Organizational employees

Abstract & main Results :-

A model is proposed that specifies the conditions under which individuals will become internally motivated to perform effectively on their jobs. The model focuses on the interaction among three classes of variables: (a) the psychological states of employees that must be present for internally motivated work behavior to develop; (b) the characteristics
of jobs that can create these psychological states; and (c) the attributes of individuals that determine how positively a person will respond to a complex and challenging job. The model was tested for 658 employees who work on 62 different jobs in seven organizations, and results support its validity. A number of special features of the model are discussed (including its use as a basis for the diagnosis of jobs and the evaluation of job redesign projects), and the model is compared to other theories of job design. The results reveal that after manipulating the job characteristics in a desired manner, employees can be motivated effectively.

Study No. 29

- **Title of the study**: A meta-analysis and review of organizational research on job involvement.
- **Researchers**: Brown, Steven P.

**Abstract & main Results**:

The author develops a theoretical framework relating job involvement to its antecedents. Correlates, and consequences and reports meta-analyses of 51 pair wise relationships involving job involvement. Results of the met analyses support research suggesting that job involvement is influenced by personality and situational variables. Job involvement was strongly related to job and work attitudes but not to role perceptions, behavioural work outcomes, negative "side effects," or demographic variables. Moderator analyses indicated little difference in the strength of relationships based on involvement measure. The author found modest but systematic differences in the strength of relationships between studies of employees of public versus private organizations. He compares and contrasts the results of this study with meta-analytic
findings regarding organizational commitment, discusses important theoretical considerations in the research stream, and offers suggestions for future research. (PsycLINFO Database Record 2010 APA)

➢ Study No.30

➢ Title : The Moderating Effects of Group Membership and Growth Need Strength on the Relationships between Job Characteristics and Job Satisfaction, Job Involvement, and Intrinsic Motivation.

➢ Institute : Air Force Inst of Tech Wright Patterson AFB OH School of Engineering.

➢ Researcher : Henson, David L.

➢ University : The Pennsylvania State University, USA

➢ Year : Dec. 1979

➢ Sample : 872 Police officers

Officers having minimum of 6 (six) months experience were selected.

➢ Abstract and Main Results :

The Primary purpose of this thesis is to investigate the moderating effects of organizational differences and individual differences on the relationships existing between job characteristics and intrinsic motivation, job involvement, and job satisfaction. Measures used to describe the job characteristics and intrinsic motivation are derived from the short form version of the Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1974). The measures used to describe job involvement and job satisfaction are derived from scales developed by Lodahl and Kejner (1965) and Hoppock (1935), respectively. A survey was distributed to 872 officers, grade 0-1 through 0-5, who were members of 8 Systems Program Offices (SPO) within the Aeronautical Systems Division,
Wright-Patterson AFB, Ohio. It was found that growth need moderates the relationship between job characteristics & job involvement & motivation.

➤ Study No.31

❖ Title : Moderating effects of growth need & job involvement on task-outcome relationships.
❖ Researcher : Randall S. Schuler
❖ University : The Pennsylvania State University, USA
❖ Year : 2002
❖ Sample : 872 Police officers having minimum of 6 (six) months experience were selected.
❖ Result : It was found that growth need has moderated the relationships between involvement & task outcomes. Police officers having high growth need was found highly involved & their performance was higher compared to the police officers having less growth need.

2.4 ABSTRACT AND MAIN RESULTS :

The area of task design/job enrichment has been gaining increasing importance in the organizational behavior literature. The focus is often on individual differences and the impact of task characteristics on employee motivation, and performance. The individual differences examined as possible in relation to various moderator variables. The growth need & other variables act as a moderating variable in between job characteristics & job outcomes. It also acts as a moderator variable between type of employee & motivation etc. The results and utility of these variables as moderators are inconsistent; hence prescriptions for task design are Personal Accomplishment. It was found that job involvement had a negative correlation with De-personalization and Emotional Exhaustion
and positive correlation with Personal Accomplishment. So the variables like growth need, urban rural area, personality etc. works as a moderator variables as well as works as a predictors of job involvement and work motivation.