Chapter Two
Review of Literature
The second chapter deals with the review of literature in relation to the variables of the study. Literature review is carried on to gather information regarding the work done in the past and also to ascertain what is being done currently in the context of variables of the study under investigation. This in turn particularly helps in gathering the information about the topic which is being researched upon. At the same time it also helps in the discussion and interpretation of the research findings.

In the present study, in all three currently relevant variables are selected. Organizational health and work values the two independent variables, whereas, job motivation is the dependent variable. Efforts had been taken to condense only relevant and exhaustive studies conducted so far.

**Studies on Organizational Health**

The concept of organizational health refers to certain functional and adoptive equalities of the organization, which makes it capable to cope up with the demands of environment efficiently (Patel, 1993). As far as the progress, profitability and productivity of any organization are concerned it becomes
essentially important that particular organization should be healthy in totality. The organization is believed to be healthy, if it has conducive environment, it copes up with the problems, contributes to positive attitudes, and have a feeling of belongingness and self-worth in its members. If any organization fulfills these entire criterions then it is a healthy organization. Thus, the phenomenon “organizational health” becomes important and few studies are conducted to find out that what type of components are there which make organizational health stronger for its progress, profitability and productivity.

Meenakshi (1998), investigated the relationship between perceived organizational health and organizational commitment. One hundred employees from a private sector manufacturing organization located in Rajkot were administered Mile’s Organizational Health Scale, Mowday’s Organizational Commitment Scale and a Personal Data Sheet. The results revealed significant positive correlation between overall organizational health and organizational commitment. Further the skilled staff perceived more favourably the overall health of their organization and was also more committed to the organization than the workers. In case of skilled staff high organizational health
perceivers were found to have better perceived organizational commitment than low organizational health perceivers.

Hanlon, Carey and Kelly, (1998), conducted an observational study of 1053 factory employees to determine the overall level of behavior change, who made recommended behavior changes (responders) after a work place health check (WHC). 868 subjects received one of the four versions of a WHC. Subjects in the not-at risk groups were characterized by having higher SES and education attainment than those at risk and were more likely to perceive themselves as beings in good health and at low risk of coronary heart disease. 47% of subjects who received the WHC and returned for follow-up, reported one or more of the desired behavior changes (stopped smoking, increased exercise, reduced alcohol consumption, improved diet). In comparison to subjects who made none of the desired changes, respondents tended to perceive their own health to be poorer and their risk of coronary heart disease to be greater and were more likely to have perceived the WHC as threatening.

Peterson and Wilson (1998), presented a new theoretical model that emphasized an anthropological approach to work related health issues. A new culture-work-health model is proposed to provide a contemporary anthropological work- place-
health perspective. Findings concluded that occupational health and organizational development professional should focus their research and intervention efforts on understanding and addressing organizational culture from both an individual and an organizational health perspective as conceptualized in the culture-work-health models.

Lu, Tseng and Cooper (1999), tested an integrative work stress model using data from a heterogeneous samples of 347 Taiwanese managers. The purpose of this study was to investigate the sources of stress, job satisfaction, and health among managers in Taiwan, and to test the moderating effects of personality and coping strategies. Results indicated that these managers were under considerable work stress and were at the risk of mental and physical ill-health. Internal control was related to higher job satisfaction and was beneficial to mental health; however its interaction with work stress was detrimental to psychological well-being. Specific facets of Type ‘A’ behavior pattern was also related to poorer physical health.

Epitropaki and Martin (1999), investigated the role of differences in age, organizational tenure, and gender between manager and employee as potential moderates between employees. The results support the interaction effect of manager-employee
organizational tenure differences with Leader-Member-Exchange (LMX) and outcome variables. Employee with a high organizational tenure, different from the manager reported the worst work outcomes when they perceived LMX was of low quality, whereas when the quality of LMX was high, they reported the highest work attitudes and well-being. No support was found for the moderating role of gender similarity.

Pfeffer (2001), states that we live in an economy in which there is an assumption that “the company with the best talent wins.” This ‘war-for-talent’ imagery overlooks the facts that effective terms often outperform even more talented collections of individuals, those individual talent and motivation is partly under the control of what companies do, and that what matters to organizational success is the set of management practices that create the culture. This article describes various organizational process and dynamics that are frequently unleashed when companies adopt the war for talent mindset. Considering these social psychological process supports the article’s argument that not only should a company not necessarily try to win the war for talent, even adopting this image as a management metaphor can be hazardous to an organization’s health.
Benach, Carles, Fernando, Marcelo (2002), studied some of the key principles leading to efficient and equitable occupational health policies in New York environment. In their study, an alternative is also proposed for dealing with the conditions and settings needed to meet the new challenges related to establishing an effective occupational health policy.

Gaustello (2004), presented a bibliographic section which includes the book “Systematic Occupational Health and Safety Management: Perspective on an International Development”. The chapters are grouped into four themes: politics and strategies to promote OHS management, changing labour markets and structures, implementation and effects and the integration of OHS management into business and management development.

Khan; Misra and Ansari (2009), conducted a study to compare organizational commitment and organizational health among public and private school teachers. Sample included a total of 180 subjects, consisting of 90 school teachers from public schools and 90 school teachers from private schools respectively. The sample was selected randomly from various public and private schools of district Aligarh, Uttar Pradesh. The scales used were Organizational Commitment Scale of Shawkat and Ansari (2001) and Organizational Health Scale of Miles (1965). Scales were administered individually on
the subjects. Statistical tool of “t-test” was applied for the purpose of analysis of the data. Results of the study show that public and private school teachers differed significantly on organizational commitment and organizational health. Further private school teachers showed higher organizational commitment as compared to public school teachers, also private school teachers’ perceived better organizational health as compared to public school teachers.

Studies on Work Values

Work values have an effect on people’s behavior at work place. These are considered to be motivating and thus to contribute to positive outcomes. Values congruence is supposed to reduce conflict and improve cooperation. Work values being the primary source of workers satisfaction and dissatisfaction in job. This point has been become interesting, especially for industrial psychologists. A number of studies have been conducted on this problem. The objectives of the researches were to find out relative importance of work values, to determine relationship between work values and workers characteristics, and sought to find out occupational differences related to work values. Some attempts have been made to investigate the relationship between work values and job satisfaction.
Friedlander (1965), in a study of growth needs in relation to deficiency needs in the work environment across three status levels in white-collar and blue-collar occupations. Task oriented opportunities for self-actualization is of prime importance to white-collar workers with social environment of paramount values to blue-collar workers. Only minor variations in work values were found across adjacent status level, although status and occupational levels interact with work characteristics with differential effects upon value hierarchies. This study is an attempt to analyze the relationship between values and needs in the lights of Maslow’s theory of need hierarchy. This study has also brought out the differences in values hierarchies at different level of employees.

Shah (1969), conducted a study, which was the pioneering attempt to investigate the relationship between work values and job satisfaction at Columbia University. She notes that a review of the Indian and American literature showed that Super’s 15 work values were the important values that people sought to satisfy in their work in both India and America. Shah conducted her study in India. A sample of 200 Indian clerks and 26 Indian engineers was taken. Super’s work value inventory found to be the most adequate instrument available to measure work values was adopted for use.
in India. The findings revealed that work values and expectations regarding work values satisfaction of satisfied and dissatisfied clerks and engineers indicated that the differences found depended on the particular work situations. Being a pioneer in relating work values and job satisfaction sample has been selected from different professional groups and the results are analyzed in view of the work values expectations. Work values expectations have a bearing on human relations.

Few researches have been conducted on gender differences on job satisfaction and work values. Neil, Snizek, William (1988), examined gender as a moderator of job satisfaction; Mottaz, Clifford (1986), studied gender differences in work satisfaction, work related rewards and values, and determinants of work satisfaction. Miller Joanne (1979), studied individual and occupational determinates of job satisfaction as a focus on gender differences. In the light of these researches, it can be said that gender differences in some work values remain after a variety of organizational variables are considered, a model based on work experiences may still be appropriate for explaining such observed differences, as work values and job satisfaction is concerned.

Bhattacharya (1973), in a study on work values system of different occupational groups selected 112 non-gazetted Indian
government employees. The aim of the study was to identify whether or not different groups having different occupations could be identified on “Work values” as well as the relative importance work values have to differing occupational groups. The study was carried out in a central government organization, dealing with “non-gazetted” employees, in the 22-40 age brackets, working in 21 different occupations. Interviews as well as questionnaires were used. Super’s work values questionnaires consisting of 15 variables placed on 5 point Likert type scale was used to access occupational value system. Scores obtained indicate that the interviewed research population assigned different values to “intellectual stimulus” “way of life” and “security” items. Most groups attributed importance to security, and prestige; creativity, and altruism, received lower marks. The value of intellectual stimulus was low except for those groups of workers engaged in more specialized or scientific occupations.

An extensive research was done by Ganesh and Malhotra (1976). The research was conducted on 300 Indian managers in industries with Super’s Work Value Survey. They in their study of work values of the Indian managers have come to the conclusions: 1. The Indian managers generally hold conformist values.
2. They are duly conscious and are willing to accept personal responsibility.

3. They have a relative importance towards their own existence, the exceptions being their need for security and stability for which they are willing to subordinate all other values.

4. They hold the concept of selflessness as important but also give as much importance to the organization's responsibility to their employees.

5. They show manipulative tendencies as long as it does not contradict confirmation concepts.

6. The level of management has very little to do with their value system.

Weiss (1978), used social learning theory to examine the process of employees personal values change in organization, especially the relationship of model and observer characteristics to value similarity was studied in his study. The sample consisted of 141 first level supervisors and 58 high level supervisors with each member describing his or her work values. Similarity in values was then related to indicate the supervisor's consideration, competence and success with the organizations. Results indicate that supervisor's consideration was positively correlated with value similarity for the sample. Supervisor success and
competence were positively correlated with similarity for only powers with low self-esteem subordinates. Results are discussed in terms of the role defining information provided by models with various characteristics. Hall and Brain (2001), studied values' development in learning organizations. This article is about the creation of learning organizations, based on the collaboration over the last three years of two organizations. By this study the author draws some conclusions, and the place of values and culture measurement for the post millennium organization.

Kirkpatrick Johnson, Monica (2001), examined change and stability in job values across the young adult years. No gender differences were found in the way job rewards shape values, although gender differences in job values exist.

Knoop (1982), examined the influence of work values on the relationship between leadership behaviour and subordinates satisfaction in 363 college and university instructors. Based on path-goal theory of leadership, it was hypothesized that (i) subordinates who are people oriented would see considerate but not structured leadership behavior as a source of satisfaction, and (ii) supervisors who have self-expressive value orientation would view structured rather than considerate leadership behavior as
satisfactory. Work value did not seem to moderate the relationship between leader's behavior and satisfaction of subordinates.

Steiner, Gregory (1987), studied the Leader-Member Exchange (LMX) approach to leadership emphasizes the interactive nature of the superior-subordinate-relationship. Peter (1999), examined the differences in leadership styles and work related values. Jennifer (1999), investigated the relationship of work values and actual and perceived similarity on these values with Leader Member Exchange (LMX) and Team Member Exchange (TMX). Demographic attributes were also investigated. Results showed that perceived similarity on the protestant work ethics and preference for the work environment were positively related to LMX and that actual values and demographic attributes were not related positively. TMX positively related to actual similarity on several values but not to perceived similarity.

Some studies are conducted in relation to work values and educational pathways. Mottaz (1986), investigated the relationship between education and organizational commitment. Results indicated that education has an indirect positive effect on organizational commitment by increasing work rewards, but a direct negative effect when work rewards are held constant. The
later finding is due to the higher work values associated with increased education.

Johnson, Kirkpatrick and Glen (2002), investigated the change and stability in work values in relation to educational pathways in the transition to adulthood. Using panel data, this study examined whether levels and rates of change in work values in the eight years after high school were linked to post secondary education in 979 subjects. The findings of the study were consistent with the idea that work values predict investment in education, yet also undergo change with continued schooling.

Kumar (1986), aimed at studying the relationship between principal’s work values and their administrative effectiveness, studying the relationship between principal’s self-concept and their administrative effectiveness and studying the relationship of work values, attitudes and self-concept of principal’s combined together with their administrative effectiveness. The findings of the study were almost significantly related to one another.

Winter, Rose Mary and Kirkpatrick (1998), examined the influence of work values on teacher selection decision, the effect of principal values, teacher values, and principal-teacher value interaction. The purpose of this study was to investigate the impact of work values (i.e. achievement, concern for others,
fairness or honesty) on teacher selection decision. The comparative emphasis scale served to measure the dominant work values of 115 school principals (aged 32-62 yrs). A between within factorial design and stepwise multiple regression were used to regress principal rating of a teacher candidate (dependent variable) on principal and teacher dominant work values and on principal-teacher work value interactions. A linear combination composed of four work value interactions and the teacher work values achievement accounted for a significant amount of variance in principal rating of teachers. These results suggest that principal work values influence teacher selection decisions.

Akhtar, Sayed (2000), examined the influences of culture origin and sex on work values. The analysis of the influences of cultural origin and sex on intrinsic, instrumental, and systematic work values using an individual level is done. Analysis of variances showed that compared to Hong Kong Chinese, British and American managerial employees scored significantly higher on intrinsic work values and lower on instrumental work values.

Javed, Aquib (2002), identified personal values, work related values and occupational stress among teaching and non-teaching staff in a university system. The instruments used are as follows (I) Basic Values Survey developed, was used to cover the
Chapter-2

Review of Literature

comprehensive set of 10 motivationally distinct value types (II) Work Value Survey, was used to measure individual work values within the organization (III) Occupational Stress Index, was used to measure the extent of stress pattern in employees. The results indicated that teaching staff gave more importance to ‘Universalism’, ‘Hedonism’ and ‘conformity’ factors of Basic Value Survey. Non teaching staff gave more importance to ‘Achievement’ and ‘Power’ factors of Basic Value Survey. Teaching staff gave more importance to ‘Prestige’ and ‘Social’ factors of Work Value Survey. Non-teaching staff gave more importance to ‘Extrinsic’ and ‘Mixed’ factors of Work Value Survey. Teaching staff perceives more occupational stress for ‘Responsibility For Persons’, ‘Poor Peer Relations’ and ‘Strenuous Working Conditions’ factors of Occupational Stress Index. Non-teaching staff perceive more occupational stress on powerlessness, ‘Intrinsic Impoverishment’ and ‘Unprofitable’ factors of Occupational Stress Index.

Rose, Michael (2005), conducted a study on rising levels of qualification alter work ethics, work orientation and organizational commitment for the worse. Implications of rising levels of qualification for work attitude - a hitherto neglected area in the debate on over-education are examined. Theories of post-
industrialism predicted that the spiraling educational requirements of an information based economy would undercut the work ethic and intensify employee demands for work roles built around expressive and self-actualizing opportunities. It was also assumed that higher qualification might also undermine job satisfaction and align to employing organizations. It was found out that higher qualification is associated with higher commitment to work. It is less clearly associated with an expressive work orientation. This does not by itself reduces attachment to an employing organization. Thus, post industrial theory proves to be a poor guide to the qualification-work attitude link. Further, for employers, the implications are somewhat mixed in particular, ostensible over-qualifications reduces sources for job satisfaction and organizational loyalty.

Studies on Job Motivation

The phenomenon of motivation has been given a great attention, so various studies have also been done. It can be seen from the afore mentioned description regarding the concepts, process involved, and theories of motivation that motivational studies in job settings have attracted the attention of large number of researchers in both India and abroad. The reason is that human
motivation is the key element for effective performance and in turn, organizational and national growth and development in global terms. It is very difficult to describe all studies, so a few studies are given here.

Herzberg (1966) and Bernett (1977), have found significant association between self-actualization, performance and work motivation. According to their study work motivation is multi-faceted construct. The individual employee performs his job in the global context of an organization and various factors tend to interact affecting his motivation at work, which in turn affects his performance, commitment and job satisfaction. In this sense work motivation, to a large extent, determines productivity, organizational environment, personal need satisfaction and psychological well-being of the employees.

Bhargava (1978), conducted a comparative study on job motivation of various professional groups. In his study the sample has been drawn from four professional groups, that is, police personnel, advocates, doctors and university teachers. The various measuring devices for studying job motivation and satisfaction have been used. The findings revealed that various groups hardly differed with each other on ‘content’ as well as ‘context’ factors. The results obtained through unspecified ranking showed a similar
trend. No differences between the groups on various factors were observed except that police personnel differed with advocates on social interactions with co-workers. Again, police personnel differed with doctors and advocates on supervision and police with doctors on health.

Manju (1992), studied the relationship between job motivation supervisory styles and demographic variables. The study was conducted on Engineers, drawn from Hydroelectric Power Station. Major findings are as follows (1) Supervisory styles, job level, promotion earned and special training exert cumulative effect on job motivation of employees (2) Production oriented supervisory style and special training emerged as significant predictors of job motivation (3) Supervisory styles, job level, promotion influence intrinsic job motivation of employees (4) Job level and special training were found as predictors of intrinsic job motivation of employees. (5) Supervisory styles, job level, promotion earned and special training cumulative influence extrinsic job motivation of employees. (6) Production oriented supervisory style and special training emerged as significant predictors of extrinsic job motivation of employees.

Shah Alam (1993), conducted a study of work identification in relation to job motivation, occupational stress and perceived job
characteristic. The sample size consisted of three hundred railway engine drivers. The results revealed that job motivation as a whole, found to have its no influence on either work identification as whole or on its two facets, in none of the sub sample groups of drivers as well as on the total sample. Alam found that job tenure having no influence on job motivation.

Chiu, Randy (2000), conducted a study and examined the effect of positive affectivity on work motivation when mediated by 3 attitudinal variables: perception of pay equity, pay satisfaction, and job satisfaction. 184 managers completed questionnaire for the study. The results indicated that positive affectivity had a positive effect on work motivation. Pay satisfaction and job satisfaction were found to mediate the effect of positive affectivity on work motivation.

Foster, Jeremy (2000), studied the relationship between work motivation and job satisfaction. He examined motivation in the work place and summarized the main theories of work motivation, which can be divided into 2 major groups, depending on whether they are addressing the question “why do people work? or the question “what factors change people willingness or persistence at work?” The theories are evaluated in term of empirical support and practical relevance.
Haslam, Clare and Turner (2000), conducted a study on social identity and self-categorization theories. This study interpreted needs hierarchies as reflections of the variables definitions of self. The result points to the productive and sustainable potential of self-actualization at a collective rather than just a personal level. This analysis also suggests that group basic needs will play an especially important motivational role in situations where an individual’s social identity is salient.

Analoui, Farhad (2001), conducted a study that what motivates senior managers. While a great deal of understanding has been gained about senior managers’ motivation in the west, very little has been done in the Eastern European countries to understand what motivates senior managers. The study aims at gaining a better understanding of senior managers’ motivation for improved performance and effectiveness at work. The methodology employed, consisting of a survey questionnaire and sample interviews, led to the emergence of a group of factors including “recognition and appreciation”, “salary and remuneration”, “promotional status”, and “job satisfactions’. Moreover, although there are similarities between what motivates senior managers in both Western and Eastern European Countries, the difference point to the need for better understanding of senior
managers, their perception, and their views as well as organizational and the wider contexts in which they work.

Konrad, Edward (2001), described a longitudinal study of work motivation performed assuming that changes in worker’s perceptions of work values and environment. An analysis of the results found some changes in the importance of values in perceptions of the work environment. It is concluded that the results indicate that meaningful changes in organizational culture and climate occurred long before the actual political and economic changes.

Kleinbeck, Jurgen and Schmidt (2002), studied work motivation in the context of a globalizing economy. They presented a conceptual model of work motivation and group effectiveness. The model describes 4 determinants (1) The motivating potentials of group tasks as the basic factors of the task structure; (2) The motive of group members, representing dispositional individual factors constituting the personality of group members; (3) Variables (task-related and social) concerning the process through which motivational states and group goals are translated into action and achievement; and (4) Contextual Variable’s, e.g., compensation systems. Application of the model in the design process for effective group work is outlined.
Sufficool, Tammi (2002), outlined a job design model of factors related to employee motivation, performance and satisfaction. The model emphasizes that jobs designed to take advantage of five components are more likely to be positively received by employees: skill variety, task identity, task significance, autonomy and feedback.

Khan; Ansari and Misra (2009), studied the impact of organizational health on job-motivation among technical and non-technical textile industry workers. Organizational Health Scale by Miles (1965) and Job-Motivation Scale by Akhtar and Manju (1992) was administered on a sample of 120 technical and non-technical textile industry workers selected randomly from textile industries of Ganjdundwara town of district Etah of Uttar Pradesh. Statistical technique of correlation was applied for data-analysis. The results indicated that overall organizational health was highly correlated with job-motivation. The group of technical workers showed no correlation with job-motivation, whereas the group of non-technical workers showed high correlation with job-motivation respectively.
Hypotheses of the Proposed Study

While carrying out any scientific investigation, it is imperative to mention that there is a need to formulate hypotheses for drawing meaningful inferences regarding the sample under study. Keeping in view the aims of the present research the following null-hypotheses were formulated. They are as follows:

$H_01$: There will be no impact of organizational health on job motivation among overall textile industry workers.

$H_02$: There will be no impact of work values on job motivation among overall textile industry workers.

$H_03$: There will be no impact of organizational health on job motivation among technical group of textile industry workers.

$H_04$: There will be no impact of work values on job motivation among technical group of textile industry workers.

$H_05$: There will be no impact of organizational health on job motivation among non-technical group of textile industry workers.

$H_06$: There will be no impact of work values on job motivation among non-technical group of textile industry workers.

Thus, so far we have discussed relevant studies regarding the work done earlier in the context of variables of the study under investigation. Secondly, in this chapter, the major hypotheses are also discussed.