CHAPTER I
INTRODUCTION

Persistent efforts are being made in India toward industrialization to deal with various kinds of problems. Establishment of large scale industries was visualized long back by our late Prime Minister Pandit Jawaharlal Nehru as a significant step to solve the problem of unemployment and accelerate development of the nation. Advent of modern technology has given a thrust to the modernization of old industries and emergence of the new. As a result of growing industrialization, more and more products are being made available to the people at lower costs for mass consumption. The most disturbing aspect of growing industrialization however, is the enormous pace at which people are being forced to adjust to the changing demands of technology. Their standard of living has improved considerably, however, the perturbing feature is that they are being reduced to more and more insignificance.

People are becoming more and more mature as a result of the spread of education. Their demands are changing. Several of them are no more content with satisfaction of primary needs only. The priority of such needs is being replaced by demand for the satisfaction of higher order needs. Industrialization, however, has resulted in the
merging of their individualities into large masses reducing
them to more and more insignificance.

The conflicting demands of industrialization on one
hand and movement of the people toward maturity on the other
have led to the emergence of a number of problems and com-
plaints. Managements frequently complain of idleness and
indifference on the part of the employees toward the organi-
izations. They also frequently complain of the lack of
employees' adequate interest in work and in self development.
Such views find constant expression through different mass
media. In the light of a variety of these problems; em-
ployees' 

1) awareness of rights,
2) awareness of responsibilities,
3) job-enlargement, and
4) anxiety

were taken as major constructs for the present research.
The background and explanation of these constructs and of
the relevant variables is explained in the following pages
followed by enumeration of specific objectives set for the
present study.

Background and Explanation of Constructs

1) Employees' awareness of rights

Employers and employees are assured many privileges
by current guidelines formed by the government. Both prefer to consider these approved or permitted patterns of behaviour as "rights". Employers talk about "management's rights" to manage, to start or terminate a business, to buy and sell, to price products, and in general to make day-to-day management decisions. Employees demand recognition for their "rights" to form and join associations for collective bargaining, to withhold services until terms are satisfactory to the group, to strike, to establish daily or hourly quotas and to boycott employers who refuse their demands.

Apart from these legally approved rights the employers and the employees show individual differences in their understanding of the concept of "rights". These individual differences were identified in the interviews of the employers and the employees during the pilot study of this research project. An attempt therefore was made to study the employers' and the employees' awareness of their own rights.

2) **Employees' awareness of responsibilities**

The scientific management movement since early 1900s has addressed itself to the issue of employees' responsibility in terms of its ingredients, taxonomy, control, and authority. The principle of parity of authority and responsibility and the principle of delegation and control have been discussed in considerable theoretical details. These discussions however, represent an "outsider's view" of the
employees' responsibilities. A systematic study of what the employees understand by their own responsibilities has never been made. The statements of concern over employees' declining awareness of their responsibilities, therefore, appear to be only phenomenal. An attempt was made in the present study to understand employees' awareness of their own responsibilities.

3) Job-enlargement

Researches regarding intrinsic job satisfaction in the Institute for Social Research at the University of Michigan contributed the concept of job-enlargement around 1955. Job-enlargement focused on providing more and varied tasks or duties to the employee and increasing his freedom of pace and responsibility for checking quality and discretion for method. By 1960 Frederick Herzberg evolved the concept job-enrichment for developing the job content and structure by adding planning, regulation and control activities (vertical-job-loading) to the employee's job. Job-enlargement and job-enrichment programmes met with success as well as failure when implemented in different organizations.

The job characteristics such as variety, task identity, task significance, autonomy and feedback have been found to be conducive to stimulate the employees' positive response to enriched jobs (Oldham, Hackman and Pearce 1976). An

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effort was made in the present study to measure employees' needs of job characteristics conducive to horizontal as well as vertical job loading. The needs measured were (a) discretion for method, (b) feedback, (c) variety, (d) task identity, (e) knowledge of the company's policy regarding employee's own work, (f) freedom of pace, (g) freedom of planning, and (h) sociability.

Measurement of these job-enlargement needs was felt necessary in the light of two important points of criticism. Firstly, most of the research has failed to examine the relationships of task characteristics and job responses to their organizational contexts (Roberts and Glick 1981). Secondly, a systems approach to the job-enlargement studies is lacking (McCormick and Ilgen 1981). Job-enlargement needs therefore, were analysed in the present study as functions of variables related to human, task, and structural subsystems.

Job-enlargement needs were analysed in the present study with the following assumptions.

i) Emergence of a need for a particular job characteristic is a result of interaction of the employee with his job and with the other internal and contextual systemic forces.

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ii) There are individual differences in degree of desirability of different job characteristics.

iii) Emergence of different needs for job characteristics is possible even in the absence of any job-enlargement prospect.

The approach of the present research to the study of job-enlargement was only indirect in the sense that it did not involve any experimental manipulation of variables. Job-enlargement was presently studied as a cognitive component of the employees' work life.

4) Anxiety

The laboratory studies regarding functional and dysfunctional role of anxiety in performance are conclusive. In general, it is now established that for any specific task there is a characteristic curve which shows that increasing anxiety facilitates performance on easy task but impairs it on difficult task. The research regarding situational anxiety however, in the organizational setting has been scanty. Ross and Zander (1957)4 have shown that those employees who resigned were more anxious than those who remained but very little dynamic effect on turnover was induced by anxiety itself. The field experiments by Schachter

(1961)\(^5\) have demonstrated that situationally produced emotional disturbances result in a greater impairment in workers' performance of novel non-stereotyped tasks. Srivastava and Sinha (1983)\(^6\) have found that high job involvement enhanced the employees' level of job anxiety pertaining to most of the job components, but the employees' anxiety related to recognition, fair evaluation and future prospect proved to be independent of their level of job involvement. Padaki (1984)\(^7\) has shown that various job characteristics have significant relationship with affective states and motivation. The trend of the studies mentioned so far is consistent in that anxiety has been viewed only in the context of task.

The aim of the present study however, was to analyse job anxiety both at the task level and at the level of organizational attributes such as organizational size, technology, and structure.

**Background of Variables of the Study**

The constructs of the present study discussed so far

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were analysed as functions of the following variables.

1) Core variables namely (a) age, (b) personality pattern, and (c) value system.

2) Work biographical variables namely employees' (a) frequency of job changes, (b) uniorganizational experience, and (c) multiorganizational experience.

3) Organizational variables namely (a) production technology, (b) size of organization, and (c) employees' hierarchical position in organization.

1) Age

The aim was to study variations in employees' awareness of rights and responsibilities, in the nature and strength of their job-enlargement needs, and in the degree of job anxiety as a function of age. Developmental trends of constructs, it was felt, could be inferred from such analysis.

2) Personality pattern

The writer asked one hundred and twenty management students and seventeen executives to enumerate the characteristics of successful managers. Content analysis of their responses revealed that most of the descriptions focused on characteristics synonymous with "toughminded", "disciplined", and "outgoing". The "tough guy" appeared to be a primary cognitive component of managerial success. This was the only
rationale for selecting the following personality dimensions for the present study.

a) Toughminded vs tenderminded

b) Outgoing vs reserved

c) Controlled vs indisciplined

The aim of the present study was to analyse the constructs as functions of individual differences in personality pattern.

3) Value system

Values related to race, age, sex, religion, and social class have been shown to moderate employees' reactions to job-enlargement programmes. Moderating influences of cultural values have also been demonstrated. An attempt was made in the present study to explore E. L. Trist's (1970) concept of changes in emphasis of cultural values in transition to post-industrialism. Table 1.1 shows Trist's concept of changes in cultural values.

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Table 1.1: Changes in Emphasis of Cultural Values and Organizational Philosophies in the Transition to Post-Industrialism

<table>
<thead>
<tr>
<th>Type</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Values</td>
<td>Achievement</td>
<td>Self-actualization</td>
</tr>
<tr>
<td></td>
<td>Self-control</td>
<td>Self-expression</td>
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<tr>
<td></td>
<td>Independence</td>
<td>Interdependence</td>
</tr>
<tr>
<td>Organizational Philosophy</td>
<td>Mechanistic form of organization</td>
<td>Organic form of organization</td>
</tr>
</tbody>
</table>

Mechanistic and organic forms of organization were treated as values in the present study as they involve an element of belief having its origin in prevalent managerial structures in organizations.\textsuperscript{11}

The course of changes in socio-cultural environments of the east and the west are not significantly different from each other. This is true even though India has relatively short history of industrialization than that of the western countries. Changes in technology of production, in the educational and occupational structures and in the socio-cultural values have become a part of the process of industrialization.

The aims of the present study were to analyse (a) the nature and extent of transition of employees' values and (b) the influence of transition of employees' values on the constructs.

4) Uniorganizational experience

Socio-technical environment of organization is a potential source of various kinds of reinforcements for employees. Situational and ideological preferences; expectations and role perceptions of employees change as a result of their exposure to the socio-technical environment. The aim of the present study was to trace occupational socialization of employees in terms of different constructs.

5) Multiorganizational experience

Employees having work experience in different industrial organizations are exposed to different socio-cultural environments as compared to employees with roots of work history within the same organization. The aim of the present study therefore, was to trace occupational socialization of employees in the context of their varied work experience in different organizations.

6) Frequency of job changes

Employees differ in terms of having tried different

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jobs for different periods of time in different organizations. The aim of the present study was to understand the influence of job tenure on employees' awareness of rights and responsibilities, on job-enlargement needs, and on job anxiety. Such an analysis was presumed to throw light on employee turnover.

7) Production technology

The early studies regarding the pattern of organization and its technical complexity of production system by J. Woodward (1958)\(^{13}\) revealed important differences in the ideas about management and human relations. James C. Taylor (1971)\(^{14}\) in his review of research literature on this subject between 1961 and 1971 pointed out that technology influenced organizational structure, work group behaviour and productivity and group members' attitudes. Roberts and Glick (1981)\(^{15}\) in their review of research on job characteristics approach to task design, however noted that little attempt had been made to provide strong inference research in which various theories of task design were compared (i.e. need theoretical approaches vs. social information processing vs. technological approaches.

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15 K. H. Robert and W. Glick, loc.cit.
to work design). An attempt, therefore, was made in the present study to analyse different constructs as functions of production technology of organization.

8) **Size of organizations**

The distinguishing features of small and large organizations such as communication pattern, leadership, decision making process and need fulfilment are well known. The aim of the present study however, was to examine how the employees of organizations of different size differ in terms of their awareness of rights and responsibilities, job-enlargement needs, and job anxiety.

9) **Hierarchical position of employees in organization**

The aim of the present study was to analyse similarities and differences in employees' awareness of rights and responsibilities, in their pattern and strength of job-enlargement needs and in job anxiety as functions of their hierarchical position. This kind of analysis was felt necessary because of the need for studying the constructs in broader structural context of organization.

Figure 1.1 represents a general framework of the present research. The peripheral circle shows the constructs studied. The adjacent circle shows organizational variables examined as influencing the constructs. The next circle shows the work biographical variables examined as influencing the constructs; and the innermost circle
Figure 1.1 General Framework of Research
represents the core variables examined as influencing the constructs.

Objectives of Study

The specific objectives set for studying various constructs in the present research were as follows.

1) **Awareness of rights**

   i) To study content and scope of employees' awareness of their own rights in relation to the core variables.

   ii) To study content and scope of employees' awareness of their own rights in relation to the work biographical variables.

   iii) To study content and scope of employees' awareness of their own rights in relation to the organizational variables.

2) **Awareness of responsibilities**

   i) To study content and scope of employees' awareness of their own responsibilities in relation to the core variables.

   ii) To study content and scope of employees' awareness of their own responsibilities in relation to the work biographical variables.

   iii) To study content and scope of employees' awareness of their own responsibilities in relation to the organizational variables.
3) **Job-enlargement**

   i) To study pattern and strength of employees' job-enlargement needs in relation to the core variables.

   ii) To study pattern and strength of employees' job-enlargement needs in relation to the work biographical variables.

   iii) To study pattern and strength of employees' job-enlargement needs in relation to the organizational variables.

4) **Anxiety**

   i) To study the degree of job anxiety experienced by employees in relation to the core variables.

   ii) To study the degree of job anxiety experienced by employees in relation to the work biographical variables.

   iii) To study the degree of job anxiety experienced by employees in relation to the organizational variables.