A STUDY ON JOB CHARACTERISTICS AND INTERNAL WORK MOTIVATION AMONG ICICI BANK EMPLOYEES

Dr. N. Shani
HOD and Research supervisor
Department of management studies
Akshaya Institute of Management studies, Coimbatore.
shanipublication@gmail.com

V. AnandKumar
Ph.D Research scholar
Department of management studies
Karpagam University, Coimbatore
anandresearch11@gmail.com

ABSTRACT

The purpose of this study was to determine Extension agents’ perceptions of fundamental job characteristics and their level of job satisfaction. The study followed a descriptive design. A modified version of the Job Diagnostic Survey developed by Hackman and Oldham (1980) was sent to 195 Extension agents. Based on 143 usable responses, agents perceived the job characteristics skill variety and task significance to be present most in their jobs, while they perceived feedback from agents the least. Agents were most satisfied with the job satisfaction constructs of growth satisfaction and satisfaction with co-worker relations, while they were least satisfied with the job satisfaction constructs of general satisfaction and satisfaction. The Hackman and Oldham Model has been tested in several areas with additional testing needed in the service sector. This study tested the model within a manufacturing company and evaluated several of the dimensions of the model. This paper will evaluate two of these dimensions; high internal work motivation and task significance. The plan that was surveyed has a population of 1,000 with 200 sampled. The company examined is a larger manufacturer of electric motors and the sample was taken from one plant with all three shifts samples.

INTRODUCTION

It has been proposed by many scholars that one way to increase employee performance and personal outcomes is to enrich the job. While employee performance contributes to the economic well being of the organization, personal outcomes enhance the employees’ social and psychological well being. Both employee performance and personal outcomes can be improved through job enrichment by giving greater opportunity to the individual for developing and applying personal learning and skills. This way, job enrichment can be viewed as a work design effort to restructure the job with the aim of making them more challenging, motivating and satisfying to the individual. A widely followed work design approach is the job characteristics model.

Any job in an organization has certain characteristics that provide some experiences to the employees performing that job, which in turn result in some outcomes for the employees. The job characteristics model offered by Hackman and Oldham...
(1980) posits that a job is typically characterized by the amount of skill variety, task identity, task significance, autonomy and feedback it has. These together provide the employees a sense of meaningfulness, responsibility and knowledge of results, and thus have the potential of motivating them. While the former are termed as job characteristics, the latter are termed as critical psychological states that lead to certain outcomes such as work motivation and satisfaction.

The success of any organization relies heavily on its workforce. This adage has gained more significance in the new scenario of globalization, mobility and growing opportunities for people with specific knowledge and skills. Any organization requires committed and satisfied employees for achieving predictable outcomes. The banking sector is the backbone of a nation’s economy, and as such performance of this sector has broader implications. Banking institutions in India are now greatly inspired and invigorated with intensive activities in the highly competitive market. It goes without saying that the competitors vie not only for customers, but also for employees with skills and experience. Acquiring the right employees, fitting them to the right jobs, motivating and facilitating them to perform and retaining them have become important challenges for the new players. Thus, the role of HRD is now widely recognized and paid greater attention to, unlike in the relatively tranquil and static past.

People skip jobs not merely for higher pay, but also for various other reasons. The qualitative aspects the job one performs also matter. Previous studies have clearly shown that job characteristics, viz. skill variety, task identity, task significance, autonomy and feedback have negative relationships with turnover intentions (for example, Bline et al., 1991; Meyer and Allen, 1997; Samad, 2006). To put it in a simple manner, the job characteristics model states that job characteristics provide for certain job experiences which in turn results in certain outcomes including internal work motivation.

The present study attempts to explore the levels of job characteristics in the various jobs undertaken in the banking sector and test whether the varying degrees of characteristics provide varying degrees of experiences as mentioned above. What is the outcome of all these? Do the employees derive their internal work motivation as a function of job characteristics and job experiences? Does the personality factor have anything to do with the relationship between job characteristics and internal work motivation? Do different types of employees respond differently to the job characteristics? To test this, the growth need strength of the employees will also be taken into account as a moderator.

Job Characteristics \[\rightarrow\] Job Experiences \[\rightarrow\] Internal Work Motivation

Growth Need Strength

Job characteristics include: skill variety, task identity, task significance, autonomy and feedback. Job experiences, i.e. the critical psychological states include experienced meaningfulness of work, experienced responsibility for outcomes and knowledge of results. Skill variety, task identity and task significance are posited to have a bearing on
experienced meaningfulness of work. Autonomy is said to influence experienced responsibility. Feedback is expected to provide for knowledge of results. All the three psychological states lead to internal work motivation. Growth need strength of the employees is hypothesized to act as a moderator of the relationship between job characteristics and job experiences as well as the relationship between job experiences and internal work motivation.

Employees who derive high internal work motivation from the job tend to be satisfied and stick to the job. On the other hand, those with low internal work motivation tend to be dissatisfied and leave the job. Satisfied and committed human resources contribute positively to the efficiency and effectiveness of the organization. Thus the study may have implications for employee performance as well as employee turnover. Assessment of employee personality and job characteristics may help in improving employee-job congruence. Redesigning of the jobs and personality development of the employees through training may also be important considerations.

**OBJECTIVES OF THE STUDY**

- To know about the personal background of the employees
- To identify the extent to which the jobs performed by the employees possess skill variety, task identity, task significance, autonomy and feedback
- To find out the extent of employees’ psychological states in terms of meaningfulness of work, responsibility for outcomes and knowledge of work results
- To know the level of internal work motivation of the employees
- To assess the level of growth need strength of the employees
- To find out the influence of personal background on growth need strength of the employees.
- To examine how far the job characteristics are related to psychological states.
- To examine how far psychological states are related to internal work motivation of the employees.
- To assess the moderating role of growth need strength in the relationship between job characteristics and psychological states and between psychological states and internal work motivation

**DEFINITIONS OF TERMS**

- Skill Variety is the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.
- Task Identity is the degree to which the job requires the completion of a “whole” and identifiable piece of work.
- Task Significance is the degree to which a job has a substantial impact on the lives or work of other people whether in the immediate organization or in the external environment.
• Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling his or her work and in determining the procedures to be used in carrying it out.
• Feedback refers to the degree to which carrying out the work activities required by the job results in the employee obtaining information about the effectiveness of his or her performance.
• Experienced Meaningfulness of Work refers to the degree to which the employee experiences the job as one which is generally meaningful, valuable and worthwhile.
• Experienced Responsibility for Outcomes refers to the degree to which the employee feels accountable and responsible for the results of the work he or she does.
• Knowledge of Results refers to the degree to which the employee knows and understands, on a continuous basis, how effectively he or she is performing his or her job.
• Internal Work Motivation refers to the degree to which the employee is self-motivated to perform effectively on the job.
• Growth Need Strength refers to the desire of the individual to obtain professional growth and achievement.

ANALYTICAL FRAMEWORK
The analytical framework of the study is delineated in the following diagram.

![Analytical Framework Diagram]
Task variety, task identity and task significance together lead to experienced meaningfulness of work. Autonomy leads to experienced responsibility. Feedback leads to knowledge of results. Experienced meaningfulness of work, experienced responsibility and knowledge of results together contribute to internal work motivation. These relationships are moderated by growth need strength. In addition to these, the role of personal characteristics in determining the growth need strength of the employees is also to be analyzed.

**TOOL FOR DATA COLLECTION**

Questionnaire has been used in collecting the necessary data from the employees, as all these bank employees are educated enough understand the questions and answer it. It included questions pertaining to the personal background of the employees, job characteristics, critical psychological states, growth need strength and internal work motivation. For measuring these variables, the job diagnostic survey as developed by Hackman and Oldham (1980) was used. A pretest was conducted among ten employees and it was found that the respondents found it difficult in answering certain types of questions. Discussions with some of the respondents revealed that the structure of the questions meant for certain items was difficult to comprehend. Hence it was decided to change the structure of the questions without altering the contents. The original structure and the modified structure were subjected to expert opinion, in this case two professors teaching HRD. They concurred that the two structures would yield the same results as the contents were intact. Thus the questionnaire was finalized.

**Sample**

It was decided to conduct the study in Coimbatore, industrially developed and commercially vibrant district of Tamil Nadu. Studies on job characteristics have been largely carried out in the industrial sector. Such studies are less found in the service sector, with few in the banking sector. The banking sector in recent times has become very vibrant with increasing commercial activities, accompanied by increasing opportunities for individuals. Privatization and globalization in the recent years has made this sector very competitive vying not only for the customers, but also for employees with skills and experience. Employee turnover is not uncommon in the private institutions. It is in this context that the present study embarks on examining job characteristics and internal work motivation. ICICI was selected for the study, as the researcher had some acquaintances in that organization that would help in getting cooperation for data collection. ICICI has 17 branches in the Coimbatore zone with varying number of employees as per the geographical location as well as the kind of businesses carried out. In all, there were 336 employees distributed over these 17 branches at the time of enquiry. As the study involves a number of variables, some of which are to be treated simultaneously, it was decided to take a sizeable sample that would be conducive to multivariate analysis. Hence it was decided that half of this population, i.e. 168, be taken for the study. However, when this sample was distributed over the 17 branches proportionately, there were fractions in halves (0.5).
<table>
<thead>
<tr>
<th>S No</th>
<th>Branch</th>
<th>No. of Employees</th>
<th>Half</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coimbatore Main</td>
<td>105</td>
<td>52.5</td>
<td>53</td>
</tr>
<tr>
<td>2</td>
<td>R.S. Puram</td>
<td>22</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Mill Road</td>
<td>18</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>Saibaba Colony</td>
<td>10</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Siddhapudur</td>
<td>11</td>
<td>5.5</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Periyaickenpalayam</td>
<td>9</td>
<td>4.5</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Avianshi Raod</td>
<td>9</td>
<td>4.5</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Trichy Road</td>
<td>38</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>9</td>
<td>Ramanathapuram</td>
<td>9</td>
<td>4.5</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Coonor</td>
<td>7</td>
<td>3.5</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>Ooty</td>
<td>9</td>
<td>4.5</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Pollachi 1</td>
<td>8</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Pollachi 2</td>
<td>8</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Udmaipet</td>
<td>7</td>
<td>3.5</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>Tirupur Main</td>
<td>45</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>16</td>
<td>Palladam Road</td>
<td>11</td>
<td>5.5</td>
<td>6</td>
</tr>
<tr>
<td>17</td>
<td>Palladam</td>
<td>10</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>336</strong></td>
<td><strong>168</strong></td>
<td><strong>173</strong></td>
<td></td>
</tr>
</tbody>
</table>

From the list of employees obtained from each branch, the potential respondents were selected by systematic random sampling method. In this case, since half of the population was to be taken, every alternative person from the list was selected. Once the first respondent from the first two employees in the list was determined by lottery method, every alternative employee in the serial order was taken. As in many cases the desired sample size was not exactly half due to rounding off, in the last instance there was one person left to be selected with no alternative and that person was selected. Thus, first the sample size was determined; then, it was distributed proportionately to all the branches; then, the distributed number of employees were selected by systematic random sampling method.

**Analysis**
The collected data were checked for clarity and completeness. In order to make the data amenable to computer analysis, first a codebook was prepared. This codebook contained the questions, responses for the questions and the relevant numerical codes for the responses. Using this codebook, data were entered into the SPSS program and analysis was carried out. The statistical methods used were percentage, mean, correlation, analysis of variance and multiple regression.

**MAJOR FINDINGS**

**Job Characteristics and Critical Psychological States**
- Skill variety and experienced meaningfulness of work are positively related \((r = 0.512)\). When skill variety is more in a job, the employee experiences more meaningfulness of work.
- Task identity and experienced meaningfulness of work are positively related \((r = 0.497)\). When task identity is more, the employee experiences more meaningfulness of work.
- Task significance and experienced meaningfulness of work are positively related \((r = 0.447)\). When task significance is more, the employee experiences more meaningfulness of work.
- Autonomy and experienced responsibility in work are positively related \((r = 0.741)\). When autonomy is more in a job, the employee experiences more responsibility in work.
- Feedback and knowledge of work results are positively related \((r = 0.551)\). When feedback is more in a job, the employee has more knowledge of work results.
- Motivating potential and critical psychological state are positively related \((r = 0.715)\). When the motivating potential of a job is high, experiencing of critical psychological state is also high.

**Critical Psychological States and Internal Work Motivation**
- Experienced meaningfulness of work and internal work motivation are positively related \((r = 0.188)\). When experienced meaningfulness of work is high, internal work motivation is also high.
- Experienced responsibility in work and internal work motivation are positively related \((r = 0.28)\). When experienced responsibility in work is high, internal work motivation is also high.
- Knowledge of work results and internal work motivation are positively related \((r = 0.162)\). When knowledge of work results is high, internal work motivation is also high.
- Critical psychological state and internal work motivation are positively related \((r = 302)\). When critical psychological state is high, internal work motivation is also high.
Validity of the Basic Model

<table>
<thead>
<tr>
<th>Job Characteristics</th>
<th>Critical Psychological States</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety</td>
<td>Experienced meaningfulness of work</td>
<td>.188</td>
</tr>
<tr>
<td>Task identity</td>
<td></td>
<td>.280</td>
</tr>
<tr>
<td>Task significance</td>
<td></td>
<td>.162</td>
</tr>
<tr>
<td>Autonomy</td>
<td>Experienced responsibility</td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>Knowledge of results</td>
<td></td>
</tr>
<tr>
<td>Motivating Potential</td>
<td>Critical Psychological State</td>
<td>.302</td>
</tr>
<tr>
<td></td>
<td>Internal work motivation</td>
<td></td>
</tr>
</tbody>
</table>

The numerical values in the above figure are correlations.

Moderating Effect of Growth Need Strength in the Relationship between Job Characteristics and Critical Psychological States

- *Relationship between Skill Variety and Experienced Meaningfulness of Work*
  Correlation decreases for the low GNS respondents and increases for the high GNS (Growth Need Strength) respondents, but only to a very little extent. GNS does not moderate the relationship.

- *Relationship between Task Identity and Experienced Meaningfulness of Work*
  There is no variation in the correlations for the low and high GNS groups. GNS does not moderate the relationship.

- *Relationship between Task Significance and Experienced Meaningfulness of Work*
  There is some variation in the correlations for the low and high GNS groups. GNS moderates the relationship to some extent.
- 
  **Relationship between Autonomy and Experienced Responsibility in Work**
  There is no variation in the correlations for the low and high GNS groups. GNS does not moderate the relationship.

- **Relationship between Feedback and Knowledge of Work**

  Results
  There is some variation in the correlations for the low and high GNS groups. GNS moderates the relationship to some extent.

- **Relationship between Motivating Potential and Critical Psychological State**

  There is some variation in the correlations for the low and high GNS groups. GNS moderates the relationship to some extent.

Moderating Effect of Growth Need Strength in the Relationship between Critical Psychological States and Internal Work Motivation

- **Relationship between Experienced Meaningfulness of Work and Internal Work Motivation**

  There is variation in the relationship for the low and high GNS employees. GNS moderates the relationship. Meaningfulness of Work increases Internal Work Motivation for the high GNS employees. On the other hand, it decreases Internal Work Motivation for the low GNS employees.

- **Relationship between Experienced Responsibility in Work and Internal Work Motivation**

  There is variation in the relationship for the low and high GNS employees. GNS moderates the relationship. Experienced Responsibility in Work increases Internal Work Motivation for the high GNS employees. On the other hand, it decreases Internal Work Motivation for the low GNS employees.

- **Relationship between Knowledge of Work Results and Internal Work Motivation**

  There is variation in the relationship for the low and high GNS employees. GNS moderates the relationship. Knowledge of Work Results increases Internal Work Motivation for the high GNS employees. On the other hand, it decreases Internal Work Motivation for the low GNS employees.

- **Relationship between Critical Psychological State and Internal Work Motivation**

  There is variation in the relationship for the low and high GNS employees. GNS moderates the relationship. Critical Psychological State increases Internal Work Motivation for the high GNS employees. On the other hand, it decreases Internal Work Motivation for the low GNS employees.

**CONCLUSION**

The job characteristic model is found to be valid for the banking sector employees, as there are relationships between the variables as posited by the model. However, the moderating role of growth need strength holds only for the relationship between critical psychological states and internal work motivation, not for the relationship between job characteristics and critical psychological states. This means that
presence of the job characteristics leading to experiencing of the critical psychological states is true for all types of employees regardless of their growth need strength. Once the critical psychological states are felt, the role of GNS begins. The high GNS employees derive more internal work motivation, when they experience the critical psychological states. The low GNS employees, on the contrary, derive less internal work motivation when they experience critical psychological states. Work redesign attempts such as job enrichment can prove fruitful only for the high GNS employees, but not for the low GNS employees.

REFERENCES