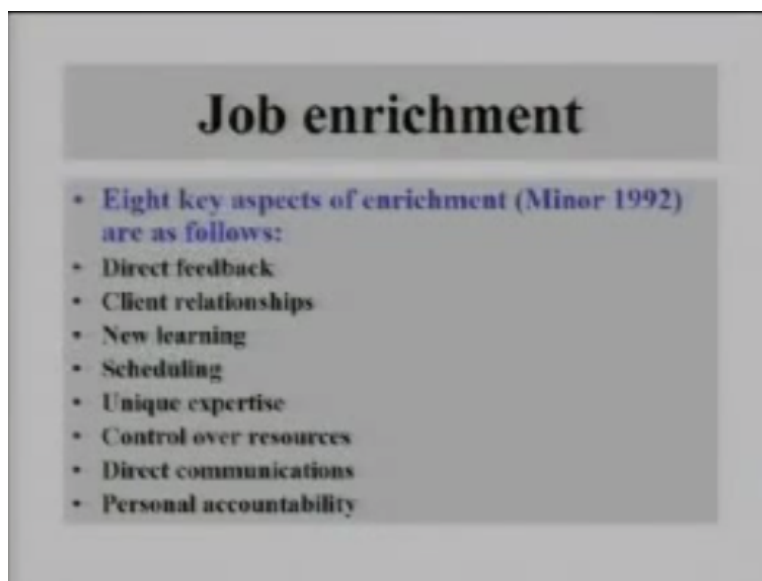


**Indian Institute
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Presents
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TECHNOVISION
Educational Technology
Services Centre
IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
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Social Sciences, IIT DELHI
Lecture # 6
Job Enrichment**

We are discussing work motivation and its implication for the management studies in the couple other lectures we are talked about different theories of motivation.
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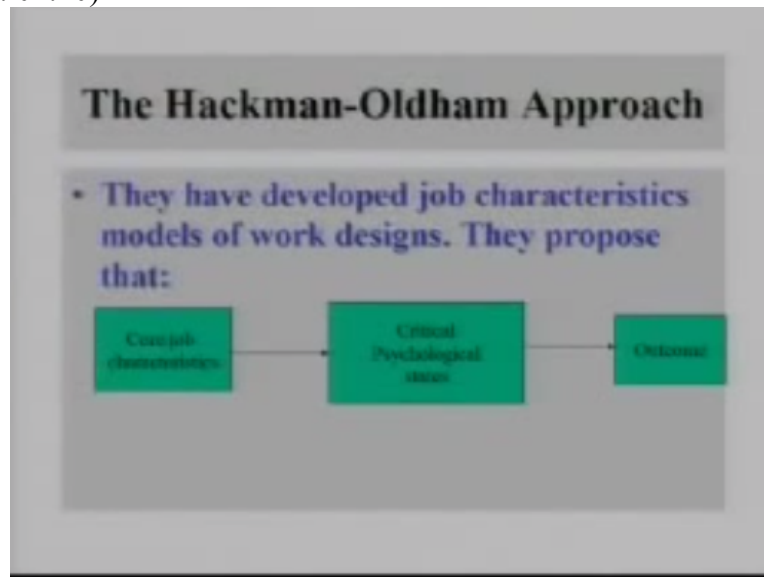


We also discussed how the first theory of work motivation where the concept of job enrichment was discussed and you can see that the implication of Herzberg's theory if we see from the

management point of view, suggested by minor we find that we have direct feedback, client relationship, new learning scheduling, unique expertise, control over resources, direct communications and personal accountability so all these factors.

We have to consider for work motivation as part of job enrichment strategy this brings us to another theory we call us the job characteristics theory which is proposed by.

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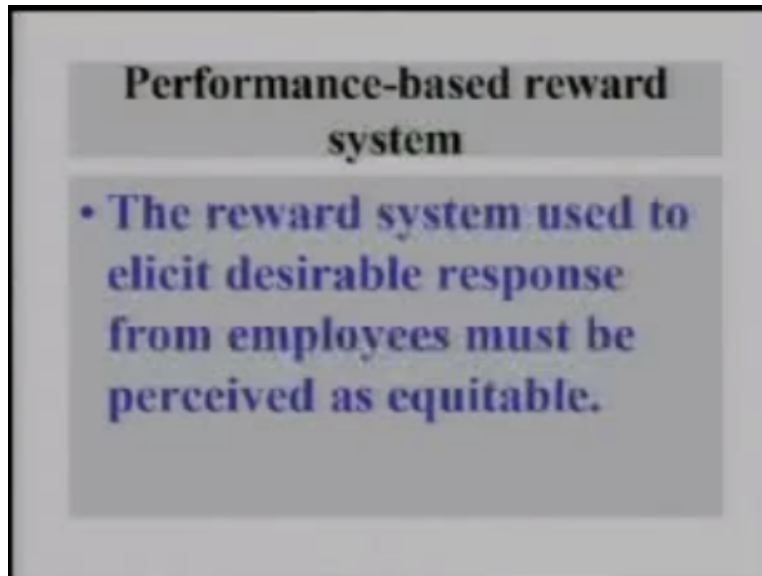


Hackman and Oldham and what they have suggested that every job as some core job characteristics which lead to critical psychological states and of course then their result into the motivation process that combination in terms of job characteristics they have emphasized that a skill variety task identity and feedback are some of the important factors, do I repeat skill variety task identity and feedback are the factors I am talking about the core characteristics of a job you can see that the idea comes job enrichment in this job characteristics theory and thee characteristics.

Lead to critical psychological states and finally this will lead to the outcome that is the work motivation and so if you really want that people should be motivated there should be high motivating potential there should be high motivating potation in any job and imported in fact they have put that to know as a real formulation that what they are saying that task identity task, task variety.

And other task characteristics are added and the average of that is multiplied by feedback that means feedback has a multiplicative property in for any motivational motivating situations we need to give feedback so the same model they have try to translate that into a kind of a formula which we call as the motivating optional score of a job motivating potential score of a job okay because that on depends on your perceptions how, how do we perceive the job the identity and variety and so on therefore that has a implication for management.

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In terms of the applications of work motivation strategies now next what we discussing is the performance based reward system do I take you back to what we did last time the Herzberg's theory we have done work redesign we have done okay this discussion we have already had okay so the performance reward used elicit

Desirable response from employees must be perceived as equitable you would be recollect we had discussed about a theory call equity theory of work motivation and equity theory of work motivation we will trying to understand that how people evaluate their work motivation in terms of there in put out come and the comparison with the other person in the total scenario do you recollect that we had discussed equity theory.

Sometimes earlier so when we are talking about the performance based reward system equity place and important role in that, in that situation but in addition to equity you also have expectation so in fact whom one of the researches he has talked about expectation in this performance and for relationship if you expect something in a situation perhaps you know that becomes a great motivator and whole process.

You know is analyze through the kind of expectation that we have so work expectation that also becomes extremely important in the situation as we have discussed earlier commitment which is very much related to the whole process of the psychological stage is also important and which refers to loyalty of an of a person for the work or for organization so we can have work commitment are we can have organizational commitment and if a person is highly committed the person will not leave.

The organization will be committed to the job and in fact that is a I should Say that good strategy or good business when you are able to retain good employees at the place of work so the under lying factor again that is the implication of the motivation okay work motivation if a person is not motivated in physically he or she is likely to leave your organization therefore commitment becomes an important factor when we are talking about even the performance based analysis of job, of, of what is somewhat.

So now in addition to this there are number of other factors like absentees, absentees all of you understand when a person takes leave or remains away from the job okay which is the leave that

is not really the legal sanction is given to person that you can remain in options, but centrally you find the person reminds absent there could be a pattern, but there could be irrelative behavior, the matter of fact is that the person is not coming, regular, regularly for work.

And what are the reasons away from some other reason like sickness, we have motivational issues involved in this, people are not interested in work for various reason, and absentees becomes an important challenge for many of them, the management practices, you have an industry suppose assembly line, absentees becomes an unimportant issue, even in other situations also, a person who has got to perform a particular job.

Certainly does not turn up for the job, you can see the how the manager is going to manage the situation in at the last movement, so absenteeism becomes again a very difficult situation for the managers as it is the adjacent rate of people, now if people are highly committed, then they have interlink motivation, should there is a interlink reward, that is coming, and one of the major implication of that is that people will be loyal.

And they will try to remain in your organization for a much longer time perhaps others, but if you find that people or not motivated, they do not find the work as a very challenging work not very interesting, I am talking about tension away from money, money is important which an extensor factor, in addition to this number of other work motivation factors are there, which are very important for the organization.

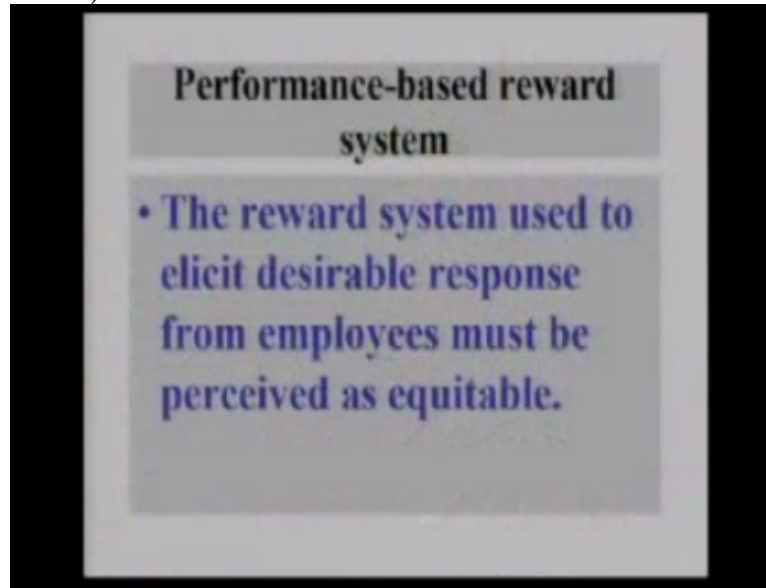
We are not demine that we do not have to give money, because if we are we go back to the inter flotation of the tedious that we have done earlier, we find that money is important for survival, money is important to some extend enough of motivating for higher level need, this inter potation we have done already in some of the earlier triantical propositions so we and really debiting that do not give any money and then ask them to work

We are saying reasonable amount is required, but if we believe that okay money is the only motivated perhaps we are not very right in over attestation. So what here we are trying to understand is that work motivation has implication for strategies de motivating situations and some of the might in our results into lakh of commitment absenteeism and also turn over, you understand the meaning of turnover.

Here we are meeting employees' turnover at the place of work okay, is it clear, we are not talking about the definitional obligations here, we are talking about employees turnover, that means the employees how many employees in your organization are continued come and perhaps know they do not main in our organization okay so that is again motivational statuary. And turn over becomes an important factor for any manager to see that there is a very good work in environment, work motivation climate in the organization. Infact all this lead to something like what we call has the psychological contract, all this lead to something what we call us psychological contract.

Some of you might be wondering what this contract would be this is between set of expectations and the set of contract. Is not return anywhere but movement we entire any organization we have certain expectation or we would like to avoid by those. So the contract is from both sides, okay employees contract with the management of course contract okay, with the employees the idea here is that is an expectation and written.

Set of expectations and returns set of contract is not written anywhere but movement we entire in any organization. We have certain expectations are we would like to avoid by those so the contract is from both sides. Okay employees contract with the management and management of course contract okay with the employees. The idea here is that this is an expectation un return. (Refer Slide Time: 15:24)

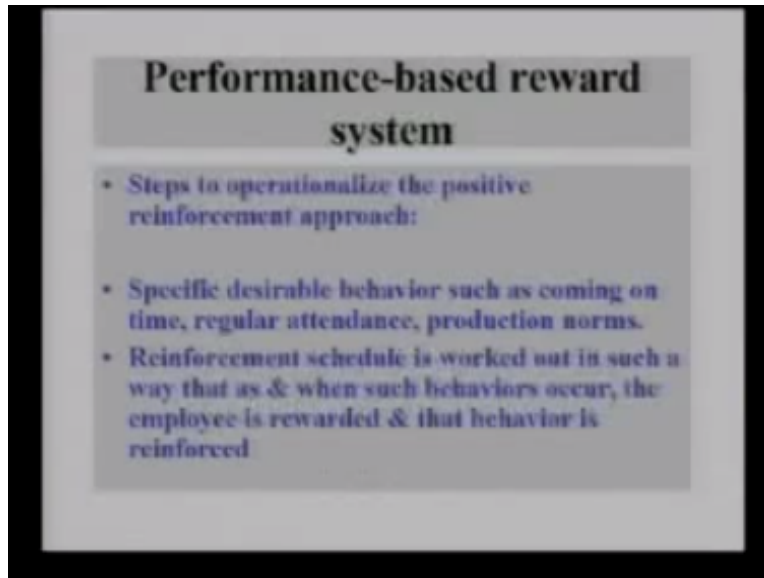


But there may be that is why the work climate should be such and job should be such the reward strategy should be that the contract is not broken. Okay reward us talking, talking about both in reward and the expenditure factor. So we have to create the work environment where people feel motivated they can forward with creative ideas they contribute the functioning of the organization.

They are satisfied themselves and they continue in the organization for the much longer time then normally you know people perhaps we are not talking about that necessarily they have to therefore all their life but yes reasonably very long time. And this is a challenging task for any management practice in that they have motivated people and result is good performance and in fact that is also good strategy that if you can retain your employees for long a time. You do not need to retry to invest even any kind of budget in that okay so you can see that we can translate the work motivation.

Strategy into a long term planning strategy for in organization, so we have discuss now the work motivation to the implications for work motivation at the place of work. And very closely try to this concept is the issue of communication.

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Now the okay we will just come to the communication process in a short while let us see the performance base reward system. How do you we implement that? No when we are talking about performance base reward system. We have to first step to operational the positive reinforcement approach, positive reinforcement approach. And then specific desirable behavior such has coming on time regular attendance.

Production norms just few examples, now in this reinforcement schedule is worked out in such a way that has went such behavior accursed the employee is reward it and then the behavior is reinforced. Here what we are talking about is the keyword reinforcement we trying to talk about enforcement that means can you reinforce the behavior okay enforcement are statutory that we are during.

Here we trying to say that reinforcement sidle should be very concisely you have to give positive enforcement. Now positive, re enforcement it we say how does that come/ what do you does? When you would not give positive enforcement it is only the money that we offering have positive enforcement, will money could be one of the factors but positive enforcement will also relate to say part at the back.

The manager appreciates you at you feel motivate it, so we are talking about positive enforcement it could be very tangible terms. Like giving reward or giving some money or some bonus very tangible or it could be in term of pattern at the back this mile or any positive behavioral indications that is also equally reforming so we can either have the policies that we make in know terms.

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