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Name-VimalBabu

Supervisor-Dr. AmirulHasan Ansari

Centre - Centre for Management Studies(CMS)

A STUDY OF WORK MOTIVATION AS A FUNCTION OF LEADERSHIP STYLES AND JOB CHARACTERISTICS

ABSTRACT

Chapter-IIntroduction sheds light on the concept of 'Work' in the context of an organization; Motivation as a concept and its development, and relevance of Work Motivation. Other significant concepts like Leadership Styles and its major dimensions and Job Characteristics and its dimensions have also been studied. Besides, emphasis has also been put on understanding theoretical frameworks of Work Motivation, Leadership Styles and Job Characteristics.

Chapter-IIBased on the literature review, the investigation confirms that no specific and direct attempts in the form of research have been carried out to understand the relationship among work motivation, leadership styles and job characteristics on the sample of middle-level engineer managers in power sector in India. This gap in knowledge motivated the present researcher to form a research topic "A Study of Work Motivation as a Function of Leadership Styles and Job Characteristics", expecting the work's results of immense use to the power industry.

In **Chapter-III**: The sample of the present study consists of the middle-level employees (only engineers) who are employed with three public sector undertakings (PSU) under Power Sector in India. The Power sector holds immense potential to be harnessed in the years to come hence, employees working in different domains are obvious to be putting optimal effort and expertise to increase productivity.

Thus, the abovementioned study is an endeavour to showcase empirical results by understanding Work Motivation as a function of Leadership styles and Job Characteristics, and in turn, offering recommendations to managers to adopt the findings and implement the same

for scaling-up and sustaining higher-level of work motivation among employees and also for the sustainable development of the public sector undertakings (PSUs) under Power Sector in India. The uniqueness of the present study is that it has not been conducted on a specific group of sample in the past as selected by investigator and that it has not been researched exclusively prior to the effort of the investigator in the context of middle-level engineer employees. For the present study, the sampling techniques- convenient sampling as well as snowballing techniques were used to draw a representative sample of engineer managers for the purpose of collecting data. Thus, the sample was drawn from 03 public sector undertakings(PSUs) viz. PowerGrid Corporation (PGC), National Hydroelectric Power Corporation (NHPC), and National Thermal Power Corporation (NTPC) under power sector in India. The size of the sample was 417 middle-level engineer managers, comprising PGC(N=143),NHPC(N=133) and NTPC (N=141), respectively.

The **Chapters-IV and Chapter-V** have been devoted to describe and discuss the results of the very challenging study on the problem. It also focused on concluding the work with valuable suggestions. The present investigator has tried to find out as how Leadership Styles viz. Transformational Leadership styles and its dimensions, Transactional Leadership styles and its dimensions, Laissez Faire leadership style and Job Characteristics and its dimensions are related to Work Motivation and its each dimension.

Thus, we can conclude that the results were found to be significant in terms of the influence of different dimensions of independent variables viz. Leadership Styles and Job Characteristics. It clearly shows that the dimensions of Transformational Leadership such as Idealized Influence (Attributed), Inspirational motivation, Intellectual stimulation, Individualized consideration; in Transactional Leadership primarily Contingent Reward and Management-by-Exception (Active) have been found to be highly significant. Similarly, the dimensions of independent variable, Job Characteristics such as Skill variety, Task Identity, Task Significance and Feedback were found to be highly significant in the context of influence upon dimensions of Work Motivation as dependent variable of present sample of study by the Investigator.

Hence, the results of the present research was found to be relevant in the present sample only and that further research needs to be conducted across India on larger sample so that generalizability of the findings can be enhanced.