

“Measuring the factors affecting Job Characteristics with Personal outcomes” (A Case Study of Khairpur Sugar Mill)

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ABSTRACT

The fundamental purpose behind this research was to find out the association amongst job characteristics and personal outcomes of the representatives of Khairpur sugar factory. The quantitative and qualitative methods have been used to analyze the data and interpret the results. In this research personal outcome, such as satisfaction, internal work motivation and growth were the dependent factors and independent variables were job characteristics like skill variety, task identity, task significance, autonomy, feedback, policy practices and benefits. The present studies led to the laborers of Khairpur sugar mill and total workers were 394 and only 78 workers were randomly selected for this study. Essential information gathered through sample received from the employment indicative overview survey (Hackman & Oldham, 1975). The secondary sources incorporate journals, annual reports and unpublished research works. Statistical software for social science (SPSS version 21) and descriptive survey was used to analyze data and multiple regressions were applied to establish the correlation between independent and dependent variables. After analyzing the results, it is concluded that job characteristics such as skill variety shows the significant relationship with personal outcomes which is at the level of .000 as well as task identity, task significance and benefits have a positive relationship with personal outcomes such as (internal work motivation, satisfaction and growth) but autonomy, feedback and policy & practices shows less significant impact on personal outcomes. In the light of the above results, it is advised to the management of sugar mill to give the immediate feedback and modified to the general policy & practices for the benefits of the employees for enhancing the performance of the sugar mill.

Key words: Skill variety, Task identity, Task significance, Autonomy, Feedback, Policy practices, Benefits, Internal work motivation, Satisfaction and Growth.

INTRODUCTION

The motivation behind this exploration, study is to investigate the components influencing the job characteristics with personal outcomes in the Khairpur Sugar Mills of Sindh. Issue articulation is that there are some critical job characteristics which are straightforwardly

impacting on the internal work motivation, growth and satisfaction, such as skill variety, task identity, task significance, autonomy, feedback, policy practices and benefits. The achievement of any association depends to a great extent on the compelling administration of its human asset. General accept of administration scholar is the human asset as it initiates the proficiency of another asset. Along these lines, high profitability and execution of most associations couldn't be acknowledged without worker's backing and commitment. This is on the grounds that representatives are mostly in charge of the accomplishment of the association's objectives and technique. Because of the above certainties the administrators ought to worry about issues and issues experienced by the worker in associations. Then again clearly work fulfillment or disappointment of the representatives identified with different issues, such as employee turnover, absenteeism, grievances and wastage of physical resources in the associations. Motivation is the utmost essential thing for each organization, public or a private area. For achieving the goals of the leadership and the mission and vision of the firm, motivation demands an essential role. As indicated by *Sultan (2012)* the origin of the word "motivation" is motive, "motivation process" is based on the necessities, needs, and the yearning of the individual. The motivation means the association in which the employees behave with respect to reward or the punishment in discouraging the employees to achieve the targets of the prizes, reward, or in another form of having authoritative objectives. Today the affiliation or the relationship of the administrators has changed and reshaped their material needs and the products. There are few things in the human resources, which can never be changed or replaced by any other factor. There is no standard of HR for the analysis and the further interpretation of the behavior of the employees. The HR and the motivation go side by side, they both affect each other on the same degree that affects the workers. It is the best strategy for achieving the hierarchical needs. The motivation by the leadership is effective apparatus to inspire the followers. There are different theories of the motivation that affect the hierarchical needs of the organization and the employees (*Azar & Shafiqhi, 2013*) Appealing Salaries or pay additionally a Valuable instrument and assume a critical part to expand representative's execution.

Furthermore, build the efficiency of an association (*Muogbo, 2013*). This exploratory study attempted to quantify the impact of core job characteristics on the personal outcomes of sugar mills in Sindh.

Problem Statement

In the light of extensive review of literature which is clearly indicated that there are numerous studies on job characteristics and Personal outcomes but very few of them related to the job characteristics of the employees of Sugar Mills in Sindh. Because of the low number of similar studies, this work intended to decide the factors affecting the job characteristics with Personal outcomes in the Sugar Mills of Sindh.

Study Objectives

- To recognize the relationship between Skill variety and Personal outcomes.
- To recognize the relationship between task significance and Personal outcomes.
- To recognize the relationship between task identity and Personal outcomes.
- To recognize the relationship between autonomy and Personal outcomes.
- To recognize the relationship between feedback and Personal outcomes.
- To recognize the relationship between policy practices and Personal outcomes.
- To recognize the relationship between benefits and Personal outcomes.

Scope Of Study

This study gives more noteworthy bits of knowledge into the marvels considered in both job characteristics and personal outcomes writing. The present results bolster the thought that job

qualities serve a vital system in inspecting the level of workers' close to personal outcomes. The Scope of the study is restricted to Khairpur sugar mill as an organization and its workers.

Significance Of The Research

This exploration is extremely useful and promising to the specialists and students who might want to concentrate further about the workers' employment characteristics as it represents a promise for the forthcoming research to be substantiated. This will be basic for future extension and will contribute to the accessible body of the information.

Research Contribution

In general, it will provide a good insight to the management of sugar mills in Sindh in particular and general to the management of sugar mills of Pakistan. This research will thoroughly analyze the policy structure of khair pur sugar mill and motivational systems of mill. This study will also helpful to the government of Sindh for preserving the rights of employees through the better labor policy of the Sindh Government. The important recommendations and suggestions will also help to the management of Sugar Mills in Sindh to improve the employee's performance.

Limitation of the Study

This study is limited only to the Sugar mill of district Khairpur and the whole employees of sugar mill will be included in the study. And other limitation is that data will collected through questionnaire and the number of selected population is also limited. And the researcher has a limited period of time. This study also examined limited set of variables including personal outcomes and job characteristics dimensions such as skill variety, task identity, task significance, autonomy and feedback.

LITERATURE REVIEW

Job Characteristics

Mukul, Rayhan, Hoque, and Islam (2013) disclosed on job characteristics model of Hackman and Oldham in the garment sector in Bangladesh and It was uncovered that laborers are fulfilled by their undertaking personality, errand essentialness, and food of the employment and they are not fulfilled by self-governance and expertise assortments rehearses. (Lambert, Cluse-Tolar, & Hogan, 2007) while working on the issues related to the job is killing me: The Impact of job characteristics on Correctional staff job stress. His discoveries highlighted that sexual orientation, age, saw peril of the occupation, criticism, part stretch, and residency, instructional level, race, supervision, and employment assortment had inconsequential impacts.

(Cluse-Tolar, 2004) did an empirical study on the impact of job characteristics on social and human service workers and result observed that every one of the four qualities to work stress, work assortment, work independently, and supervision majorly affected employment fulfillment, though work assortment and supervision had factually generous impact on hierarchical duty.

Samad (2006) in her study worked on 'the contribution of demographic variables: job characteristics and job satisfaction on turn over intentions'. After rigorous methodology and analysis of the behavior of the employees, she drew some meaningful conclusion that can be helpful in understanding the crux and lays the foundation of basic understanding and comprehension of the very important variable *Job involvement*. She concludes that *turn-over*

intentions for the better choices and job prospects have negative influence on the job-satisfaction.

Zabihi, Khanzadeh, Alipoor, and Malek (2012) while studying on the job characteristics model of Hackman and Oldham in public and private sector in Iran (modified model approach). Furthermore, it was presumed that there is a critical relationship between measurements of employment attributes model (aptitude assortment, character, noteworthy, self-rule, and input) and the five segments of the orderly learning association model (learning flow, hierarchical change, making individuals effective, information administration and utilizing innovation).

Özbağ, Ceyhan, and Çekmecelioğlu (2014) studied on the impact of job characteristics on burn out,' the mediating role of work family conflict and moderating role of job satisfaction. The result was found that there is a negative connection between WFC and all three aspects of burn out. As anticipated, all job characteristics are associated positively with job satisfaction, more ever among job characteristics autonomy has the highest negative connection with cynicism.

(Arya et al.) in his work on job characteristics as predictor and indicator of work motivation and job satisfaction of bank employees as it was concluded that skill variety and difference of work style recognized as a significant and positive indicator of job satisfaction while task identity, task significance, autonomy and feedback are negative indicators of job. The inner satisfaction which has to do with the ambition and personal desire is caused by significance of the task, feedback and the autonomy are the positive indicating intrinsic motivation.

Javed Shafae et al (2012) during his empirical study on evaluation of the impact of organizational structure and job characteristics on job satisfaction and organizational commitment case study, Islamic Azad University, Parasabad branch and results found that authoritative structure may impact on occupation qualities, and employment attributes affect work fulfillment and also work fulfillment impacts hierarchical duty of Parsabad Islamic azad college representatives.

Mukul et al. (2013)disclosed on job characteristics model of Hackman and Oldham in the garment sector in Bangladesh and it was uncovered that laborers are fulfilled by their undertaking personality, errand essentialness, and food of the employment and they are not fulfilled by self-governance and expertise assortments rehearses.

Cluse-Tolar (2004) did an empirical study on the impact of job characteristics on social and human service workers and result observed that every one of the four qualities work stress, work assortment, work independence, and supervision majorly affected employment fulfillment, though work assortment and supervision had factually generous impact on hierarchical duty.

R.Zare, M.Jajarmizadeh and N.Abbasi (2010) in his study worked on the relationship between job characteristics model and learning organization. Furthermore, it was inferred that there is a critical relationship between measurements of occupation attributes model (ability assortment, character, noteworthy, independence, and input) and the five parts of the deliberate learning association model (learning flow, authoritative change, making individuals capable, information administration and utilizing innovation).

Abdul Rahman Abdul Rahim, Alwi Shabudin and Aizzat Mohd Nasurdin (2012) worked the on effects of job characteristics on counter productive work behavior among production

employees: Malaysian experience. Results proposed that occupation huge built up essential and negative association with generation counter work conduct. The relationship between occupation input, interpersonal counter work conduct and property counter work conduct was as proposed. In comparative not work character built up a solid and negative relationship with hierarchical counter work conduct, yet work self-rule does not reveal any essential relationship.

Pascale Carayon et al (2003) during his research on the job characteristics that affects the quality of the work in IT workforce. Gender make difference when it comes strain regarding the working in job. It can be observed that there is higher job satisfaction and lower strain for the IT employees then the non IT workers, gender has no relation with quality work life. Feedback as well as consistency depends on the job satisfaction and there is direct connection and linkage between them. Women IT workers responded with high strain and pressure and their satisfaction is directly affected by the pressure as well the stress during work, autonomy also doesn't affect the job strain experienced by non IT Workers.

Chun-Fu Chen (2014) he explored the influence of university interns job characteristics, work value and job performance. All the factors and the characteristics of the job has positive impact and association on the job performance.

S.Md.Azash et al (2012) in his work on job characteristics as predictor and indicator of work motivation and job satisfaction of bank employees as it was concluded that skill variety and difference of work style recognized as a significant and positive indicator of job satisfaction while task identity, task significance, autonomy and feedback are negative indicators of job.

Emin Kahya (2007) in his work on the effect of job characteristics and working conditions on job performance and entire effort of the employee to bring change for the company and to learn for himself to grow. Results mentioned that there was a significant relationship between employee performance both the incentives and promotions offered to them and environmental condition, that includes the setting of the office, the culture and temperature and Poor workplace condition (physical effort, environmental conditions and hazard) which are the concerns of the international agencies for the labors result in decreasing employee performance comprised of the following organizational rules, quality, cooperating with workers to solve task problems, concentrating the task, creativity and absenteeism.

Beham Talebi and Elnaz Shams (2012) analyzed the relationship between job characteristics and teacher productivity. The results show that Tabriz region on the primary school teachers motivational potential power is average and their productivity is higher than average. There is a substantial correlation amongst job characteristics (skill diversity, job nature, a free hand in work and feedback) and Tabriz region one primary school teachers' productivity and different motivational power is not different based on studies among both genders.

Reva. Allen et al (2004) did an empirical study on the impact of job characteristics on social and human service workers and result observed that every one of the four qualities work stress, work assortment, work independence, and supervision majorly affected employment fulfillment, though work assortment and supervision had factually generous impact on hierarchical duty.

Zafar-ul-Zaman Anjum et al (2014) studied on job characteristics model and job satisfaction. Results demonstrated that all occupation attributes are in immaculate relationship with

employment fulfillment. Undertaking character, expertise assortment, assignment centrality, self-governance and input are decidedly and additionally meaning completely related to occupation fulfillment.

Job Satisfaction

Gkolia, Belias, and Koustelios (2014) worked on; Teachers' job satisfaction and self-efficacy: A Review' and the study found that different components of teacher job satisfaction are connected and have a positive impact on different factors of teachers' efficacy.

Prasanga and Gamage (2012) studied on job satisfaction and job performance of the sailors in a rapid action boat squadron of Sri Lanka Navy and the results mentioned that there is an equally positive association between job satisfaction and job performance of the sailors. Khan and Nemati (2011) studied on the impact of job involvement on employee satisfaction and the outcomes exposed that occupation, participation has a great impact on medical doctor's satisfaction working at the teaching hospital of Ripah international university.

Aliya Bushra (2012) in her work on job satisfaction and Women's' turn over intentions in Pakistan public universities and the results found that adaptable working hours, working environment area, execution evaluation and ability use take an extremely positive result on turn over goals, while proficient self-sufficiency, professional stability and advancement take an inverse impact on employment fulfillment and turn over expectations.

Hind A. M. Bader ,IntanH.M.Hashim and Norzarina Mohd Zaharim (2013) worked on job satisfaction among bank employees in eastern Libya and the findings of the current study publicized that bank employees in eastern Libya stated a great level of job satisfaction in all aspects of their job, but the factors of gender, age and type of occupation occur no substantial influence on the level of job satisfaction, marital status, educational level, city and the education of work occur substantial impact on the level of job satisfaction.

Khahan Na-Nan and Peerapong Pukkeeree (2013) discussed the influence of job characteristics and job satisfaction effect work adjustment for entering the labor market of new graduates in Thailand. The results were mentioned that the personality characteristics and job satisfaction factors indicated a direct influence to work adjustment factor as well revealed that personality characteristics ensured indirect influence to work adjustment however job satisfaction affected statistically substantial.

Dr. Andala Rama Putra Barusman and Dr. Fauzi Mihdar (2014) in their empirical study on the effect of job satisfaction and the organizational justice that holds the equilibrium of the organization, on the citizen based an organizational commitment as indicators and moderator. Institutional equilibrium does not have influence on organizational behavior and citizenship behavior.

Khawaja Jehanzeb et al.(2012) worked on the impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia and results shown that (1) reward has positive impact on motivation, the greater the reward ,the higher the motivation (2) motivation has positively relationship with the job satisfaction (3) rewards take an optimistic significant impact on job satisfaction.

Rahil Kazemi Talachi, Mohammad Bagher Gorji and Ali Bin Boerhannoeddin (2014) researched on' An investigation of the role of job satisfaction in employees' organizational citizenship behavior and it was concluded that the variable of job satisfaction ensured a substantial positive association with organizational citizenship behavior.

Safoureh Niknahad, Zahra Rezaei and Seyed Mohamad Hosein Razavi (2013) explored the relationship between physical education teacher's attitude towards job characteristics with the developmental needs and job satisfaction and results revealed no substantial correlation between physical education teacher's attitude towards job characteristics and the developmental needs. Whereas no significant association was found among skill variation, job independent, feedback and developmental needs. However, there stood substantial association among aspects of duty importance, duty, identity and developmental needs, also the association among physical education teachers attitude towards job characteristics with job satisfaction remained statistically substantial.

Ahmed S. Al-Aameri (2000) analyzed job satisfaction and organizational commitment for nurses and he noted that nurses in public hospitals are somewhat satisfied and committed to their hospitals. More ever, satisfied nurses tend to have a higher level of commitment than less satisfied ones.

Mosammod Mahamuda Parvin and MM Nurul Kabir (2011) studied on 'factors affecting employee job satisfaction of the pharmaceutical sector', and the findings shown that salary, efficiency in work, fringe supervision, and coworker are in the positive relationship.

Salehi and Gholtash (2011) while working on the relationship between job satisfaction, job turn out and organizational commitment with organizational citizen ship behavior among members of faculty in the Islamic azad university first district branches, in order to provide the appropriate model and it was mentioned that factors affecting the satisfaction of the job as well as commitment ensured optimistic outcomes on the organizational citizenship behavior but job turn out had inverse influence on it and job satisfaction shows negative impact on job turnout. *Razzaq (2014)* mentioned the impact of job involvement, commitment, job satisfaction on turn over; An empirical investigation on banking sector and positive relationship of banking sector existed among involvement related to job ,commitment to an organization with satisfaction related to a job during the study, on the other hand in significant association among commitment in relation with the organization, satisfaction in connection with job itself and intentions towards turn over were partially sustained by the findings.

Chiu and Ng (2013) studied on 'improvement of job satisfaction and organizational commitment through work group identification and the observations and outcomes from this study established work group identification as a potential factor for job satisfaction.

Prof. Dr. Muhammad Ehsan Malik et al. (2010) studied on job satisfaction and organizational commitment of university teachers in public sector of Pakistan and the discoveries of this study demonstrated that the fulfillment with the work itself, nature of the supervision and pay fulfillment guaranteed considerable positive effect on hierarchical duty of employees. They guaranteed high level of authoritative responsibility and fulfillment with work itself, supervision, pay, collaborators and open doors for advancement.

Akinbobola (2011) studied on conflict in Human Relationship. The impact of job satisfaction on job involvement in a work place. The outcomes demonstrated that there is considerable free desires of occupation association by age, work fulfillment and a few qualities which are supervision, incidental advantage, unexpected prize, working method, colleagues and correspondence.

Emami (2012) Studied on the Relationship between Job Involvement, Job Satisfaction and Organizational Commitment among lower level Employees. Results demonstrated that both employment fulfillment and occupation inclusion are unequivocally related with hierarchical responsibility, work fulfillment represents higher extent of fluctuation in authoritative duty than employment contribution. Characteristic occupation fulfillment, outward employment fulfillment, and general occupation fulfillment were built up to be fundamentally and exceedingly entomb connected, a sign that they are all similarly related with authoritative responsibility.

Allam (2013) studied on a comparative study on job burnout, job involvement, Locus of control and job satisfaction among banking Employees of kingdom of Saudi Arabia. The outcomes demonstrated that: (a) Male bank workers were started more wear out with their occupation than female representatives. (b) Female bank representatives were started genuinely more required in their employment than male partners. (c) Male and female bank representatives were not fluctuate genuinely regarding inside locus control. (d) Female bank workers were started more remotely controlled in their occupation than male partners and (e) Female bank representatives were started more fulfilled by their occupations than male workers.

Motivation

Ryan and Deci (2000) consider intrinsic motivation to be the most important and pervasive motivation. Since it is through this sort of common motivational propensity that people create psychological, social, and physical capacities. Sultan (2012) discussed on examination the job characteristics. A matter of employees work motivation and job satisfaction and he concluded that that the five core job characteristics are real indicators and predictors of the employee work motivation as well as job satisfaction. It is urged that the proper combination of the five characteristics of variety of the skills, task identity, task significance, and autonomy as well feedback can aid the firms to trigger motivate.

Callo (2017) studied that motivation is an effective apparatus that reinforces behavior and in addition triggers the propensity to remain. Motivation is the instrument for the behavior to mold and change accordingly. The motivation factors allows employees to stay longer in the firm for long run. The stimulation or the trigger to work passionately, it has to deal with psychology, the satisfaction or the need of the employee is of mental happiness to feel secure.

Rabia and Adnan (2010) dealt with job characteristics as a predicator of work motivation and job satisfaction of bank representatives. The study found that the job characteristics built up noteworthy models for foreseeing intrinsic motivation, extraneous motivation and job satisfaction, and task identity ended up being the hugest constructive indicator of job satisfaction and intrinsic motivation while external motivation stayed just anticipated by feedback.

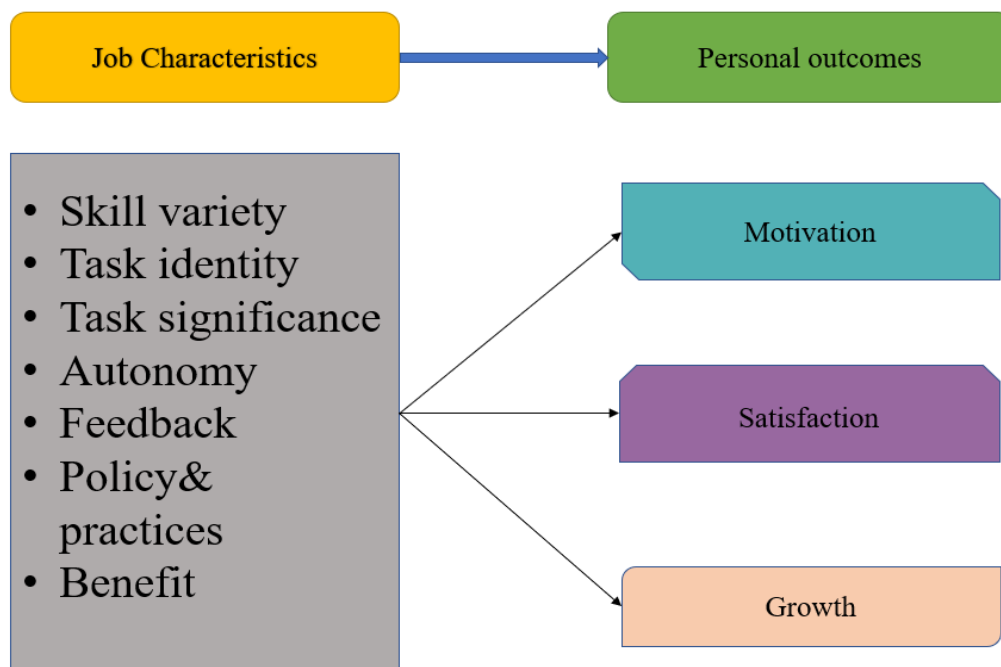
As indicated by *Pindre (1998 in Ambrose and kulik, 1999)* he suggests that motivation may be measured as internal and external stimulus that triggers work related behavior and analyze the form, direction, intensity and the time period of the work. The theory relates to the working in the firm that affects work behavior on environment and individuals. In the work place motivation is invincible, it also involves personal and hypothetical construct that represents itself as observable and measurable. Neither land study on the service in the finances and the academic areas established support and aid for the hypothesis that work characteristics are directly affected by motivation and job satisfaction (Houkes, Janssen, de Jonge, & Bakker, 2003)

Bartol and Maetin (1998) studied that motivation is an effective apparatus that reinforces behavior and in addition triggers the propensity to remain. Motivation is the instrument for the behavior to mold and change accordingly. The motivation factors allows employees to stay longer in the firm for long run. The stimulation or the trigger to work passionately, it has to deal with psychology, the satisfaction or the need of the employee is of mental happiness to feel secure.

As per *Petcharak (2002)*, one of the elements of human resource manager is identified with ensure employees" working environment motivation. The human resource manager's capacity ought to be to help the general administrator in keeping the representatives fulfilled by their employments.

Baldoni, (2005) notice that Employees can likewise be spurred through appropriate authority, as administration is about completing thing the correct way.

Conceptual Framework



Source: The Basic Job Characteristics Model (Hackman and Oldham, 1975)

Independent variables

Skill Variety

This State towards the degree to which work needs an assortment of various exercises in completing the work that incorporate the utilization of various diverse gifts and capacities of the individual (Hackman & Oldham, 1975).

Task Identity

This signifies the point towards the employment involves the achievement of an entire and in addition conspicuous bit of work that is doing a task from beginning to end through an obvious result (Hackman & Oldham, 1975)).

Task significance

This shows that the scope through which the occupation takes critical impact on lives or work of other individuals, whether in the quick association or in the outer environment (Hackman & Oldham, 1975).

Autonomy

This shows that the amount through which the occupation gives critical flexibility, autonomy and in addition opportunity of decisions to the person in readiness the work and in characterizing the methods to be utilized as a part of doing it (Hackman & Oldham, 1975)

Feedback

It expresses that the extent to which execute the work exercises essential by the occupation consequences in individual discovering clear data about the proficiency of his or her execution (Hackman & Oldham, 1975).

Policy & practices

Policies and practices stand considered to impact as well as control all foremost decisions and actions, as well as all events take place within the boundaries set by them.

Benefits

A payment made by the state or an insurance scheme to someone entitled to receive it.

Dependent variables

Internal Work Motivation: It remains towards the worker is self-roused to perform well at work. I.e., the representative's ability positive inside sentiments while working productively at work, and in addition, negative, inward emotions while doing inadequately (Hackman & Oldham, 1975)

Satisfaction: Satisfaction stands comprehensive measure of the degree toward representative is fulfilled also content with the occupation (Hackman & Oldham, 1975).

Growth: it is characterized as the odds went for self-awareness additionally improvement. This notice to the degree towards a representative adores having challenges in this employment (Hackman & Oldham, 1975).

METHODOLOGY

The quantitative method is used which depends on questionnaire review structure. This system is being chosen by analyst as it enables the survey to be done in a convenient and cost-effective way. The secondary sources include journals, annual reports and unpublished research works. For this study, the researcher has selected the probability sampling as this strategy might guarantee the outcome got remains illustrative concerning the population. Thus, in such manner researcher utilized the simple random sampling technique which is recognized to be the maximum generalizable as well as minimum predisposition outcomes. The present study directed on the laborers of Khairpur sugar factory. Out of 394 laborers just 78 laborers were randomly chosen for this study. The 394 respondents have been chosen from the main laborers of Khairpur sugar mill. A Questionnaire has been favored in this study as it can support us to recognize the furthestmost powerful variables that influence employee's job characteristics and personal outcomes. The Data has been analyzed using Statistical Package for Social Sciences (SPSS) software. Multiple regressions were utilized to demonstrate the relationship amongst independent and dependent variables.

STUDY HYPOTHESIS AND THEIR ACCEPTATION /REJECTION

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	<i>Pillai's Trace</i>	0.007	.166 ^b	3	68	0.919	0.007
	<i>Wilks' Lambda</i>	0.993	.166 ^b	3	68	0.919	0.007
	<i>Hotelling's Trace</i>	0.007	.166 ^b	3	68	0.919	0.007
	<i>Roy's Largest Root</i>	0.007	.166 ^b	3	68	0.919	0.007
skillVariety	<i>Pillai's Trace</i>	0.358	12.637 ^b	3	68	0	0.358
	<i>Wilks' Lambda</i>	0.642	12.637 ^b	3	68	0	0.358
	<i>Hotelling's Trace</i>	0.558	12.637 ^b	3	68	0	0.358
	<i>Roy's Largest Root</i>	0.558	12.637 ^b	3	68	0	0.358
Tasked	<i>Pillai's Trace</i>	0.35	12.185 ^b	3	68	0	0.35
	<i>Wilks' Lambda</i>	0.65	12.185 ^b	3	68	0	0.35
	<i>Hotelling's Trace</i>	0.538	12.185 ^b	3	68	0	0.35
	<i>Roy's Largest Root</i>	0.538	12.185 ^b	3	68	0	0.35
Tsksgnfcnce	<i>Pillai's Trace</i>	0.423	16.590 ^b	3	68	0	0.423
	<i>Wilks' Lambda</i>	0.577	16.590 ^b	3	68	0	0.423
	<i>Hotelling's Trace</i>	0.732	16.590 ^b	3	68	0	0.423
	<i>Roy's Largest Root</i>	0.732	16.590 ^b	3	68	0	0.423
Atnmy	<i>Pillai's Trace</i>	0.066	1.600 ^b	3	68	0.197	0.066
	<i>Wilks' Lambda</i>	0.934	1.600 ^b	3	68	0.197	0.066
	<i>Hotelling's Trace</i>	0.071	1.600 ^b	3	68	0.197	0.066
	<i>Roy's Largest Root</i>	0.071	1.600 ^b	3	68	0.197	0.066
Feedback	<i>Pillai's Trace</i>	0.046	1.093 ^b	3	68	0.358	0.046
	<i>Wilks' Lambda</i>	0.954	1.093 ^b	3	68	0.358	0.046
	<i>Hotelling's Trace</i>	0.048	1.093 ^b	3	68	0.358	0.046
	<i>Roy's Largest Root</i>	0.048	1.093 ^b	3	68	0.358	0.046
policyPrctice	<i>Pillai's Trace</i>	0.014	.311 ^b	3	68	0.817	0.014
	<i>Wilks' Lambda</i>	0.986	.311 ^b	3	68	0.817	0.014
	<i>Hotelling's Trace</i>	0.014	.311 ^b	3	68	0.817	0.014
	<i>Roy's Largest Root</i>	0.014	.311 ^b	3	68	0.817	0.014
Benefits	<i>Pillai's Trace</i>	0.625	37.787 ^b	3	68	0	0.625
	<i>Wilks' Lambda</i>	0.375	37.787 ^b	3	68	0	0.625
	<i>Hotelling's Trace</i>	1.667	37.787 ^b	3	68	0	0.625
	<i>Roy's Largest Root</i>	1.667	37.787 ^b	3	68	0	0.625

a. Design: Intercept + skillVariety + taskid + tsksgnfcnce + atnmy + feedbck + policyPrctice + benefits

Hypothesis 1

H0: Skill variety has a positive and significant relationship with personal outcomes.

H1: Skill variety has no positive and significant relationship with personal outcomes.

Looking at the above table value skill variety shows that significant of a model is .000 it shows that it has a positive and significant effect on personal outcomes. Hence Ho is accepted and H1 is rejected.

Hypothesis 2

H0: Task identity has a positive and significant relationship with personal outcomes.

H1: Task identity has no positive and significant relationship with personal outcomes.

Task identity also shows that significant of a model is .000; it also shows that it has a positive and significant impact on personal outcomes.

Hypothesis 3

H0: Task significance has a positive and significant relationship with personal outcomes.

H1: Task significance has no positive and significant relationship with personal outcomes.

Task significance also shows that significant of a model is .000; it shows that it has a positive and significant impact on personal outcomes.

Hypothesis 4

H0: Autonomy has a positive and significant relationship with personal outcomes.

H1: Autonomy has no positive and significant relationship with personal outcomes.

Looking at the above table autonomy shows that significance of model is 0.197; it means that it shows less significant impact on personal outcomes. So here Ho is rejected and H1 is accepted.

Hypothesis 5

H0: Feedback has a positive and significant relationship with personal outcomes.

H1: Feedback has no positive and significant relationship with personal outcomes.

Feedback shows that the significance of the model is 0.358, it also shows the less significant impact on personal outcomes.

Hypothesis 6

H0: Policy practices have a positive and significant relationship with personal outcomes.

H1: Policy practices have no positive and significant relationship with personal outcomes.

Policy & practices show that significant of the model is 0.817, it also shows the less significant impact on personal outcomes.

Hypothesis 7

H0: Benefits has a positive and significant relationship with Personal outcomes.

H1: Benefits have no positive and significant relationship with Personal outcomes.

And last looking at the table value benefits shows that the significance of the model is .000, it shows positive and significant impact on personal outcomes.

CONCLUSION

The above facts and figures researcher is able to conclude that independent factors are severely affecting the internal motivation, Satisfaction and Growth at Khairpur Sugar Mill. Results show that Skill Variety, Task identity, Task Significance as well as benefits have a positive and significant impact on internal motivation, satisfaction and growth and Autonomy, policy practices and feedback show less significant impact on the internal motivation, Satisfaction and the growth of the employees of the Khairpur Sugar Mill. On the basis of the results the current study can deliver sugar mill employees' through adequate and suitable

evidence in the efforts to maximize workers' outcomes. As per the results of regression model, autonomy, policies, practices and feedback are the real weaknesses of the Khairpur sugar mill, so it is the necessary for management to improve the autonomy, policies, practices and give the immediate feedback to the employees for the purpose of motivation and sincerely working in the organization.

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