INTRODUCTION

The present investigation was undertaken to find out how the difference in life orientation and levels of occupational stress affects job involvement.

Employee behaviour plays a crucial role in maximizing and enhancing an organization’s effectiveness irrespective of technological development. Job involvement as an attitude determines the employee behaviour in the organizational set up. Job involvement is the commitment that a person shows to his job or work. It is devotion to duty towards his work in his organization in both body and spirit. It is something very intrinsic and integral to the individual that makes him consider work as the most important part of his life, and the major satisfaction that he could derive, is from accomplishing his duty effectively. Therefore, any effort to maximize organizational effectiveness depends on achieving the highest degree of job involvement among members of an organization. It can be seen that organizations now-a-days struggle to retain and commit the workforce to meet the organization’s goals and attain their vision. The challenge before the managements is how to recruit, retain and commit the employees to achieve their objectives. The biggest of the above issues is job involvement as it actually
translates into quality and productive output by the individual. Job involvement comes from various factors viz. the employee’s motivation, working conditions, the future, match between personal and organizational goals, organizational culture, its reputation and image in the industry, its capacity to add value to the individual’s life, outside opportunities, etc. Each of these factors singly or in combination and in some proportion or other is affecting the individual’s involvement in the organization. In addition there may be many others in the private domain that may affect his or her performance. So what organizations can do to keep its employees from migrating to other jobs? What makes them perform with involvement? What is required to enhance the individual’s and the organization’s value? What is it that maximizes the satisfaction level of employees and the like? How does one achieve the highest degree of job involvement or, for that matter, improve its degree? To find out, one has to go through the literature on job involvement in order to ascertain how it has been viewed or what factors or variables cause job involvement. At the empirical level, Rabinowitz and Hall (1977), in their comprehensive review article, found that job involvement has been viewed in three ways: as an individual difference variable, as a situational determined variable and as person-situation interaction variable. Studies on job involvement have been primarily of empirical nature and one finds that every one of them falls under one or other categories mentioned by Rabinowitz and Hall.
In recent years, job involvement has been widely studied by industrial psychologists with special reference to employees’ job satisfaction, morale, participation and performance. The concept of job involvement has gained much importance in the recent years because of its pivotal role providing a link between productivity on the one hand and the employees’ need and quality of work life on the other. It plays a vital role in the modern era of employment crisis, disappointment, dissatisfaction and stress. This concept is widely studied in the field of organizational psychology because it is very important to understand the human relations in industry since it explains the concept as to why one man works harder than the other? Why one group of workers restricts its output and another works energetically? Why one group goes on strike and the other does not?

Enhancing job involvement of the employees to their organization has emerged as one of the most important problems for the researchers. Though every employee in an organization works with similar tools, machines and materials, yet individual difference in their level of job involvement is quite evident. Organizational psychologists have devoted considerable attention to define the concept of job involvement as a potentially distinct job attitude. Lodahl and Kejner (1965) have defined job involvement as “the internalization of values about the goodness of work or the importance of work in the worth of the person and perhaps it thus measures the ease with which the person can be further socialized by an organization.”
For the past half-century, organizational behaviour researchers have advised that self-directed work teams and other forms of job involvement offer potential benefits for both the employees and their organization. These benefits include improved decision quality and commitment, as well as employee satisfaction, empowerment and development.

Bray, Grant and Campbell have elaborated on life orientations and used the terminology ensembling and expanding life styles. They reported that these terms are used for a consideration of career style, personality and life orientation. An ensembler is one who places emphasis on extension of influence outward into the work and community sphere, seeking expanding responsibilities and is not strongly attached to his past ties. The enfolder is not greatly concerned with extending himself into new involvements and responsibilities. The enfolder, was less involved with his career right from the early stages of his career. Although he may have shared the earlier optimism of the ensembler, he did not advance on the work sphere with quite the same thrust of expectation, nor did he demand more of himself and more of his work than the job at that point of time required. The ensembler demanded more and made it more likely that he was ready to receive greater job challenge as time went by. This pattern is somewhat parallel to the differences often drawn between a job and a career or a worker and a professional.
To summarize it up, we can say that the enlarging life style is oriented towards the goal, innovation, change and growth. The enlarger moves away from traditional practices and places more emphasis on the various adaptations that he has to make in his life. The enlarger revels in the opportunity that his job gives him and he is also likely to strive for and achieve power and influence in his work field. Suddenly he finds that his values have changed so dramatically that he no longer prefers the company of his childhood friends and relatives. Although he may visit his parents and other relatives because of certain nostalgia and due to formal courtesies, he is not satisfied with the ties of yesterday.

The enfolding life style is oriented to the perspective of tradition, stability in life and inward strength. Instead of applying his strength outward, the enfolder wants to cultivate and solidify those areas that are more in his familiar zone. He is not a member of social or community organizations and even if he happens to enter these activities, he rarely seeks an active role. Parental ties are of utmost value as far as he is concerned and he makes an effort to keep an active relationship with his childhood friends. It is quite distressing for him to leave his hometown even if it means job advancement for him. In a new city, he is likely to be uncomfortable and experience considerable difficulty at feeling at home.

When we study human behaviour from their orientation point of view, once faced with stress it can be generalized
that the enlarging personality will cope with stress better and there will be less repercussions on his mental and physical health as compared to the enfolding person. Enlarging person will revel on challenging job, look for responsibilities on the job and like to exert influence that the job entails him.

Stress is becoming increasingly globalised and affects all countries both developed and developing, all professions and all categories of workers, including both blue and white-collar workers. Because of this, stress and effects of stress have become important concerns in both research and organizational practices during the last decade or two. But what is surprising is that stress is being perceived in numerous and often inconsistent ways. A major source of confusion is the divergence of opinion among researchers on where stress resides. Is it a characteristic of the environment, a response of the individual or a transactional phenomenon? Stress, is defined as an individual’s state of mind when she or he encounters a situation of demand and/or constraint in an organization and perceives the same as harmful or threatening. Several researchers have developed different frameworks for understanding organizational or job or work stress. The structure of organizational factors which have the potential to produce stress among employees are poor organizational structure and climate, poor interpersonal relations, work overload, work inhibitors, lack of resources, unmet financial needs and job insecurity, inconsiderate superior, rigid rules, role ambiguity and monotonous job etc. Stress symptoms have
been used to measure stress. Out of ten organizational factors identified, only six organizational factors viz., poor organizational structure and climate, poor interpersonal relations, inconsiderate superior, role ambiguity and work inhibitors have been found to be associated with stress. All organizational dimensions like task, role, structure, leadership, physical working conditions and interpersonal relations have the potential to produce stress, but it is not necessary that every organizational characteristic is a stressor in every organization. The success of any intervention effort to reduce or manage organizational stress and enhance employee well being and involvement in job will depend on accurate diagnosis of various stressors. Research has highlighted a number of factors that can negatively affect individual well being.

The stress faced by professional workers is substantial. For many professionals, it is intrinsic to the job itself, where competing demands and pressures cannot be escaped. The sheer volume of work can also be overwhelming at times, whether one is a social worker, teacher, doctor or manager. Anyone in this kind of job knows, either from his or her own direct experience or from observing colleagues, that stress can have very serious consequences. It can develop into a living nightmare of running faster and faster to stay in the same place, feeling undervalued, feeling unable to say ‘no’ to any demand but not working productively on anything. The signs of stress can include sleeplessness, aches and pains and sometime physical symptoms of anxiety about going to work. What is more, people who are chronically
stressed are not fun to work with. They may be irritable, miserable, lacking in energy and commitment, self-absorbed. They may find it hard to concentrate on any one task and cannot be relied on to do their share.

And yet, some people seem to have the ability to stay in control of their workload and to handle job frustrations without becoming worn out, irritable or depressed. These people are able to handle stress, having ways of taking the rough with the smooth, keeping a sense of humor and renewing their energy and resources so that the working life continues to bring pleasure and reward.

It isn’t easy to find a generally acceptable definition of ‘stress’. A useful definition for this handout is that stress is a demand made upon the adaptive capacities of the mind and body. If these capacities can handle the demand and enjoy the stimulation involved, then stress is welcome and helpful. If they can’t and find the demand debilitating, then stress is unwelcome and unhelpful. This definition is useful in three ways:

* Stress can be both good and bad.
* It isn’t so much the events that determine whether we’re stressed or not, it is our reactions to them.
* The definition tells us that stress is a demand made upon the body’s capacities. If our capacities are good enough, we respond well. If they aren’t, we give way.

Employees often experience different levels of stress in the same situation because they perceive it differently as their
life orientations are different. Consequently, changing perceptions of the situation can minimize stress. In order to improve the degree of job involvement, one must have a realistic view of what determines it. Among the various views on job involvement, the most realistic one would be that it is a function of personality and organizational stress. Therefore, an attempt is made to study on the relationship of life orientation, organizational stress and job involvement.

Coping with occupational stress is a very individualistic pattern in the humans. In his unique way he adjusts to the various tensions that arise from his sphere of work. This adjustment is strongly influenced by his basic nature, orientation in life and his personality. Life orientation definitely has an integral role in the coping strategies of an individual. This in turn affects the involvement in his job as an individual. There is a continuous interplay of these three variables in the work field of a person.

Not many reported studies could be found in the fields mentioned above. The studies are identified are as following:-

Job involvement has been intensively studied since Allport (1943) first proposed it as a type of job attitude.

Kanungo (1982) views job involvement as a unidimensional construct of psychological identification with work, and his approach has become the accepted definition (Brown, 1996).
There are several research findings on job involvement with respect to other job related variables. Tannenbaum (1965), Mannheim (1975), and Sharma and Kapoor (1970) reported that individuals at higher ranks are more involved with their job, but Lodahl and Kejner (1965) and Rabinowitz (1975) found that there is no relationship among these variables.

Weissenberg and Gruenfeld (1968) have investigated that job involvement is significantly related to satisfaction with motivator variables.

Schwyhart and Smith (1972) observed a positive relation between job involvement and company satisfaction.

Vroom’s theory (1960) claims that job involvement may be severely influenced by the situational factors.

Schwyhart and Smith (1972), Hall and Mansfield (1975), and Sharma and Kapoor (1978) found a positive relation in length of service and job involvement.

Kedar Nath (1988) observed that several behavioural scientists in the west as well as in India have long recognized that organizational climates, role stresses and locus of control are crucial causal factors for job involvement.

Dhadda, (1990) studied the relationship of role stress, job involvement and personality types. He reported that Job Involvement was found to be positively related to role stress. Type – B personality was also found to be positively significant.
Ahmad et al. (1991) reported that ORS, significantly but negatively correlated with Job Satisfaction. Neuroticism-stability dimension of personality was significantly and positively correlated with ORS.

Agarwal (1993) found that organizations rely on formalization to coordinate the efforts of employees; however, this practice has been found to have a negative influence on role stress, organizational commitment, and work alienation.

Miller, Griffin, Hart (1999) reported that Organizational health research identifies processes through which the work environment and individual differences combine to influence both individual and organizational outcomes.

Van den and Feij (2000) reported that extroversion predicted work self-efficacy and job satisfaction. Work stress mediated the relationship between neuroticism and job satisfaction. Job satisfaction and experience seeking were related to propensity to leave. Autonomy, skill variety, and feedback were related to job satisfaction.

The above-mentioned studies show that though work has been done in the field of Job Involvement, Occupational Stress and Personality, Life Orientation, which expresses the behaviour of job success, is not much dealt with. The key to success of an industry lies with its work-force, level of involvement in their work, the zeal with which they carry out duty, their singular dedication and strive for personal success and growth of their organization. All this is possible if the work place is capable of emitting a healthy climate to its employees. Occupational stress is a virus
that ruins the quality of work, mental peace, health of employees, resulting in the downfall of the organization, therefore an attempt is made in this research to study the above-mentioned variables and their interactive effects.

**STATEMENT OF THE PROBLEM**

The title of the research undertaken:

*A study of Life Orientation and Occupational Stress in relation to Job Involvement*

As clearly seen there are three main variables to be studied in this research. The interactions of the three variables with each other, effects on each other etc. will be explored. After reviewing the major researches conducted on life orientation, occupational stress and job involvement following queries knock our mind-

- What will be the level of job involvement of the executives?
- Will the executives with enfolding characteristics express higher levels of involvement towards their job as compared to executives with enlarging characteristics?
- Will the executives with high occupational stress express higher levels of job involvement as compared to executives with low occupational stress?
- Will the executives with moderate occupational stress express higher levels of job involvement as compared to executives with low and high levels of occupational stress?
Will the executives with low occupational stress and enfolding characteristics express higher levels of job involvement as compared to executives with low occupational stress and enlarging characteristics?

Will the executives with moderate occupational stress and enlarging characteristics have better job involvement as compared to executives with moderate occupational stress and enfolding characteristics?

Will the female executives be more job involved as compared to the male executives?

Who among the three levels of executives namely frontline, middle ranking and senior ranking will have the highest level of job involvement?

Will the executives in the manufacturing segment be more involved in their jobs as compared to the executives in the service segment?

Whether young executives will express more Job Involvement as compared to older executives?

**HYPOTHESIS FORMULATED**

**Hypothesis I**
There will be a significant difference in the levels of J. I. when compared with L.O. of the executives.

**Hypothesis II**
There will be a significant difference in the levels of J. I. when compared with the various categories of O.S.
Hypothesis III
There will be a significant difference in the levels of J.I. when compared with the various categories of L.O. and O.S.

Hypothesis IV
There will be a significant difference in the levels of J.I. according to the sex of the executives.

Hypothesis V
There will be a significant difference in the levels of J.I. according to the age of the executives.

Hypothesis VI
There will be a significant difference in the levels of J.I. according to the nature of work – manufacturing or production and services.

Hypothesis VII
There will be a significant difference in the J.I. levels according to the status (designation) of the executives.

Hypothesis VIII
There will be a significant difference in the levels of J.I. of males and females according to their L.O.

Hypothesis IX
There will be a significant difference in the levels of J.I. of executives various age groups and their L.O.
**Hypothesis X**
There will be a significant difference in the levels of J.I. of executives working in different departments i.e. (manufacturing and services) and their L.O.

**Hypothesis XI**
There will be a significant difference between the levels of J.I. of executives of difference status (designations) and their L.O.

**Hypothesis XII**
There will be a significant difference in the levels of J.I. of males and females according to their O.S.

**Hypothesis XIII**
There will be a significant difference between the levels of J.I. of various age groups according to their O.S.

**Hypothesis XIV**
There will be a significant difference in the levels of J.I. of executives working in different area of work i.e. manufacturing and services and their O.S.

**Hypothesis XV**
There will be a significant difference in the levels of J.I. of executives of different status (designation) and their O.S.
Hypothesis XVI
There will be significant difference in the levels of J.I. of executives working in different area of work (department) and their sex.

Hypothesis XVII
There will be a significant difference in the J.I. levels of executives of different L.O. sex and age.

Hypothesis XVIII
There will be significant difference between the levels of J.I. of executives with different O.S., age and sex.

Hypothesis XIX
There will be a significant difference in the level of J.I. of the executives with different L.O., O.S. and age.

Hypothesis XX
There will be significant difference in the level of J.I. of the executives with different L.O., O.S. and sex.

Hypothesis XXI
There will be significant difference in J.I. level of executives working in different area of work and their status.

Hypothesis XXII
There will be significant difference in the level of J.I. of the executives work area, their status and sex.
METHODOLOGY

SAMPLE
The sample for the present study was mainly confined to the executives of Bhilai Steel Plant which is a unit of the steel giant SAIL (Steel Authority of India Limited), a public sector unit. The population of the executives working in the steel plant is approximately 2280, out of which 400 both male and female (17.5%) was selected randomly for the study.

DESIGN
This is an ex-post facto type of research. It is a systematic empirical enquiry in which the independent variable has not been directly controlled as this study was carried out on the executives of Bhilai Steel Plant. Each executive was given three tests to measure three variables under study.

To see the association among variable the coefficient of correlation was computed and to check the significance of difference between means f-ratios were computed in a two-way ANOVA (2X3).

Apart from the formally mentioned independent variables, some demographic variables were also included. They are the age of the respondents, designation of the respondents, their sex and their nature of work. Job Involvement of the executives was compared according to these identified variables also.
TOOLS
To measure Job Involvement (J.I) it was decided to use a 54-item scale developed by Singh (1984).

Life Orientation (L.O) Inventory Form-II developed by Pareek (1997) was used to identify enlarging and enfolding styles as two separate dimensions.

Occupational Stress (O.S) Index developed by Srivastava and Singh was used to measure the extent of stress which employees perceive arising from various constituents and conditions of their job.

PROCEDURE
To collect data from the respondents under study, the investigator approached the authorities of the various sections of the Bhilai Steel Plant. Bhilai Steel Plant is a huge set up where the various departments are spread out in an area of 30 Sq. k.m. The investigator requested the heads of the main shops to permit and help in randomly selecting the executives for testing purpose. Sample selected belonged to all age groups, various designations and both the sexes and it was in proportion with the size of the department. Each executive was given a set of questionnaire which had the three tools mentioned earlier.

Once the responses on the three tests were given by the respondents, they were collected. The scoring was done according to the instructions given in the manuals of the specific tests.
DATA ANALYSIS, RESULTS AND DISCUSSION

Data Analysis and Results:
The obtained data was analyzed by using Parametric Statistics. The research design of the study was 3 x 2 factorial design and the dependent variable was job involvement. It was found that out of 400 executives understudy 45% showed high J.I, 31% showed moderate level of J.I, and 24% showed low J.I.

The mean score of the entire sample (N=400) in J. I. was found to be 152.42. The standard deviation is 15.13. The mean score reveals that the involvement level of the respondents towards their job is found to be above average but deviations within the group is high.

The L.O. mean score of the sample was found to be 43.5. It is evident that the L.O. of the average respondent is towards enlarging side. The S.D. was found to be 7.1. The enfolders were 130 in number while enlargers were 271.

Mean score of O.S. of the respondents was found to be (M=122). The S.D. was 15.0. It is obvious from the above score that the level of occupational stress of the respondents is average. Findings revealed that most of the executives were moderate on O.S (N=278), 55 executives were high on O.S and 68 were found to be low on O.S.

The coefficient of correlation between J.I. and L.O. was found to be very low. The coefficient of correlation of J.I and
O S was found to be negative but low (r=-0.16). It means higher the O S the lower will be job involvement.

Further, investigations were done on the basis of hypotheses formulated earlier.

**Hypothesis I**
With regard to this hypothesis no significant difference was found between L.O and the J.I scores of the executives. Thus on the strength of the obtained results hypothesis I stands rejected.

**HYPOTHESIS II**
Hypothesis II revealed difference between executives having high O.S as compared to executives having low O.S. O.S was found to affect the level of J.I of the executives. Thus hypothesis II, on the strength of the obtained results, gets confirmation.

**Hypothesis III**
Interaction effect of O.S and L.O on J.I was not significant. It is evident from the obtained results that the mean J.I. scores of both enfolders and enlargers increase when the O.S. is low as compared to when O.S. is high. Thus results reveal that L.O. and O.S. together do not significantly affect the level of J.I. of executives. On the basis of the obtained results hypothesis III gets rejection.
**Hypothesis IV**  
The effect of sex was found to be significant. This reveals that J.I. level is different for different sex, with males being in the high J.I. category and females being in the moderate J.I. category. Thus on the basis of the obtained results hypothesis IV is fully accepted.

**Hypothesis V**  
Seeing the effect of age on J.I, results show significant difference. The young and middle-aged executives fall in the moderate level of J.I, whereas older executives fall in the high J.I. category. The difference was found to be very negligible between the young and middle age executives, whereas it was very significant when they were compared with their older counterparts. Thus, on the strength of the obtained results hypothesis V has been proved to be true.

**Hypothesis VI**  
F value of nature of work with J.I was found to be very significant. Findings reveal that manufacturing and production departments elicit higher J.I than service departments in their executives. Thus on the strength of the obtained results hypothesis is fully accepted.

**Hypothesis VII**  
F-ratio of status of executives on J.I was found to be highly significant. Findings revealed that senior executives have much higher J.I level as compared to the frontline and middle management executives. It is evident that as the status increases level of J.I. also increases. Thus, on the
basis of the results obtained hypothesis VII is proved to be correct.

**Hypothesis VIII**

Interaction effect between sex and L.O was highly significant. The level of J.I. of the enlarging male executives and enfolding female executives is almost same, proving that interaction between L.O. and sex do affect the level of J. I. of the executives significantly. It means that when L.O. tends towards enlarging quality, it elicits high J.I. in males, L.O. towards enfolding characteristics elicits high J.I. in females. Thus, on the basis of the obtained results hypothesis VIII is fully accepted.

**Hypothesis IX**

Interaction effect of the two variables, age and L.O. on J.I, was not found to be significant. J.I level of the executives was almost similar in all the three age groups irrespective of their L.O. It makes clear that L.O. has no effect on J.I when interacted with age. Thus, on the strength of the obtained results hypothesis IX is not accepted.

**Hypothesis X**

Interaction effect between the nature of work and L.O. on J.I was not found to be significant. It proves that for working in service segment L.O. has no effect, as level of J.I is same for executives with both categories of L.O, whereas for working in manufacturing segment being an enlarger is definitely an advantage. On the basis of the results obtained, hypothesis X does not get accepted.
Hypothesis XI
Interaction between the variables, status and L.O. showed that they did not have significant effect on the level of J.I. Senior ranking officers irrespective of their L.O. had high level of J.I. as compared to their junior counterparts. That means enfolders and enlargers are found to be equally involved in their jobs; only their status affected their J.I. Thus, on the strength of the obtained results hypothesis XI is not accepted.

Hypothesis XII
Interaction effect of O.S and sex, was not very significant. This shows that males have better involvement in their job when O.S. is less, whereas female J.I. level is almost the same in various categories of O.S. Results reveal that males and females do not differ significantly with respect to J.I score, when faced with different levels of O.S. Thus, on the basis of the result obtained hypothesis XII is not accepted fully.

Hypothesis XIII
Interaction effect of the variables, O.S and age, was found to be significant. It is evident that older executives deal with high O.S. much more efficiently and are more involved in their work as compared to their younger counterparts, who are better only when O.S. is low and moderate. Significant results reveal that various levels of Age and O.S. together differ significantly with respect to their J.I. score.
Thus, on the strength of the obtained results hypothesis XIII is fully accepted.

**Hypothesis XIV**
Interaction effect of O.S. and nature of work on J.I, does not show significant difference. This makes it clear that low and moderate O.S. expresses positive J.I. in manufacturing and production area but not in service departments. High O.S, has poor level J.I. in both the areas of work. On the basis of results obtained, hypothesis XIV stands rejected.

**Hypothesis XV**
The interaction effect of O.S and status on J.I. was found to be very significant. This shows the low and moderate O.S. brings high J.I. in all executives, but high O.S. leads to low J.I in junior and middle ranking executives and very high J.I. in senior executives. Thus, senior executives express high J.I even with high O.S. whereas frontline and middle order executives are able to express high J.I. only when the O.S is moderate and low. Thus, on the basis of the obtained results, Hypothesis XV stands accepted.

**Hypothesis XVI**
Interaction effect of the two variables, nature of work (department) and sex on J.I. was found to be significant. It is evident that both males and females are moderately involved in service department. It is in the manufacturing area that sex plays a role in the J.I. level, with males highly involved as compared to females.
It also signifies that males express high J.I in manufacturing and production segment where as females are better in service segment. Thus, on the basis of the obtained results, hypothesis XVI stands accepted.

**Hypothesis XVII**
Interaction effect of L.O, sex and age was not found to be significant. Result shows L.O. having opposite effect among the two sexes in their J.I. level. Age has no effect. The enlarger males and enfolder females have similar J.I. and vice versa, in whichever age group they are. Thus, on the strength of the obtained results hypothesis XVI is not accepted.

**Hypothesis XVIII**
When the interaction effects of O.S, age and sex on J.I, were seen and significant differences were not found in the level of J.I. Results hardly show any difference as far as O.S and sex is concerned. The only difference revealed is that O.S and age does have an effect on J.I. Older executives, both male and female have higher levels of J.I. as compared to young and middle aged executives in all levels of stress. Thus, on the basis of the above obtained results, hypothesis XVIII stands rejected.

**Hypothesis XIX**
Interaction effect of L.O., O.S. and age on J.I. was not found to be significant. Older executives were found to be equally involved irrespective of their L.O. and O.S. Young and middle-aged executives have high J.I. when the O.S. is less,
irrespective of their L.O. This again proves that age and O.S. does make significant difference on the level of J.I., whereas L.O. has no significant effect on these variables. On the basis of results obtained hypothesis XIX stands rejected.

**Hypothesis XX**
The interaction effects of L.O., O.S. and sex were seen. The effect of L.O. and sex on J.I. was significant. Added to these variables O.S. was not found significant, though it was approaching. This makes it clear that it is not O.S. but sex of an executive when interacted with L.O. makes significant difference to J.I. Thus, on the basis of the results this hypothesis stands partially accepted.

**Hypothesis XXI**
The interaction effect of departments and status i.e. rank of the executives on J.I. was not significant. This makes it clear that executives working in manufacturing and production shops elicit high J.I. while executives working in services departments fail to elicit such level of J.I. But senior executives are not affected by the department in which they work. They are highly involved in their jobs wherever they work. On the strength of the obtained results hypothesis XXI stands partially accepted.

**Hypothesis XXII**
The interaction effect between the three variables, nature of work, status and sex was found to be significant. The results show that status affects the senior officers J.I. level, while department affects the frontline and middle ranking
male executives, whereas female executives of all status are unaffected by the department they work in. On the strength of the above mentioned results hypothesis XXII is fully accepted.

**DISCUSSION**

Findings revealed that L.O. when studied on an individual level was not found to be affecting J.I. very significantly. The reason being that L.O. of males and females who are high on J.I. were found to be exactly opposite hence neutralizing its effect. Enlarger males and enfolding females were found to be in the high J.I. bracket. The reason being that most of the highly involved males were found working in the manufacturing sections, where work demands a lot of interaction with the co-workers and very long hours have to be put in. The enfolding males who are more family oriented are not able handle these pressures and are unable to devote the time needed in these work areas, resulting in lowering of their J.I.

The enfolding females have been found to be better involved in their jobs. Most of the female are working in the service departments where nature of work is desk job. It is generally seen that in the case of females, they are given those jobs that need minimum of lateral coordination. Therefore, if the females are inclined to perform their duties without distraction, without having to deal with very many persons, they will find the job very satisfying thus leading to higher JI. It has been seen that even if females are working in the manufacturing segments their job profile is the same as in the case of service segment. This may be the reason
why the enlarger females are not able to give their best to their job.

Findings obtained in connection with O.S. and J.I. revealed that higher the level of O.S., lower the amount of J.I. This is an expected outcome as high stress often gets converted to distress. The repercussion of this stress is lowering of his J.I. It was found that the level of J.I. was optimum when the O.S. was moderate. It is an essential job for the H.R.D. department to organize participatory executive workshops for stress management. Departments that are identified as high stress zone should first diagnose the cause of the O.S. and only then the policies of stress management can be applied. Another issue that concerns O.S. is the rising expectation from the employees. This stems out of increasingly competitive environment which demands high output, quality, meeting the delivery schedules, meeting the stringent regulations of the government, as well as the demands of the society. As these stresses and their causes are unavoidable, they have to be dealt with in a manner in which they can be used for fostering J.I. One of the ways is to change the perception of stress from negative to positive.

The effect of O.S. on both enfolders and enlargers appear to be the same. It signifies that stress attacks humans irrespective of their basic orientation. Sex of the executives also did not show any effect on O.S. as far as J.I. is concerned. Females expressed same J.I. in all levels of O.S. This brings one thing to fore, that females put in a set amount of effort in their work, what ever the work
conditions are. They have to balance both work and home and if they are affected by O.S., they will not be able to function efficiently in their home front nor in office, carrying stressful mental baggage always.

Age and Status seem to affect J.I. very significantly with older and senior executives above 48 years and Deputy General Manager rank expressing very high J.I. as compared to their younger and junior colleagues. The older and senior, both male and female executives talked about emotional bond with the steel plants getting cemented as the years went by. The young and middle-aged executives expressed that the degree of democratic functioning is not appropriate and needs to be paid heed to.

Departments also had an important role to play in the level of J.I. among the executives. Manufacturing and production departments, though most of them are hard shops with very difficult and harsh working conditions, elicited higher levels of J.I. than the service departments. The promotions in the manufacturing departments are much faster than in the service departments. Monetary incentives are also higher. The executives of these departments have a direct involvement with the generation of profit for the company; the level of authority and the decision power is much higher than the service segments.

Thus, this study has revealed many important findings as discussed above. Every worker has a role to play in his work sphere, which is integral to his organization. He has to be
valued and his own self-concept about his worth has to be pushed higher. Definitely his level of Job Involvement will also get enhanced.

This study has the following delimitations which can be taken under consideration for future perusal in the field of research.

1. In the present study the effect of only two independent variables- L.O and O.S are studied. Effects of many other situational variables like type of leadership, organizational climate, management practices, organizational culture etc could have also been taken under study.

2. Study of personal and psychological variables like mental health, personality type, locus of control etc can throw light on the J.I. tendency of the employees.

3. Sample in this study was restricted only to the executive cadre. Work behaviour of the non-executives also could have revealed interesting results.

4. Regular shift workers if included in the study sample would have thrown light on the J.I. pattern with O.S stemming out of functioning in shifts. The biological clock of the workers goes berserk with weekly change in their working and sleeping pattern.

5. In addition to the questionnaire method used to collect the response of the respondents, depth interviews could have been an option to understand the real nature of their orientation towards life in general.
From the study of the above factors the following **recommendations** can be suggested to facilitate in improving the level of J.I. of the executives.

1. Stress management measures should be implemented by the H.R.D. departments.
2. Frontline and middle order executives should get time to time perceptual orientation regarding their role, functions and importance in the industry.
3. Senior officers should be conditioned to delegate both powers and duties, to their junior counterparts.
4. Benefits and emoluments if made attractive is a way of facilitating organizational commitment and job involvement.
5. H.R.D. department should allot the work area according to the managerial capacity and personality of the employees.
6. Care should be taken to rotate an executive from production to services every few years, to enable every employee to develop himself in all spheres and to enhance his perception of the Organization’s functioning.
7. The difference in the perks given in the production and service departments should be minimized.
8. The departments of both production and services should have the same star status, to remove the concept of sensitive shops, high profile post etc. by giving equal impetus to all segments of the industry.