CHAPTER - 3

RATIONALE OF THE RESEARCH WORK

An organization can be defined as a group of people working together to further the twin causes of personal and organizational survival and growth. In the Indian context this group can be a heterogeneous group with persons from various walks of life, states, religion, language, caste, culture etc. etc. This potent mixture can be a perfect recipe for interpersonal conflict and resultant stress in the work situation. The binding factor of course, which will keep them together, is the organization, its objectives and its culture. Added to this is the individual’s quest for a decent living with a potential for growth. Those ingredients, which make the organization, tick and deliver in spite of the inherent contradiction is something, which needs to be studied.

As seen from the forgoing an organization is a body of individuals coming from all over. Each has his or her unique background, culture and life style. They also differ in their thinking, their goals, their priorities, their living pattern etc. individuals can also be found on the extreme ends of the life’s spectrum. On one extreme we have persons who are family oriented the enfolders, whose focus remains the welfare of their family members and their expectations. Personal involvement in all family or home matters is a trademark with these individuals. Their happiness and contentment is inextricably woven with the
family affairs. Any hindrance in these schemes of things invariably leads to stress. This stress is not only found in the persons concerned but also in the family members who become habituated to their involvement and directions in all decisions. This family reaction sometimes also has a secondary effect on the employee stress levels. Typical Steel Plant working entails that family matters are best left to the family members, as work demand is continuous and unrelenting.

On the other extreme there are the enlargers, individuals who look for a rewarding career in the organization keeping the stress factors on tight lease. They approach work with a maniac devotion bulldozing their way up. Self-driven, energetic, demanding, and result minded these individuals achieve success at work while leaving the personal issues with lower priority. These people have self-induced stress and revel in that condition. Sometimes it appears as though they derive energy from stress. Past is no limitation, future holds promise of the unknown for these types of individuals.

The majority of employees of course lie in these two categories only. People who are in the between also have a leaning towards any one of the tendency –the enfolding or the enlarging. This innate behavioural quality of the employee is also a factor that determines the organizational behavior. Its success, its aspirations and its future depends to a certain amount on this aspect of human behaviour. The behavior and commitment of these employees determine the height to which extent the company achieves success in its chosen field of endeavor. Each of the above aspects discussed, determines the nature and
extent of job involvement the individual exhibits. Family oriented persons to career oriented, job involvement varies and complex issues come to fore while trying to establish a relationship.

An organization affects the lives of its people. More specifically an organization like Bhilai Steel Plant (BSP) which has a cosmopolitan culture with persons hailing from all around the country serving on its premises. Its own cultural bias by virtue of its location is uniquely absent. This means that the initial adjustments needed for starting a work life here is not an issue with many. Blending with the work environment, getting along in work and creating one’s space within the organization is relatively a smooth affair. But that does not in any way infer that organizational stress is absent. It arises from the nature of its operations, the goals and the image it has to carry in the industrial community.

BSP’s standing in the Indian Steel Industry and in the world steel industries is a matter of pride for every one associated with it. Its employees, who make up for the working body have more the reason to ensure that the status of the Plant not only remains high but also improves with relation to its competitors. The key factors, which are central to this position are – the production levels, the quality parameters, the committed delivery assurance, the transparent and effective systems etc. With the competition increasing, with the Indian economy integrating with the world economy, with unified markets across the countries the focus on all these factors only sharpens. This in turn means that the people who are in the thick of the working environment get exposed to a high level of demand on their performance.
Straddled with a public sector set up and obsolete technology the company can in very limited way help the employees in realizing its objectives. There can be no instant or attractive reward schemes, there can be no immediate switch over to the contemporary technologies to keep pace with the demands. It is like keeping pace with the hares in the Industry with the faculties of a tortoise! So here lies the course of stress being imposed on an organizational level. SAIL, the parent company of B.S.P, suffered a huge loss lasting for a few years, in the last decade. It’s only in the recent years that it has faced a complete turn-around and record profit is being generated by the company. The mental trauma that the employees faced as all perks and allowances like bonus, L.T.C, loans etc were suspended for many years, must have generated tremendously high occupational stress. Golden handshake, V.R.S. schemes and the like were adopted to reduce the number of employees. Many left the company to seek other options. It will be interesting to study the occupational stress level of the employees of B.S.P. and their work involvement, now that they are enjoying a very comfortable position working in one of the highest profit making public sector unit of this country.

In modern scenario we have increasing number of females joining the work force thanks to the changing cultural ethos. Females bring with them another set of variables. Marriage in the Indian context for the females is a set of do’s and don’ts. The husband, the children and the society to say the least have to be catered to before any professional activities can be addressed.
This has an adverse effect on their job involvement. Professional advancement vs. family responsibilities issues are constantly being fought at the mental level in these females. The Indian family culture weighs heavily on their performance at the workplace and thereby affecting their output. The attributes of male employees also have a presence in females too but these are smothered by our societal norms. The extent depends on a range of factors each contributing in a small way or otherwise on the overall job involvement.

Sex of the employee has an important role to play in the context of B.S.P. as working in hard shops is physically very strenuous as well as hazardous. Females can work for the service sections easily than in the manufacturing sections. It will of great relevance to study the effect sex has on job involvement. The H.R.D. section may rethink their placement policy if important differences are revealed. In various other field of work, like the I.T sector, teaching, banks etc, sex of the employee may not have the same kind of influence on his job involvement as in the case of steel sector, because physical hardships are not prevalent there. The so called gender bias related with vocations, that plays on our mind may actually turn out to be a necessity.

The Age, Status (designation), area of work also affects work behaviour of the employee. Status of an employee in a large set up like B.S.P. does matter as shop incharges are dealing with thousands of subordinates and workers. Hundreds of them are directly reporting to them. The powers that these officers wield is tremendous. It will be of great interest to study the pattern of Job Involvement of the executives according to their
designations. Age may bring about the maturity to deal with workers and the numerous technical and practical problems that are part of day to day running of the plant. B.S.P. has a typical way of functioning where the area of work is segmentalised in two different areas – manufacturing and service sectors. It has been seen that people have adjustment problems when shuffled from one segment to other. Study of these area of work and their effect on an employees job involvement, will give an insight about the work culture and environmental factors on employee’s behaviour. It will be a revelation to unearth features of employee involvement because of the interplay of the various variables mentioned above. The variables independently as well as in combinations will be studied to facilitate the H.R.D and the H.R.M. departments to formulate policies in a constructive manner, generating maximum involvement from their employees.

STATEMENT OF THE PROBLEM
The title of the research undertaken is as follows :

“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.

OPERATIONAL DEFINITION OF THE VARIABLES
Job Involvement:
Lawler and Hall (1970) describes the concept of job involvement in a very comprehensive manner where the job is part of the
personal orientation of the employee. He is also psychologically geared to accept the situational characteristics of the job and the outcomes of it. Therefore, “Job Involvement is the psychological identification with one’s work, as well as the degree to which the job situation is central to person and his identity”, Lawler Hall (1970). Since this research deals with the effect of life orientation and occupational stress on job involvement, both these aspects have been suitably covered in the given definition. ‘Psychological Identification’ refers to the life’s orientation towards one’s job and life; ‘Job Situation’ encompasses the various aspects of the job including the stress, that accompanies it.

Life Orientation:
Life-orientation can be represented by the term life styles also. They are an aspect of the human personality which shows leanings towards his career more or towards his family. “Life-styles or life-orientations are the general orientations in one’s life”. Pareek (1997). The ‘general orientations in one’s life’ refers to the pattern of preference in terms of values and beliefs that a person has, with regard to his work, his social and family set-up.

Occupational Stress:
Stress is strain on one’s emotions, thought process and physical conditions. When it is excessive, it can threaten one’s ability to cope with the environment.
Occupational Stress is a, “A general term applied to pressure people feel in their work life, as a result of which, employees develop various symptoms of stress that can harm their job performance.” Davis (1981). Since the purpose is to see the effect
of occupational stress on job involvement, the above definition is capable of projecting this view.

Independent Variables, their theoretical background and importance in an organizational set-up will be discussed in detail subsequently.

**LIFE ORIENTATION**

“Life styles or life orientations are the general orientations in one’s life Pareek (1997). In this section we will draw some theoretical conclusions concerning the relationships between careers in a large organization and the personality patterns of those who experience them. Bray, Campbell and Grant (1974) in their study reported that one of the clearest personal changes in the group of young recruits was a rapid and decisive move in the direction of greater realism concerning the job. At the outset of the study most of the subjects were assuming that the organization they were entering was a veritable Utopia. All bosses would be inspiring leaders, ability was to be quickly recognized and rewarded, peers would be stimulating, and a senior post was doubtless lurking somewhere in the future, ready to pounce when the time was ripe. This optimism faded rapidly, and even the first few years of employment saw a deadline in the attitudes towards and beliefs about the company. The change did not carry on to a flatly negative or pessimistic outlook, of course. General feelings toward the company retained their positive colouring, even as they fell from the stratosphere of optimism. In a few years the middle ranking employee typified an ambitious goal. The ease with which the subjects modified their work perceptions was striking.
Turning to the specifics of personality, there is a clear trend in the direction of better adjustment and more independence. An average employee will possess more motivation for autonomy, less for deference towards authority figures and less need to affiliate with peers as the years in service go by. Concomitantly, there will be noticeable “hardening” in interpersonal motivations. The average employee will rise in his motivations for dominance and aggressiveness. Why does this trend for this personality development happen? Is it only a reflection of the growing confidence and self-reliance of men who are in the midst of family and career development? Or is it prompted by the business atmosphere?

The effect of personality and its development on the functioning of an employee is evident. It is also coloured by the cognitive development. The development in the mental capabilities and knowledge of contemporary affairs definitely takes place as an employee gains experience in his organization. The employee will display a growing sophistication. He will become more worldly-wise, even if he faces disillusionment, and grows distrustful of simplistic solutions. The change and development of his cognitions and personality will make him well-reasoned, factual, his technical skill grows and the realities of “what is possible” to achieve rather than the “pie in the sky” aspirations of his earlier years on the job. These developments may be peculiar to the business world, but they relate to all other aspects of human life also.

These general trends are concluded but exceptions are there, of course. The more successful men become more oriented and
involved in their job, whereas the less successful men become more involved in their families, their religious, recreational and social activities. Some employees “give up” on the work sphere and become less involved in their jobs in favour of other life involvements. It is generally expected that men who were not specially successful during the early years of their work would redouble their efforts and essentially become more job involved during their next few years at work. After all, these employees are still young, their time investment in their company was not lengthy and a shaky start can be rectified through increased effort in the work sphere. Yet there are cases of employees withdrawing and becoming less and less involved in their jobs and settling into other life spheres on the part of men who only a few years ago had projected rather glowing futures for themselves. Now the pressing question is what could underline this phenomenon? Why is it that a man is more oriented and involved in his job and another is less oriented and less involved in his job? What makes these individual differences in the level of job involvement of an employee from his personality point of view?

**Historical Development of the Concept of Life Style or Life Orientation**

The concept of life style was originally proposed by Adler in 1930. Adler had suggested three main characteristics of style of life: Origin in childhood, Self-consistency and Constancy. Anabacher and Anabacher (1956) also supported this view. Eckstein and Driscal (1982) have suggested ways of assessing life style in a group using the birth order theory given by Adler. They have also proposed a fifty item instrument to measure life
styles with five life styles in animal names: Tigers (aggressive), Chameleons (conforming), Turtles (defensive), Eagles (individualistic), Salmon (resistant)
Adams (1980) in the context of stress has suggested an instrument giving three life styles: Personalistic, Socio-centric, Formalistic
However, these instruments are not in an organizational or career context.

**Different concepts proposed in life styles.**
Guilberg (1966) and Bernard (1975) have proposed core value and ideology.
Lazer (1963) has proposed characteristic mode of living
Zaleznik (1977) has proposed behavioural pattern with which the individual relates to external reality and internal dispositions.
Friedlander (1977) has proposed pattern of preference, values and beliefs about himself in regard to work around him.

In an in-depth and longitudinal study of successful, that is, executives with fast upward movement, and less successful executives in a well-known organization, Bray, Campbell and Grant (1974) identified a number of factors associated with career and role success and failure. Two distinct patterns emerged from grouping these. The one associated with career/job success was called enlarging style while the other, associated with less success, was called enfoldi style. The distinction between the two is contrasted later. In the present research, these two types of life styles will be dealt with.
The Importance of Life Style

Bray, Campbell and Grant have said that it is not unusual for psychologists to answer questions on the assumption that the pattern of involvement or withdrawal in his job was due to the positive or negative circumstances of the work sphere of the individual. A man who is positively rewarded or “reinforced” from the outset of the job continues to further this activity thanks to the good feelings such as recognition, material gain, or power afford him. A man who is comparably negatively reinforced on the job is quickly pushed by this circumstance into a relative withdrawal from the work sphere in his efforts to find positive rewards in life elsewhere.

This line of theoretical speculation has historical precedence second to none in psychology, and it would be easy enough to construe the present data in these terms; nevertheless, researchers have found, after considerable study of the results, that such a framework simply does not capture the life as lived by the individual subject. We believe quite definitely that the employees are not passive raw material to be conditioned by the company which employed them into “organization men” of varying levels of success. On the contrary, it appears that given even minimally favourable conditions, careers in the clear majority of cases tended to reflect the kinds of employees who entered the business. Each man brought with him a developed pattern of abilities and motives which tended to actualize itself in the organizational environment, almost in the sense of a self-fulfilling prophecy.
When we speak of the pattern of behaviour that a man brings to an organization, the issue of how life moulds this pattern seems merely to have been pushed back a notch in time. Any pattern isolated can be said to have been a product of even earlier reinforcements, taking the man into one life style or another. The ultimate source of behavioural shaping is by the individual, by his environment, or by both combined in some fashion. The man contributes to his eventual job involvement and success in a way that only makes sense if the individual is viewed as an active agent in the course of events.

**Enlarging and Enfolding Life Styles**

The terms enlarging and enfolding styles or orientation are generally seen whenever there is a total data array. These two lifestyles emerge very conveniently and capture the summary impressions in the data. The two variables appear very identifiable and are only manifested after the data have been collected and scoring has been done. Initially, these two labels were considered basically in terms of a single company, that too in terms of a certain socio-cultural background, but as researchers have advanced, it has been seen that they can be used in a wider global sense. These labels are merely abstractions chosen for convenience; other similar terms can also be used. These terms here are used for a consideration of career style, personality and life orientation.

Bray, Grant and Campbell have elaborated on these styles and have said that an enlarger 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. He values old ties and tends to deepen them rather than breaking with the past. These may be thought of as unnamed premises, used as what the existentialists have called “world designs” to be furthered as future possibilities over life’s way. Although secondary attitudes and belief systems have been framed by these premises, they need not themselves be articulated verbally by the individual holding to them.

It was seen that the enlarging employee commands a better rating during original assessment; thus an individual showing this general life orientation was likelier to be seen as achieving a middle management level early in career development. This global prediction proved to be correct. It seemed as if the junior executives had presented themselves to the assessment panel just as they were afterwards to present themselves to their peers and superiors. They were drawn to the more challenging aspects of work setting and thus reached out to make learning more likely and hence extending their scope. Various job related activities such as night school or community involvement were the natural extension of the young executives’ involvement in his job field.

The enfolder, on the other hand, was less involved with his career right from the early stages of his career. Although he may have shared the earlier optimism of the enlarger, 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 enlarger
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. Professions and career are carved out as the individual moves along. Working at a job is a routine, passive affair of meeting the expectations of others. It was seen that the enlarger had a much greater professional and career orientation than the enfolder.

An enlarger was much more likely to be put in favourable circumstances early in his career development than the enfolder, as revealed by the analysis of job challenges put before the employees. This concept is not based on an intelligence factor. The superiors were not giving out job assignments according to the I.Q. level. They seemed to be cognizant of the same type of life orientation that the assessment staff had judged so favourably. This individual—the enlarger—was not to be denied. He came at one with a capacity and with an intention to further his life in his work sphere. Indeed, even when the enlarging individual left the company and took up his career in another industry, the follow-up data suggested that he was more successful in accomplishing career goals (job level, income) than the enfolder who quit the company.

The foregoing observations merely underscore the reason for feeling that to assign job success and satisfaction to what the company does for the man, rather than also recognizing the reverse direction of influence, is to misconstrue the basic meaning of lifestyle. It is tempting to speculate on whether it would be possible to convert an enfolder to an enlarging lifestyle
or vice-versa. What evidence there is from individual life history indicate that for this to occur, some rather broad-range alterations in the total life pattern would be required. In arraying his lifestyle, the enlarger is setting a broad pattern that will sustain his premises about the meaning of life. He supposedly meets and marries a woman with the same general outlook and this relationship provides him support for the involvement in his job and community that he eventually furthers.

The enfolder, on the other hand, arrays a life pattern that focuses more on the non-job facets of life. He too supposedly meets and marries a woman with values comparable to his own life style. Any shift on his part may well upset the balance established, which in turn may challenge the premises attributed to him. To succeed in the work area is often to move away from the parental and in-laws’ ties and to break up long-standing friendships. Such behaviours are definitely undesirable to the enfolder. Hence it is unlikely that he is going to place himself in the position of changing his world-design (orientation) unless a broad and deep change occurs such as death in the family, divorce or some equally dramatic calamity.

The question of personal happiness or judgements of what life style is supposed to be the best for a satisfying existence must be completely left aside. There is no data to show evidence that an enlarger finds more fulfillment in his overall life than does the enfolder. It is a mistake to compare these two theoretical designations in terms of superiority of one or the other. It seems
reasonable to assume that a conflict does at times occur possibly in many people as to which of these values to stress.

The popular ideology of today’s business life is that it is a source of materialistic values which are being used in daily life of an employee. Is not the enlarger actually a kind of materialistic hustler, who dashes about placing himself in a position of power within the “system”, while the enfolder feathers his nest in a more humanistic and interpersonal way? The researchers could not find justification for this theory. The enfolders seemed to be no less tied to the “system’s” value structure than the enlargers. There were as many rebels among enlarging types, some of whom proved to be highly innovative on the job, as there were among the enfolders. In fact, a more insightful understanding of what motivates the enlargers negates the argument for materialistic motives. These individuals seemed to be as interested in acquiring ideas, scope and the chance to innovate as they were in acquiring homes, automobiles and clothing.

We can expect to see a change in the life pattern among enlargers as middle age approaches. It is suspected that the spiritual side of these men will begin to show itself as the respondents’ age. Putting in time in religion will develop because the men will begin to ask the kinds of life-versus-death questions with which religion generally deals. The enlarger may take on an active role in his religious group.

To sum it up, we can say that the enlarging life style is oriented towards the goal of 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. Self development and the extension of influence outward into work and community spheres are also areas that he likes to put in his effort. 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. They are not likely to read and attend the theatre and keep up with current events as they may prefer courses in physical fitness and even give in to the colourful publicity of the various health foods. The earlier parental ties and formal religious practices that the enlarger has tends to weaken, as he gets more and more involved in his work. 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. A whole-hearted commitment to religion is not so important because he makes every effort to see alternative points of view and tries to give himself new experiences of all kinds.

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 which 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. He is not forceful enough to attend
night college or study on his own time unless there is direct
reward from this effort. Self improvement programmes may be
undertaken by him but his heart is rarely in it. He likes to settle
into a job, see it through to the full conclusion and gets great
satisfaction from a well done job. Fads and fashion are of no
consequence to him. A small circle of close friends means more
to him than business acquaintances who may further his job
prospects. Social status is an embarrassment for him, whereas
informality and sincerity in human affairs are valued by him.

**OCCUPATIONAL STRESS**

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. Hence, 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 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 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 their 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, and 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’. Doctors, engineers, psychologists, management consultants, linguists and lay-person all use the word in their own distinctive ways with their own definition. A useful way of putting it is that stress is a demand made upon the adaptive capacities of the mind and body of an individual. If these capacities can handle the demands and enjoy the stimulation involved, than 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;

(1) Stress can be both good and bad,
(2) 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.

The stress associated with energy trading has both short and long term effects on employees in the industry. But work related stress is becoming an epidemic in almost every organization.

According to major survey by the Families and Work Institute (U.S.A.), 28 percent of employees often or very often feel overworked or overwhelmed by work. Chronic work related stress is not just an American affliction. Japan’s Institute of Life and Living reports that 68 percent of Japanese often feel worried and anxious, up from 37 percent a decade earlier. A Study sponsored by the Canadian Heart and Stroke Foundation found that almost one-third of employees in that country regularly have difficulty coping with the demands of their jobs. Nearly two-thirds of Australian employees say they are under extreme stress at work. An international study reported that people born after 1955 are up to three times as likely to experience stress-related disorders as were their grandparents. At the Escorts Heart Institute in Delhi, India, routine cardiac screenings indicate that most executives are in the advanced stages of stress. “Corporate India is finally waking up to the fact that a lot of human potential is being drained away because of stress and burnout,” says Shekhar Bajaj, CEO of the Indian consumer electronics manufacturer Bajaj Electricals.

**WHAT IS STRESS?**

Stress is an adaptive response to a situation that is perceived as challenging or threatening to the person’s well-being. Stress is
the person’s reaction to a situation, not the situation itself. Moreover, we experience stress when something is perceived to interfere with our well being, that is, with our need fulfillment. Stress has both psychological and physiological dimensions. Psychologically, people perceive a situation and interpret it as challenging or threatening. This cognitive appraisal leads to a set of physiological responses, such as higher blood pressure, sweaty hands, and faster heartbeat.

We often hear about stress as a negative consequence of modern living. People are stressed from overwork, job insecurity, information overload, and the increasing pace of life. These events produce distress – the degree of physiological, psychological, and behavioral deviation from healthy functioning. There is also a positive side of stress, called eustress that refers to the healthy, positive, constructive outcome of stressful events and the stress response. Eustress is the stress experience in moderation, enough to activate and motivate people so that they can achieve goals, change their environments, and succeed in life’s challenges. In other words, we need some stress to survive. However, most research focuses on distress, because it is a significant concern in organizational settings. Employees frequently experience enough stress to hurt their job performance and increase their risk of mental and physical health problems. Consequently, our discussion will focus more on distress than on eustress.

**General Adaptation Syndrome**

The stress experience was first documented 50 years ago by Selye (1950), a pioneer in stress research. Selye determined that people have a fairly consistent physiological response to stressful
situations. This response, called the general adaptation syndrome, provides an automatic defense system to help us cope with environmental demands. The three stages of the general adaptation syndrome: alarm reaction, resistance, and exhaustion.

**Alarm Reaction:**
In the alarm reaction stage, the perception of a threatening or challenging situation causes the brain to send a biochemical message to various parts of the body, resulting in increased respiration rate, blood pressure, heartbeat, and muscle tension, as well as other physiological responses. At first, the individual's energy level and coping effectiveness decrease in response to the initial shock. Extreme shock, however, may result in incapacity or death because the body is unable to generate enough energy quickly enough. In most situations, the alarm reaction alerts the person to the environmental condition and prepares the body for the resistance stage.

**Resistance:**
The person’s ability to cope with the environmental demand rises above the normal state during the resistance stage because the body has activated various biochemical, psychological, and behavioral mechanisms. For example, we have a higher than normal level of adrenaline during this stage, which gives us more energy to overcome or remove the source of stress. However, our resistance is directed to only one or two environmental demands, so we become more vulnerable to other sources of stress. This situation explains why people are more likely to catch a cold or other illness when they have been working under pressure.
**Exhaustion**

People have a limited resistance capacity, and if the source of stress persists, they will eventually move into the exhaustion stage as this capacity diminishes. In most work situations, the general adaptation syndrome process ends long before total exhaustion. Employees resolve tense situations before the destructive consequences of stress become manifest, or they withdraw from the stressful situation, rebuild their survival capabilities, and return later to the stressful environment with renewed energy. However, people who frequently experience the general adaptation syndrome have increased risk of long-term physiological and psychological damage.

The general adaptation syndrome describes the stress experience, but this is only part of the picture. To effectively manage work-related stress, we must understand its causes and consequences as well as individual differences in the stress experience.

**STRESSORS: THE CAUSES OF STRESS**

Stressors, the causes of stress, include any environmental conditions that place a physical or emotional demand on the person. There are numerous stressors in organizational settings and other life activities. The four main types of work-related stressors are: physical environment, role-related, interpersonal, and organizational stressors.

**Physical Environment Stressors**

Some stressors, such as excessive noise, poor lighting, and safety hazards, are found in the physical work environment. For
example, a study of textile workers in a noisy plant found that their levels of stress measurably decreased when they were supplied with ear protectors. Another study reported that clerical employees experience significantly higher stress levels in noisy open offices than in quiet areas. Physical stressors also include poorly designed office space, lack of privacy, ineffective lighting, and poor air quality.

**Role-Related Stressors**

Role-related stressors include conditions where employees have difficulty understanding, reconciling, or performing the various roles in their lives. The four main role-related stressors are role conflict, role ambiguity, workload, and task control.

**Role conflict** – Role conflict occurs when people face competing demands. Inter-role conflict exists when employees have two roles that conflict with each other. For example, sales staff in the banking industry experience inter-role conflict trying to balance the needs of their bank and the needs of customers. Role conflict also occurs when an employee receives contradictory messages from different people about how to perform a task (called intra-role conflict) or work with organizational values and work obligations that are incompatible with his or her personal values (called person-role conflict).

**Role ambiguity** – Role ambiguity exists when employees are uncertain about their job duties, performance expectations, level of authority, and other job conditions. This ambiguity tends to occur when people enter new situations, such as joining the
organization or taking a foreign assignment, because they are uncertain about task and social expectations.

**Workload** – Work underload, receiving too little work or having tasks that do not sufficiently use your talents, is a possible stressor. However, work overload is a far more common stressor these days. Employees have either too much to do in too little time, or they work too many hours on the job. Long work hours lead to unhealthy lifestyles, which, in turn, cause heart disease and strokes. As Global Connections describes, work overload is such a problem in Japan that death from overwork has its own name – karoshi.

**Task control** – Employees are more stressed when they lack control over how and when to perform their tasks, as well as the pace of work activity. Work is potentially more stressful when it is paced by a machine or involves monitoring equipment, or when the work schedule is controlled by someone else. Information technology has this effect on office workers because they are always on call through e-mail, pagers, and cell phones. “I resent the fact that you can’t get away today,” says Pat Boyce, a medical equipment installer in Ohio who relies on his cell phone. “It’s always there. You can be found at any time.

**Interpersonal Stressors**
Interpersonal stressors include ineffective supervision, office politics, and other conflicts we experience with people. Call center employees are stressed from uncooperative customers and high productivity quotas. “260 calls a day from rude and energetic people... it’s hard to deal with at times,” concludes one
call center employee. The trend toward teamwork also seems to generate more interpersonal stressors because employees must interact more with co-workers.

**Sexual Harassment**: A lady employee was experiencing a lot of stress at the small Long Island manufacturing plant where she worked. The stress wasn’t from her sales job; it was from an older male co-worker who would frequently drop by her office to boast about his sexual prowess and proposition her. She recorded some of his lewd remarks so that the company owner would stop the problem, but no action was taken. “I was miserable whenever I saw him,” she told her friends, “but I needed the job.” This woman employee has experienced the stress of sexual harassment – unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for its victims. One form of sexual harassment, called quid pro quo, includes situations in which a person’s employment or job performance is conditional on unwanted sexual relations (e.g., a male supervisor threatens to fire a female employee if she does not accept his sexual advances). The lady mentioned above experienced the second and more common form of sexual harassment, called hostile work environment. This form of harassment includes sexual conduct that interferes unreasonably with an individual’s work performance or creates an intimidating, hostile, or offensive working environment.

However, sexual harassment is more than a legal issue. It is a serious inter-personal stressor. Victims of sexual harassment experience trauma (especially from rape or related exploitation)
or must endure tense co-worker relations in a hostile work environment. Moreover, they are expected to endure more stress while these incidents are investigated. This is particularly true in Japan and other countries where women who complain of harassment are sometimes stigmatized by friends and co-workers. “Companies don’t want to hire ‘dangerous women,’ who make a fuss about sexual harassment,” says Moeko Tanaka, the pen name of a Japanese woman who won a case of harassment against a governor.

**Workplace Violence:** Another serious interpersonal stressor is the rising wave of physical violence in the workplace. In the United States, 1,000 employees are murdered on the job each year and 2 million other experience lesser forms of violence. For instance, the National Institute of Occupational Safety and Health (NIOSH) estimates that more than 9,000 nurses and other health care workers are injured or verbally or physically attacked on the job every day. But workplace violence isn’t highest in the United States. According to research published by the International Labour Organization, employees in France, Argentina, Romania, Canada, and England have a higher incidence of workplace assaults and sexual harassment.

Employees who experience violence usually have symptoms of severe distress after the traumatic event. It is not uncommon for these primary victims to take long-term disability. Some never return to work. Workplace violence is also a stressor to those who observe the violence. After a serious workplace incident, counselors assist many employees, not just the direct victims. Even employees who have not directly experienced or observed
violence may show signs of stress if they work in high-risk jobs. For example, one study reported that the greatest cause of work-related stress among British bus drivers was their perceived risk of physical assault.

**Workplace Bullying:** Although less dramatic than violence, workplace bullying is becoming so common that it is considered a more serious interpersonal stressor. Workplace bullying refers to offensive, intimidating, or humiliating behavior that degrades, ridicules, or insults another person at work. The incidence of bullying reported in university studies ranges from 5 percent among hospital workers in Finland to 40 percent of federal court employees in Michigan (within the past five years). People with higher authority are more likely to engage in bullying or incivility toward employees in lower positions. Women are more likely than men to be targets of bullying. Research indicates that most victims experience stress and its consequences following incident of bullying. They also have more absenteeism and, back on the job, have impaired decision making, lower work performance, and more work errors.

Bullying has become enough of a concern that Scandinavian countries have passed laws against it. Some organizations have also taken steps to minimize the incidence of incivility. Past behavior is the best predictor of future behavior, so companies should carefully screen applicants in terms of past incidents. Feedback, particularly the 360-degree variety, lets employees know when their behavior is out of line. Lastly, organizations should have a grievance, mediation, or other conflict resolution
process that employees trust when they become victims of workplace bullying.

**Organizational Stressors**
Organizational stressors come in many forms. Most forms of organizational change are stressful. Mergers and acquisitions are increasingly common organizational stressors, as are most other forms of organizational change. Downsizing (reducing the number of employees) is extremely stressful to those who lose their jobs. Layoff survivors also experience stress. For example, the company nurse at one high-tech firm discovered that the percentage of employees suffering from high blood pressure doubled after the company laid off 10 percent of its workforce. A study in Finland reported that long-term sick leave taken by surviving government employees doubled after a major downsizing. The stress experienced by layoff survivors is due mainly to higher workloads, feelings of guilt, increased job insecurity, and the loss of friends at work.

**Non-Work Stressors**
Work is usually the most stressful part of our lives, but it’s not the only part. We also experience numerous stressors outside organizational settings. Employees do not park these stressors at the door when they enter the workplace. The stressors carry over and ultimately affect work behavior. Moreover, the stress has a two-way arrow, indicating that stressors from work spill over into non-work and conflict with each other. The three main work-nonwork stressors are time-based, strain-based, and role behavior conflicts.
**Time-Based conflict:**- A freelancer running a design house knows all about the stress of trying to balance time at work with family. The graphic designer in Mumbai, works 52 hours a week, sleeps about 6 hours a night and, in her words, is “frazzled and tired.” With clients all over the world, she has a 24 hours and 7 days schedule, leaving little time for family. “When I’m with them [the children], I’m so tired sometimes that I can’t take them anywhere or do anything fun,” she admits.

This lady designer has to contend with time-based conflict, the challenge of balancing the time demanded by work with family and other nonwork activities. This stressor is particularly noticeable in employees who hold strong family values. Time-based conflict largely explains why stress increases with the number of hours of paid employment and the amount of business travel or commuting time. Inflexible work schedules and rotating shift schedules also take a heavy toll because they prevent employees from effectively juggling work and nonwork. Time-based conflict is more acute for women than for men because housework and childcare represent a “second shift” for many women in dual-career families. Until men increase their contribution to homemaking and business learns to accommodate the new social order, many of these “supermothers” will continue to experience “superstress”.

**Strain-Based Conflict:**- Strain-based conflict occurs when stress from one domain spills over to the other. Relationship problems, financial difficulties, and loss of a loved one usually top the list of these nonwork stressors. New responsibilities, such as marriage, birth of a child, and a mortgage, are also
stressful to most of us. Stress at work also spills over to an employee’s personal life and often becomes the foundation of stressful relations with family and friends. One study found that fathers who experience stress at work engage in dysfunctional parenting behaviors, which then lead to their children’s behavior problems in school.

**Role Behavior Conflict:** A third work-nonwork stressor, called role behavior conflict, occurs when people are expected to enact different work and nonwork roles. People who act logically and impersonally at work have difficulty switching to a more compassionate behavioral style in their personal lives. For example, one study found that police officers were unable to shake off their professional role when they left the job. This role conflict was confirmed by their spouses, who reported that the officers would handle their children in the same manner, as they would people in their job.

**STRESS AND OCCUPATION**
Several studies have attempted to identify which jobs have more stressors than others. These are not in complete agreement, but a representative sample of jobs and their relative levels of stress. One problem with rating occupations in terms of their stress levels is that a particular occupation may have considerably different tasks and job environments across organizations and societies. A police officer’s job may be less stressful in a small town, for instance, than in large city where crime rates are higher and the organizational hierarchy is more formal.
Another important point to remember is that a major stressor to one person is insignificant to another. In this respect, we must be careful not to conclude that people in high-stress occupations actually experience higher stress than people in other occupations. Some jobs expose people to more serious stressors, but careful selection and training can result in stress levels no different from those experienced by people in other jobs.

**CONSEQUENCES OF OCCUPATIONAL STRESS**

- Concentration and attention span decreases
- Distractibility increases
- Short-and long-term memory deteriorate
- Response speed becomes unpredictable
- Error rate increases
- Powers of organization and long-term planning deteriorate
- Delusions and thought disorders increase
- Physical and psychological tensions increase
- Hypochondria increases
- Changes take place in personality traits
- Existing personality problems increase
- Moral and emotional constraints weaken
- Depression and helplessness appear
- Self-esteem falls sharply
- Speech problems increase
- Interests and enthusiasms diminish
- Absenteeism increases
- Drug abuse increases
- Energy levels are low
- Sleep patterns are disrupted
- Cynicism about clients and colleagues increases
• New information is ignored
• Responsibilities are shifted onto others
• Problems are ‘solved’ at an increasingly superficial level
• Bizarre behavior patterns appear
• Suicide threats may be made

**EFFECT OF STRESS ON JOB INVOLVEMENT**

Chronic stress diminishes the individual's resistance, resulting in adverse consequences for both the employee and the organization. This results in variety of physiological, psychological and behavior consequences. Whether the harm done is in any one of the above three areas or more than one area, the deterioration in the employee’s level of involvement is inevitable. For an employee to give his full worth to his work, mental and physical healthiness both is required. Stress has been identified as a source of causing problems in both the areas.

**Job involvement affected due to physiological repercussions of stress**

Stress takes its toll on the human body. Studies have found the students suffering from anxiety about their exams are more susceptible to colds and other illness. They are not able to put in the kind of effort that they desire in their work. The same theory applies to the employees also. Many people experience tension headaches due to stress. Others get muscle pain and related back problems. These physiological ailments are attributed to muscle contractions that occur when people are exposed to stressors. Cardiovascular disease represents one of the most disturbing effects of stress in modern society. Strokes and heart
attacks were rare a century ago but are now the leading causes of death among all adults. Stress also influences hypertension (high blood pressure). Hypertension has decreased in recent years as a result of better lifestyles and medical treatment.

Medical researchers believe that the long-term effect of stress on the heart makes it functioning weak. Whenever people are stressed, their blood pressure goes up and down. That frequent pressure change causes injury to the blood vessel walls, which eventually makes them constrict and function abnormally. Over time, this sequence leads to heart disease. Unfortunately, we often can’t tell when we are physiologically stressed. For example, researchers have found that people think they are in a low-stress state when, in fact, their palms are sweating and their blood pressure has risen. Not much has to be said about the repercussions of physiological trauma faced by an employee. Definitely his quality of work; his productivity in his job and his involvement in his various projects will suffer if he has to face poor health.

Job involvement affected due to psychological repercussions of stress

Stress produces various psychological consequences, including job dissatisfaction, moodiness, and depression. Emotional fatigue is another psychological consequence of stress and is related to job burnout. Job burnout refers to the process of emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from prolonged exposure to stress. The phrase “job burnout” didn’t exist 40 years ago; now it’s
heard in everyday conversations. Job burnout is a complex process that includes the dynamics of stress, coping strategies, and stress consequences. Burnout is caused by excessive demands made on people who serve or frequently interact with others. In other words, burnout is mainly due to interpersonal and role-related stressors. For this reason, it is most common in helping occupation (e.g., nurses, teachers, police officers).

The relationships among the three components of job burnout are explained below. Emotional exhaustion, the first stage, plays a central role in the burnout process. It is characterized by a lack of energy and a feeling that one’s emotional resources are depleted. Emotional exhaustion is sometimes called compassion fatigue because the employee no longer feels able to give as much support and caring to clients.

Depersonalization follows emotional exhaustion and is identified by the treatment of others as objects rather than people. Burned-out employees become emotionally detached from clients and cynical about the organization. This detachment reaches the point of callousness, far beyond the level of detachment normally required in helping occupations. For example, a burned-out nurse might coldly label a patient as “the kidney in room 307.” Depersonalization is also apparent when employees strictly follow rules and regulations rather than try to understand the client’s needs and search for a mutually acceptable solution.

Reduced personal accomplishment, the final component of job burnout, refers to the decline in one’s feelings of competence and success, and becomes evident in feelings of diminished
competency. In other words, the person’s self-efficacy declines. In these situations, employees develop a sense of learned helplessness as they no longer believe that their efforts make a difference.

**Job involvement affected due to behavioral repercussions of stress**

When stress becomes distress, job performance falls and workplace accidents are more common. High stress levels impair our ability to remember information, make effective decisions, and take appropriate action. All have probably experienced this level of distress in an exam or emergency work situation. One forgets important information, make mistakes, and otherwise draw a blank under intense pressure.

Overstressed employees also tend to have higher levels of absenteeism. One reason is that stress makes people sick. The other reason is that absenteeism is a coping mechanism. At a basic level, we react to stress through fight or flight. Absenteeism is a form of flight-temporarily withdrawing from the stressful situation so that we have an opportunity to re-energize. Companies may try to minimize absenteeism, but is sometimes helps employees avoid the exhaustion stage of the stress experience.

**OCCUPATIONAL STRESS AND LIFE ORIENTATION**

**Individual Differences in Stress**

Individual characteristics moderate the extent to which people experience stress or exhibit a specific stress outcome in a given situation. Two people may be exposed to the same stressor, such
as having too many deadlines, yet they experience different stress levels or different stress symptoms. People exposed to the same stressors might have different stress symptoms for three reasons. One reason is that each of us perceives the same situation differently. People with high self-efficacy, for instance, are less likely to experience stress consequences in that situation because the stressor is less threatening. Self-efficacy refers to a person’s belief that he or she has the ability, motivation, and situational contingencies to complete a task successfully. Similarly, some people have personalities that make them more optimistic, whereas others are more pessimistic. Those with pessimistic dispositions tend to develop more stress symptoms, probably because they interpret the situation in a negative light.

A second reason some people have more stress symptoms than others in the same situation is that people have different thresholds of resistance to a stressor. Younger employees generally experience fewer and less severe stress symptoms than older employees because they have a larger store of energy to cope with high stress levels. This explains why exercise and healthy lifestyles, are one way to manage stress. People who exercise regularly and have other healthy lifestyle behaviors are also less likely to experience negative stress outcomes.

A third reason people may experience the same level of stress and yet exhibit different stress outcomes is that they use different coping strategies. Some employees tend to ignore the stressor, hoping that it will go away. This is usually an ineffective approach, which would explain why they experience
higher stress levels. There is some evidence (although still inconclusive) that women cope with stress better than their male counterparts. Specifically, women are more likely to seek emotional support from others in stressful situations, whereas men try to change the stressor or use less effective coping mechanisms. However, we must remember that these coping strategies are not true for all women or men.

**Type A and Type B Behaviour Patterns**

A 52-year-old employee of a software company collapsed on his way to the car park. An ambulance crew discovered he had blood flow problems to his heart, so they strapped him to a stretcher and hooked him up to heart monitor. In spite of his confinement and health condition, the systems analyst tried to make business calls on his mobile telephone while the ambulance was racing him to the nearest hospital.

This systems analyst probably has a type A behaviour pattern. Type A people are hard-driving, competitive individuals with a strong sense of time urgency. They tend to be impatient, lose their temper, talk rapidly, and interrupt others during conversations. In contrast, those with a type B behaviour pattern are less competitive and less concerned about time limitations. They tend to work steadily, take a relaxed approach to life, and be even-tempered. Type B people may be just as ambitious to achieve challenging tasks, but they generally approach life more casually and systematically than do type A people. The important distinction, however, is that type B people are less likely than type A people to experience distress and its
physiological symptoms (such as blood flow problems to the heart) when exposed to a stressor.

Regarding job performance, type A people tend to work faster than type B people, choose more challenging tasks, have higher self-motivation, and be more effective in jobs involving time pressure. On the other hand, type A people are less effective than type B people in jobs requiring patience, cooperation, and thoughtful judgment. Type A people tend to be irritable and aggressive, so they generally have poorer interpersonal skills. Individuals with type A Personality have characteristic which mirrors the characteristics of enlargers, whereas individuals with Type B. Personality are more like the enfolders.

The phenomenon of stress is highly individualistic in nature. Some people have a high level of tolerance for stress and appear to thrive in a dynamic environment yet others appear to be almost paralyzed in the face of stressors present in the organization. These include meeting deadlines, meeting high standards of performance expectations, working with moderate resources and coping with sudden emergencies. Thus, every individual has an optimum level of stress under which he or she will perform to full capacity. If the stress experienced is below this capacity then boredom or apathy tends to set in. This may result in withdrawal from work. In contrast, when the stressors are too many, and too intense, for examples a tough boss or uncooperative employees, an atmosphere of mistrust prevails and the performance of the individual also falls down. The employee will be forgetful at times, suffer from hurry sickness, and also from insomnia and psychosomatic disorders.
When we analyze the 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. Enlarging person revels in challenging job, looks for responsibilities in the job and likes to exert influence that the job entails him.

The enfolding personality will be more distressed in a stressful situation as he likes to keep things to himself. He is very moralistic and likes to do things neatly and well. He likes stability in life and unrest caused due to stress can be traumatic for him. Employees often experience different levels of stress in the same situation because they perceive it differently as their life orientations are different. Consequently, stress can be minimized by changing perceptions of the situation. This strategy does not involve ignoring risks on other stressors. Rather, it involves strengthening our self-efficacy and self-esteem so that job challenges are not perceived as threatening. The basic human nature or orientation cannot change but certain perceptual manipulations are definitely possible. Humor, positive mental imagery, positive self-task can potentially change stress perceptions by increasing our self-efficacy and by helping us develop a more optimistic outlook, whatever the life-orientation may be.

After considering the theoretical background of the variables understudy, queries that knock the mind of the investigator are as follows -
• Will the executives with enfolding characteristics express higher levels of involvement towards their job as compared to executives with enlarging characteristics?

• What will be the level of job involvement of the executives who have high level of occupational stress as compared to executives who have low level of occupational stress?

• Will the executives with high occupational stress and enlarging characteristic express higher levels of job involvement as compared to executives with high occupational stress and enfolding characteristics?

• 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 express higher levels of job involvement as compared to executives with low and high levels of occupational stress?

• 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?

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

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

• Will the executives in the manufacturing segment be more involved in their jobs as compared to the executives in the service segment?
Who will express the maximum job involvement: executives who are below 38 years of age; executives between 39 to 48 years of age or executives above 48 years of age?

OBJECTIVES OF THE STUDY
In the light of the above, the current research is an empirical investigation. Hopefully certain aspects of job involvement will emerge which will throw light on the techniques of enhancement of the involvement level of an employee towards his job. The study has the following objectives:

- To determine the type of life-orientation an individual has and how it affects his job involvement.
- To classify the respondents on the basis of their occupational stress, and judge its impact of their job involvement.
- To find out the difference in occupational stress levels with respect to the life-orientation and then see their interaction’s impact on the job involvement level of the respondents.
- To identify the job involvement level of the male executives as compared to the female executives.
- To judge the role of the area of work namely manufacturing and services, in the quality of involvement of the employees.
- To classify the respondents on the basis of their designations namely frontline, middle ranking and senior position, and find out if there is any relationship between these ranks and the levels of their job involvement.
- To find out if there is a relationship between various age groups and job involvement.
To arrive at the resultant conclusions and to offer suggestions as to how to maximize the level of J.I. of the employees.

EXPECTED OUTCOME OF PROPOSED WORK

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

Hypothosis II
There will be a significant difference in the levels of J. I. when compared with the various categories of O.S.

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

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

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

Hypothosis VI
There will be a significant difference in the levels of J.I. according to the area 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 –ie– (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 levels of J.I. of the executives with different L.O., O.S. and age.

Hypothesis XX
There will be significant difference in the levels of J.I. of the executives with different L.O., O.S. and sex.
Hypothesis XXI
There will be significant difference in J.I. levels of executives working in different area of work and their status.

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