CHAPTER III

RELATED LITERATURE
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RELATED STUDIES AND RESEARCHES

(Review of Earlier Researches)

As seen earlier, work in the field of job involvement, job satisfaction, individual difference in personality, position in the organization and achievement motivation is of recent origin. However, due to its economic implication and its role in the progress and prosperity of a nation, it has fast developed during the last 20 years since the publication of the first book on the subject by Charles A. Myres, followed by Argyris, Herzberg, Hoppock, Maslow, Suitarmeiser, Tannenbaum and McClelland. A glance over the work done in this area may, therefore, be found useful in clarifying how the present study can further help in understanding its nature and cancel its nature and put the above referred variables.

The research literature on Job Satisfaction, Involvement is full of empirical evidences which establish the importance of Job satisfaction in one’s mental and physical well-being (Korhousen, 1965; Sales, 1969; Sales and House, 1971; Holliday, 1948; Sinha and Nair, 1965; Sinha and Agarwala, 1971; Raman, 1969). However, there is a dearth of evidence about the effect of various situational, personality and attitudinal variables on Job Satisfaction,
In a previous chapter, a detailed background of the present study was discussed. In this chapter, a brief summary of the findings of other relevant studies will be presented, so that our study may be evaluated in proper perspective. This chapter also describes various job and organization related attitudes of involved parties and reviews the findings of scholarly studies to explore the antecedents and outcomes of these attitudes. Since the study centres round identification with work and identification with organization, an attempt will be made to define the related concepts and propose a model showing the possible relationship of identification to job, personality, and organization related variables, and the job behaviour that is affected by identification.

Starting with the human relations movement in 1930s and with the works of Maslow (1954), Argyris (1957), McGregor (1960), Herzberg (1959) and many others, greater attention was paid to human factor and to what man seeks from his work. The concepts of job-enlargement and job-enrichment have come from the realization that many of our jobs are bereft of the qualities that make them fuller and meaningful for the job holder. Such jobs complied with organizational
situations that put restrictions on individuality and creativity, severely limiting a man's involvement in his work and organization.

Among the other theories widely talked and generally acceptable to management theorists is that of Herzberg. Herzberg and his associates (1959) in an interview survey of some 200 engineers and accountants asked them to describe a time when they felt specially dissatisfied and a time they felt specially satisfied with their job. The results obtained by them indicated that factors like supervision, interpersonal relations, company policy, and salary were the frequent causes of job dissatisfaction but less frequently caused satisfaction. They called these "Hygiene factors". Situations like the work itself, achievement, promotion, recognition, and reasonability were frequently mentioned as sources of satisfaction but much less as sources of dissatisfaction. They called these together as 'Motivators'. On the basis of these findings they proposed that satisfaction and dissatisfaction results from different services, satisfaction depends upon 'Motivators' while dissatisfaction is the result of Hygiene factors.

The later elaborations of Motivator - Hygiene theory were tied to a specific view of the nature of man.
(Hersberg, 1966). He contended that there are two separate and unrelated categories of human needs: One category sharing with animals - the physiological needs and the other category of psychological needs which has its root in man's possession of a reasoning mind. He suggested that these two sets of needs operate in different manners. Physical needs work as a pain-avoidance (tension-reduction) system, when frustrated they produce discomfort; when fulfilled they produce relief from discomfort but no positive pleasure. Contrary to this, the need to use one's mind (psychological needs) is satisfied by such factors as increasing one's knowledge, making abstract interactions, creative activity, being effective in ambiguity, developing individuality and the like. These are growth oriented and act only in a positive sense, i.e., attaining growth brings pleasure, but failure to grow does not bring displeasure.

As a matter of fact, Herzberg's theory has made a major contribution to our understanding the nature and causes of job satisfaction, at least; in the sense that it emphasizes the importance of psychological growth as a precondition of job satisfaction and that such growth stems from the work itself. This has generated many fruitful suggestions and experimentations in the field of job redesign to allow the job for greater psychological growth.
On the other hand, Herzberg's instances on the idea that dissatisfaction results only from 'Hygiene's and satisfaction only from 'Motivators', i.e., the existence of two unipolar continua is misleading both logically and empirically. The above assumptions, as a matter of fact, are not necessary in supposing that work facilitates psychological growth.

Herzberg's theory has been a topic of severe criticism by many of the industrial/organizational psychologists. For example, Locke (1976) has noted the following flaws in his theory.

1) It creates the equivalent of mind-body dichotomy
2) It suggests unidirectional operation of needs
3) There is lack of parallel between man's needs and the Motivator - Hygiene factors
4) It uses incidental classification system
5) It has no explanation for the workers defensiveness
6) It uses frequency data
7) It denies the fact of individual differences

Among a number of other difficulties with this theory, one is that it has not been stated consistently. King (1970) has identified five different versions of it from Herzberg's writings. Locke (1976) has also noted many inconsistencies in his writings of 1966 itself.

Another point made against this theory is that it is
method bound - I.e., only when his method of critical incidence technique is used (including his classification systems) his original aggregate patterns of results is duplicated consistently (Herzberg, 1966) although not universally (House and Widyor, 1967) and not if the data are analyzed on an individual basis (Sohwab and Heneman, 1970).

Schneider and Locke (1971) and Locke (1973) using event/agent classification system have shown that the classification of 'Motivators' as only satisfiers and 'Hygiene' factors as dissatisfiers is a misleading one. Their results indicate that Motivators were mentioned almost equally often as satisfiers and dissatisfiers and accounted for more than 76 per cent of the events in both the cases. The same results were found in the case of Hygiene factors.

Vroom (1964) is of the opinion that Herzberg's (1966, pp.130-131) findings may be an artifact of defensiveness - an avoidance tendency by workers supposing threats to their self-image. They take credit for the satisfying events that occur but blame others for dissatisfying occurances. The attempts by Herzberg (1966, pp.130-131) and Bobbit and Bohling (1972) to answer the problem of defensiveness has simply failed. Wall (1973a) has provided even more direct evidence for the thesis of defensiveness. He asked 77 employees of a chemical processing company to describe sources of job satisfaction
and job dissatisfaction for three different time periods. In each period, scores on a measure of 'ego-defensiveness' correlated significantly with the proportion of all dissatisfying factors. Warnimont\(^{26}\) (1966) also tried to study the problem of defensiveness using Herzberg's\(^{27}\) categories according to a forced choice format and obtained results similar to those of Schneider and Locke\(^{28}\) (1971).

In an attempt to test the validity of Herzberg's\(^{29}\) theory in Indian conditions a study was made on middle management executives from public and private sector industries (Pestonjee and Basu\(^{30}\), 1972). Instead of using Herzberg's open-ended critical incident techniques a structured questionnaire prepared by Lahiri and Srivastava\(^{31}\) (1967) were used to test the following hypotheses:

1) Job satisfaction and dissatisfaction are two separate and distinct feelings.

2) Motivator factors, combined together contribute more towards job satisfaction than hygiene combined together.

3) Hygiene factors combined together contribute more towards job dissatisfaction than motivator factors combined together.

4) There will be significant difference in both satisfaction and dissatisfaction scores between the executives of the private and public sector industries.

The results of this study taken as a whole, only partially support the two-factor theory. The contention of
the two-factor theory that satisfaction and dissatisfaction are two different feelings has been fully supported by this investigation. Lahiri and Srivastava (1967) also found similar results in their study.

In 1943 Maslow proposed his 'Theory of Human Motives' which he further elaborated in coming years (Maslow, 1954, 1970). According to him man has five basic needs—
(i) Physiological needs, (ii) Safety needs, (iii) belongingness and love needs, (iv) esteem needs, and (v) self-actualization needs.

In addition, he also proposed another category of needs like order and aesthetic needs. However, he never elaborated these two. According to his basic theoretical propositions these needs are arranged in an hierarchical order based on their 'prepotency' or dominance. The individual has to fulfil first the most prepotent ones and until they are satisfied no attempts are made for satisfying the less prepotent ones. However, he never emphasized that the more prepotent needs must be fully satisfied before the less prepotent ones are fulfilled rather, he suggested that the more prepotent one will relatively be more fulfilled than the less prepotent ones. He has also recognized the importance of individual differences. However, Maslow's Theory has many weak points, the greatest being that its assumptions are difficult to verify empirically.
As a matter of fact, it is easy to cite findings as being consistent with Maslow's theory, but rare to make direct tests of it using longitudinal data (Locke, 1976). Attempts made by Hall and Nangaim (1968) and Lawhr and Suttle (1972) to test the theory directly using longitudinal data failed to support it. Backler and Williams (1971) have rightly observed "it has proved easy to interpret situations by his method, but rather more elusive to actually test it out" (p.291). Locke (1976) has criticized Maslow on the following grounds:

i) The concept of self-esteem is all pervasive since it has not been empirically validated as in the case of physiological and other motives.

ii) The lumping together of so many diverse factors such as freedom from physical harm to economic security. Physical harm is directly linked with life threatening by economic security is not.

iii) The term self-actualization has no coherent meaning and can mean different things to different people.

iv) According to Maslow there is a near perfect correspondence between needs and values. However, this is not the case. While needs, by definition, are innate and universal, values and acquired in the course of development.

v) Contrary to Maslow's claim that needs can "disappear permanently" (1954, p.147), they simply cannot since they are part of an organism's nature. They can only be fulfilled or frustrated.

vi) He (Maslow) also seems to be confused about what his theory is a theory of. For example, at one place he has said that it is a theory of action (1954,
pp. 100-101) - i.e., more prepotent needs will always be more fulfilled or satisfied than the less prepotent ones; somewhere also he claims that the theory postulates only felt desires to act (1954, p. 99), and these felt desires may not be expressed in action. Both the views have different implications for prediction and explanation of actions and attitudes.

Maslow admits that behaviour tends to the determined by several or all of the basic needs simultaneously rather than by only one of them which is contradictory to the idea of need satisfaction occurring in a fixed hierarchical order.

Psychological researches on job attitudes, incentives absenteeism and problems of industrial relations have been numerous. The case with which the common survey techniques of social research are applicable to this field, as also greater consciousness of the factors operating in the social milieu on the part of Indian psychologists, have been responsible for this bias. The work proceeded more or less on the lines of the social-industrial psychological researches in the United States. Most of them directly or indirectly, deal with attitudes and perceptions of workers and there is seldom, if ever, any use made of small group research techniques or direct experimental approach.

In the field of performance and job satisfaction, some 144 studies were reviewed by us, they constituting almost
27 per cent of all such studies in the concerned field. This field appears to be a favourite area of research of industrial psychologists in India.

Motivation and incentive have been studied by many investigators. Ganguli's (1961) monograph, "Industrial Productivity and Motivation", presents the findings of his own researches on the relative importance of different incentive factors and compares them with studies made in the west. Faroqui's (1962) article in papers on industrial psychology provides a good review of researches on incentive.

Incentive is a significant industrial problem. The studies so far made have generally been concerned with determining the perceived importance and ranks of wages and other incentive factors. They lack in systemic analysis of the question of incentives to industrial workers as related to various socio-psychological variables and their impact on workers.

Mukherjee (1962) focuses his study on the efficacy of economic incentives and an analysis of their effects on industrial productivity. Ganguli (1953) have studied the influence of wages on employee morals. In a number of studies, Ganguli (1954) (1956) analysed the relative importance of different incentive factors motivating the Indian workers
and has observed wages and security to be of the greatest significance—a finding that differs from what is usually found among workers in the West. Pestonjee and Akhtar\textsuperscript{46} (1963) also studied the relative significance of ten intrinsic factors. Advancement, participation, security and recognition were rated more important than pay. Sinha\textsuperscript{47} (1971) investigated the motivation of white-collar workers.

In a recent study concerning job satisfaction and general adjustment of white-collar workers, Sinha and Agarwala\textsuperscript{48} (1971) report a significant positive correlation (\( r = .52 \)) between a measure of job satisfaction and scores on Saxena's adjustment.

Bhatt's\textsuperscript{49} (1962) enquiry revealed that, of the nine possible incentives, choice of work, advancement and co-workers were preferred, in that order. The fifth place was a tie between benefits, conditions of work and holidays. The finding is a surprising one and conflicts with the results of other investigators. Farooqi\textsuperscript{50} (1966) analyzed the group task motivation.

Studies on the hierarchy of incentives have often yielded confusing results. Quite frequently wages and security have been given the most prominent place. In other studies they are relegated to a comparatively lower rank.
Such differences are attributable, partly at least, to local conditions prevailing in the factory. But looking to the various studies of incentives, it is difficult to get a clear picture of the relative importance of various factors for Indian workers and the problem calls for a more systematic and planned investigation on a more representative national sample. An experimental approach to the problem both in the laboratory and in the field situation is also likely to yield useful data on incentives and their efficacy for Indian workers.

Mirza S., Saiyada in (1975) in his study on "Effect on Subordinate's Personality on Supervisory Style" tests the hypothesis that the supervisory behaviour was a function of subordinate's personality. It was first carried out in the laboratory followed by a field study. The scores on authoritarian a scale were manipulated to see their effect on supervisory behaviour. Though the HIF subordinate elicited more directive behaviour in the experiment, the field study results showed that the supervisory behaviour was perceived to be more supportive by HIF subordinative. The general findings of the study suggest that it is possible, at least in a limited way, to predict the nature of supervisory behaviour on the basis of personality predisposition of the subordinates. The results confirm the suspicions which Vroom indicates and
suggests the nature of relationship that emerges from the interaction of supervisors.

Professor Elton Mayo's investigation at Hawthorne works of the Western Electric Company was the first important breakthrough in the field of attitude assessment of workers. These studies, reported by Roethlisberger and Dickson (1939), comprised of a series of experimental investigations, one leading to another, but all unplanned at the initial stage and spread over a period of twelve years from 1927 to 1939. The importance of these studies lies in the fact that they draw very little from the formal theoretical systems of any of the social sciences and yet they can be considered real contributions to theory.

The Hawthorne studies, for the first time, experimentally established that the relationship between the worker and the supervisor "leads to a more potent influence on output than any manipulation of environmental conditions and that the informal associations of a group of men at work act as a potent stabilizer on the level of production (the notion of the informal group enforcing its notion of the "fair day's work") were made the basis of a new frame of reference in industry" (Hergberg, Mausner and Snyderman, 1959).

The significance of the Hawthorne studies lies not in
their experimental designs or control of variables but in their sincere endeavour to understand employees and their problems. The experimentally established the impact of employee attitudes on productivity. These researches are considered 'revolutionary' and representative of the type of investigation that was not 'steered to predetermined conclusions'. New questions and problems continued to crop up and new methods and designs were evolved to solve them. Many questions were raised during the course of these studies which would have never been raised otherwise.

Sinha D and Singh P. studied "Job Satisfaction and Absenteeism" (Indian Journal of Social Work, 21, 337-343, 1961). The study aimed at finding the factors associated with absenteeism in workers. On the basis of attendance records in a large steel industry, 72 high absentee workers and 156 low absentee workers were located. On the basis of random samples, 50 workers from each group were interviewed on a job satisfaction questionnaire covering 4 years and having 32 items. Each worker was rated by his supervisor. Among the areas of job satisfaction, only for wages and security, the difference in scores was significant. The ratings of supervisors were also significantly different for high and low absentees. The low absentees were judged to be satisfactory. Among the 11 personal factors studied,
only income level showed significant difference. High income workers had low absenteeism rates.

Sinha D. and Sharma K.C.\textsuperscript{55} studied "Union Attitudes and Job Satisfaction in Indian Workers" (\textit{Journal of Applied Psychology}, 46, 247-251, 1962). The study aimed at finding the relationship between attitude towards union and job satisfaction. A random sample of 100 workers from a light engineering factory was studied. The factory had a good reputation as an employer with progressive attitudes. Two questionnaires were specially constructed for this purpose and used. The scores were skewed showing that workers generally had an unfavourable attitude towards the union and a fairly high level of satisfaction. The relationship between the two scores was indicated by a correlation-coefficient of 0.47, significant at 1 percent level. Those below 35 years of age rather than above, unmarried rather than married, and those with less than 8 years of union membership were found to be more satisfied than others.

Job satisfaction along with job attitude has been a very fertile area of work, beginning with a study by Sinha\textsuperscript{56} (1958). Isolating the factors underlying satisfaction and dissatisfaction in office and manual workers, a large volume of work has accumulated. Sinha and Singh\textsuperscript{57} (1961) and
Sinha (1965) established the relationship between job satisfaction and absenteeism. In other studies, Sinha and his co-worker Sharma (Sinha and Sharma, 1962) observed negative association between union attitude and job satisfaction and general adjustment. Relationship of job satisfaction with different background factors has been analyzed (Sinha and Nair, 1965) and its relation with worker behaviour has been investigated.

Singh (1974), Singh and Pestonjee (1974), and Pestonjee and Singh (1977) in their studies of supervisory orientation have also obtained evidence for greater job satisfaction and higher morale of workers in employee oriented supervisions than in production - oriented supervision. Those findings indicate that democratic pattern (i.e., better involvement of workers in their job and greater autonomy) of leadership is more effective than the other types.

Analysing existing data available on job satisfaction, he (Ganguli, 1965) has tried to answer the questions about the percentage of Indian industrial workers who can be regarded as satisfied with their job. The satisfaction figures are low compared with those reported by the investigators in the West. He (Ganguli, 1954c) has also studied the effect of union membership on job satisfaction in his interesting investigation into the satisfaction and discontent of employees.
In another study (SITRA, 1964), the level of job satisfaction in high productivity units was found to be significantly higher than in low productivity units. Their employees viewed various aspects of their job more favourably. Dissatisfaction with certain aspects of work tended to spread to other areas. Studies on job satisfaction have revealed its importance and its causative factors. The pictures, however, are not clear regarding the importance of causative influence. Such studies and those conducted on the perceived importance of job attitudes (Lahiri, 1965 Lahiri and Chowdhari, 1966, 1969) have not yielded an unified picture of the determinants of job satisfaction.

Singh, Wherry and Huang (1963) made a methodological comparison of two types of morale measures and, using factor analysis, extracted a number of factors, namely, pride in group and status amongst fellow workers vs. foreman-centredness, belief in the considerateness of the foreman, pride in one's contribution and its recognition, pride in growth and advancement, satisfaction with security and steady work. Desai (1964) compared two industrial organizations on the morale factors.

Another significant study was conducted by Hoppock (1935) and reported in his monograph entitled 'Job satisfaction'. A community-wide survey was conducted by
Hoppock in New Hope. To assess job satisfaction, Hoppock developed a nine-item questionnaire. About 88 percent of the 351 employed adults filled out his questionnaire. His findings revealed that about 15 percent of the sample had negative attitudes or job dissatisfaction.

Hoppock computed an index of satisfaction ranging from 100 to 700 with six divisions. An index of 100 indicated extreme dissatisfaction and that of 700 extreme satisfaction and 400 indicated indifference. Results obtained by Hoppock for five occupational groups are given below:

<table>
<thead>
<tr>
<th>Occupational Classification</th>
<th>No. of Cases</th>
<th>Range of Indices</th>
<th>Mean Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unskilled Manual</td>
<td>55</td>
<td>100-650</td>
<td>401</td>
</tr>
<tr>
<td>2. Semi-skilled</td>
<td>74</td>
<td>125-650</td>
<td>483</td>
</tr>
<tr>
<td>3. Skilled manual and white collar</td>
<td>84</td>
<td>125-675</td>
<td>510</td>
</tr>
<tr>
<td>4. Sub-professional, business and minor supervision</td>
<td>32</td>
<td>250-700</td>
<td>548</td>
</tr>
<tr>
<td>5. Professional, managerial, and executive</td>
<td>23</td>
<td>300-700</td>
<td>560</td>
</tr>
</tbody>
</table>

Hoppock also conducted a single-profession survey of 500 teachers. Teachers from 51 urban and rural communities
were selected and their job satisfaction was estimated on four attitude scales. Scores on all the four scales were combined to yield a single measure of job satisfaction. On the basis of scale scores, 100 most satisfied and 100 least satisfied teachers were chosen for intensive interviewing. Differences between the two groups are summarized by Blum (1956), as follows:

1. The satisfied showed fewer indications of emotional maladjustment.
2. The satisfied were more religious.
3. The satisfied enjoyed better human relationships with supervisors and associates.
4. The satisfied were teaching in cities of over 10,000 population.
5. The satisfied felt more successful.
6. Family influence and social status were more favourable among the satisfied.
7. The satisfied had 'selected' their vocations.
8. Monotony and fatigue were reported more frequently by the dissatisfied.
9. The satisfied were on an average 7.5 years older.

This survey did not find any statistically significant difference between the average salaries of the two categories. A revealing finding of the survey was that job satisfaction and vocational interest are not identical, since, 84 per cent of the dissatisfied teachers responded
positively to the question: "Is your work interesting?".

In the epilogue to his study Hoppock proposes the following six major components of job satisfaction:

i) Individual's reactions to unpleasant situations.

ii) Facility of adjusting with other individuals.

iii) Standing in the socio-economic group with which one has identified.

iv) Relationship between the demands of the job and the worker's abilities, interests and training.

v) Security

vi) Loyalty

Another important study connected with workers' satisfaction was conducted by Herzberg, Mausner and Snyderman in 1959. These investigators evolved their own design and procedure which were both novel and effective. Whereas the earlier investigators have studied attitudes either in isolation or in relation to productivity and morale, this study was aimed at studying job attitudes in toto. For the first time the factors-attitudes-effects (F-A-E) complex was studied as a unit. A semi-structured interview was used for this purpose. Individuals were required to think of the times (i) when they felt most happy with their jobs (high) and (ii) when they felt unhappy (low)
about their jobs. These narrational data were subjected to rigorous analysis for identifying the potential 'Satisfiers' and 'Dissatisfiers'.

Studies reviewed above are those which were concerned with factors constituting employee attitudes, i.e. job satisfaction and morale. These have been reported here either for their historical significance or for their refinement in research design and techniques, and also because they have taken cognizance of variables included in our investigation.

Another important investigation was conducted by Vroom and Mann (1960) to determine the impact of leader authoritarianism on employee attitudes. The study was carried out in a single plant of a large delivery company. The plant comprised of 28 geographically separated operating stations, each employing about 50 persons. The men working there were truck drivers and positioners. The positioners' duty was to collect parcels from a conveyor belt and place it on an appropriate shelf for trucks to carry them. Positioners worked in teams of eight to ten men. The teams started work around 11.30 p.m. and left around 8.30 a.m. There was a good deal of interaction among positioners and between the supervisor and the team.

Drivers reported on duty around 8.30 a.m. were briefed
for the day and were out on work by 9.00 a.m. Each driver reported to the Station Manager. The nature of duties restricted interaction among drivers and between drivers and station managers to a few minutes at the beginning and the end of their duties.

The attitude of work alienation or job involvement has been considered as very central to work motivation and yet very few studies have been done to explore the relationship between job involvement and patterns of perceived needs and their satisfaction on the job. Most of the theories of human motivation (Herzberg, 1966; Maslow, 1954) direct their efforts to indentifying the strength of various need categories and to suggest that job behaviour is primarily determined by the perceived strength and satisfaction of these needs in the employees. Very little attention has been paid to job involvement as a moderate variable influencing the employee's perception of importance, strength and satisfaction of his needs. The authors' (Kanungo, Misra Sasi B., Ishwar Dayal, 1975) study entitled "Relationship of Job Involvement to Perceived Importance and Satisfaction of Employee Needs" is an attempt to explore the relationship between the attitude of job involvement and patterns of perceived importance of the needs, and their satisfaction on the job. The results of the study provided support to the
notion that employees' attitude of job involvement can act as a moderate variable and can influence employees' cognitive evaluation of the importance of various job factors. The respondents in the study belonged to India, a developing country, where the lower order needs are expected to be the most salient force governing their behavior. Contrary to such expectations, the results revealed that the respondents to their cognitive evaluation consider self-actualization on the job to be important and social and physiological need satisfaction to be least important (International Review of Applied Psychology, 1975, Vol. 24, No. 1).

A cross-legged correlation design was used to list causal relationships between work performance and four different measures of job satisfaction by Sheridan J. and Slocum J. W., Jr. (1975). The study emphasized the direction of the causal relationship between job satisfaction and work performance. Longitudinal data over one year's period was collected from a sample of 35 managers and 59 machine operators in a steel firm. Effective measures of job satisfaction were linked to manager's performance in a lagged performance-satisfaction relationship (Organizational Behaviour and Human Performance, 14, 159-172, 1975).

Recent research has demonstrated that affective responses to work are related more directly to the structural
characteristics of the organization than to individual differences. Individual characteristics, however, have often been thought to be antecedent to job satisfaction, but the relevant empirical evidence supporting this notion has not been accumulated. The research reported here by Charles A. O'Reilly and Karlene H. Roberts\(^1\) examine the relationship among 13 individual traits, 3 structural characteristics of the position and 5 aspects of job satisfaction in the study on individual differences in personality, position in the organization and job satisfaction. The general hypothesis that the individual work-related traits affect job satisfaction was supported only in so far as intrinsic traits may predict attainment of position. Structural characteristics appear to be more directly linked to job attitudes than personality traits (Organizational Behaviour and Human Performance, 14, 144-150, 1975).

Measures of job involvement used in the literature were administered to samples of students and insurance salesmen by Saleh S.D. and Hosek James\(^2\). Results were explained in terms of Gergen's structural theory of the self and were found to be representing the identity, the connotative and the evaluative dimensions. In conclusion, job involvement may be defined as the degree to which the self, with its three components - identity, connotative and evaluative dimensions - is reflected in the individual's job. It is the degree to which
The person identifies himself with his job, actively participates in it and considers his performance important to his self-worth. It is, therefore, a complex concept based on cognition, action and feeling (Academy of Management Journal, Vol. 19, No. 2, 1976). Inter-relationships among the job involvement, values, personal background, participation in decision making and job attitudes were investigated by Ruh R.A. and White J. and Roberhood in a study in manufacturing organizations. Job involvement was found to be affected both by individual differences and characteristics of the job situation. Job involvement may also be a poor moderator of relationship between job characteristics and attitudes.

In addition, previous research on the effects of individual differences on the relationship between job characteristics and employee responses to the job has yielded ambiguous and conflicting results. Tosi J. (1970), for example, was unable to replicate the results of Vroom's classic study on the effects of authoritarianism and the need for independence on employee responses to participation in decision-making. That is, Tosi's results indicated that employee authoritarianism and need for independence did not moderate the relationships between participation and satisfaction or performance.

Similarly, Turner and Lawrence J. (1965) and Blood and
Hulin (1968) found that employees with rural background as well as those who have internalized "middle class work values" such as protestant ethics, are more likely to respond positively to job enlargement. But these findings are more appropriately viewed as hypotheses to be investigated through future research rather than unequivocally supported conclusions. In both these studies, the urbanization of plant sites involved was used for moderating the relationships between job characteristics and employee responses.

Most recent studies which have directly investigated the size of the community in which employees were reared, currently lived and preferred to live, and which have attempted to directly measure employee values, have failed to support the hypothesized moderating effects of the community size on the relationship between job characteristics and employees' responses (1967). Blood attempted to replicate the results of Blood and Hulin and to extend these results by developing a direct measure of the "acceptance of middle class work values". According to Hulin and Blood (1968) model, differences in the community size were hypothesized to lead to measurable differences in work values, and both background differences and work values were hypothesized to be related to the responses of workers to job characteristics. The data provided no support for these hypotheses. Personal background data did not replicate the moderation of the relationship between
job characteristics and employee responses found by Blood and Hulin, and Turner and Lawrence. The direct measure of work values also failed to moderate these relationships. In contrast to predictions from Hulin and Blood of model, work values were related directly to job attitudes.

Similarly, a study by Siegel and Ruh (1973), although not designed as a direct replication of the work of Blood and Hulin, obtained results which were inconsistent with predictions made from the Hulin and Blood model. In addition to the work of Blood and Siegel and Ruh, several studies have investigated related concepts such as ego involvement, job interest and work role involvement.

Ledahl and Kajner (1965) cite an unpublished study by Ledahl in which job attitude data were coded from interviews with a sample of women doing precision electronics work. These data were analyzed and merged as a separate factor, related only to "team involvement", "product knowledge", and "time on the job". On the basis of these results, Ledahl and Kajner (1965) developed a questionnaire for measuring job involvement. An original pool of 110 potential items was reduced to 20 items on the basis of item and factor analysis of data collected from 137 nursing personnel.

Based on a review of the job satisfaction literature, Evans (1969) suggested a conceptual framework for enhancing
our understanding of the relationship between various facts of job satisfaction, goal aspiration, attainment and goal importance. This study represents only one initial attempt directed at the development of a theory of job attraction, the results to provide supportive evidence that (a) although the operational definitions of job attraction (and satisfaction) do not yield empirically comparable measures of attraction (satisfaction), (b) it is possible to validly measure people's attraction to, and satisfaction with, their jobs. The author's (Richard T. Barth) study was entitled as "An Empirical Examination of Several Job Attraction and Job Satisfaction Measures? Its sample comprised of 189 professional engineers. The findings of this study relating to job satisfaction are partially consistent with those of Wanons and Lawler (1972). They are less consistent with Evans' (1972) results. (International Review of Applied Psychology, Vol. 25, No. 1).

Various investigations have shown that personality and adjustment factors are responsible for the ineffectiveness of many people, rather than lack of relevant aptitude or technical competence. Incorporating available literature from 1900 to 1957, (1) Mann has presented a review of the relationship between personality and performance in small groups. (2) O'Connor has illustrated that there is a direct impact of emotions on production.
Ganguli, while discussing employee adjustment to work, observes, "In this country (India) there is very often a major influx of rural population to newly established industrial centres. These men are thus all of a sudden exposed to the stresses of an industrial life to which their previous mode of living has not prepared them. Examples of this situation may be found in newly established industrial townships like Rourkela, Bhilai, Sindri, etc. Secondly, it is also thought that rural population migrating to urban centres may have amongst them a more than proportionate number of people with unstable personalities and with schizophrenic and psychopathic traits". For these reasons, it is possible that the incidence of psychoses in Indian industries may be more than in the general Indian population and may exceed the figure of 6.5 per thousand. In spite of the above assumption that industrial population suffers from a much larger extent of emotional disturbances, there is hardly any systematic attempt to study the relationship between personality and the performance of supervisors. Indeed, a few studies that have been conducted are limited to personality adjustment and leadership qualities of the supervisors, personality characteristics of industrial executives and the incidence of neuroticism and extroversion among industrial workers.
Joshi H.B. and Dubey B.L. have produced a detailed report on job satisfaction of one hundred and fifty nurses in the age group of 20-39 years (mean 29.5, SD 3.9) by using Eysenck Personality Inventory and semi-structured questionnaire to obtain demographical characteristics and job satisfaction. Satisfaction on wage and working conditions was greater than on other variables. Scores were low on ego need satisfaction, relations with supervisors and individual job satisfaction (Nursing Journal of India, LXVII, 191-192, 1976).

Paliwal T.R. focuses his study on inter-cultural differences in respect of job satisfaction and strength of incentives among sugar factory employees belonging to eastern and western parts of the State of U.P. in India. It was found in his study that even though all had the same pay grade, and had almost the same educational status, the two groups had significantly different levels of job satisfaction. In respect of scale positions on incentive items for which performances were measured, the attainment of the two groups differed. Even where hierarchical positions of incentive items were similar, numerical distances between those items as measured from zero on the scale were different. Cultural differences were found to be associated with the difference in job satisfaction level and incentive preference.
Ganesh S.R. and Malhotra A.K. studied "Work Values of Indian Managers" (ASCI Journal of Management, 4(2), 149-162, 1975). Their study indicates that the managers place high value on duty consciousness, willingness to accept personal responsibility, security and stability to employees and goal directedness. The private sector managers were significantly more manipulative and less socio-centric compared to the managers in the public sector and the government organizations. Managers at the top level were more existential than the managers at the middle level. Tribalistic values were at their maximum during the period of 41 to 45 years. The conformistic and sociocentric values increase with age, and manipulative and existential values decrease with age.

The paper by Mehta Prayag on "Employee Motivation and Work Satisfaction in a Public Enterprise" (Vikalpa, 2(3), July 1977, 223-236) examines the implications of employee motivation, work satisfaction and organizational climate for the functioning of public sector enterprises with particular reference to workers' participation in management. Data on employee motivation in a large public enterprise was collected with the help of a semi-projective instrument consisting of a set of six pictures. The subjects wrote stories in response to each picture, following standard instructions. These stories were analysed for seven types
managerial employees showed strong motivation for influence and influence-backed motivation for personal achievement, backed by need for personal achievement. The author feels that the patterns discussed in the analyses are likely to create interpersonal problems and conflicts, and would come in the way of workers' participation in management.

The sample study by Sinha D. on "Job Satisfaction in Office and Manual Workers" (Indian Journal of Social Work, 19, 39-46, 1958) consisted of 100 office and 100 manual workers. Fifty workers in each group had expressed satisfaction with their jobs while others had expressed dissatisfaction. The questionnaire contained a list of 24 factors affecting job satisfaction. Satisfied workers were asked to check which/how factors contributed to their satisfaction. Similarly, dissatisfied workers were asked to check factors contributing to their dissatisfaction. The data were analyzed by comparing the frequencies of each factor in each group as contributing to job satisfaction or dissatisfaction. A high rank order correlation showed considerable agreement between office and manual workers. Both these categories of workers regarded security of service and salary as relatively unimportant, and work which was interesting to be very important as far as satisfaction in a job was concerned.
Mehta Prayag studied "Efficacy and Alienation in the Imagery of Middle Managers and Worker Representatives" (National Labour Institute Bulletin, 2(8), August 1976, 302-308). This paper is a part of the continuing study on efficacy and alienation in working group. A semi-projective picture instrument for collecting the imagery of managers, worker representatives and others has been developed. A series of six pictures was shown to participants in various programmes of worker participation. They wrote stories in response to these pictures under the usual controlled situations. The author is developing a system of analysing the content of the imagery to stories for a sense of social efficacy and alienation. Some samples of imagery under various categories of themes and some results of this ongoing study are presented in this paper. These three cards are given: (1) queue of the people, (2) present and future, (3) leader and followers and their responses.
Some General Observations on Studies 
on Job Involvement, Satisfaction and 
Personality Traits

It is clear from the above review of research studies that job involvement or its opposite job alienation represents the degree to which the total job situation is thought of as being central to one's life or self-concept. An employee perceives himself as self-estranged when he thinks he is engaged in activities on the job that are not meaningful in themselves, but are simply a means to other ends. Thus, for the alienated employee, work is something which is not intrinsically meaningful and rewarding. An involved employee on the other hand expects his work to be intrinsically rewarding because he thinks work provides him an opportunity for self-expression which is affected by a variety of social, personal and organic factors and which in turn affects the personality and behaviour patterns of individuals in a variety of ways.

However, one can hardly fail to notice certain basic needs of research in this area.

(i) The results of the review reveal that there is not much unanimity regarding the causal relationship between job satisfaction, work performance, personality characteristics and job involvement. However, some broad interrelated generalizations about job involvement and
satisfaction can be stated as below:

1) Like other important psychogenic motives they are neither instinctive nor hereditary. Research evidences have shown that affective responses to work are related more directly to the structural characteristics of the organisation than to individual differences.

11) In the context of Maslow's (1954) need categories and their hierarchy, the present study is designed to explore the relationship of job involvement to experiential and cognitive systems operating within employees. It develops in an achievement demanding environment. Prima facie one may tempted to visualise how the western concept of achievement are and its emphasis on material achievement are so different from ours. Western culture is more materialistic, demanding more independence, hard work competition, mastery of the situation and accumulation of more and more materialistic things. In the typically Indian context, one may be tempted to generalise that our supervisory staff should possess a high N-Ach. It should be drawn from an environment motivation prevails. If this is done, its resulting impact on worker Job Involvement and productivity may benefit, work results favourably.
(iii) The nature of demands need not be uniformly same in all cultures. Cultural differences may be manifested both in the quantity and quality of demand needs. Job involvement - affective responses is reflected into personality characteristics inherent in cultural variation.

(2) If these observation are valid, the environmental background and behavioural qualities associated with need achievement need reassessment in the context of own culture particularly of Ahmedabad to which the present study is confined.

Hardly any serious attempt seem to have been made in this country to view and theorize organizational behaviour in an achievement demanding environment from the oriental angle, and sort out these environmental factors and personality qualities which invariably go with need achievement and those which are typically different in our textile culture of Ahmedabad.
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