VII

DISCUSSION
Major findings of the study will be discussed in this chapter for sake of cohesiveness. Discussion will centre around issues rather than results of specific analysis.

**Job Satisfaction and Job Involvement**

The results clearly indicated that Job Satisfaction and Job Involvement are distinct and separate attitudes. Correlates of satisfaction and involvement are spread over the correlation matrix of 33 variables as presented in Table 4 of the previous chapter. The results suggest that satisfaction and involvement are distinct but related attitudes. Because of their empirical and conceptual distinctness it would be desirable to treat them as separate attitudes. This will help understanding their antecedents and outcomes. Job involvement was a multidimensional attitude and hence is difficult to measure. It was negatively related to satisfaction.
Age and Tenure

Age was negatively related to satisfaction ($r = -0.008$) and positively but insignificantly related to Involvement. In regression analysis Age significantly related to involvement. This relationship tended to change or disappear when more variables were added to the study.

Tenure was positively related to satisfaction ($r = 0.4016$, Table 6, IIIrd stage). While it was negatively related to involvement ($r = -0.0022$, Table 6, IIIrd stage). It appeared that the relationship between Age and J.S. and J.I. is not direct. An important finding with respect to Age was the criticality of Forties and early fifties for Job Satisfaction. Persons at the age of 40 and above have no choice but to stick to their present job and therefore tend to adjust to the job. This is possibly an explanation to change in relationship of Age and Satisfaction in Regression Analysis. The famous Chinese saying "If rape is inevitable, lie back and enjoy it", fits to this situation. Persons having a tenure of 13 years and more
had more job satisfaction. Tenure however does not appear to critical determinant of involvement.

Locus of Control

Internal locus of control emerged as a significant personality factor affecting Job Satisfaction ($r = 0.1076$ Table 6, IIIrd stage).

Textile workers who believe that they can significantly influence their outcomes by their own work attitude have internal locus of control. For understanding what the locus of control does to a work, job attitudes are determined by how a job is evaluated by the job holder. Notions like exchange, and inducement - contribution ration tell us that the evaluation is determined by what one expects from the job and what one receives from it reinforce his attitudes and behaviour. The internals believe that they control their reinforcements. Such a belief would provide a buffer against attributing the failure to receive a positive reward to external situations.
The receiving of rewards and other positive reinforcements would enhance a person's self-esteem as he believes that he himself has caused rewards to come to him. This increases the value of rewards for him. Probably this is why people scoring high on internality are more satisfied with their jobs. (Organ and Greene, 1974; Duffy et al. 1977).

All the above observations indicate that a person's belief about the control may affect his level of job satisfaction. The above observations have been substantiated by some previous studies as well. For example, a study by Pryer and Distefans (1971) correlated the five scales of the job description index (Smith, Kendall, and Hulin, 1969) with I.E. scale for three samples of nurses and found that the externals have less satisfaction with their jobs. In another investigation of the relationship between locus of control and job satisfaction, Mitchell, Smyser and Weed (1975) have also confirmed the above findings. They also observe that the internals are more satisfied with participative management style than the externals,
the reverse is true for a more directive style. Here, one should be reminded of the fact that although the above cited studies are consistent with each other the relationship is not very strong. As a matter of fact, in most of these studies it has been very low and as evident in the present investigation have hardly reached the level of significance.

Need Importance and Need Satisfaction

It was hypothesised that strength and satisfaction of higher order needs will be related to satisfaction. Satisfaction of security need had a very low correlation with Job Involvement ($r = 0.1043$, Table 5, IInd stage). It was negatively related to satisfaction ($r = -0.0454$). Satisfaction of social status need had no relation to satisfaction ($r = 0.000$). Social status had insignificant relationship with involvement ($r = 0.0429$, Table 5, IInd stage). Satisfaction of self-esteem need negatively related to satisfaction ($r = 0.2175$) while it was positively related to involvement ($r = 0.0736$).
Importance of security need which is a longer order need, was insignificantly related to involvement and satisfaction and indirectly proved the hypotheses that person with higher satisfaction and involvement will give more importance to higher order needs. Need importance of all needs was equal for high and low groups of satisfaction. Need satisfaction of self actualisation need was higher for high satisfied group. Other needs were similarly satisfied. (Table 3 of Chapter VI).

Importance of autonomy and self actualisation needs were significantly related to involvement in regression analysis. These results are in agreement with Maurer (1969) who found them to be related to involvement Lawler (1973) and Robbins, (1975) reported relationship between higher order need importance and job involvement. Similarly achievement need a higher order need, have been found related to involvement. (Steers 1977)

The congruence between personal and organizational goals is one of the pre-conditions for
increase in job involvement. Need satisfaction represents such a congruence (Hall, et.al. 1970) and hence it is related to job involvement. Need satisfaction is also a yardstick against which a person evaluates his job and organization. If his needs are met and if he perceives that the work in hand can satisfy his important needs he will identify with his work and organization. The relationship of need satisfaction, and opportunities for need satisfaction to identification suggests that identification is an exchange phenomenon (Hrebinisk and Alutto, 1972).

Work Values

Work values related to jobs satisfaction as well as job involvement but the relation was statistically insignificant. Persons high on work values were high on satisfaction (Table 3). Pride in work strongly related to Satisfaction \((M = 47.18)\) and also with involvement \((m = 40.40. \) Table 3). All work values differed significantly for both low and high groups on satisfaction and involvement. (Table 3). Job challenge and
autonomy was significantly related to satisfaction. In subsequent analysis with additional variables, the place of job challenge was taken over by attitudes towards work which included the aspect of job challenge.

The importance of job challenge for job attitude has been noted by Hall and Lawler (1970), Patchen (1970), who found job challenge related to job involvement. Hall, Schneider and Nygreen (1970) found a relationship between job challenge and satisfaction of security esteem, autonomy, self fulfilment needs.

Job autonomy gives a person the freedom to set his own pace of work, own style of work and therefore satisfies his higher order needs and ultimately makes him involved in the job. He applies his mind constantly to the solutions of various problems arising on the job and does a crisis preventive planning. Textile management therefore should allow more autonomy to Supervisor in order to get better performance out of them as well as workers. An interesting example of Goenka
Group can be cited here wherein supervisors and workers of their tyre plant were allowed to fix their own timings of work. Minimum production targets were given to them and incentives for higher production in terms of per piece per day were announced. A worker and supervisor could finish his work within 2 hours and could go home or rest for the rest of the shift. This arrangement worked successfully and production doubled. Thus it is clear that autonomy and challenge can influence involvement.

Participation in Decision Making

Participation has low and insignificant correlation with Job Involvement. Participation had a negative and insignificant correlation with satisfaction. The findings on the relationship of participation to organisational identification differ from the findings of Lawler and Hackman (1971) and Siegel and Ruh (1973). Participation was positive with Tenure, and has positive relation with locus of control internal.
The negligible relationship between participation and involvement found in this investigation can be explained. It can be added here that the relationship between participation and job involvement is affected by cultural and specific situational factors. There is, however, no data to support this stand for explaining the present findings. White and Ruh (1973) found a positive relationship between job involvement and participation in decision making. Schuler (1976) found participation related to involvement. Alutto and Acito (1974) also report a relationship between participation and involvement.

In organizations like textile mills, meeting production targets is the preoccupation of technicians. Daily production reports are prepared and submitted to the management. To keep the machines running and restarting the stopped machines as soon as possible is the major responsibility of technicians. They are held responsible if quantity or quality of production drops. Technicians are also expected to show creativity and innovativeness in solving problems.
However, the situations in most mills do not encourage experimenting with new procedures and methods. If anybody comes out with something new that clicks, he may get recognition but if he fails his attempts at finding solutions are not even recognized. Under these circumstances technicians may be unwilling to use the autonomy offered by their job as it implies discretion and they may not be prepared to use their discretion as it enhances their accountability and responsibility. Probably it is factors like these which lead to an insignificant association between job autonomy and identification in the technician group draw from six mills. The organizational situations described above can also cause a negative effect of job autonomy on chance of rising in the organization.

Clerks have a predominantly one organisation career with limited job mobility. Promotion is based largely on seniority than on skills. For
clerical staff, then opportunities for skill growth may not lead to organisational identification or even hamper organizational identification.

The findings of this study raise an important issue pertaining to the quality of working life. The issue of the quality of working arose as a humanitarian concern for the kind of psychological experiences people have on the job. Job involvement, satisfaction and identification have been suggested as measures by which quality of working life can be measured. It can be added here that not alone the degree of identification but also its sources need to be explored for assessing the quality of working life.

Organizations like textile mills are utilitarian organizations. Utilitarian organizations are those organizations in which the sources of control and motivation are material rather than psychological. Individuals join organizations with certain expectations. They have certain needs, desires, skills, values and so on. If the work
and organization provides opportunities for satisfaction of important needs and if the organizational situations are congruent with the values of the individuals they will identify with their work and organization.

It appears that if people perceive that their job provides opportunities for satisfying their important needs their involvement is enhanced. However, the present satisfaction of needs alone is not sufficient.