II

THE PROBLEM
Most of the theory, research, and application in the field of industrial and organizational psychology has emphasized one of the two classes of variables in attempting to understand, predict, and change job motivation and behaviour. Personal selection psychologists on the one hand have placed emphasis on different individual variables such as abilities, personal background, and personality characteristics; but with few exceptions, they have ignored organizational and job characteristics. On the other hand, organizational psychologists have emphasized job and organizational characteristics and largely ignored individual difference variables.

The history of job satisfaction and involvement research may be rather impressive than that of concepts like job attitudes and
morale. Since the publication of "Job Satisfaction", a classic review of about 32 studies, by Hoppock in 1935 thousands of research articles and books have been published on this topic. According to an estimate about 3350 articles including dissertations have been published up to 1972 (Locks, 1976). Looking into such a large quantum of data on research done on the topic, one may question the necessity of continuing further work in the field. However, as suggested by Locks (1976) the continuation of further work on the topic is justified since job satisfaction and involvement can be viewed as separate ends in themselves.

Secondly, it needs to be studied because it may contribute to other attitudes and outcomes. For example, it is logical to think that since job is a part of one's life, job satisfaction shall influence life satisfaction. A number of investigations bear testimony to this fact. A significant relationship has been reported between attitudes towards the job and those towards life (Iris and Barreti, 1972; Kornhauser 1955; Weitz, 1952). The results
obtained by Herzberg and others \(^6\), (1959) also suggest that satisfying job experiences (e.g., achievement, recognition) often increase the individual's self-confidence.

However, a number of studies are available which cast doubt on the job-satisfaction and performance relationship. For example, in a study conducted by Survey Research Centre at the Michigan University (Katz, Maccoby, and Morse, 1951; Katz, Maccoby, Qurin \(^7\), and Floor, 1951) no differences were found between satisfaction and wages, satisfaction and job status in both high and low satisfaction groups. Rather, in one of the studies, it was observed that the highly productive group tended to be more critical about certain aspects of the Company policy (Katz, Maccoby and Morse \(^8\), 1951). In the other, it was noted that the high productive group reported even less intrinsic job satisfaction (Katz, Maccoby, Qurin and Floor \(^9\), 1951). This led to the conclusion that there were little evidence of any simple or appreciable relationship between employee attitudes and the effectiveness of their performance (Brayfield and Crockett, \(^10\), 1955).
The reasons behind the conflicting results regarding job satisfaction and performance relationship are several. The main reason, however, is that the relationship is more complex than is generally assumed and is subject to influence effect from a number of other variables (Cherrington, Reitz, and Scott, 1971; Green, 1973; Hackman and Lawler, 1971; Inkson, 1978; Pestonjee, Singh and Singh, 1981; Porter and Lawler, 1968; Steers, 1975; Stone and Mowday, 1977).

It has also been hypothesized that it is performance which causes job satisfaction, and not the vice versa (Lawler & Suttle, 1972). However, despite a larger number of empirical investigations regarding this issue the matter is yet to be resolved. It has also been suggested that under different work environments or for workers with different value systems either type of causal relationship (i.e., satisfaction causes performance or vice versa) could exist (Porter & Lawler, 1968; Locke, 1976; Schwab & Cummings, 1970; Sutermeister, 1971).
Job satisfaction has also been found to be related to absenteeism and employee turnover (Brayfield and Crockett, 1955; Herzberg et al., 1957; Locke, 1976; Sinha, 1974; Vroom, 1974). It has been shown by Hulin, 1956 in a quasi-experimental field study that increases in satisfaction and a reduction in turnover resulted from management instituted changes designed to increase satisfaction in the problem areas uncovered in an earlier correctional study.

Ingham, (1970) has suggested that absenteeism could be affected by the types of satisfactions gained from the job. Sinha and Singh, (1961) concluded that workers with high incidence of absence tended to be less satisfied than regular workers with the nature of work, supervision, personnel policy, and wages and security.

The problem to be investigated then is to find out how job involvement (affective responses) relates to personality characteristics, as well as job satisfaction, with reference to need achievement of supervisory staff in textile mills of Ahmedabad.
Formally stated the subject is:

"An empirical study of the relationship of job involvement to job satisfaction of supervisory and non-supervisory staff in textile mills".

(Personality Correlates with Achievement Motivation).

It may be readily observed that organizational structures and personality characteristics are independent variables and job satisfaction and job involvement are dependent variables.

Objectives

From the preceding discussion one can see why so much attention has been paid to the study of job satisfaction and involvement relationships. However,
much effort is still needed to fully understand the relationship between satisfaction, involvement and its agent/outcome variables. For example, since the nature of job may differ from one to another group in a population or from one to another population separate efforts should be made to study the causes and outcomes of job satisfaction-involvement for each group or type of population. Secondly, most studies available are not comprehensive enough. Only a small number of variables are used which weakens conceptualization and hampers integration of the results of the application of theory. Another difficulty with the job satisfaction-involvement research is that most studies are correlational in method and hence fail to provide any light on causal relationship between the outcome variables. Further, most of the studies deal with the labour population and there is a dearth of research in the managerial and executive cadres of the organizational structures.

The present investigation is an attempt to fill some of the gaps in the existing knowledge in the field.
The present investigation was undertaken with the following objectives in view:

1) to decipher personality characteristics which are generally found in the highly achievement motivated supervisors and non-supervisors which favour the development of self actualization.

For this purpose, the investigator has selected certain personality characteristics and environmental situations on the basis of research evidence and some theoretical and practical considerations, to find out,

1) which of these personality and environmental variables are related to n-Ach;

2) in what manner are they related to n-Ach.
The results obtained may well help to modify the theory of job involvement in relation to job satisfaction.

Looking into socio-cultural factors in organizational behaviour, it can be stated in the following general form:

"Individual behaviour in an organization is influenced by the ideals of his community which are significant for an individual's sense of identity".*

Perhaps, this hypothesis can also be extended to include another, namely expectations in relation to authority, of members belonging to a functional area which is seen as critical in the achievement of the organization's objectives, are of quite a different order from those of others performing "less critical" roles. An individual's response, on the level of feeling, to his work situations and personality factors may be reasonably expected to bear a systematic relationship with reported job satisfaction.

Hypotheses
1) Persons at different levels of locus of control will differ significantly in relation to their job satisfaction and job involvement.

2) Negative relationship may exist between job satisfaction and job involvement.

3) The higher the degree of job satisfaction the more would be the perceived,
   a. Satisfaction of higher order needs on the job.
   b. Job autonomy
   c. Challenge offered by the job.

4) The higher the degree of job involvement in the organization, higher would be the perception of,
   a. the chance of rising in hierarchy
   b. participation in the decision -making
   c. job autonomy
   d. support from immediate superiors.

5) Age, and Tenure are very closely related to job involvement and job satisfaction.
6) Persons experiencing high job involvement would be higher on
a. internal locus of control
b. work values
c. importance of higher order needs and need satisfaction.

7) Longer the service with an organization the stronger the job satisfaction that job involvement.

8) Higher the degree of job involvement, higher the perceived levels of abilities required for the job.

Importance

Psychological variables like those of job satisfaction and job involvement have been explored but marginally in the available literature on the subject of labour and personnel management. Much effort is still needed to fully understand the relationship between job satisfaction and involvement and its agent/outcome variables. For example, since
the nature of job may differ from group to group within a population separate efforts should be made to study the causes and outcomes of job satisfaction and job involvement for each types of population. Secondly except for a few, most of the studies available suffer from a lack of comprehensiveness. Only a small number of variables are used which limits the scope of formulating theory with a measure of confidence. Another difficulty with job satisfaction and job involvement research is that most of the studies are correlational in nature and hence fail to provide any light on causal relationship between the agent/outcome variables. Our study is a modest attempt to further the research basis in this area. It seeks to bring about an interaction between the managerial culture and the culture of the supervisors in the textile industry and discusses the dynamics of the interaction between personality variables and performance behaviour. Since the supervisory job cannot, as a rule, be performed automatically emotions and emotional symptoms are more likely to have a detrimental impact on performance.
The study of this type in textile industry and especially in an Indian setting as exemplified by Ahmedabad is highly significant for a number of reasons. Firstly the available studies describe the relationship between personality factors and supervisory performance in the Western context. The present study is of considerable importance to the growth and development of behavioural science in India. If the results obtained are in line with those of western studies, it may be inferred that theories on the relationship between personality traits and job satisfaction and performance measures as developed in the west can be used in the Indian climate; and if the results are not in line with those of the western research, the very inapplicability of those theories to Indian conditions may pave the way for the development of alternative theories.

Secondly the study may be of lasting value and importance to personnel managers in large industrial undertakings in the private sector in particular, where the treatment of the supervisors is not guided by any firm policy rooted in theory. The importance of the study is all the greater from
the fact that in the continuing course of the development and nationalization of the textile industry, the role of supervision may become more crucial. It may need to be consciously developed in a systematic manner and in this task a much fuller understanding of the psychological or behavioural variables involved may come as handy.

Thirdly, the study may reveal the type of personality patterns that are conducive to higher levels of supervisory performance which may further help employment managers in screening candidates in regard to the selection problems in various private sector large industrial undertakings in this country.

The present study may be found useful also in deciphering personality and environmental correlates of need achievement in the supervisory staff of not merely textile mills of Ahmedabad alone but also help in cross-validation of other researches in similar areas conducted earlier.
The present study is expected to provide a better insight into the dynamics of job involvement in relation to need achievement and also a better integration and synthesis of the results obtained so far.

**Scope/Coverage**

1) The entire sample data of the study was drawn from six textile mills of Ahmedabad.

2) The study was confined to supervisory and non-supervisory staff.

**General Limitations**

Despite its immense theoretical and practical importance, the study has the following general limitations:

It is confined to a particular industry in a given industrial centre and the results may not be wholly true of other industries and other centres except to the extent that they represent a large
well-organized subsector of consumer goods industry, as the results relate to large factory organizations, even so.

It is possible that supervision in textile mill production has peculiar attributes. To that extent, the replicability of our study may serve no more than an empirical model, whose broad parameters may be valid but not the built-in variables.
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