III

RELATED STUDIES AND RESEARCHES
- REVIEW OF EARLIER RESEARCHES
CHAPTER III
RELATED STUDIES AND RESEARCHES
(Review of earlier Researches)

In a previous chapter a detailed background on the present study was discussed. In this chapter, a brief summary of findings of a few relevant studies that have a bearing on our theme are summarized in order to sharpen the focus of our study. Further the chapter describes various job and organization related attitudes of the involved parties and reviews the findings of scholarly studies to explore the antecedents and outcome of these attitudes. Since the study centres around identification with work as well as with the organization we 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 the identification.

Starting with the human relations movement in 1930s increasing attention was paid to human factor and to what man
seeks from his work by such writers as Maslow\(^1\) (1954); Argyris\(^2\) (1957); McGregor\(^3\) (1960); and Herzberg\(^4\) (1959). The concepts of job-enlargement and job-enrichment came 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 the organizational situations that put restrictions on individuality and creativity, severely limiting man's involvement in his work and organization.

Among the theories widely talked of and generally acceptable to management theorists: one is that of Herzberg. Herzberg and his associates\(^5\) (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 trust.
were frequently mentioned as sources of satisfaction, but much less as sources of dissatisfaction. They called these factors as "Motivators". On the basis of these findings they proposed that satisfaction and dissatisfaction results from different sources. 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 (Herzberg, 1966). He contended that there are two separate and unrelated categories of human needs: one category shared with animals—the physiological needs and the other category of psychological needs which has its root in man's possession of a reasoning faculty. He suggested that these two sets of needs operate in different ways. Physical needs work as a pain avoidance (tension reduction) system; when frustrated they produce discomfort; when fulfilled they produce relief from discomfort but not positive pleasure. Contrary to this, the psychological needs are satisfied by such factors as increasing one's knowledge, making abstract interactions, creative activity being effective in
developing individuality and the like. These act only in a positive sense, i.e., their fulfilment brings pleasure but its absence does not bring displeasure.

Herzberg's theory marks a major contribution to our understanding of the nature and causes of job satisfaction, in the sense at least that it emphasizes the importance of psychological satisfaction as a precondition of job satisfaction and that such a satisfaction stems from the work itself. This has generated many fruitful suggestions leading to experimentations in the field of redesigning jobs to allow for jobs yielding greater psychological growth.

On the other hand, Herzberg's insistence on the idea that dissatisfaction results only from 'Hygienes' and satisfaction only from 'Motivators', i.e., the existence of two unipolar continuum is misleading both logically and empirically.
Herzberg's theory has been subject to 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 parallels between man's needs and the Motivator-Hygiene factors.
4) It uses incidental classification systems.
5) It has no explanation for the worker's 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.
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 system) his original aggregate pattern of results is duplicated consistently (Herzberg, 1966) although not universally (Heuse and Wigdor, 1967) and not if the data are analysed on an individual basis (Sohwab and Herman, 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 percent 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 findings may be an artifact of defensiveness and avoidance tendency by workers fearing threats to their
self image. They take credit for the satisfying events that occur but blame others for dissatisfying occurrences. The attempts by Herzberg\cite{14}(1966, pp.130-131) and Bocbit and Bohling\cite{15}(1972) to answer the problem of defensiveness have simply failed. Wall\cite{16}(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 periods of time. In each period scores of a measure of egc-defensiveness correlated significantly with the proportion of all dissatisfying factors. Warnimount\cite{17}(1966) also tried to study the problem of defensiveness using Herzberg's\cite{18} categories according to a forced choice format and obtained results similar to those of Schneider and Locke\cite{19}(1971).

In an attempt to test the validity of Herzberg's\cite{20} theory in Indian conditions a study was made on middle management executives from public and private sector industries (Pestonjee and Basu\cite{21} 1972). Instead of using Herzberg's open-ended critical incident techniques; a structured questionnaire prepared by Lahiri and Srivastava\cite{22}(1967) were used to test the following hypotheses
i) Job satisfaction and dissatisfaction are two separate and distinct feelings.

ii) Motivator factors combined together, contribute more towards job satisfaction than hygienes combined together.

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

iv) 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.

In 1943 Maslow\(^23\) proposed this 'Theory of Human Motives' which he further elaborated in the following years (Maslow\(^24\), 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 did not elaborate these two. According to his basic theoretical propositions needs are arranged in a 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 did not emphasize 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. It is easy to cite
findings as being consistent with Maslow's theory but ver difficult to make direct tests of it using longitudinal data (Locke, 1976). Attempts made by Hall and Nangaim (1968) and Lawler and Suttle (1972) to test the theory directly using longitudinal data failed to support it. Bleckber and Williams (1971) have rightly observed, "it has proved easy to interpret situations by his (Maslow) 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 is not helpful. Physical harm is directly linked with life threatening but economic security is not.

iii) The term self actualization has no coherent meaning and can mean different things to different persons.
iv) According to Maslow\textsuperscript{30} there is a near perfect correspondence between needs and values. However, this may not be the case. While needs, by definition, are innate and universal, values are acquired in the course of development.

v) Contrary to Maslow's\textsuperscript{31} 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 else 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 be 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 ease 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 and they constitute almost 27 per cent of all such studies in
the field. This field has been of great interest to industrial psychologists in India.

Motivation and incentives have been studies by many investigators. Ganguli's (1961) monograph, Industrial Productivity and Motivation, presents the findings of his research 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 incentives.

Incentives constitute 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 display a lack of systematic analysis of the question of incentives to industrial workers as related to various socio-psychological variables and their impact on workers.

Mukerjee (1962) focuses his study on the efficacy of economic incentives and an analysis of their effects on industrial productivity. Ganguli (1953) has studied the influence of wages on
employee morale. In a number of studies Ganguli\textsuperscript{36} (1954) (1956) analysed the relative importance of different incentive factors motivating 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{37}(1963) also studied the relative significance of ten intrinsic factors among which advancement, participation, security and recognition were rated more important than pay. Sinha\textsuperscript{38}(1971) investigated the motivation of white-collar workers.

In a recent study concerning Job Satisfaction and general adjustment of white-collar workers, Sinha\textsuperscript{39}(1971) report a significant positive correlation ($r = .52$) between a measure of job satisfaction and scores on Saxena's adjustment.

Bhatt's\textsuperscript{40}(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
by a field study. 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 had indicated and suggest the nature of relationship that emerges from the interaction of supervisors with their subordinates.

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
one and conflicts with the results of other investigators.

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 on 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 investigation on a more representative national sample. An experimental approach to the problem both in the laboratory and in field situation may yield useful data on incentives and their efficacy for Indian workers.

Mirza S. Saiyadain\textsuperscript{42} (1975) in his study on "Effect of 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
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 acts as a potent stabilizer or the level of production (the notion of the informal group enforcing its notion of the "fair day's work") was made the basis of a new frame of reference in industry" (Herzberg, Mausner and Synderman 1959).

The significance of the Hawthorne studies lies not in their experimental designs or control of variables but in their endeavour to understand behaviour of employees and their problems. They 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.

The study aimed at finding the relationship between attitudes 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 these two scores was indicated by a correlation coefficient of 0.47, significant at 1 per cent 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 (1958). Isolating the factors underlying satisfaction and dissatisfaction in office and manual workers, a large volume of work has accumulated. Sinha and Singh (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 a negative association between union attitude and job satisfaction and general adjustment. Relationship of job satisfaction with different background factors has been analysed (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 supervision 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, Gunguli (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 employee.

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 picture, however, is 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 per cent of the 351
employed adults, filled out his questionnaire. His
findings revealed that about 15 per cent 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. Semiskilled</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 supervisory</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 summarised 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 year 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 workers' 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 most 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 attitude of work alienation or job involvement has been considered as 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 identifying the strength of various need categories and to suggest that job behaviour is primarily determined by the perceived strength and satisfaction of those needs in the employees. Very little attention has been paid to job involvement as a variable influencing the employee's perception of importance, strength and satisfaction of his needs. The study by Kanungo, Misra Sasi B., Iswar Dayal (1975) entitled "Relationship of Job Involvement to Perceived Importance and Satisfaction of Employee Needs" is an attempt to explore the relationship between job involvement and patterns of perceived importance of the needs and their satisfaction on the job. The results of the study provide support to the notion that employees' job involvement can act as a moderator 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 behaviour. Contrary to such expectations, the results revealed that the respondents in their cognitive evaluation consider self-actualization on the job to be most important and social and physiological need satisfaction to be least important (International Review of Applied Psychology 1975, vol.24, no.1).

A cross-lagged correlation design was used to test causal relationships between work performance and four different measures of job satisfaction by Sheridan J.E., 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). Need deficiency measures of job satisfaction were linked to the machine operators' performance in a dissatisfaction performance relationship. The inclusion of the importance moderator in measures of job satisfaction
did not improve the correlation between satisfaction and performance.

The research reported here by Charles A. O'Reilly and Karlene H. Roberts examines 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. No significant relationships were found. Canonical correlations between structural characteristics and job satisfaction with personality traits paralleled out were significant. These results were validated by randomly splitting the sample and recomputing the analysis.

Interrelationships among the job involvement, values, personal background participation in decision making and job attitudes were investigated by Ruh R.A. and White J. and Roberson in a study in manufacturing organizations. Job involve
ment was found to be affected both by individual characteristics and specific attributes of the job situation. Job involvement may also be a poor moderator of relationship between the attributes of job and the individual's attitudes.

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

Similarly, Turner and Lawrence (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 and relationships between job attributes 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 attributes 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 attributes. The data provided no
support for these hypotheses. Personal background data did not replicate the moderation of the relationship between job attributes and employee responses found by Blood and Hulin\textsuperscript{70}, and Turner and Lawrence\textsuperscript{71}. The direct measure of work values also failed to moderate these relationships. In contrast to predictions from Hulin and Blood model, work values were related directly to job attitudes.

Similarly, a study by Siegal and Ruh\textsuperscript{72}(1972), 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\textsuperscript{73} model. In addition to the work of Blood and Siegal and Ruh, several studies have investigated related concepts such as ego involvement, job interest and work role involvement.

Lodahl and Kejner\textsuperscript{74}(1965) cite an unpublished study by Lodahl in which job attitude data were coded from interviews with a sample of women doing precision electronics work. These data were analysed and merged as a separate factor, related only to "team involvement", "product knowledge", and "time
on the job". On the basis of these results, Lodahl and Kejner (1965) developed questionnaires 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 (1976) suggested a conceptual framework for enhancing our understanding of the relationship between various facts of job satisfaction, goal aspiration, attainment and goal importance. This is an initial attempt to develop a theory of job attraction; it seeks to provide supportive evidence that although the operational definitions of job attraction (and satisfaction) do not yield empirically comparable measures of attraction (satisfaction), 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\textsuperscript{77} (1972). They are less consistent with Evan's (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, Mann\textsuperscript{78} has presented a review of the relationship between personality and performance in small groups and O'Connor\textsuperscript{79} 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 though 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 India 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 neurosis 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 20.5, SD 3.90) 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 scale, 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 with reference to which performances were measured, that 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 difference was found to be associated with the difference in job satisfaction level and incentive preference.
Ganesh S.R. and Malhotra A.K.\textsuperscript{82} 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 sociocentric 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. Triabalistic 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 Prayag Mehta\textsuperscript{83} 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 of motivations. They are discussed in the paper. The managerial employees showed strong motivation for influence and influence-backed motivation for personal achievement; the workers showed strong motivation for social achievement, backed by need for personal achievement. The author feels that the patterns discussed in the analyses are likely to create inter-personal 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 has 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 responsible for their dissatisfaction. The data were analysed 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 services and salary as relatively unimportant, and work which was interesting to be very important as far as satisfaction in a job was concerned.

Prayag Mehta\textsuperscript{85} studies "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 on-going 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.

1. 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 inter-related 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.

ii) 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 among employees. It develops in an achievement demanding environment. Prima facie one may be tempted to visualize how the western concept of achievement and its emphasis on material achievement are so different from ours. Western culture is more materialistic, demanding more independence, 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 need achievement. It should be drawn from an environment where motivation prevails. If this is done, its resulting impact on worker job involvement and productivity may benefit, work favourably.

iii) The nature of demands need not uniformly be the same in all cultures. Cultural differences may be manifested both in the quantity and quality of demand needs. Job involvement -
affective responses is reflected in personality characteristics inherent in cultural variation.

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

Hardly any serious attempt seems 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.
REFERENCES


   ______ (1960)
Understanding Organizational Behaviour; Homewood, Ill: The Dorsey Press.

   ______ (1964)
Integrating the Individual and the Organization; New York, Hohn Wiley & Sons, Inc.


4. Herzberg, F. (1966)
Work and the Nature of Man; Cleveland, World Publishing.

5. Herzberg, F., Mausner, B., and Snyderman, B (1959)
The Motivation to Work; New York, John Wiley & Sons, Inc.
Clarification and evaluation of the two factor theory of Job Satisfaction; Psychological Bulletin, 74, 18-31.

The nature and causes of Job Satisfaction; In N.D. Dunnette (ed.) Handbook of Industrial and Organization Psychology, Chicago; Ran McNally.


Aggregate and individual predictability of the two-factor theory of Job Satisfaction; Personnel Psychology, 23, 55-56.

Satisfaction and dissatisfaction among White Collar
and Blue Collar Employees. Journal of Applied
Psychology, 58, 67-75.

12. Vroom, V.H. (1964)

13. Herzberg, F. (op. cit)

14. Herzberg, F. (op. cit)

Defence mechanism as an alternate explanation
of Herzberg's motivator - hygiene theory. Journal
of Applied Psychology, 56, 24-27.

Conceptual and measurement issues in Job attitude
research: On the distinction between satisfaction
and climate. Paper presented at the British
Psychological Society Conference, Social Psychology
section, Sheffield.

17. 
Intrinsic and extrinsic factors in Job Satisfaction.

18. Herzberg, F. (op. cit).

A critique of Herzberg's incident classification
system and suggested version. Organizational
Behaviour and Human Performance, 6, 441-457.

20. Herzberg, F. (op. cit)

Study of Job Satisfaction in Indian Executives.
Indian Journal of Industrial Relations.

Determinants of Satisfaction in middle management
personnel. Journal of Applied Psychology 51,
254 265.


A causal correlational test of the need hierarchy concept. Organisational Behaviour and Human Performance, 265-287.

27. Blackber, F. and Williams, R (1971)  

28. Maslow, A.H.  
Op. cit. (33)

Op. cit (16)

30. Maslow, A.H.  
31. Maslow, A.H.

32. Ganguli, H.C. (1964)

33. Faroqi, M.A. (1965)
   (1958)
   Cooperation, Competition and Group Structures.
   Journal of Psychological Researches, 2(2), 60-70.
   (1962)

34. Mukherjee, B.N (1968a)
   Achievement Values and Scientific Productivity.
   Journal of Applied Psychology 75(2), 223-229.
   (1969)


38. Sinha, D. (1972)
Job Satisfaction and Job Behaviour. In Menon and Rao (eds.) Job Satisfaction Productivity and Organizational Effectiveness. (Personal Communication).

Job Satisfaction and General Adjustment of Indians White-Collar Workers. Indian Journal Industrial Relations, 6 4; 357-367.

40. Bhatt L. (1962)

42. Saidayadain Mirza, S. (1975)  

43. Roethlisberger, F.J. and Dickson, W.J. (1939)  
Management and the worker - an account of a Research Program conducted by the Harvard University Press. Cambridge.


Union Attitude and Job Satisfaction in Indian Workers. Journal of Applied Psychology. 45 147-251.

47. Sinha, D. (1958)  
Psychological Studies. Institute of Psychological Research and Service. Patna University Patna.


57. Vroom, V.H. and Mann, F.C (1960)
Leader Authoritarianism and Employee Attitudes.
Personnel Psychology. 13 125-140.


60. Kanungo, R.N. Misra, Sasi B. (1975)
Relationship of Job Involvement to Perceived
Importance and Satisfaction of Employee Needs.
International Review of Applied Psychology
Vol.24 No.1.

Organizational Behaviour and Human Performance.
14, 159-172.

62. Charles, A., O'Reilly and Karlene H. Roberts (1975)
Organisational Behaviour and Human Performance.
14, 144-150.
   Study on Job Involvement, Values Personal Background, Participation in Decision-Making and Job Attitudes in Manufacturing Organizations. Academy of Management, Vol. 18 No. 2.

64. Tosi, H. (1970)

65. Vroom, V. (1960)

66. Turner, A., and P. Lawrence (1965)
   Industrial Jobs and the Work - An Investigation of Response to Task Attributes; Boston: Harvard University Graduates School of Business Administration.

68. Hulin, C. L. and Blood, M. (1968) 
    Ibid.

69. Ibid.

70. Ibid.

71. Turner A. and Lawrence P. (1965) 

    Job Involvement Participation in Decision Making. 
    Personal Background and Job Behaviour. Organizational Behaviour and Human Performance, 9, 
    318-327.


74. Lindahl T., and Kajner, M. (1965) 
    The Definition and Measurement of Job 
    Involvement. Journal of Applied Psychology, 
    Vol. 49. 24-33.
75. Ibid.

76. Evans, M.G. (1972).


78. Mann, R.D. (1959)

79. O'Connor, R.B. (1958)

80. Joshi, H.B. and Dubey, B.L. (1976)
Job Satisfaction of One Hundred and Fifty Nurses. Nursing Journal of India LXVII, 191-192.
A Study of International Differences in Respect
of Job Satisfaction and Strength of Incentives
of Sugar Factory Employees belonging to Eastern
and Western Parts of the State of U.P. in India.
Manas, 23(2). 67-69.

Work Values of Indian Managers, ASCI of
Management. 4(2). 149-162.

83. Mehta, Prayag (1977)
Employee motivation and work satisfaction in

84. Sinha, D. (1958)
Job Satisfaction in Office and Manual Workers.

85. Mehta, Prayag (1976)
Efficiency and Alienation in the Imagery of
Middle Managers and Working Workers Represen-
2(3) 302-308.
Job Involvement and Perceived Importance of
Job Factors. Indian Psychological Review,
Vol. 13, No. 2.