DESIGN AND RESEARCH METHODOLOGY
The aim of the present study is to explore the relationship between age, tenure, locus of control, participation, satisfaction and need importance, work values, job satisfaction and job involvement with need achievement. Job satisfaction and job involvement have been treated as dependent variables while the rest of the variables are treated as independent variables. The problem is mainly to find out how job involvement (affective responses) relates to personality characteristics, and job satisfaction to need satisfaction of supervisors in the selected textile mills of Ahmedabad. The investigator has been motivated by the implications of certain generalizations arrived at the review of literature.

Sample:
The study was conducted on supervisory and
supervisory, technical and clerical personnel in six textile mills. The selected mills represented a cross section of mills in Ahmedabad in terms of size, ownership and level of modernization. All the selected mills were composite mills having spinning, weaving and processing departments. It was decided to include technicians from all the technical departments, i.e. spinning, weaving, processing, and engineering. Similarly, clerical staff from all the major non-production departments was included in the sample. The inventories were administered to more than two hundred respondents in the six textile mills.

Table-1, shows the composition of the sample—All the departments from the mills have been grouped under technical and non-technical categories.

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<th>TABLE-1 : COMPOSITION OF THE SAMPLE</th>
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<tr>
<td>Level</td>
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<tr>
<td>Head Supervisor</td>
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<td>Senior Assistant</td>
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<td>Junior Assistant</td>
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<td>Total</td>
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The totals in technical and non-technical departments represent approximately 85% of the employees in these categories in the selected mills. Sample sizes for different analyses in this study differ depending on the number of respondents who completed the various scales and questionnaire. All the respondents in the study were males.

Mean age of the respondents was 36.12 years with a standard deviation of 10.92 years. (N = 202). Respondents in the non-technical group had 16.05 years of schooling with a standard deviation of 4.63 years (N = 118). Technical respondents had 17.20 years of schooling with a standard deviation of 4.03 years (N = 84). Only 202 out of about 250 potential respondents returned the questionnaire's after filling them and remaining others showed their inability to comply with the request. Thus the actual data under report is based on a sample of 202 supervisory technical and non-technical personnel classified as above.

Measures

In conformity with the hypotheses stated
in the second chapter variables were included in the investigation for studying their association with or effect on work and job involvement. A brief discription of various measures used for assessing locus of control, job involvement, job satisfaction, need importance and need satisfaction, work values and participation is as follows:

(1) Locus of Control

'Social Reaction Inventory developed by Rotter (1966)' was used to assess the internality-externality dimensions of personality. The scale consists of 23 forced-choice items along with six filler items designed to make the purpose of the test less obvious. Each item consists of a pair of alternatives lettered a or b. The respondent is instructed to select statement out of each pair which he more strongly believe to be the case as far as he is concerned.

The higher score on the scale is indicative of externality - while low score refers to internal
control. The scale has been in extensive use throughout the world (Lefcourt, 1976)^2. Its standardization and validation has been reported in details by Rotter, (1966)^3 and many others. The inventory has also been adopted in India by Hasan^4, 1974.

(2) Job Involvement Inventory

Respondents from the six mills were administered various inventories and scales for the purpose of testing the hypotheses. Measures of job involvement and job satisfaction used in the literature were administered. In summary, the literature were four different conceptualizations of the construct of job involvement. A person is involved (1) when work to him is a central life interest; (2) when he actively participates in his job; (3) when he perceives performance as central to his self-esteem; (4) when he perceives performance as consistent with his self-concept.

In the present study the previous work on J.I. by Lodahl and Kejner (1965)^5, Vroom, V. (1959)^6
Patchen, M. (1965) has been adapted with conceptual precision. However, two related definitions by Lodahl and Kejner seem to include the most frequent conceptions of J.I. (a) "the degree to which a person is psychologically identified with his work, or the importance of work in his total self-image", and (b) "the degree to which a person's work performance affects his self-esteem" (15, pp.24, 25). Lodahl and Kejner viewed J.I. as a value orientation toward work, which is learned only in the socialization process and is not easily influenced by the immediate job situation. It is, therefore, a complex concept based on cognition, action, and feeling. J.I. scale consists of twenty items, of which seven items are from the original Lodahl and Kejner scale plus two items that appeared to fit both psychologically and empirically. 5 items - participation in decision making - adapted from Vroom. 4 items - motivation - 2 items - on identification with organization adapted from Patchen. The scale yielded an alpha reliability estimate of .87 (Ruh, R.A., White, J.K., and Wood, R.R.) . Job involvement scale developed
by Lodahl and Kejner (1965) was used. The twenty item scale has a four point Likert type response category.

(3) The Brayfield - Rothe Index of Job Satisfaction

Between the time of Hoppock's (1946) early attempts at measuring satisfaction, very little seems to have been done in regard to the problem of measuring job satisfaction. In 1946 Arther H. Brayfield reported upon the construction of an index of job satisfaction in his Ph.D. dissertation on the file in the university of Minnesta Library, and in 1951 Brayfield and Rothe reported upon their construction of this instrument in the Journal of Applied Psychology (See Appendix). This index is of course an attitude scale. The authors of this instrument formulated what they considered to be the "desirable attributes of an attitude scale designed to provide a useful index of job satisfaction".

From the viewpoint of operational use, the above criteria are very important; however,
as has been pointed out earlier, the specific aspects of job satisfaction, rather than an overall measure, are the important feelings that should be indexed. All the other criteria suggested by Brayfield and Rothe are just as important today as they were some twenty years ago when they were compiled. No specific detail needs to be devoted here to the technical subjects of the reliability and validity of the Brayfield-Rothe Index. A reliability of .97 was obtained for one large group. Evidence for the high validity of the blank, rests upon the nature of items, the method of construction, and its differentiating power when applied to two groups which could reasonably be assumed to differ in job satisfaction.

The data for the study were collected through personal interviews, from the textile mills as the unit of analysis and ranked in terms of overall job satisfaction and then in terms of certain characteristics and attributes of supervisory and non-supervisory staff. A number of correlates of job satisfaction were identified.
The author wanted to use Satisfaction - Dissatisfaction Employee's Inventory (S-D Employee's Inventory) developed and standardized by Pestonjee (1973, 1981). This inventory is based on the interaction model (Vroom 1964) of job satisfaction with the number of on-the-job and off-the-job factors. Job satisfaction is viewed as a "summation of employee's feelings in four important areas" namely, job, management, personal adjustment and social relations. The reliability of Brayfield and Rothe and Pestonjee is .97 and .99. This Brayfield and Rothe Index has been widely used on large comparative groups, is heavy industries, and less variation was found in most of the studies conducted here and abroad.

(4) Need Importance and Need Satisfaction

A thirteen items scale developed by Potter (1961) was used. The scale provides scores on the importance and satisfaction of security, social, esteem, autonomy and self-actualization needs. Security need is measured by one item whereas social, esteem, autonomy and self-actualization
needs are measured by two, three, four and three items respectively. Each one of the thirteen items is answered by three question - A. How much is there now, B. How much should there be, and C. How important is it to you.

Responses to these three questions were obtained on a five point scale. Number five represented the maximum degree and number one the minimum degree. Need importance was determined from response to question C. Need satisfaction was measured by subtracting scores on question A from scored on question B for items measuring each need. In order to avoid negative signs a constant of 4, 8, 12, 16 and 12 was added to scores on security, social, esteem, autonomy and self actualization needs respectively. Answers to question A provided the need fulfilment score.

(5) Work Values

For the measurement of work values the survey of work values developed by Wollac et. al (1971) was used. The measure has fiftyfour items and yields scores on six values - social status,
upward striving, pride in work, activity preference, job involvement and attitudes towards earning. The items are responded on six point Likert type scale.

(6) Participation

Participation in the departmental decision making was measured through a four items scale developed by Vroom (1962). The responses are obtained on a five point scale. This index covers areas, decision-making autonomy, opinion seeking and involvement.

(7) Supervisory Support

Respondents provided information regarding their age, designation, total experience, tenure, education, salary.

(8) Job Autonomy

A four item measure developed by Quinn and Shepard (1974) was used to measure job autonomy. Responses were obtained on a four point scale.
(9) Promotion chances in the Organizational Hierarchy

The chances for rising in the hierarchy in the organization in future was measured by a single item written by the author of this investigation. It provided for a five point response category ranging from very bright chance to no change and scored from five to one.
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