CHAPTER II

STATEMENT OF THE PROBLEM, DESIGN AND METHODOLOGY
In the preceding chapter, the concepts of job satisfaction, job involvement, participation and occupational level were discussed. The present chapter presents a brief statement of the problem, hypotheses, design and methodology of the study including details concerning the tools used in the present investigation. Sample characteristics and size have also been dealt in this chapter.

Organizations today are facing varied challenges. One of the greatest challenge is to motivate their members to work for the overall objectives of the organization. People cannot consume the fruits of their own labour even if they have paid for it (Argyle, 1972). It reveals the fact that man works for money no doubt, but at the same time satisfaction of his other needs are also essential, which are satisfied through work. Work provides opportunities for the individual to be associated with others, enjoyment of the job activity itself, development of some dignity and self-actualization. An organization that pays its employees enough to meet their requirements for food or shelter, and looks after other needs as well, has more satisfied workers. The extent of satisfaction or dissatisfaction of their needs reflects in their behaviour on-the-job as well as off-the-job. As workers spend eight or more hours on duty on a day, it is essential that an organization must be fully aware of fulfilling individual needs (both job content
and job context ones). Workers become conscious of what is being done to them by the organization and what they perceive of being done to them. Their attitudes are largely conditioned by the actual stimuli and the perceived stimuli. In this way, workers attitudes are formed.

Worker's satisfaction is influenced by the total job environment or its various aspects. Researchers have shown that job satisfaction of worker is influenced by several factors such as supervision, co-worker, wages, promotional policies, content of job, hours of work etc. (Ganguli, 1964; Vroom, 1964; Lawler & Hall, 1970; Hackman & Lawler, 1971; Lawler, 1971; Barnowe, Mangione & Quinn, 1972; Pritchard, Dunnettee & Jorgenson 1972; Fleishman, 1972; House & Rizzo, 1972; Locke, 1973; Pestonjee, 1973; Bray, Campbell and Grant, 1974; Singh, 1974; Singh and Pestonjee, 1974; Pestonjee & Singh, 1977; Pestonjee, Singh and Singh, 1979).

The most significant determinants of job satisfaction were found to be the personality and occupational level (Miller, 1941; Paterson & Stone, 1942; Heron, 1948; Carters, 1948b; Katz, 1949; Mann, 1953; Morse, 1953, Gurin, Veroff and Feld, 1960; Kornhauser, 1965; Paine, Carrol and Leete, 1966; Johnson and Morrum, 1968; Rhinehart et al., 1969; Vance, 1970; Costello and Sang, 1974; Singh and Srivastava, 1975; Kanungo, Gorn and Daundris, 1976; Pestonjee and Ahmad, 1977; Ahmad
A series of studies have been carried out to investigate the relationship between job satisfaction and job involvement. The findings of a few researches are contradictory with respect to the job satisfaction and job involvement. Some studies support the hypothesis that job satisfaction and job involvement are positively related. (Lodahl & Kejner, 1965; Weissenberg and Gruenfeld, 1968; Schwyhart and Smith, 1972; Gannon and Hendrickson, 1973; Newman, 1975; Saal, 1977; Pathak, 1982; Schuler, 1975; Sharma & Sharma, 1978). On the other hand, some researchers are of opinion that job satisfaction and job involvement are conceptually distinct and empirically independent job attitudes (Lawler & Hall, 1970; Arther, Gechman and Winer, 1975; Cummings and Bingelow, 1976; Chetola and Farr, 1980; Mukherjee, 1969). The relationship between job satisfaction and involvement requires further clarification. Thus, in the present study an attempt has been made to investigate the relationship between the two constructs on white collar employees.

Relationship between job satisfaction and participation is thought to be causal. Lischeron...
and Wall (1975b) reported that vast majority of studies are correlational and they cannot provide evidence of causal relationship (Weschler, Kahne & Tannenbaum 1952; Baumgartal, 1956; Miller, 1967; Siegel and Ruh, 1973). There are other studies which support the hypothesis that participation enhances satisfaction (Horse & Reimer, 1964; Scott, 1962; Davis, 1962; Obradovic, 1970; Wexley, Singh and Yukl, 1973; Payne, Fineman and Wall, 1976; Pestonjee, Singh and Singh, 1976). In the present study the relation between participation and job satisfaction has also investigated on white collar employees.

From the available literature, we can conclude that occupational level, job involvement and participation are important variables which affect job satisfaction of blue-collar or white collar industrial employees. A good number of studies have been conducted on job satisfaction of the blue-collar worker in India, there is distinct dearth of research on white-collar employees. The present research attempts to explore and study the job satisfaction of white-collar employees. It may be observed from the available literature concerning job satisfaction, job involvement, participation and occupational level that the relationship between these variables are little explored or unexplored in India. So, an attempt has been made to fill this observed gap in the literature and to find out the relationship of job satisfaction with job involvement, participation of two categories
white-collar employees i.e. officers and clerks of a nationalized bank. In the field of industrial psychology, the modern researches are being carried out by employing more than one variable, so that their joint effect can be studied. The present investigation is being carried out in the same way by planning to study the combined influence of occupational level, job involvement and participation on the job satisfaction of bank employees.

**Hypotheses:** In the light of available literature concerning the relationship between job satisfaction and occupational level, job satisfaction and job involvement and job satisfaction and participation, the following hypotheses were formulated:

1. The two categories i.e. officers and clerical cadre differ on job satisfaction.

2. Officers cadre and clerical cadre differ on job involvement.

3. Officers cadre and clerical cadre differ in participation.

4. The High Job Involvement and High Participation (HI/HP) group of officers
cadre will have higher job satisfaction scores in Job Area compared to HI/HP group of clerical cadre.

5. The HI/HP group of officers cadre will have higher job satisfaction scores in Management Area compared to HI/HP group of clerical cadre.

6. The HI/HP group of officers cadre will have higher job satisfaction score in Personal Adjustment Area compared to HI/HP group of clerical cadre.

7. The HI/HP group of officers cadre will have higher job satisfaction scores in Social Relations Area compared to HI/HP group of clerical cadre.

8. The HI/HP group of officers cadre will have higher job satisfaction scores in On-The-Job Area compared to HI/HP group of clerical cadre.

9. The HI/HP group of officers cadre will have higher job satisfaction scores in Off-The-Job Area compared to HI/HP group
of clerical cadre.

10. The HI/HP group of officers cadre will have higher Overall job satisfaction scores compared to HI/HP group of clerical cadre.

11. The Low Job Involvement and Low Participation group (LI/LP) of officers cadre will have lower job satisfaction scores in Job Area compared to LI/LP group of clerical cadre.

12. The LI/LP group of officers cadre will have lower job satisfaction scores in Management Area compared to LI/LP group of clerical cadre.

13. The LI/LP group of officers cadre will have lower job satisfaction scores in Personal Adjustment Area compared to LI/LP group of clerical cadre.

14. The LI/LP group of officers cadre will have lower job satisfaction scores on Social Relations Area compared to LI/LP group of clerical cadre.
15. The LI/LP group of officers cadre will have lower job satisfaction scores in On-the-Job Area compared to LI/LP group of clerical cadre.

16. The LI/LP group of officers cadre will have lower job satisfaction scores in Off-the-Job Area compared to LI/LP group of clerical cadre.

17. The LI/LP group of officers cadre will have lower overall job satisfaction scores compared to LI/LP group of clerical cadre.

Design and Methodology

As mentioned earlier, the aim of the present study is to study the job satisfaction of two categories of employees i.e., officers and clerks in relation to job involvement and participation. The job satisfaction has been treated as a dependent variable. An attempt has been made to study the influence of occupational level, job involvement and participation variables on job satisfaction. Thus, these variables have been treated as independent variables. The two levels of each of these independent variables have been taken
A 2x2x2 Factorial Design
into consideration in the design, i.e. high and low. Thus, a $2 \times 2 \times 2$ factorial design is used for the purpose of analysis. The design is presented in Fig. 1.

The level of job satisfaction, job involvement and participation were derived on the basis of scores obtained on various standardized psychological tests. Following tests were used:

(i) The Satisfaction-Dissatisfaction Employee's Inventory,

(ii) Job Involvement Scale, and

(iii) Psychological Participation Index.

Each of these tests are described in detail in the following section:

(I) The Satisfaction and Dissatisfaction Employee's Inventory or S-D Inventory:

The S-D Inventory was developed and standardized by Pestonjee (1973). This inventory has been
developed on the basis of multiplicative model of job satisfaction exploring job satisfaction with a number of 'on-the-job' and 'off-the-job factors (Vroom, 1964). This test assesses job satisfaction in four areas, namely, Job, Management, Personal Adjustment and Social Relations. Each of these areas have sub-sections as follows:

Job: Nature of work, hours of work, fellow workers, opportunities on the job for promotion, and advancement (prospects), overtime regulations interest in work, physical environment, machines and tools, etc.

Management: Supervisory treatment, participation, rewards and punishments, praise and blame, leave policy, favouritism, etc.

Personal Adjustment: Emotionality, health and living conditions, finances, relations with family members etc.

Social Relations: Neighbours, friends and associates, attitude towards people in community, participation in social activities, sociability, caste barriers, etc.

The first two areas include On-the-Job factors while the latter two contain Off-the-Job factors.
This test contains 80 items, 20 items in each area (See appendix 'A'). Each item could be responded to in terms of 'Yes' or 'No'.

The areawise split-half reliability was found to be +.99 for Job, +.99 for Management, +.98 for Personal Adjustment, and +.98 for Social Relations.

The construct validity has been determined by using the 'Known groups' and 'Item-test-correlation' techniques (Pestonjee, 1973). Percentile Norms provide suitable cut-points to categorise workers as high satisfied, moderately satisfied and dissatisfied. The inventory has recently been factor analyzed (Pestonjee 1981) and the factor validity found very high. Results of the factor analysis yielded a set of ten factors for on-the-job dimension of satisfaction, namely, supervisory treatment/consideration equity (work load and pay), supportive function, interest in work, rules and regulations, intrinsic satisfaction, regard for the organization, working condition, co-operative of the co-workers, supervisor/nurturance of subordinates; and eleven factors for off-the-job dimension of satisfaction; namely, relation with family-members, emotionality-neuroticism, perception of people in the society, anxiety about health, extraversion-intraversion, neighbourhood, intropsychic factors, trust, isolation and living condition.
I - Job Involvement Scale.

The 20-item measure of Job Involvement developed by Lodahl & Kejner (1965) was used. This is the most widely used instrument for assessing job involvement with test retest reliability between 0.72 to 0.89 (Lodahl & Kejner, 1965). The evidence on its convergent and discriminative validity has been provided by Goodman, Furcon & Rose (1968). Further Saleh & Hosek (1976) has factor analysed this scale and has found it multidimensional with at least three factors. Scores on this scale range from 20 to 100 contain 20 statements (see Appendix 8). In the JI Scale agreement on statements No. 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 15 and 20 showed job involvement while agreement on statements No. 10, 13, 14, 16, 17, 18 and 19 showed job uninvolve. The scores on each statement with five-point rating scale ranged from 5 to 1 depending on whether statements were favourable and unfavourable.

Saleh & Hosek (1976) has shown that scores on this scale measure "central life of interest" and "self esteem", aspects of job involvement and not the other two aspects i.e. "active participation" and "self-concept".

III Psychological Participation Index

Psychological Participation Index was developed
and standardized by Singh and Festonjee (1978). The psychological participation Index comprises fifteen items which cover four areas, namely, Decision-making, Autonomy, Opinion-Seeking and Involvement. A brief description of the areas included in Psychological Participation Index is given below:

**Decision-Making:**

Participation in decision-making permits subordinates to influence the decisions which effect them in future. When workers are provided more opportunities to participate in decision-making process, subordinates meet their supervisors and share problems with them, and try to arrive at a consensus solution to individual and group problems. Thus, in this process flow of information is from subordinates to supervisors.

**Autonomy:**

It refers to the extent to which workers feel free to do their work; they are consulted by their supervisors before some changes are introduced in their work method. They have opportunity to work according to their ability and experience. It also includes the structure of work role and a regard by the management for their suggestions in making changes in work-methods.
Opinion-Seeking:

In Opinion-Seeking some problems are put before the workers by their supervisors and then workers are encouraged to evaluate the problem and to suggest a solution to that. They are also encouraged to point out those problems which were overlooked in the past by management and which may affect the quality of life and efficiency of the workers and the organization as a whole. In this case, it is the supervisor who becomes more active than the workers, as in the case of decision making dimension.

Involvement:

It indicates that workers are inclined to participate in the activities of the organization. A person who is involved in his job is one who takes it seriously; for whom important values are at stake in the job; whose moods and feelings are significantly affected by his job experiences and who is mentally pre-occupied with his job.

In the Psychological Participation Index the items are in the form of positively and negatively worded statements in both Hindi and English language with five response alternatives for each item, namely, definitely true, most true, sometimes true/sometimes false, mostly false and definitely false (See Appendix 'C').
Reliability was determined by computing Cronbach's (1951) Alpha-coefficient $r = +.83$. The index of homogeneity and internal validity of the items has been determined by computing point biserial coefficient of correlation ($r_{pb}$). The scores on sense of participation (Pestonjee, 1973) was used as one of the validation criteria for Psychological Participation Index. The coefficient of correlation between the scores on the two tests were found to be $+.48$ a representative sample of 200 blue-collar industrial worker.

Sample:

The study was conducted on a sample of 500 white collar employees of a nationalized bank in Western India. The data were collected from different branches of the bank. The total number of subjects in the present study is 500 employees which include 250 officers and 250 clerks of the bank.

The officers and the clerks ($N = 250$) were categorised as High Involvement - Low Participation (HI/HP) and Low Involvement - Low Participation (LI/LP) on the basis of 'above median' and 'below median' classification. There are 93 officers and 65 clerks in HI/HP group and 52 officers and 70 clerks in LI/LP group, as per design given above (Fig. 1).

Since job satisfaction of employee is known to be
influenced by several organismic and situational variable, it was necessary to control these variables. The two categories of officers and clerks i.e. HI/HP and LI/LP were matched on several organismic and situational variables. The nature of job and ratio of officers and clerks was more or less similar for the two groups. The respective age, number of dependents, work experience, monthly income were also matched for officers and clerks separately. The respective average age of the HI/HP and LI/LP group of officers were 38.12 years and 35.34 years. The average number of dependents in the HI/HP group of officers was 5 and 5 in LI/LP group. The average work experience of officers in HI/HP and LI/LP group were 18.51 years and 20.53 years respectively. The average monthly income of the officers in HI/HP group was Rs 1521.34 and Rs 1505.65 in case of LI/LP group.

These variables were also matched for the clerks belonging to HI/HP group and LI/LP group. The respective average ages of the HI/HP and LI/LP group of clerks were 27.76 years and 25.51 years. Average number of dependents in HI/HP group of clerks was 3 and 3 in the LI/LP group. The average work experience of clerks in HI/HP group and LI/LP group were 6.73 years and 5.38 years respectively. The average monthly income in the HI/HP was Rs 726.52 and Rs 689.93 in case of LI/LP groups.