Chapter-I

Introduction
Psychological states like job motivation, job involvement, job commitment, job satisfaction etc. have been the concern of psychologists, sociologists, management scientists etc. for quite some time. Rethinking and rebuilding the strategies focussing on those phenomena have assumed the great importance. Highly accelerated technological growth, advancement, industrialization, globalization, free-marketing, privatization and an invasion of information technology have been instrumentaly for a major shift in organizational set-ups and consequently, psychological routine of the people at work is undergoing streams change made us rethink and redesign the overall organizational process and functioning. In order to enhance worker's performance and improve their mental health and overall well-being, as well as, the survival, growth and development of the organization in general, management has to navigate the current treacherons business land scape through innovative means and have to evolve new ways to involve, inspire and facilitate the employees' understanding of human behaviour has become imperative for all those who deal with people and there is the need to understand the importance of human resources and their utilization and to make the maximum and proper utilization of these to enhance orgnaizational effectiveness.

There is no doubt about it that human resource plays a vital role in turning the organizations wheel, it is therefore necessary that the work related behavioural aspects like human motivation, satisfaction involvement etc. have to be researched and applied by the organizations globalization and transnational invasion has resulted in the erasing of the geographical boundaries and wide ranging impacts on organizational
performance and have consequently changed human needs, personal and social values and self perceptsives and attitudes towards work. It has become imperative to re-examine the existing models of organization culture and stress on developing the employee-oriented organizational cultural models thereby paving the way for greater employee satisfaction, commitment, involvement and well being together with the organizational health and effectiveness.

Any organization for its survival requires and expects a certain level of involvement from its members. Commitment and involvement are the two most civilized expressions, which are widely valued in organizations and are considered to be correlated with the efficiency at work.

The quest for improving employees efficiency started from the pioneering work of Taylor. Taylor's scientific management being a task-centered approach though got a lot of raps and criticism, but still received widespread popularity and is considered as a milestone for the beginning of a new dimension to work and work related behaviour. Mayo and his associates stressed the philosophy of employee-oriented approach.

The phenomena has passed through various phases ranging from employee-oriented approach to human relations movement, job satisfaction, job motivation etc. to QWL. In view of the proceeding facts, the present endeavour was undertaken to study the organizational culture, mental health and the personality variable like hardiness and introversion-extraversion as determinants of job involvement.
Job involvement is viewed a degree to which employees identified themselves with the job. Lawler & Hall (1970) defined job involvement as referring to psychological identification with one's work as well as the degree to which the job situation is central to person and his identity.

There has been a controversy regarding the understanding about job involvement which has developed a conceptual ambiguity. Patchen (1970) has pointed out "that general interest" in the job is quite similar to the concept of job involvement but in spite of this similarity he argues that general interest cannot be termed as job involvement.

Kanungo, Mishra & Dayal (1975) contended that attitude of job involvement represents the degree to which the total situation is thought of as being control to one's life or self concept". Saleh & Hask (1976) have given four different conditions in which a person may be job involved: (i) when work to him is a central life interest, (ii) when he actively participates in the job (iii) when he perceives performance as consistent to his self-concept, (iv) when central to his self-esteem for these four condition the phenomenon of identification seems to be implicit.

Kanungo (1979) questioned the traditional interpretation and has discussed sociological and psychological approaches to job involvement. According to Kanungo involvement may appear in two different contexts i.e. (i) Involvement with a specific job and (ii) involvement with work in general. This classification of job involvement and the development of a valid scale to measure it by Kanungo and his colleagues, represent a major towards the advancement of the most controversial construct.
Recently, Kanungo (1982) defined the phenomenon of job involvement that it is a cognitive state of psychological identification with the job and depends on the degree to which the job is perceived to meet one's salient needs be they intrinsic or extrinsic.

The literature on job involvement has witnessed scores of researches since the work done by Lodahl & Kejner in (1965). Bass (1965) in his study found job involvement positively related to performance; Runyon (1973) perceived job involvement as a relatively stable personal characteristics and opined that men are traditionally more likely to value work than women. Aside from its importance to earner living with regard to the studies on job involvement in India, it is worth mentioning that such studies started much later in comparison to the west. Moreover a few investigators have attempted to investigate this phenomenon. The socio-cultural disparity between the industrially developed countries and the developing one's like our own stresses the significance of researcher to be done in Indian social condition. Thus leaving aside the studies conducted outside India, it seems pertinent to refer to studies done in the context of our socio-cultural milieu.

Researches conducted on demographic variable (Akhtar & Kumar, 1978; Sharma & Kapoor 1978; Sharma & Sharma, 1978; Bajaj, 1978; Anantharaman, 1980; Ansari, 1986; Kumari & Singh 1988; anxiety (Bajaj, 1978b), different occupational level (Bajaj, 1978; Anantharaman & Deivasenapati 1980; Anantharaman & Begum, 1982; Singh, 1984; Kumari & Singh, 1988) and on other variables like childhood aspirations and
expectations, participation, adjustment, satisfaction, locus of control
quality of work life, leadership styles, skills etc. (Akhtar & Bachcha,
1984; Singh, 1984; Kulkarni, 1976; Reddy & Kumari, 1980; Reddy &
Kumaraju 1980; Nath, 1980; Reddy & Rajesh 1988; Dhihlon & Dondana
1988; Srinivasan & Kamalanabhan, 1986; Dolke & Srivastava, 1988) show
inconsistent results. The results of these studies cannot be taken for
granted for predicting the influence of various demographic and
personality variables on job involvement in all circumstances and in
different socio-cultural contexts. The reasons for the inconsistency at
result are not surprising because differing socio-culture milieu, work
values working condition and other such factors bring variations in cause
and effect relationship.

The term culture first appeared in an English dictionary in the
1920s (Kroecher, 1949), the first use in an anthropological work was by
Taylor (1871), who defined culture as "that complex whole which includes
knowledge, belief, art, morals, laws, customs and any other capabilities
and habits acquired by man as a member of society". According to Linton
(1936) culture means "the total social heredity of mankind" and Herskovits
(1948) said that culture is the man-made part of the human environment".

Organizational culture refer to the subjective, sometimes called
"soft" aspect of the organizaiton. Organizational culture is defined at the
level of organization. The underlying assumption is that organizations
differ from each other not only on variables such as production,
techniques, marketing, and attitudes of their employees, but also with
respect to deep rooted beliefs and values. Deal and Kennedy (1982) write about the inner values "rituals" and "heroes" of an organization as determinants of its success. Heroes are significant figures "the company founder or other senior executive with a large influence. Organizational culture has emerged as one of the crucial and important concept in the field of organizational behaviour and human resource management. The efforts aimed at ascertaining the factors responsible for various organizational outcome variables like employee's commitment, job satisfaction, job performance, turnover, absenteeism etc. have already been made by researchers.

Many definitions of culture have been proposed both in business and management areas and in other disciplines, such as cultural anthropology and psychology (Harnill, 1990; Craig, 1990; frake, 1983; Hallpike, 1979; Carrol, 1982; Kroeber & Kluchen, 1952). The term "culture" has different meaning. It bears meaning synonyms with terms such as cultivated, educated or sophisticated, which refer to civilised or cultured. The scientific meaning, of culture refer to the total pattern of beliefs, values and the norms of a society that governs behaviour most appropriate in particular group.

Brown suggests that organizational culture can be a powerful tool for improving performance and the key to effective leadership and organizational development. Culture is man made part of the environment (Herskovits, 1955). Culture existing in and around the work place certainly affects the working and behaviour of the employees. There are
two major sources of culture inferences: first, the characteristics of the socio-cultural environment, which affect work-related attitude and behaviour of all employees. Secondly, the management's assumptions about their employees and their behavioural style that directly contribute to the development of the organization's internal work culture.

The culture regulates the way in which organizational members perform their work, and the way in which managers build relations and exercise organizational strategies, practices, systems, traditions, conventions and leadership-styles. Over a period of time, these aspects become a way of life in an organization. The sum total of all these components constitute organization's culture.

Schein (1985) defines culture as a set of fundamental "assumption" and "beliefs about reality that are shared by a group of individual and are working towards a common purpose. Schein (1990) defined organisational culture as "(a) a pattern for-basic assumption, (b) invented, discovered or developed by a given group (c) as it learn to cope with its problems of external adaptation and integration, (d) that has worked well enough to be considered valid, and therefore, (e) is to be tought to new member as the (f) correct way to perceive, think and feel in relation to those problems".

Pettingrew (1990) on the basis of research evidence "indicated that variations in culture values might have a significant impact on employee's turnover and employee's job-satisfaction. Further, Hofstede et.
al. (1990) have observed that nationality, industry and task partly determine the organisational culture.

In 1992 Martin defined organisational culture and enumerated that individuals come into contact with organisations, they come into contact with dress, norms, stories, people tell about what goes on, the organisations formal rules and procedures, its former codes of behaviours, rituals, task, pay systems jargorn and jokes only understood by incidence and are some of the manifestations of organisational culture. She further added that when cultural members interpret the meaning of these manifestations, their perceptions, memories beliefs, experiences and value usually vary. So interpretations of culture will vary depending upon the situations and the perception of employees towards these conditions and situations.

Robbins (1994) describes the fact that there are ten primary characteristics that in a nutshell, capture the essence of an organisation culture, these characteristics have been highlighted by him that follows member identity, group emphasis, people focus, unit integration, control risk tolerance, reward criteria, conflict tolerance, means end orientation and open system. Robbins has derived these characteristics from the work of Hofstede et al. (1990). O'Reilly (1991). similarly Luthans (1995) has also highlighted the important characteristic of organisational culture. These are behavioural climate is a pattern of basic assumption that are tought to new that organisation culture is a pattern of basic assumptions
that are taught to new personnel or employees as the way to perceive, think and act in the situation they are confronted with.

Organisational culture is broadly conceptualised as an internal variable, it has been defined numerous times by number of researchers basically to suit their research interests and objectives. It has also been described as a set of assumption (Schein, 1986), beliefs and norms of behaviour Pettingrew, (1979), rituals and ceremonies (Deal & Kennedy, 1982; Trice & Beyer, 1984). Shared managerial practices (Hofstede, 1998), ideologies and beliefs (Bate, 1984, brown, 1988; Pascale & Athos, 1981) shared values (O'Reilly et al. 1991; Posner & Schmidt, 1992; Sheridan, 1992), Myths and Rowan, 1977), symbols Dandridye et al. (1980). Some of the earliest references to the concept of culture as an internal organization variables are also found in the literature given by some other researchers (e.g. Harrison, 1972).

Although, studies on organisational culture have been increasing but there is no agreement on the concept and definition of culture, it is because of the complex socio-environmental networking. Culture related concept (climate, environment, atmosphere, ethos, etc.) have been used interchangeably although an attempt has been made to delineate some of them. Culture can be defined as the cumulative beliefs, values, and assumptions, underlying transaction with nature and important phenomenon (e.g. collectively, environment, context, time biological differences power etc.). Culture is reflected in the artifact - rituals, design of space, furniture, and ways of dealing with various phenomenon.
Distribution and concentration of power may be one basis of classifying culture. From this angle organisational culture can be of five types: feudal, bureaucratic, technocratic and entrepreneurial or organic. The way human resources issues are handled in the beginning sets the tone for culture (The Times of India 'Ascent', 16 June, 1999).

It is now clear that for developing a conducive culture in this modern era, organisational environment is very important for employees as it has direct relation with their performance which ultimately influence organisational effectiveness. Hence, it is imperative to produce very congenial, suffocation free atmosphere/environment which is now termed as organisaitonal climate.

Modern complex environment tends to create a climate that shapes employee's behaviour and promotes organisational culture has been defined as a molar concept reflecting the context and strength of prevalent values, norms, attitudes behaviour and feelings of members of a social system which can be operationally measured through the perception of system members (Payne, 1971).

Organisational climate, an element of organisation environment is a construct that distinguishes among orgnaisations specific variance (e.g. Campbell et al. 1970; Forehand and Crimen, 1964; Tagiuri, 1968). Recently James & Jones (1974) pointed out some confusion so far as the operationalization and conceptualisation of organisational culture construct is concerned. studies on organisational climate - a dimension of organisational culture have suggest its usefulness for investigating
important aspects of organisational behaviour like performance and effective\textsuperscript{1}\textsuperscript{1} (e.g. Prichard & Karasick, 1973; Tagiuri & Litwin, 1968). Organisational climate affects not only the behaviour of individuals but also to the aspect that how organisations themselves interact. Organisational climate can have a major influence on motivation, productivity, and job-satisfaction. On Employee's expert certain rewards, satisfaction, and frustrations based upon their perception of organisational climate (Davis, K. 1981) and these expectations influence motivation. Organisations climate is usefully related concept in considering the organisational factors associated with risk and accidents basically. Organisational climate is the sum of the perception employees have towards their organisation, this may be at the level of the organisation or some identifiable sub-units of it such as a department or plant. Climate may also be related with a particular area of organisational functioning, one of which is safety (Donald & Canter, 1994).

Organisational climate distinguishes between holistic climate (House & Rizzo, 1972) and specific climate such as motivational climate (Litwin & Striengers, 1968), individual climate (Schneider & Barellett, 1980) or creative climate (Taylor, 1972). Obviously, then any given organisation creates a number of different climates and the term organisational climate may mean different things to different people unless it is prefixed with the appropriate adjective (Zohan, 1980).

Along with the changes in global consideration, needs and aspiration of employees do change too. More precisely, the economic
boom opened new avenues of employees as jobs become abundant and new managerial policies encouraged greater participation. Participation has been evolved, nurtured, and strengthened to inculcate a sense of involvement among employees in their spheres of work so as to generate positive commitment and appropriate motivation towards desirable and legitimate productive pursuits. People now, demand much more openness and transparency about the whole deal that helps the individuals to progress in his/her career (The Times of India 'Ascent', 12th May, 1999).

Promoting a conducive work-culture in an organisation entails a complete transformation in the existing frame-work; such corporate changes can be initiated through total quality management (Singh, 1994). Quality is emerging as a single most critical factor for business to survive in the ever expanding and competitive global market place. Quality circle conceived by Ishikawa in 1961, which is in essence group problem-solving concept to enhance empowerment and accelerate infusion of participatory work culture in organisation. Quality circle identifies, analyse, and resolve work-related problems viz. quality productivity, cost effectiveness, safety, house keeping etc. (Ishikawa, 1985). So it helps in improving all above aspects as well as the organisation to reduce its costs, wastage, and absenteeism, thus it lays to organisational effectiveness and growth, it is also claimed that quality circle improves organisational culture, customers satisfaction, mutual trust, quality of work life, attitudes, self development among employees, communication etc. which ultimately produces highly cogenial and conducive atmosphere reducing
or resolving confrontation among employees and employer. All this leads to improve security and future prospects of employees for sustained performance and moreover provides sense of achievement, satisfaction of "self esteem and age" recognition as partners for the organisation's progress, feeling of being engaged in meaningful work and opportunities for self-development. Quality circle is widely used to improve work methods through participation of employees.

A significant shift is taking place in organisations throughout the world that involves increasing the emphasis on team spirit. Now most of the organisations are embracing this notion of team spirit to ascertain success.

In addition to the above mentioned factors, there are hosts of factors that enrich organisational culture. For example, today's growing stress on HRD functions have already undertaken numerous steps and all these are directed to develop most humanised work environment where job incumbents have greater say and autonomy with the greater sense of responsibility. As a consequence to such emerging work atmosphere, people feel at home even at work hence, employees show greater work involvement and commitment.

Another important independent variable of the present study is mental health. Hence in the on-going writing we will dwell upon the concept and nature of mental health that follows:

**The Concept of Mental Health** : There is considerable conceptual ambiguity regard to the construct of mental health. As yet, there is
no single, universally acceptable definition of Mental Health. Moreover, the definition of mental health is bound to reflect cultural values (Jahoda 1958). Kornhauser (1965) defined mental health as those behaviours, perceptions and feelings that determine a person's overall level of personal effectiveness, successes, happinesses and excellence of functioning as a person. It also depends on the development and retention of goals that are neither too high nor too low to permit realistic successful maintenance of belief in one's self as a worthy effective human being. Because employees spend roughly one third of their lives working in an organisational goal-setting, their mental health is of particular importance.

Other researchers have discovered that psychological factors can induce all kinds of illness such as essential hypertension, peptic ulcer and chronic asthma such major mental illness such as depression and schizophrenia. Several other attempts have also been made during the last two decades to define and operationalize the concept of mental Health in the United States (Bradburn and Caplovitz, 1965; French 1963; Kasl 1974; Kornhauser 1965; Quinn, Seashore, Kahn, Mangione, Cambell, Staines, and McCullough 1971). They define mental Health in different ways such as the overall of personal success, Personal satisfaction, personal effectiveness, on socially considerate behaviour. Even mental Health is viewed from Marxian perspective and is considered as a disguised formulation of the concept of alienation (Seeman 1975). Inspite of diverse views on the nature of mental Health, there seems to be some general agreement on its multidimensionality.
Karl (1973) suggested four different criteria on the basis of which Mental health is assessed. The criteria are functional effectiveness, will being, mastery and competence, and psychiatric signs and symptoms. Likewise, Kornhauser (1965), whose conceptualization and operationalization of mental health is widely used in empirical literature has provided a more comprehensive framework. He identified six dimension of mental health. These dimensions are manifest anxiety and emotional tension, feeling of self-esteem, feeling of hostility towards other people. Sociability and friendship, overall satisfaction with life, and personal morale. These dimensions were derived empirically from an Industrial Setting.

Mental Health and Intrinsic - Extrinsic Orientation: According to this orientation the job situation an intrinsically oriented person looks for job outcomes that will satisfy salient needs for personal success or achievement, independence, responsibility, and self-esteem extrinsically oriented person, will be more concerned with job outcomes such as security, social approval, working conditions, and salary that will satisfy salient extrinsic needs.

Mental health and job Involvement: According to the motivational approach, job involvement refers to cognitive state of psychological identification with the job. Empirical research that can throw lights on the issue of the relationship between job involvement and mental health. A study conducted by Gechman and Wiener (1975) found as statistically insignificant the relationship ($r = .10$) between job involvement and mental
health. However, the results of the study cannot be considered reliable, because job involvement was measured in the study using the Lodahl and Kejner (1965) scale has serious construct validity problems; the scale includes not only items that represent psychological identification with the job but also items that represent intrinsic motivation on the job.

Oates (1971) suggest that job involvement may be negatively related to Mental Health. Several researchers (Geelman and Wiener 1975; Jahoda 1958; Korman and Kerman 1980) have alluded to this possibility. Since mental health implies well-rounded participation and adjustment in other areas of life such as the family, community and vocational activities. It is imperative to mention that excessive job involvement may interfere with participation and adjustment in other spheres of life.

Health is undoubtedly an indispensable quality in a human being. It has been described as a soil from which the finest flowers grow. Therefore neglecting one's health for other virtues in life is said to be the greatest of follies. The growth of science, technology and materialistics predominance, and hazards and complexities of social life have caused a marked deterioration in mental health of the people in modern societies.

To assess the state of mental health unlike physical health is not an easy job. Psychologists have mentioned the following characteristics as attributes of a mentally healthy person.

Mentally healthy person is free from internal conflicts; is well-adjusted; searches for identity; has a strong sense of
self esteem; knows himself; has good self control balance retromality and emotionally, and faces problems and tries.

WHO define mental health as a state of complete physical, mental and social well-being not the mere absence of disease or infirmity (Monopolis et al. 1977). Before the second half of the twentieth century mental health was considered as the absence of mental disease but now it has been described in its more positive cannotation. The ability of person to balance ones desire and aspiration to cope life stresses and to make psycho-social adjustment.

Menninger (1945) defined mental health as the adjustment of human beings to the world and to each other with a maximum of effectiveness and happiness it is the ability to maintain an ever temper on alert intelligence socially considerate behaviour and a happy disposition.

Schultz (1977) has noted seven criteria of sound mental health i.e. extension of sense of self, warm relation of self to others emotional security, realistic perception, skills and assignments, self objectification and a unifying philosophy of life.

Kornhauser (1965) draw the attention of psychologists towards the stress prevailing in work environment and its impairing effect on mental health of the employees. He reported that unpleasant work conditions, necessity to work fast, expenditure of large physical efforts and excessive and inconvenient hours of work, lead to poor mental health of the employees. Brook (1973) reported that over promotion and under promotion both were associated with mental illness.
Quinn, Seashore and Mangione (1971) reported that close supervision and lack of autonomy at work was positively correlated with employees poor mental health. Buck (1972) has reported that workers who felt that their boss was low or consideration reported the feeling of more job pressure leading to poor mental health.

The correlation analysis of occupational stress and mental ill-health of the public sector employees revealed significant positive relationship between all the dimensions of occupational stress, excepting the stress of responsibility of persons, and various symptoms of mental ill-health. The obtained coefficients of correlation indicate that overall occupational stress experienced by the public sector employees explains 17.64 per cent variance in their mental ill-health. The results also indicate that employees occupational stress caused maximum variance in their symptoms of free-floating anxiety, Phobic neurosis and reneurotic depression. The analysis also revealed that employees stress arising from unsatisfactory monetary gains and benefits accounts for maximum variance (10.24 percent) in their mental ill-health followed by the stress arising from the feeling of powerlessness (8.31 percent) (Srivastava, 1973).

Reviewing the psychological literature on mental health Johoda (1958) has mentioned six aspects of positive mental health such as attitude of an individual toward his own self-growth development or self actualization, integration, autonomy, perception of reality and enviornmental mastery. Mental health refers to the full and harmonious
functioning of the total personality which gives satisfaction and a sense of fulfilment to the concept of mental health.

**Hardiness**: Kobasa (1979) introduced the concept of hardiness. The hardy personality style is a combination of cognition, emotion and action at not only on survival but also on the improvement of the quality of life through development. Hardiness has three dimensions viz commitment, control, and challenge.

1. **Commitment** - Commitment disposition is considered to be opposite of alienation. It is tendency to involve oneself in the daily life activities. Cognitive appraisals made by hardy individuals provide them with a sense of purpose which allows them to find meaningful objects and situations of their environment. This sense of purpose does not allow one to withdraw from social environment in times of great pressure. Antonovskey (1974) observed that committed person feel an involvement with others that serves as a generalized resource against the impact of stress. Moreover, they do not hesitate to turn to others for assistance in times demanding readjustment.

**Control**: Control disposition suggests that hardy individuals have a tendency to feel and act in an influential manner rather showing helplessness in the face of varied circumstance of life. Averill (1973) described highly stressed but hardy person on the basis of his laboratory observations. He observed that such people are hypothesized to have (a) decisional control. On the capability of closing among various causes of actions to handle the stress (b) cognitive control the ability to interpret,
appraise and quite various stressful life events in the normal cause of life that is beneficial in reducing their debilitating effects. (c) coping skill this sort of people store or collection of appropriate responses to meet the various demand of life.

This description does not convey that hardy persons have a complete determination of events and on their outcomes, rather they have a perception that they can influence the situation through the exercise of knowledge, skills, imagination and choice. Control enhances stress resistance perceptually by increasing the likelihood that events will be experienced as a natural outgrowth of one's actions and therefore, not as foreign, unexpected and overwhelming experiences.

Challenge: Challenge disposition is expressed as the belief that change rather stability is normal in life and anticipation that change provides an opportunity for growth rather than as a threat to security (Berlyne, 1964; Csikzentomihalyi, 1975; Maddi et al. 1965). Optimistic cognitive appraisals of the situation make it possible to perceive change as normal enough, meaningful, and even interesting despite its stressfulness. Because change seekers value of a life filled with interesting experiences, and have explain their environment well and they know where to turn for resources required for coping with stress. Since, change seeker are motivated to endure, they do not break down even while facing extremely demanding circumstances of life.

Those who avoid change find themselves and the environment boring, meaningless and threatening they have a belief that life is best with
out any change and feel powerless when confronted with overwhelming-forces. Development is not a much important aspect for then, therefore a passive observer of the events happening in their environment. They allow external forces to imping upon them and do not try to transform the events by taking decisive actions. Because their personalities provide little or no buffer, the stressful events are allowed to have a debilitating effect on health. Gentry and Kobasa (1984) argued that the collection of personality characteristics composing hardiness mitigates the potential unhealthy effect of stress and prevents the organismic strain that often leads to illness."

In a most comprehensive and pioneering study, Kobasa (1979) found a strong support for the above hypothesis. She identified business corrective who had experienced an especially large number of stressful life events and divided them into the group according to number of illness symptoms, the high stress/low illness (handy) group as compared to high stress/high illness (nonhandy) group showed a strength commitment includes the literature, examining the theoretical conceptualization of hardiness, effects of hardiness and The issues related to its measurement.

The term Interversion and extraversion was first introduced by Jung (1923) finding conceptualized extraverts as sociable, trusting impersonal materialistic, tough minded ascendent, uninhibited and carefree persons. Extraverts are persons who value the outer world strive for social approval and conformity. Introverts as opposite to extraverts. Jung gives two types of personality.
Eysenck by the help of factor analysis method determined a new personality dimension. These two dimension namely stability-instability.

Through these two dimension we see that to what degree the persons emotions are controlled one to what degree his emotion are not aroused, there stability refers to calmness throughout fullness and dependability similarly instability refer to easily changeable touchy anxious and result restless. The above described two dimension indicate to four original type of personality stable extravert, unstable extravert, unstable introvert, stable introvert. These four types of personality described by Eysenck are similar to the our described by Hippocrates Sangwine, Choleric phlegmatic and Ancholic. Hippocrates presented this classification nearly 2500 year before. By factors analysis method he develop a personality is possible Eysenek (1960) saw in his study that unstable introverts person have symptoms like the feeling of inferiority, emotional unstability and depression similarly unstable extravert person show criminal destructive behaviour, irritating or tantrums etc. symptoms. Eyseneck done a studies in laboratory that there is a psycho-physical base of introvert and extravert personality.

On the basis of his studies he concluded that these type of personality are related to cortical arousal, in this study he saw the brain waves of extraverts show more arousal as compared to introverts very low stimuli is required to increase the arousal level in these person when we tasks about introversion extroversion both are totally different with each other we can say that also these are the two sides of same coin as well as
introversion are connected. A tendency to be especially concerned with
ones thoughts to be inwardly reflective rather than overly expressive the
opposite pale from extraversion and extraversion is the tendency to be
out worldly expressive active and engaging in social activities the opposite
to extreme from introversion. There is a natural inclination to think of the
extravert as mere normal or healthy than the introvert, the reason may be
the identification of action with extraversion in an action oriented culture,
the extravert seems to fit better.

As Jung conceived of these extraversion and introversion
represented two generalized attitude from the Libido tuning outward or
inward the extravert oriented toward external events and experience was
sensitive to social norms and demands the introvert treated there as
secondary and focused primarily upon his inner experiences his feelings
and ideas. Jung believed these attitudes were constitutionally determined
and could only be changed through great effort in repressing one or the
other.

Moreover Jung posted a compensatory relationship between
Introversion-Extraversion so that a person who was introverted in this
conscious activity was extraverted in his unconscious and vice versa. Jung
believed that it was correct to speak of an introverted or extraverted type
only when one of the attitude become habitual. Although one attitude was
dominant in each person, the key to mental health and creativity lay in
coming to terms with both attitudes and giving each its proper role.
Carrigan (1960) suggested that there are cultural differences in the different interpretations of the dimension by American and European theorists. The former conceive of extraversion in terms of sociability and case in interpersonal relation the later think of extraversion in term of impulsiveness and weak super ego controls.

Guilford (1959) reported that intercorrelations ranging between 19 and 62 even granting that same low correlation may be due to poor tests it also suggests that they may be measuring different things if they are all considered tests of the same dimension the dimension seems to be a poorly defined to a large extent factor analysis is responsible for demonstrating the complexity of the dimension. Guildford has found two factors which he believes related to the dimension: the first is alertness Vs inalteration which he thinks may confirm with Jung's original conception the second is restraint vs rhathymia which he defines as a self controlled serious conscientious disposition versus a happy go Lucky carefree and unconcerned disposition (1959). Eysenck (1955a) has adopted the later factor as his definition of it will be recalled that Eysenek sees the dimension as a broad typological over reflecting the correlation of many more fundamental dimension.

Cattel has in fact suggested a number of performance differences that would be expected but it is Eysenck who has been most vigorous and interprising in this regard. Drawing upon observation and speculation by Pavlov Eysenck (1955b). Proposed a theory in which
introversion and extraversion were viewed as the behavioural manifestation of difference in cortical excitation and inhibition.

According to Eysenck's theory held that extraverts should develop reactive inhibition (a tendency to make a response different than the one that has just been made more rapidly than introverts and that they should dispute reactive inhibition more slowly than Introverts). Eysenek believed that if this theory were correct the symptomology of introverted neurotics might be explained as over conditioning marking than seen type the victims of overly strict super ego whereas the pathology found in extraverted neurotics who seem to be more id-dominated in their behaviour might be explained as under conditioning.

The extensive research that these hypotheses have generated has been equivocal in its findings and we can not go into it in detail. difference have been found by franks (1956) in the conditioning of eye blinks and the galvanic skin response among both neurotics and normals as predicted by the theory. Other researcher however particularly those working with normals have been unable to replicate these finding Willett (1960). Similar difference show by the Eysenek with respect to figural after effects have been found consistently by other investigator Holland 1960).

Eyseneks assumption that dyshymics (obsessional and anxiety neurotics) and mysteries represent extremes of the introversion-extraversion dimension may be incorrect, many studies have found that
hysterics score at or below the mean of normal or an extraversion-introversion questionnaire.

Carrigan (1960) further more in using neurotics to represent that the extreme of the dimension. Eysenck may be introducing an additional factors such as drive level which might account for some of his findings (Davidson, Payre and Sloane, 1964; 1966) found a significant correlation between measure of conditioning of the galvanic skin response and finger with drawal for a group of neurotics suggesting some degree of generality in conditionability but did not find a significant correlation between these two measures for a group of normals moreover, they found no relationship between conditioning and extraversion among normals or neurotics whereas among neurotics they did find a significant correlation between conditionining and a psychophysiological measure of cortical inhibition that was the direction opposite to that predicted by Eyseneks theory, thus it appears that conditioning varies in same complex way as a function of certain personality variables and the kind of response being conditioned which makes the theoretical problems vastly more complicated than Eysenek's formulations suggested.

Johnson's (1755) define these term as per its current usage extraversion was define as a turning outward of the mind into people and objects in the external world and introversion as inner directness and a preference for abstract ideas rather than concret objects. Cattell used the term invia-exvia to refer to introversion and extraversion. extraversion dimension has both hereditary and environmental antecedents. At present
the researcher interested in probing the relative contribution of both herediatry and environmental determinants and their precise nature. Shields (1976) studies have compared the similarity of identical (monozygotic and fraternal dizygotic twins or questionnaire measures of extraversion).

Results indicate that dizygotic twins show much less similarity than monozygotic twins. In one study Shields found that identical twins were actually more similar when they had been raised apart their when they had been raised together this finding support both extraversion and neurotic concepts.

*Extravert/Introvert are two type. One is normal extravert and introvert other is typical extravert* we are talks about typical extravert they are sociable, like parties has many friends, needs to have people to talk to, and does not like reading or studying by himself. He cranes excitement, tapes chances, after sticks his neckout, acts on the spur of the moment and is generally on impulsive individual. He is found of practical jokes, always has a ready answer and generally likes change, he is carefree, easygoing, optimistic and likes to laugh and be marry. He prefers to keep moving and doing things, tends to be aggressive and looses his temper quickly. He generally can't keep his feelings under tight control and is not always a reliable person as well as we discussed about typical introvert is quiet, retiring sort of a person. Introspective, found of books rather than people. He is reserve, natured and distants himself form other except his intimate friends. He tends to plan ahead "looks before he leaps" and
distrusts the impulse of the moment. He does not like excitement, takes well-ordered mode of like. He keeps his feelings under close control. seldom behaves in an aggressive manner and does not lose his temper easily. He is reliable somewhat pessimistic and places great value on ethical, standards (Eysenck & Eysenck, 1964).

Objectives:

1. To explore the relationship of organizational culture with job involvement among different level of Engineers.

2. To find out the relationship between mental health and job involvement among various levels of engineers viz. junior engineers, assistant engineers, executive engineers.

3. To explore the relationship between personality variable and job involvement among various hierarchical level of engineers.

4. To explore the relationship of extraversion-introversion among different level of engineers.