Chapter Two

REVIEW OF RELEVANT STUDIES

Interest in the organizational and social variables and their relationship has reached not only in psychology but also in nursing. The extensive attention is given to the organizational variables—job satisfaction, job involvement, job motivation, organizational climate, self-efficacy, organizational role stress, job burnout, occupational stress, etc—in the periodical literature for psychology and nursing. Literature on organizational culture, job burnout, and job involvement increases exponentially.

The role of organizational variables (i.e., organizational culture, job burnout, and job involvement) and social variable (i.e., social support) in psychology and nursing field is a broad one. This has resulted in an unevenness and lack of systematic development. Nonetheless, I believe there is much to be gained through exploring the role of organizational and social variables in the sample of nurses. An attempt has been made to synthesize organizational culture, job involvement, job burnout, and social support findings of the past 20 years. Every attempt has been made to present a balance between theoretical development, research, measurement, and implications for nursing practice and to critically analyse the findings of research studies.

Job Burnout

Burnout is a phenomenon of the psychological concept. A lot of studies have been carried out to understand the concept of burnout especially...
in human service professionals and the result reveals the burnout appears to be a response to interpersonal stressors on the job in which an overload of contact with people result in change in attitude and behaviour towards them.

Savicki and Cooley (1983) identify and explain many pitfalls and sources of error in developing theory and research about burnout. Suggestions are made for further investigation in the area of individual characteristics and their interaction with the burnout phenomena. Longitudinal and carefully controlled studies are considered the most likely approaches to yield social information for practitioners.

Satisfaction and burnout of staff nurses in each of the leadership style group were then compared. The Head Nurse Leadership Style (HNCS) classifications of low consideration/high structure were most deviant. HNCS structure itself had no relationship with satisfaction and burnout, but had effects in combination with consideration.


Duxbury, Armstrong, Drew, and Henly (1984) attempted to study the relationship of Head Nurse Leadership style (HNCS) with self-report staff nurse burnout and job satisfaction. In neonatal intensive care units (NICUS)
staff nurse satisfaction and burnout were related. Head nurse consideration was clearly related to staff nurse satisfaction and to a lesser extent burnout. Aggregate perceptions of HNCS were ranked across NICUS to classify the head nurse on consideration and structure. The 14 head nurses were separated into 4 groups.

Brace and Ingersoll (1984) examined an overview of the orientation program and critical care component of a special burn unit combined with a plastic surgery unit at a hospital. The critical care module includes independent study, a full day of critical care classes and rotation to the surgical intensive care unit for practical experience. It is contended that regularly scheduled critical care classes help to maintain the desired level of clinical competency.

Mar, and Linda (1984) administered the Maslach Burnout Inventory on 40 personnel to examine the component of burnout among those who work with the terminally ill. Although the overall level of burnout among subjects has low burnout was higher among subjects with high educational level, long tenure, and full time status. Subjects based in home health agencies rather than in hospital based on free standing hospices reported the highest emotional exhaustion and depersonalization and the lowest personal accomplishments.

Blustun, Keith and Virginia (1985-86) identified sources and indicators of burnout. Results confirm that the construct is multidimensional in nature. The concept of burnout is a unidimensional and is inadequate and may lead to contradictory findings in research employing this conception.
Pagel and Wildman (1986) studied the relationship between personal and job-related variables and burnout for approximately 74 female pediatric nurses employed in acute care setting. It was found that nurses showed evidence of burnout. Suggestions are offered to increase the positive job factors that the nurses stated.

Laura and Madras (1986) discusses means of dealing with job stress and burnout among nurses and other worker in shelter for women who are victims of domestic violence. Results show that they think of their work as "only a job." Initially, there are reports of tension, fatigue and irritability, than feelings of ineffectiveness and frustration occurs and than intolerable and emotional exhaustion – burnout sets in.

Nowack (1987) investigated the effects of health habits and type of behaviour or psychological health outcomes in the face of daily life and stress. Measure of the experience of life stress and health habits Type A behaviour, job burnout and psychological distress were collected for 146 employees at a university medical center. Result shows that Type A behaviour, but not life stress on health habits directly affected both job burnout and psychological distress.

The study conducted by Dewe (1987) identified 5 potential sources of stress. Results indicated the difficulties and conflicts inherent in the nurses role the multidimensional nature of the different stressors, aspects of the work environment that give rise to different stressors, and the relationship among stressors.
Hare Pratt and Andrews (1988) investigated interpersonal and situational factors expected to contribute to 6 dimensions of burnout among 312 professional and paraprofessional nurses working in acute and long care health facilities. Results showed the work relationship and tension releasing and instrumental problem-focused coping were the most powerful predictors of burnout is both an organizational and a personal problem.

Tofts (1989) investigated personality hardiness, occupational stress and burnout in 100 critical care nurses aged 23-59 years. Findings provide partial support for the hypothesis that greater hardiness would be associated with less stress and burnout. Support was not found for the hypothesis that greater stress would be linked with greater burnout.

Sherley and Lois (1989) addressed the need for a better understanding of the stress of female military nursing experience in Vietnam. Results show that nurses experience prior to their assignment were found to be more at risk for such negative outcomes as difficulty in establishing personal relationships and difficulty in coping with stressful stress experience, career dissatisfaction data, and health problems of military nurses and their children are reported.

Mc Grath and Boere (1989) investigated the effects of stress in 171 nurses by administering the General Health Questionnaire and the Maslach Burnout Inventory. The results show direct contact with patients and their emotional demands caused more stress, while the hospital-based subjects found professional contact and control imposed on patients, more stressful.
Baglioni, Cooper, and Hingley (1989) examined the effect of occupational stressors (OSS) coping strategies and type A behaviour on job satisfaction (JS) and mental health in 475 female nurses. Results shows that stress associated with career issues, in particular negatively influenced subjects coping techniques.

Bennet, Mitchies, and Kippax (1991) examined burnout and associated factors in 32 nurses in a treatment for patients with AIDS subjects age 21-51 years. Results showed that stressful areas did not influence burnout sources. Subjects who had worked in a particular unit for greater length of time were more likely to suffer burnout and age significantly influenced burnout.

Anderson (1991) conducted a study on 42 nurses. They completed questionnaires on nursing stress, role conflict and ambiguity, burnout, absenteeism and support. Results shows that nurses who were more centrally located were able to mobilize both type of support in coping with stress. The nurses position in the network, however, may be affected by the role that supervisors play in providing support as well as the group composition.

Kandolin and Irja (1993) investigated burnout and psychological stress in 124 mental health nurses and 102 nurses of mentally healthy nurses and handicapped persons. Half of the nurses were women, 52% were 5 shift works, and the rest worked in 2 shifts. Results show that female nurses in 3 shift work reported more stress symptoms and had ceased to enjoy their work more often than women in 2 shift work. Occupational demands and passive stress coping, strategies also contributed to the experience of burnout and stress.
Marquis (1993) examined burnout among caregivers of the terminally ill. Results show that identifying and coping with caregiver burnout throughout the spectrum of individual’s relationship and modes of death.

Descamp and Thoms (1993) examined the effects of fun in work on the relationship between job stressors and strains for 72 nurses aged 22-59 years. Results indicated that high levels of APP reduced the strength of the relationship between level of stress and there was no support for a stress strain buffering effect of gaming and the use of human at work.

Thompson, Sandre and Cooper (1993) assessed the contribution of elements of Scarver and Schiers (1992) self control model of stress to the prediction of occupational stress in 74 psychiatric nurses. Result showed an expected contribution to an emotional exhaustion – depersonalization canonical variate of the stress model. Level of only positive affectively and private self focus made a notable contribution of explanation of variance on the models diminished accomplishment canonical variate.

Carrigan, Patrick, Paul, Bucian and Brett et al., (1994) investigated the relationship between state anxiety and collegial support and burnout in 55 staff members at psychiatric hospitals. Result show cross-legged panel and suggest that emotional exhaustion caused state anxiety. The second panel showed that lack of collegial support caused depersonalization.

Ellis and Millers (1994) determined the impact of specific type of supportive communication on burnout, organizational commitment and relation for practicing nurses. Results indicate targeted effects of
instrumental and informational support but broader effects for supportive communication and personal control. Results indicate that other relations explaining the link between social support and burnout may be warranted.

Bennett, Kelhar and Rose (1994) examined how and why burnout occurs and how to prevent health care worker who deal with HIV/AIDS care giving 54 nurses. Result shows that the social context is an important determinant of burnout. High burnout subjects had higher level of external coping stress, anxiety and stigma. Low burnout subjects had higher level of internal coping social recognition, support belonging and reward. It is suggested that burnout be reduced by stress and stigma management training, instruction in internal coping skills and high social support especially by supportive group efforts.

Duquette, Kerouac, Sandhu, and Beaudet (1994) have done a review of empirical knowledge regarding factors related to burnout in nurses. Results show that the type of nursing unit as type of patients did not seem to affect burnout rate. Relationship was found between lack of hardiness, character traits and support from superiors.

Richard and Charles (1994) examined the relationship between work related social support personality variables and burnout among nurses and assessed whether social support and extraversion are significantly related to stress related social support and burnout. Results show that there was an interactive effect of social support and extraversion in relation to an emotional
Extraverted nurses required more work-related peer support than did introverts to avoid emotional exhaustion.

Papadatou, Anagnostopulas and Monas (1994) administered the Maslach Burnout Inventory and measures of environmental and personal variables to 217 oncology nurses and 226 nurses in general hospitals. Result shows that a sense of personal control over the things that happen in life and in the work environment protected nurses from emotion exhaustion, depersonalization and lack of personal accomplishment.

Armstrong-stassen-Magarie (1994) compared the determinants and consequences of burnout in 586 Canadian and 263 Jordanian registered nurses working in a hospital setting. Result shows that the level of stress, high level of administrative support was associated with high level of personal accomplishment.

De-Mircato, Latieflo, Cententano and Romano et al. (1995) assessed the prevalence of the burnout syndrome in 248 physicians, 397 nurses and 256 ancillary medical workers. Significant difference was found between physicians and nurses on symptoms of burnout. The prevalence was higher in physicians (58%) than nurses (50%) working in oncology departments.

Miller, Reesar, and McCarrey (1995) reviewed publication from 1974-1992 on the concept of burnout, and personal and organizational issues. Recommendations for preventing burnout are made. It has been concluded that a number of individual and/or organizational development approaches can be taken towards the prevention and/or reduction of burnout.
Duquette and Francine et al (1995) identified determinants of burnout in geriatric nurses. Results suggested that geriatric nurses with hardy personality traits when faced with work stress generating events are able to reduce strain and avoid burnout.

Parker, and Kulik (1995) examined how job stress and work support predict the experience of burnout. Results suggest that burnout not only negatively impact on health care providers but also may influence objective absenteeism and supervisor perceptions of employee performance.

Cheak, Swarase Wong, and Sidney (1998) tried to establish the external validity for a model on spurned helpers reaction through examining the spurring burnout linkage in practicing nurses. Result shows that a heavy work load exerted not only a debilitating to main effect on burnout, but also hindered spurned nurses, ability to adequately cope with recurrent patient rejection.

Leither, Havie, and Frizzel (1998) examined the relationship of nurse’s burnout, intention to quit and meaningfulness of work as assessed on a staff survey with patient satisfaction with nursing care. Result shows nurses' cynicism was reflected in lower patient satisfaction with interactions with nursing staff. The correlations between cynicism and often aspects of care far below satisfaction significance.

Schmitz, Neirman, and Roman (2000) examined the effects of locus of control and work related stress on burnout in hospital staff nurse. Results support the hypothesized model and suggest the greater work
related stress and burnout would be associated with power locus of control in nurses. The findings supported the notion that perceived degree of control is instrumental in enabling nurses to cope with stress and burnout.

Remi and Peterson (2000) tested the relationship between the professional recipient and burnout. Result shows higher emotional exhaustion. No indication was found for a longitudinal relation between inequity and depersonalization. Further results suggest that personal accomplishment influence equity.

Cam-Olcay (2001) examined the level of burnout in nursing academicians in Turkey and investigated the variables which were strongly correlated with the burnout nursing education setting in Turkey. Result shows that the most significant predictor of emotional exhaustion was work setting. Satisfaction in nursing education setting. Finally, these findings were compared with other previous studies in the field.

Tselibis, Moulou, and Illias (2001) assessed the relationship between burnout, depression, and sense of coherence using the Maslach Burnout Inventory. It was hypothesized that the degree of sense of coherence renders problems either vulnerable or resistant to both depression and burnout. This article concludes that in the hospital setting, the intervention by specialized personnel in order to assist nursing staff with burnout may be an appealing option.
Wegkosep (2002) examined some of the causes and effects of stress and burnout. Result shows that the interaction exist between the individual (i.e., internal factors) and the environment (i.e., external factor).

Hallman, Thonsson, Burell, Vispers et al. (2003) have made comparison in women with respect to burnout and coping abilities and related to the impact of educational level of differences in coping abilities and related to the impact of educational level on differences in coping strategies. Women with coronary heart disease reported a higher level of burnout and had the highest scores demonstrating lack of coping, which indicates lesser coping abilities. Differences concerning strain reduction, self-control, and emotion distancing are discussed in terms of living conditions.

Demir, Ulusoy, and Ulusoy (2003) have made an attempt to identify the factors causing burnout in professional and private lives of nurses working in the university and state hospitals in the city. Maslach Burnout Inventory was used to determine the burnout level of individuals. The most important findings of the present study are as follows: higher education level, work experience, and higher status decrease burnout while working a night shift increases. In addition, nurses who have problems in relations with the other team members and are not satisfied with their work conditions have higher levels of burnout. Having difficulty in childcare and in doing house chores, health problems of the nurses or her children, economic hardships, and difficulties encountered transportation are other factors increasing burnout.
Adah, Pramiti Evagelou Mougrie, et al., (2003) examined the levels of burnout experienced by those that contribute to the development of burnout. The sample consisted of 199 members of nursing personnel in five psychiatric hospitals in Athens. The Maslach Burnout Inventory and a meso work environment scale were used to assess nurse burnout and environmental factors. The data was analyzed applying the stepwise multiple linear regression. Generally, occupational burnout appears to be at moderate levels. The emotional exhaustion of nursing personnel, working in psychiatric hospitals, presented statistical significance compared to those working in psychiatric departments of general hospitals. Age-wise positively related to personal accomplishment. A statistically significant correlation was observed towards the decrease in emotional exhaustion and depersonalization and the time spent caring and communicating with patients whereas the personal accomplishment was increased. The stepwise multiple linear regression method was used to compare burnout with work environment characteristics and it was found that most of the subscale items were positive but related to work environment characteristics.

**Job Involvement**

As Rabnowitz and Hall acknowledge, multivariate studies are necessary for investigating such relationships.

Recent studies by Rabnowitz, Hall and Goodale (1977) did adopt multivariate strategies. Schuler used stepwise multiple regression analysis to determine whether job involvement variance was better explained by
combination of individual variables (age, ability to leave the organization, relevant education, and perceived participation in decision making) or a combination of organizational variables (participatory leadership, role ambiguity, and task repetitiveness). Both combinations accounted for about the same amount of job involvement variance (approximately 33%). Schuler also stated that the inclusion of additional individual (seniority, education level, relevant work experience, and authoritarianism) and organizational (task independence, organ level, and role conflict) predictor variables resulted only in a trivial increase in the percentage of job involvement variance explained (less than 21%).

Rabinowitz et al. (1977) who also used a stepwise multiple regression procedure, found similar results. Their data revealed that individual difference and "job scope" (an unweighted linear sum of Hackman and Lawler's (1971) measures of four core job characteristics: variety, autonomy, task identity, and feedback) were equally predictive of job involvement level, although the amount of involvement variance explained was used then that achieved by Schuler.

Herman Dunham and Hulin (1975) conducted more sophisticated multivariate analysis in their attempts to identify the relative amounts of common variance shared by a combination of several job-related attitudes (one of which was job involvement) and combination of personal and situational variables (job-organizational characteristics) were more powerful than combinations of personal characteristics in the context of explaining individual differences in combinations of job-related attitudes. The apparent
inconsistencies among the findings of Rabnowitz et al. (1977) on the one hand and those of Herman et al., on the other, suggest that the first of Rabnowitz and Hall's (1977) conclusion may be premature. The present study relied on multiple regressions and multiple discriminant function analysis to examine job involvement. Multiple regression analysis provides an idea of the percentage of variance in one variable (job involvement level) that can be explained by the combined variances of other variables, personal or situational characteristics. Although multiple discriminant function analysis necessarily results in a certain loss of information in the context of study (since an internal scale is reduced to an ordinal scale when the sample is trichotomized), on the basis of job involvement level, this analytic procedure is sensitive to two possibilities in the empirical data that are beyond the scope of regression analysis. First, dividing the sample into three groups difference (overall & Kleit, 1972). Second, multiple discriminant analysis can detect serious non-monotonicity in the independent variable. Different segments along the job involvement continuum may be more or less predictive from combinations of personal or situational variables. Consideration of these possibilities is consistent with this study's explanatory approach to the construct of job involvement.

Researchers of the last few decades studies correlates of job involvement with reference to employee's job satisfaction, participation and performance. Bass (1965) reported job involvement as representatives of employees' ego-involvement in his job and to performance. As observed by Weissenberg and Greuenfeld (1968) that the job involvement was found
significantly related to satisfaction with the motivator variables. Patchen (1970) reported that the job involved person is highly motivated and enjoys a sense of pride in his work. The job involvement has also been studied in relation to personal characteristics such as age, belief in ethic and need for growth seems to result in high involvement. High degree of job involvement may result in lower resignation rates (Blau, 1986).

Rabinowitz and Hall (1977) pointed out that the job involvement has been made to understand the workers who are psychologically involved in the jobs and researchers became interested to study the job involvement by classifying the definitions that have guided the past research: (i) job involvement as a performance-self-esteem contingency, (ii) job involvement as a component of self image. Further it was classified into three theoretical perspectives: (i) job involvement as an individual difference variable, (ii) job involvement as a function of the situation, and (iii) job involvement as an individual situation interaction.

Mehta (1977) interpreted that the factors such as autonomy, friendly relations, supervisory behaviour, mutual trust and support lead to more job involvement and resulting in increasing productivity.

Kanungo (1979) presented a motivational approach to study job involvement and made a conceptual distinction between intrinsic motivation and job involvement. He argued that the satisfaction of intrinsic needs might increase the possibility of job involvement. He described the concept of job involvement in terms of general cognitive
state of psychological identification with work and so far as the work is perceived to have the potentiality to satisfy one's salient needs and expectation. The degree of involvement to be measured in terms of a person's cognition about his identification.

In a study by Prabhakala (1979) on bank employees to examine the relationship between job involvement and personality factors. The result yielded that the subjects who were found most job involved scored significantly high in comparison to low involves subjects on factor 'A' and 'F'. While the low involved subjects scored significantly high on factor 'I' and 'M'. The two groups in terms of their mean scores did not differ on remaining 12 personality factors suggested that these personality factors did not influence the level of job involvement.

Anantharaman (1980) examined job involvement of nurses in relation to age, tenure, income and locus of control. The result indicated that the age, tenure and internal locus of control were found to be significantly related to job involvement.

Anantharaman and Subba (1980) attempted to find out the relationship between job involvement and need satisfaction and between job involvement and organizational climate. The result revealed that no relation between job involvement and various dimensions of organizational climate.

Anantharaman and Devasenapathy (1980) studied job involvement of managers, supervisors and workers of public sector unit. The result showed that managers found more involved in their job than the supervisors and workers.
In contrast to it the workers were found less involved than the supervisors. The managers, supervisors, and workers differ significantly from each other in terms of their job involvement. The results obtained were interpreted as the managers have greater opportunities to make all important decisions which might have led them to higher job involvement. The workers on the other hand have lesser opportunities in decision making and setting their work place might have led them to be less jobs involved.

Madhu and Hangopal (1980) obtained positive relationship between job involvement and job performance.

Anantharaman and Kaliappan (1982) administered job involvement scale and state trait anxiety inventory on LIG female nurses aged 26-43 years. Results indicated that age and job tenure were positively related to job involvement and state and trait anxiety scores were negatively related to job involvement.

Anantharaman and Begum (1982) carried out study to find out the difference in job involvement among bank employees. The subjects of this study were 10 managers, 50 officers and 100 clerks. The scores obtained by the subjects on job involvement scale were analyzed by means of t-test. The result did not yield significant mean difference in terms of job involvement of groups compared.

Tandon (1982) observed that the workers performance was not associated with their job involvement. It appears from the finding that the workers who are highly involved in their job do not mean that they will produce more in comparison to the workers who are less involved in their job.
Another investigator Das (1982) examined the relationship between demographic variables with job involvement of managers. The result revealed that the managers who spent ten to fifteen years in job showed lowest job involvement. The result also revealed that the middle management executives were found significantly lower in job involvement in comparison to the higher and junior level executives.

Singh and Mishra (1983) reported that the job involvement was not found significantly related to ego-strength and occupational stress. The result also revealed significant inverse relationship between occupational strength and ego-strength.

Chaudahary (1983) obtained significant difference in the level of job involvement among managers, supervisors and workers working in private sector.

Singh and Mishra (1984) studied the relationship between job satisfaction and job involvement found that the supervisors with high ego-strength were found more satisfied and most involved in their job in comparison to the supervisors having workers ego-strength.

Mishra and Singh (1986) examined the influence of occupational stress and ego-strength on supervisor’s job satisfaction and job involvement. The result revealed that the job involvement was found positively related with job satisfaction, whereas job involvement and occupational stress were found inversely related. The result also indicated that the supervisors who score high on ego-strength scale exhibited high stress in their job.
Jon (1987) investigated source of gender differences in subjective job involvement using cross sectional and panel data from 1972, 1973 and 1977. Result shows that women become more involved with their jobs over the period of study whereas men's subjective involvement decreased.

Singh (1987) studied to see the influence of occupational level on job involvement of supervisors and workers of diesel locomotive works, the results indicated no significant difference between the mean job involvement scores of supervisors and workers. However, the mean of job involvement scores of supervisors was found higher in comparison to the workers.

Blau and Boal (1987) stated that the job involvement is the degree to which employees immerse themselves in their job and invest time and energy in doing their job and view their work as an integral part of their overall lives. On the basis of their explanation the job involved employees seem to have firm belief in work ethic, exhibit high growth needs and enjoy in taking part in decision making as a result of it the employees will seldom be tardy or absent and they are willing to work for longer hours and they are often willing to be high performers.

Wagner, Eirris, Fandt and Wajne (1987) examined the relationship between organizational tenure and job involvement. Organizational tenure did not explain a significant proportion of variance in job involvement after removal of exogamous effects, it is suggested that relationship between job involvement and organizational tenure might be better represented by a non-linear trend.
Blau (1987) conducted a study on using a personal environment for model to predict job involvement and organizational commitment and found that the proposed person-environment fit model is useful for predicting job involvement but not organizational commitment.

Latham, and Leddy (1987) conducted a study on sources of recruitment and employee attitude. An analysis of job involvement, organizational commitment and job satisfaction. They found strong recruitment sources effect, with employee's referral emerging as a better source of recruitment than newspaper higher level on all three variables.

Singh and Belandra, (1987) conducted a study on a comparative study of job involvement of supervisors and workers in relation to their occupational level. There was no significant difference between the job involvement source of supervisors and those of workers.

Lorance and Yon (1987) tested the gender and job model of sex differences in job involvement. They reported that women are more involved with their jobs over the period of study whereas men's subjective involvement decreased.

Mishra (1988) attempted to find out the moderating effect of role overload, job satisfaction and job involvement of first line industrial supervisors of diesel locomotive works. The result indicated that the role overload did not emerge as moderators of the relationship between job involvement and job satisfaction,
Chaudhary and Satya (1988) conducted a study on occupational level and job involvement – a comparative study of public and private sector employees. Significant differences were found in the level of job involvement of managers, supervisors, and workers of the private sectors as compared to their counterparts.

Aleem and Khandelwal (1988) reported that women were less involved in their job than their male counterparts. The difference obtained was explained in terms of the difference in education, age, and income. The result was concluded in the light of the factors which were positively related to job involvement were performance of intrinsic job outcomes, higher education, age, and high level of income.

Sekaran (1989) investigated cause and effect connections between job characteristics, sense of competence, job involvement, and job satisfaction among bank employees. He observed that work ethic had significant paths to job involvement and sense of competence and both increase confidence in job competence and skill variety which hold direct path to job satisfaction. In contrast to it the stress had a direct negative path to job satisfaction. In addition, it has negative influence on sense of competence. On the basis of results obtained they suggested, by making work more interesting in reducing stress and facilitating the success experience might increase the sense of competence among employers and it might result in increased job satisfaction.

Singh (1989) studied the relationship between job involvement, job satisfaction, morale, and performance of public and private sector employees.
The result showed significant relationship between job involvement, job satisfaction and morale of the employees working in two types of organizations.

George and Share (1990) investigated relationship between job involvement career salience and organizational commitment. Results suggested that work commitment is both a global and multifaceted construct.

Achamamba and Gopikumar (1990) studied male and female bank employees reported that the locus of control was found significantly related to job involvement but the two groups did not differ significantly in terms of the mean job involvement scores.

Singh and Pestonjee (1990) investigated the possible effect of job involvement and sense of participation on job satisfaction of two categories of bank employees. The result indicated that job satisfaction of bank employees was found to be affected positively by occupational level, job involvement and participation. The interactional effect of job involvement and participation was found to be significant.

Singh and Nath (1991) conducted a study to explore the effects of organizational climate, role stress and locus of control on job involvement of banking personnel. The result indicated that the subjects with high organizational role stress were found less involved in their job in comparison to the subjects of low organizational stress. The subjects scored high on achievement expectation, affiliation and dependency dimension of organizational climate were found highly involved in their job in comparison.
to those who scored low on these dimensions of organizational climate. When internal and external groups were compared, it was observed that the external locus of control groups of subjects showed lower degree of job involvement in comparison to the internally locus of control group of subjects.

Ahmad and Khanna (1992) found negative correlation between occupational stress and job involvement. They also observed that high job involvement groups were found more satisfied with their job in comparison to low job involvement group counterpart.

Robert (1995) conducted a study on relationship among job involvement, job satisfaction, and organizational commitment in nurses. Job involvement was not related to overall job satisfaction but was found to be related to satisfaction with work and promotion, opportunities, the degree of relationship between overall and specific factors of satisfaction and commitment between involvement and commitment was moderately high.

Mishra and Gupta (1995) investigated that the predicting effect of motivation, alienation, and job involvement on performance of blue collar industrial workers. The results showed that motivation and alienation emerged as significant predictors of work performance but motivation was found strongest predictors of work performance.

Ammabhavi (1996) reported that the professionals with high job involvement have significantly higher quality of life in comparison to the low job involvement professionals.
Venkatachalam and Reddy (1996) conducted a study to find out the impact of job level, job tenure, and types of organization on job involvement and job satisfaction among employees working in three organizations viz. banks, school, and government offices. The data obtained on these scales were analysed by means of analysis of variance. The result showed that the significant influence on job level, work involvement, and job involvement, and not job satisfaction. The types of organizations in which the employees are working significantly influence the job satisfaction but not on work and job involvement. The result also revealed that the job tenure do not show significant impact on job involvement, work involvement, and job satisfaction.

Tisdale, William-Barnard, and Moore (1997) examined attitudes, activities, and involvement in nursing research among psychiatric nurses in public sector facilities. The education level was positively correlated, whereas years of employment reflected an inverse relationship with SRAI scores. Nurses with a high school diploma as their highest level of education scored highest. Nurses employed longer at the public sector facility scored lower on the SRAI than those recently hired. Nurses who were older and employed for a greater number of years had lower research attitude scores.

Aminabhavi, and Dharanendriah (1997) conducted a study to identify the factors that contribute to job involvement among doctors, engineers, lawyers, and teachers. The age group of the subjects ranged between 30-60 years. The subjects were required to give their response on job involvement scale and a personal data sheet. Results showed that the selection of occupation expressed with regard to job satisfaction and
socio-cultural background that contributed significantly to job involvement of the professionals. The result was interpreted that the professionals who choose their occupation and expressed higher job satisfaction and the professional who came from upper middle stratum of socio-cultural background showed higher job involvement than their counterparts.

Jaswant and Naveen (1997) conducted a study to examine the interactive effects of age, gender and Type-A behaviour pattern of job stress and job involvement of bank employees. The result indicated that the two independent variables i.e., gender and Type-A behaviour had significant effects on job stress. The age and Type-A behaviour also significantly influenced the job involvement of bank employees. The result showed significant interaction effects of age and gender, Type-A behaviours and gender for job stress.

Bhatt (1997) studied the job stress, job involvement, job satisfaction of male and female primary school teachers. The samples were selected from public and private school. Job stress scale, job satisfaction scale and Lodahl and Kejner's Job Involvement Scale were administered on them. The result indicates that the public school teacher's job stress was high and significantly negatively associated with job involvement. Job satisfaction and job involvement were highly significantly positively correlated. The result also showed significantly negative partial correlation between private and public school teachers on job involvement.
Nair (1997) examined the relationship of the role of job involvement as a personal outcome variable in the job characteristics model of Hackman and Oldham. The sample of the study was consisted of non-supervisory level of employees engaged in technical and administrative work. It was hypothesized that job involvement should be positively and significantly correlated with the relevant core job dimensions. The result yielded the predicted relationship indicating that the job involvement may be considered in terms of personal outcome variables.

Venkatraman et al. (1998) carried out study on banks, schools and government office subordinates. The study was aimed at to find out the effect of job level, organizational identity on job involvement and job satisfaction. The results showed that supervisors were more job involved and more satisfied from their job in comparison to their subordinates. Results also revealed that the employees working in banks were more job involved show greater level of job satisfaction than those working in schools and government offices. They also reported that the significant effect of job level on job involvement and job satisfaction and the organizational identity significantly influenced job satisfaction but not the job involvement.

Biswas (1998) studied the influence of life style stressors – performance, frustration, threat and physical damage on organizational commitment and job involvement of managers, supervisors and workers of large and medium public and private sector organization. The subjects were asked to complete the demographic information schedule, life style stressors questionnaire, job involvement questionnaire and the perceived
organizational questionnaire. The result indicated that the performance threat and frustration emerged significant predictors of organizational commitment, whereas none of the stressors emerged as predictor of job involvement. The result also indicated that managers scored high on job involvement as compared to the supervisors and workers. The workers showed greater performance stress.

Joshi (1998) compared the private public sector employer in terms of job satisfaction, job involvement and work involvement. The sample consisted of public and private sector employees. On whom job satisfaction scale, job involvement scale and work involvement scale were administered. A personal data sheet was also used to collect information regarding sex, age, length of service, work experience, monthly income and educational level. The result indicated that the public and private sector employees differ significantly in terms of their job satisfaction, job and work involvement.

Share and Thornton (1999) conducted a study on distinctiveness of three work attitudes: job involvement, organizational commitment and career salience. Career salience and organizational commitment were the most distinct work attitudes whereas career salience job involvement was the least distinct attitudes. Furthermore, work values were found to be a strong antecedent of all three work attitudes. Results obtained by them further suggest that work commitment as global and multifaceted construct.
Yadav and Halyal (1999) studied job involvement and family involvement as determinants of job satisfaction and marital satisfaction. The result showed that psychological identification with the job and family involvement found positively correlated.

Naaz (1999) studied the job involvement of textile mill workers in relation to job characteristics and demographic variables. Result indicated that the skill variety which is one of the components of job characteristics was found significant predictors of job involvement. The result also indicated that the task identity and skill variety were found as predictors of job involvement.

Joshi (1999) studied the job satisfaction, job and work involvement of industrial employee. The data obtained on these scale were analyzed by means of product moment correlation. The result revealed that the employee age, job experience and monthly income were significantly related to job involvement and work involvement. It was also find out that the monthly income to be significantly correlated with job satisfaction. It was also observed that the employees job satisfaction and job involvement was found significantly associated. The result did not yield significant relationship between employees work involvement and job satisfaction.

Patel (1999) conducted a study to find out the influence of age, organizational commitment on job involvement of nationalized and co-operative bank employees. The sample consisted of 200 employees (100 in each group). Mawday’s organizational commitment scales and Lodahl and Kejner’s job involvement scale were administered on them. The result
revealed that the younger employees of both nationalized and co-operative bank employees differ significantly with their middle age group employees. The younger employees were found less job involved and showed less organizational commitment than the middle and elderly age group of employees belonging to same age did not differ significantly from each other on job involvement.

**Organizational Culture**

Allaire, and Fisirotu (1984) critically examined the theories of organizational culture and commented that an integrative concept of organizational culture as a useful metaphor for studying the process of decay, adaptation and radical change context in complex organization to proposals based on the analysis. In the proposed framework an organization has 3 interrelated components - a socio culture system cultural system and individual factors.

Bail (1984) examined the impact of organizational culture on approaches to organizational problem solving. The problematic characteristics of 6 cultural orientations were identified and their effects examined. Several issues are discussed how culture for the wider existence of the culture orientation described a universal variable thesis or organization to change is proposed.

Ouchi and Wilkins (1985) reviewed organizational culture with particular reference to macro and microanalytic organizational culture theories along with results based on empirical studies that used holistic, semiotic, and
quantitative approaches. It is suggested that the study of large forms in a period of experimentation and that it draws upon many insights that anthropologists, sociologists, and psychologists have developed in the study of other forms of social organization.

Barney (1986) advocated that firms which do not have the required cultures and generate the culture cannot engage in activities that will modify their cultures and generate sustained superior financial performance because their modified cultures typically will be neither rare nor imperfectly irritable. Forms that have cultures with the required attributes can obtain sustained superior financial performance from their cultures.

Rose (1988) discusses the coordinated management of meaning theory for identifying different cultures within and for conceptualizing the interaction between them. The utility of coordinated management of meaning on a theoretical and an analytical frame is demonstrated through applying the perspective to the interplay between dominant culture and three types of subcultures – enhancing orthogonal and counter culture.

Barley, Meyer, Gordon and Gash (1988) studied the concept of cultures of culture. Models of academic and practitioners oriented discourse on organizational cultures were derived from early papers on the topic. The text of 192 articles written between 1975 and 1984 were examined few evidence of acculturation. Data suggest that, over time, academics appear to have moved toward the practitioner's point of view, while the latter appear to have been influenced by the former.
Cooke and Rousseau (1988) have reported that there were significant differences across organizations with respect to the norms and expectation measured by the inventory. Subcultural differences within organizations were found to occur across hierarchical levels. Data on preferred norms indicate that members of different organizations agreed that the ideal cultures for their firms would promote achievement-oriented affiliative, humanistic, and self-actualizing thinking and behavioral styles.

Potter (1989) conducted a study on what is culture and how it can be useful for organizational change agents and came to the conclusion that the concept of culture is a reminder that there are many world views and that these are important for predicting how others behave in change situations.

Shockley and Marleys (1989) conducted a study on adhering to organizational culture, what does it mean? Why does it matter? They have reported that organizations broadly involve employees in the ongoing process of value development and articulations are more likely to identify and describe values that correspond to the values of diver's organization members.

Alvesson (1989) conducted a study on the culture perspective on organizations instrumental values and basic factors of culture. Organizational culture research tends to lead to an impoverished conceptualization of cultural approach in often reduced and trivialized in order fit into the 'tool' view which gender may manage studies related to this limited use of the culture concept is a tendency for management – student to become trapped by the unquestioned assumptions of western managerial culture without being able to investigate.
those for themselves way in which scholars could cope with the problem of cultural blindness are discussed

Christopher (1989) demonstrates how culture influence, the way consultants and change agents gather their data and formulate proposals. The concept of culture is a reminder that there are many world views and that these are important for predicting how others behaviour in changed situations.

Schein (1990) conducted a study on organizational culture. Authors viewed that culture should be defined and analysed if it is to be used in the field of organizational psychology. Other concepts are reviewed, a brief history is provided and case materials are presented to illustrate how to analyze culture and how to think about cultural change.

Sackman (1992) studied on a number of cultural subgrouping existed in regard to two kinds of cultural knowledge, while an organization wide cultural revelry was identified for a different kind of cultural knowledge.

Linstead, and Grapton (1992) stresses the importance of (1) approaching culture as a discursive complex, (2) appreciating the importance of the other in supplementarity and (3) appreciating the seductive processes of the formulation of culture and image as simulators. It also stresses a pursuing detailed articulation and analysis of everyday practices to explore the marginal creativity of culture consumer s in particular socioeconomic and historical contexts.

Feldman (1993) conducted a study on how organizational culture can affect innovation? They have discovered that there is influence of culture on
attitudes towards and capacities for innovation in a medium culture and it can be used to stimulate innovation.

Marcoulides and Heck (1993) have reported that several latent variables – organizational structure and purpose, organizational values, task organization structure and values, task organization culture and individual values and beliefs affect organizational performance. Analysis confirms the fit of the data to proposed model, which represents an initial impact to describe and evaluate the effects of various dimensions of organizational culture.

Smith and Schbrcq (1998) describe a method for in-depth analysis of team cultures. Result shows that the present method investigates team culture by simulating critical incidents and dilemmas. The method analyzes the G cultural dimensions of adaptation, goal attainment, integration, and pattern maintenance and unusual networks for data processing “cultural map.” obtained by applying this method to 6 middle management teams comprised of a total of 6125 -60 year old in an industrial enterprise reporting excellent variables to which it was related.

Mujin. (1998) collected data from 8126 employees in a large government service agency using an anonymous survey measuring 19 different aspects of organizational culture and climate. Results are discussed in terms of their practical and meaningful relevance to organizational effectiveness.

Johnson and McIntye (1998) conducted a study on organizational culture and climate correlates of job satisfaction and reported that the measure
of culture was most strongly related to scores on job satisfaction, empowerment, involvement and recognition. Measures of climate were strongly associated with scores on job satisfaction, communication followed by goals, creativity and innovation and decision making. Results are discussed in terms of their practical and meaningful relevance to organizational effectiveness.

Liu (2003) examined why unity and diversity of organizational cultures emerged as a function of economic reform, and how subcultural differences were reflected on employees' perceptions of cultural practices. Data were gathered from in-depth interviews and a large scale survey in two large state owned enterprises in North east China. Results indicated that, although all employees were oriented towards a common set of cultural themes, the two generations of employees did not exemplify the themes in the same way, specifically unity was illustrated by employers' desire to maintain harmony and to reduce inequality. Diversity was revealed by first generation employees higher rating on loyalty, security and even bureaucracy. The findings are discussed in the light of traditional Chinese cultural values, political ideology and the social context.

Social Support

Jane (1985) tested the theoretical model of occupational stress developed by La Racco et al., (1980) in relation to job stress in critical care nursing. 164 female critical care nurse from 8 hospitals completed measures of perceived social support, perceived job stress, job dissatisfaction and
psychological symptoms. It is concluded that the La Racco et al. model can be successfully applied to the human services area.

Norbeck and Jane (1985) conducted a study on type and sources of social support for managing job stress in critical care nursing and reported that all the main effects in the model but none of the buffering effects. For married subjects, a specific type of support (work support) explained 24% of the variance of perceived job status, nearly double that of overall social support measure for their group. For the unmarried subjects, a specific source of support (from relatives) explained 10% of the variance in perceived job stress and 16% of the variance in psychological symptoms—double or triple the effect of the total network support score for the full sample. It is concluded that the Ra Racco et al. model can be successfully applied to human services areas. Implications for nursing managers are noted.

Dione and Elizabeth (1985) conducted a study on burnout and social support among bedside nurses and examined differences in the nursing tasks performed and the estimated amounts of interpersonal involvement and conflict experienced by the nurses. Burnout was positively and significantly related to the use of prescription calming drugs and negatively and significantly related to the number of hours in direct contact with patients. Social support was negatively associated with and predictive of burnout and work setting was pertinent to burnout. It is suggested that source effect and affirmation were inversely related to burnout. Additional emotional support and validation may be needed during stressful time at work and at home.
Constable and Russell (1986) administered the Maslach Burnout Inventory, work environment scale and a social support measure on military nurses. Result suggests that managers should initiate programmes of burnout prevention by incorporating and promoting elements of job enhancement, reducing unhealthy work pressure and increasing social support mechanisms, particularly from supervisors.

Constable, Russell and Daniel (1986) conducted a study on the effect of social support and the work environment upon burnout among nurses. Results indicated the significant moderating effects of supervisors' support on the relationship between job enhancement and emotional exhaustion. Consistent with the buffering hypothesis or supremacy support increased the negative relationship between job enhancement and emotional exhaustion, a central component of burnout syndrome. It is suggested that managers should initiate programmes of burnout prevention by incorporating and promoting elements of job enhancement, reducing unhealthy work pressure, and increasing social support mechanisms, particularly from supervisors.

Browner, Kelly, Selesby and Jacelyn et al. (1987) examined the relationship between work stress and social support and health of 21 psychiatric technicians who worked in 4 units in a state residential facility for persons with severe and profound mental retardation. Result indicates that the extent to which they perceived their coworkers as supportive have fewer health problems.
Hendix, Centrell and Steel (1988) examined the effect of social support on the stress burnout relationship. Results indicated that job stress and stress correlated positively with burnout, while job and life support were negatively correlated with burnout. Neither job support nor life support moderated job stress or life stress burnout relationship. Females exhibited significantly higher level of burnout, job stress and life stress than males, however there was no difference between male and female in the amount of social support perceived.

Koeske and Koseke (1989) conducted a study on work load and burnout on social support and perceived occupational health. Results suggest that under certain conditions demanding work load were associated with worker burnout. The most critical condition was low social support, particularly low coworkers support. A secondary condition was a perception of being effective with clients.

Singh and Ramji (1990) conducted a study on relationship between occupational stress and social support in flight nurses. Significantly negative correlation was found between social support and occupational stress dissatisfaction.

Daga (1990) examined the relationship between burnout CBM, work stress and social support in 128 female nurses (aged 20-53 yrs) of medical and surgical wards. Results show that no buffering effects of family support on BM were found also. Surgical nurses reported more satisfaction with their social support than did medical nurses.
Orgus (1990) conducted a study on burnout and social support system among ward nurses. No buffering effects of family support on burnout were found. Also surgical nurses reported more satisfaction with the social support than medical nurses.

Jennings (1990) conducted a study on stress locus of control, social support and psychological symptoms among head nurses. He hypothesizes that perceived stress from both work and non-work sources will be positively related to psychological symptoms. Direct effect for both internal locus of control and social support while weak were manifest as expected. These variables demonstrated a negative relationship with psychological symptoms. None of the hypothesized buffering effects were directed. The stress model directed from this study accounted for 35.9% of the variance in psychological symptoms. Regardless of gender, the head nurses, psychological symptoms were one standard deviation higher than non-patient norms.

Mettel, Price, Jures, and Suzanne (1991) examined the relationship between burnout, death anxiety and social support in hospice and critical care nurses. Hospice nurses reported feeling less emotional exhaustion, utilized the technique of depersonalization less frequently and experienced a greater sense of personal accomplishment. The groups did not differ in social support when both the quantity and quality of that constant were examined.

Nutterlands (1992) conducted a research project in which both the direct and indirect effect of social support and coping were studied in the work solution of 561 nurses. Result offer more support for main effect model than
for a buffer as moderating effect model especially with regard to the coping strategies active problem solving and palliative behaviour. However, some moderating effects on nurses' reactions to their work solution were found for social support and for comforting cognitions as a coping strategy.

Boumans and Landourd (1992) examined the role of social support and coping behaviour in nursing work. Results indicate that subjects working on fixed shift were better off than subjects working on rotating shifts. The prediction that subjects working in intensive care departments were better off than subjects working in non-intensive care departments received mixed support.

George, Reed, Ballard, Jessie et al. (1993) conducted a study on contact with AIDS patients as a source of work-related distress effect of organizational and social support. Both organizational and social support moderated the relationship between extent of exposure and negative mood, with the relationship being strongest when support is low and weakest when support is high. Results among a sample of 256 nurses supported all the hypothesis.

Berlin and Katherine (1994) considered the nature of home and work stress and investigated the role of social support from intra and extra organizational sources in reducing the stress and buffering impact on burnout of 110 female nurses. Result shows that the level of stress, high level of administrative support was associated with high level of personal accomplishment.
Tyler and Cushwa (1995) conducted a study on the effect of coping and social support. Consistency is found in the predicted direction. The buffering effects of coping, social support, and full satisfaction were found to be small and non-significant. Results suggest that a transactional model rather than an interactive model of social support and coping is present in these subjects.

Patrick and Delia (1995) investigated the effect of coping strategies, social support, and job satisfaction on stress with 245 general hospital nurses. Results suggest that a transactional model rather than an interactive model of social support and coping is present in these subjects.

Tseng and Dong (2001) investigated subjectively perceived quality of life and related factors of elderly nursing home residents. 161 nursing home residents (aged 65-96 years) completed rating scales concerning quality of life, health status, social support, and family interaction frequency. Results show that residence in the nursing home is significantly negative relative to the quality of life. Physical function, activities of daily living, social support from nurses, social support from nursing aids, social support from families, and frequency of family interaction were significantly positive relative to the quality of life. Activities of daily living, social support from nursing aids, socioeconomic status, physical function, and frequency of interaction with family were found to be significant predictors of quality of life.

Kitaoka-Higashiguchi, Nakulogau, Morikawa, Ishizuki, et al. (2003) assessed the role of social support and individual style of coping on employee well-being. Subjects were 663 intermediate managers (aged 35-60
years) working for a zipper and sack manufacturing company of Japan management were made of the following depression using the self-rating depression scale (SDS) job demand job control social support using R Karasek’s job content questionnaire, and of 3 coping styles emotion oriented coping, task oriented coping and avoidance oriented coping use the coping inventory for stressful situation (CISS) Data were analyzed by structural equation modeling. Fack coping style had a direct effect on depression Emotion-oriented coping had a negative effect on the other hand task-oriented coping and avoidance oriented coping style precedes and determine the perception of social support as well as job demand and control. Social support showed a direct positive effect on depression However, the overall impact on employees well-being was greater for individual coping styles as compared to social support from either supervisors or coworkers. The present study shows the effectiveness of coping strategies in the workplace.

From the above account of empirical evidence it is clear that there is no such study where the relationship of job burnout was examined with perceived organizational culture and social support, and the relationship of job involvement with perceived organizational culture and social support among nurses of private and government hospitals.