DISCUSSION
The aim of the present investigation was to study Job Alienation in male, middle level managers selected from public sector undertakings in relation to their Organizational Commitment; Quality of Working Life; Eysenckian dimensions of Personality, viz. Extraversion, Neuroticism, Psychoticism and Social Desirability; Need Satisfaction; Machiavellianism; Job Satisfaction and Job Performance.

The study took a multidimensional perspective of Job Alienation. After reviewing literature, three independent criteria of Job Alienation were taken:

1) Intention to Quit
2) Job Involvement
3) Work Involvement

As regards the first index of Alienation, i.e. Intention to Quit, various studies and models (Mobley et al. 1977, 1978; Horn et al. 1992) have shown that the intent to quit a job, which is a measure of withdrawal cognition is an important index of the turnover frequency, i.e. given a chance an alienated employee would quit a job.

Job Involvement and Job Alienation, on the other hand, are regarded as opposite sides of the same coin (Kanungo, 1981). They are distributed along the same continuum, according to this line of thought. While Work Involvement is viewed as a general cognitive state of identification with work in general, Job Involvement is viewed as involvement in a specific job. Since the objects of the two beliefs belong to the same universe, some degree of
positive relationship is expected between the two. Thus, subjects who are high on Job Involvement and Work Involvement, would be low on Alienation.

**Turnover Frequency, Job Alienation and its Correlates: t-ratio analysis**

Several studies have been conducted to determine the antecedents of Job Alienation. Besides organizational commitment, job involvement and job satisfaction, one of the major independent antecedents of turnover, which has been well established is WITHDRAWAL COGNITION (Mobley, 1977; Blau and Boal, 1987), i.e. Withdrawal Cognition or its measure Intention to Quit leads to turnover.

Mobley (1977) developed a very detailed model of the linkages between job satisfaction and turnover. A simplification of this model shows that dissatisfaction leads to job search, which leads to an intent to quit or stay, which ultimately leads to the individual’s actual staying or quitting behaviour.

While there is little work, aside from that of Mobley et al (1978), which empirically tests the first two linkages, there is a large body confirming the final linkage between the intention to leave or stay and the actual behaviour of staying or leaving (Porter and Steers, 1973; Bluedorn, 1976; 1982). Mobley's (1978) conceptualization of dissatisfaction- withdrawal cognitions- turnover was upheld by Horn et al. (1992). However their results affirmed that
withdrawal cognition and turnover frequency is moderated by the type of job and economic conditions.

Sager's (1991) results of a study conducted to assess the utility of sales-people's job stress, perceived fairness, job satisfaction, thoughts of quitting, job comparison and intention to quit for individuals who left and those who stayed, showed that changes in the subjects' intention to quit discriminated effectively between leavers and stayers.

Taking a cue from these models and research evidence, groups were formulated in the present study on the basis of turnover frequency among employees. These groups were as follows:

**Group I** - included the Leavers who had changed two or more jobs in the past twelve years.

**Group II** - included those individuals who had changed one job only in the past twelve years.

**Group III** - included the Stayers who had not changed any job during the past twelve years

**Group IV** - was a composite of groups II and III.

The expectation here was that these groups which have been formulated on the basis of turnover frequency would show differences on all the measures of alienation taken viz. Intention to Quit, Job Involvement and Work Involvement and their correlates under investigation. The purpose of
formulating group IV was based on the assumption that employees who have changed one job only during the past twelve years of their employment, could have done so due to some pressing circumstances and not due to a tendency to quit, hence they may be like the Stayers.

To verify this hypothesis, means, S.D's and t-ratios were calculated, comparing all the groups on the variables under study.

t- ratio analysis revealed that on the variable of Intention to Quit, Group I (Leavers) had the highest mean, followed by group III (Stayers), group IV and group II, respectively. However, t-ratios among all the four groups emerged insignificant.

On the measure of Job Involvement group II showed the highest mean followed by groups IV and III (Stayers). Group I (Leavers) obtained the lowest mean score on this dimension of Job Alienation. t- ratios among all the four groups emerged insignificant.

The fact that Leavers (group I) show the lowest mean score on Job Involvement and the highest mean score on Intention to Quit justifies the formation of groups in the present study as well as the expectation that these groups would differ on job alienation.

On the dimension of Work Involvement group II showed the highest mean score, followed by group IV and group I (Leavers). Group III (Stayers) obtained the lowest mean score on this dimension. Significant t-ratio was found between group II and group III (Stayers) only.
On Work Involvement, the results however, are not in the predicted direction. This could be because Work Involvement is a generalized cognitive (belief) state of psychological identification with work, as viewed in the motivational approach, while Job Involvement is viewed as a more specific and descriptive belief about the job.

t- ratio analysis was also done for the correlates of the indices of Alienation, viz. Organizational Commitment; Quality of Working Life; Eysenckian dimensions of Personality, viz. Extraversion, Neuroticism, Psychoticism and Social Desirability; Machiavellianism; Need Satisfaction; Job Satisfaction and Job Performance.

The scale for Organizational Commitment comprised of the dimensions of Involvement, Identification, Loyalty and Total Organizational Commitment.

On the dimension of Involvement, group I (Leavers) showed the highest mean score, followed by group III (Stayers), group IV and group II, respectively. Insignificant t-ratios were found among all the four groups. The same pattern was found on the other three dimensions of Identification, Loyalty and Total Organizational Commitment, with group I (Leavers) having obtained the highest mean score, followed by group III (Stayers), group IV and group II. Insignificant t- ratios were found among all the four groups, for all the three variables.
t- ratio analysis revealed the following results on the seventeen dimensions of the QWL inventory.

On the dimension of **Economic Benefits,** group I (Leavers) showed the highest mean score, followed by group II and IV, respectively. Group III (Stayers) obtained the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **Physical Working Conditions,** Group III (Stayers) showed the highest mean score, followed by group IV. The lowest mean score was obtained by group II, preceded by group I (Leavers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Mental State,** group III (Stayers) showed the highest mean score. The second highest mean score was obtained by group I (Leavers), followed by group IV and group II. Insignificant t-ratios were found among all the four groups.

On the dimension of **Career Orientation,** group I (Leavers) scored the highest mean, followed by group III (Stayers), IV and II respectively. Significant t-ratios were found between groups I (Leavers) and II and groups II and III (Stayers).

On the dimension of **Advancement on Merit,** group I (Leavers) had the highest mean score, while group II had the lowest. The second highest mean score on this dimension was obtained by group IV, followed by group III (Stayers). Insignificant t-ratios were found among all the four groups.
On the dimension of **Effect on Personal Life**, group II obtained the highest mean score, followed by group IV, group III (Stayers) and group I (Leavers) respectively. Significant t-ratios were found among groups I (Leavers) and II and groups II and III respectively.

On the dimension of **Union Management Relations**, group III (Stayers) showed the highest mean score, followed by groups IV and II, respectively. Group I (Leavers) obtained the lowest mean score. Insignificant t-ratios were found among all the four groups.

On the dimension of **Self Respect**, group III (Stayers) showed the highest mean scores, while group I (Leavers) had the lowest. Group IV had the second highest mean score, followed by group II. Insignificant t-ratios were found among all the four groups.

On the dimension of **Supervisory Relations**, group III (Stayers) showed the highest mean score, followed by groups IV and II. Group I (Leavers) obtained the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **Intragroup Relations** also, group III (Stayers) had the highest mean scores, followed by group IV in the second place, group I (Leavers) in the third place and group II having the lowest mean score. Insignificant t-ratios were found among all the four groups.

On the dimension of **Sense of Achievement vs Apathy**, results showed that group II had obtained the highest mean score, followed by group IV and
group III (Stayers). Group I (Leavers) had the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **Confidence in Management**, group I (Leavers) obtained the highest mean score, followed by groups II, IV and III (Stayers), respectively. Insignificant t-ratios were found among all the four groups.

On the dimension of **Meaningful Development**, group III (Stayers) obtained the highest mean score. Group IV obtained the second highest mean score and was followed by group I (Leavers) and group II, respectively. Insignificant t-ratios were found among all the four groups.

On the dimension of **Employee Commitment**, group III (Stayers) showed the highest mean score, followed by groups IV and II respectively. The lowest mean score was obtained by group I (Leavers). Insignificant t-ratios were found among all the four groups. On the dimension of **General Life Satisfaction**, group I (Leavers) obtained the highest mean score while group II obtained the lowest. Group III (Stayers) showed the second highest mean score, followed by group IV. Insignificant t-ratios were found among all the four groups.

On the dimension of **Organizational Climate**, group III (Stayers) showed the highest mean score, followed by groups IV, II and I (Leavers), respectively. Insignificant t-ratios were found among all the four groups.

The subjects were administered two personality tests viz, the Eysenck Personality Questionnaire and the Mach IV Scale. The Eysenck Personality
Questionnaire gave four dimensions, i.e. Extraversion, Neuroticism, Psychoticism and Lie (Social Desirability).

On the dimension of Psychoticism, group II showed the highest mean score, followed by group IV and group I (Leavers). Group III (Stayers) obtained the lowest mean score. Significant t-ratios were found between groups II and III (Stayers) and groups II and IV.

On the dimension of Extraversion group II scored the highest mean and was followed by groups IV, I (Leavers) and III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of Neuroticism, group III (Stayers) showed the highest mean score while group II showed the lowest mean score. The second highest mean score was obtained by group IV and was followed by group I (Leavers). Insignificant t-ratios were found among all the four groups.

On the dimension of Social Desirability (Lie Scale) group I (Leavers) obtained the highest mean score while group III (Stayers) obtained the second highest mean score. Group IV was in the third place, followed by group II. Insignificant t-ratios were found among all the four groups.

On the dimension of Machiavellianism, group II obtained the highest mean score, while group I (Leavers) obtained the lowest. Group IV, showed the second highest mean score on this dimension and was followed by group III (Stayers). Insignificant t-ratios were found in all the four groups.
The Need Satisfaction Questionnaire which measured five needs, viz. needs for self esteem, self actualization, autonomy, social and security was used. Two dimensions i.e. Need Deficiency and Need Importance were studied.

On the dimension of **Self Esteem need deficiency** group I (Leavers) emerged with the highest mean score, while group II revealed the least deficiency in self esteem. Group IV obtained the second highest mean score, followed by group III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Self Actualization need deficiency**, group II showed the highest mean score followed by group I (Leavers), and group IV. The lowest mean score was obtained by group III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Autonomy need deficiency**, group I (Leavers) obtained the highest mean score, followed by groups III (Stayers), IV and II. Insignificant t-ratios were found among all the four groups.

On the dimension of **Social need deficiency**, Group I (Leavers) obtained the highest mean score, while the lowest mean score was obtained by group II. Group III (Stayers) showed the second highest mean scores and was followed by group IV. Significant t-ratios were found between groups I (Leavers) and II, I (Leavers) and III (Stayers) and I (Leavers) and IV.
On the dimension of Security need deficiency, group II showed the highest mean scores, followed by groups I (Leavers), IV and III (Stayers), respectively. Insignificant t-ratios were found among all the four groups.

On the dimension of Self Esteem need importance, group I (Leavers) scored the highest mean followed by group III (Stayers). The lowest mean scores were obtained by group II, preceded by group IV. Significant t-ratios were found between group I (Leavers) and II and I (Leavers) and IV.

On the dimension of Self Actualization need importance, group II showed the highest mean scores. Group IV showed the second highest mean scores, while groups I (Leavers) and III (Stayers) obtained the third and fourth highest mean scores. Insignificant t-ratios were found among all the four groups.

On the dimension of Autonomy need importance, group I (Leavers) scored the highest mean followed by group III (Stayers). The third highest mean score was obtained by group IV, followed by group II. Significant t-ratios were found between groups I (Leavers) and II, I (Leavers) and III (Stayers) and I (Leavers) and IV.

On the dimension of Social need importance, group I (Leavers) showed the highest mean score, followed by group II, group IV and group III (Stayers), respectively. Significant t-ratios were found between groups I (Leavers) and II and I (Leavers) and IV.
On the dimension of **Security need importance**, group II showed the highest mean score, followed by group IV. Group III (Stayers) had the lowest mean score on this dimension and was preceded by group I (Leavers). Insignificant t-ratios were found among all the four groups.

To assess the subjects' satisfaction with different aspects of the job, the Job Descriptive Index was used. This test comprised of five dimensions i.e. satisfaction with Work, Supervision, Co-workers, Pay, Promotion and also the Total Job Satisfaction.

On the dimension of **Work Satisfaction**, group III (Stayers) obtained the highest mean score while group I (Leavers) had the lowest. Group II had the second highest mean score on this dimension, followed by group IV. Insignificant t-ratios were found among all the four groups.

On the dimension of **Satisfaction with Supervision**, the highest mean score was obtained by group II followed by group IV. Group I (Leavers) and group III (Stayers) both had similar scores, at the third place. Insignificant t-ratios were found among all the four groups.

On the dimension of **Satisfaction with Co-workers** the highest mean score was obtained by group III (Stayers) and the lowest by group II. Group IV showed the second highest mean score on this dimension, followed by group I (Leavers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Satisfaction with Pay** group III (Stayers) showed the highest mean score, followed by groups IV and II. Group I (Leavers)
obtained the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **Satisfaction with Promotion** group III (Stayers) showed the highest mean score, followed by groups IV and II. Group I (Leavers) showed the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **Total Job Satisfaction** group III (Stayers) obtained the highest mean score, followed by group IV and II. The lowest mean score on this dimension was obtained by group I (Leavers). Insignificant t-ratios were found among all the four groups.

Two indices of performance evaluation were used in the present study. The first, was a five point rating scale, ranging from 'clearly outstanding to clearly unsatisfactory', developed by Lee and Mowday (1987) measuring gross performance of employees. The second was a modified version of the scale being used by Punjab Tractors Limited, Mohali, which required the supervisor to rate the subordinates on sixteen skills, on a four point rating scale, ranging from 'expert' or 'excellent' to 'needs improvement'.

On the dimension of **Gross Performance**, group II showed the highest mean score and group IV showed the second highest score and was followed by group III (Stayers). Group I (Leavers) obtained the lowest mean score on this dimension. Insignificant t-ratios among all the four groups were found.
The following were the results obtained on the second scale of performance skills.

On the dimension of **Technical skills**, group II showed the highest mean score followed by group IV, group III (Stayers) and group I (Leavers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Human Relation skills**, group II showed the highest mean score, followed by group I (Leavers), IV and III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of **Leadership skills**, group II obtained the highest mean score, followed by group IV and III (Stayers). Group I (Leavers) showed the lowest score on this dimension. Insignificant t-ratios were found among all the four groups.

On the skills of **Decisiveness**, group IV showed the highest mean score, followed by group II. Group I (Leavers) showed the lowest mean score and was preceded by group III (Stayers). Significant t-ratios were found between groups I (leaves) and II, II and III (Stayers), groups I (Leavers) and IV and II and IV.

On the dimension of **Communication skills** group II obtained the highest mean score, followed by groups IV, I (Leavers) and III (Stayers) respectively. Insignificant t-ratios were found among all the four groups.

On the dimension of **Perceptual skills** group II showed the highest mean score, followed by group IV. Group I (Leavers) obtained the third highest mean
score while group III (Stayers) obtained the lowest. Insignificant t-ratios were found among all the four groups.

On the dimension of **Analytical skills** group II obtained the highest mean score. Group I (Leavers) and group IV, both had an identical score, at the second place. The lowest mean score was obtained by group III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of **skills of Initiative** group II showed the highest mean score, followed by groups I (Leavers), IV and III (Stayers) respectively. Significant t-ratios were found between groups II and III (Stayers) and II and IV.

On the dimension of **Innovation skills**, group I (Leavers) showed the highest mean score, followed by groups II and IV. The lowest mean score was obtained by group III (Stayers). Insignificant t-ratios were found among all the four groups.

On the dimension of **skills of Openmindedness**, group I (Leavers) showed the highest mean score, followed by groups II and IV. Group III (Stayers) showed the lowest mean score. Insignificant t-ratios were found among all the four groups.

On the dimension of **Perseverance skills**, group I (Leavers) showed the highest mean score. Group II, III (Stayers) and IV, obtained identical scores, at the second place. Insignificant t-ratios were found among all the four groups.
On the dimension of **Planning skills**, group II showed the highest mean score, followed by groups IV and I (Leavers). Group III (Stayers) obtained the lowest mean score on this dimension. Insignificant t-ratios were found among all the four groups.

On the dimension of **skills of Organization**, group I (Leavers) showed the highest mean score, followed by group II, IV and III (Stayers), respectively. Significant t-ratios were found between groups I (Leavers) and III (Stayers) only.

On the dimension of **skills of Delegation**, group II showed the highest mean score, followed by group IV and group I (Leavers). Group III (Stayers) obtained the lowest score. Insignificant t-ratios were found among all the four groups.

On the dimension of **Self Confidence**, group II obtained the highest mean score followed by group I (Leavers), IV and III (Stayers), respectively. Significant t-ratio was found between groups II and III (Stayers) only.

On the dimension of **Integrity**, group IV showed the highest mean scores, followed by groups II and III (Stayers). Group I (Leavers) obtained the lowest mean score on this dimension. Insignificant t-ratio were found among all the four groups.

Overall, the results justify the formation of groups in the sample on the basis of turnover frequency. A glance at the means obtained by these groups on the measures of Job Alienation reveals that as expected group I (Leavers) had
the highest mean on Intention to Quit, the lowest on Job Involvement and second lowest on Work Involvement. One explanation for not finding significant differences on job alienation indices among the groups formulated could be sought in the number of years spent by these employees in the present organization. Information was sought from the employees comprising the present sample about their job tenure in the present organization. It was found that the average tenure of group I (Leavers) was seven years, that of group II was five years and that of group III (Stayers) was nine and a half years. This implies that once job tenure in an organization exceeds some time-frame, differences among leavers and stayers may be mitigated. Earlier, Kanfer et al. (1988) also reported in their study that no differences were found in attendance, performance and involvement of stayers and leavers with more than twelve months of job tenure. They reported that the critical period of job tenure is between six to twelve months of joining.

Contrary to expectations, group I (Leavers) had the highest mean scores on Total Organizational Commitment and all its dimensions. Group means on perception of Quality of Working Life reveal that group III (Stayers) had higher mean scores and group I (Leavers) had the lowest mean scores on a majority of QWL dimensions when compared with other groups. No clear trend emerged for scores on Eysenckian personality dimensions and Machiavellianism.

On the Need Satisfaction Questionnaire group means on need importance show that some of the higher order need dimensions viz. Self
Esteem, Autonomy and Social needs were rated the highest by group I (Leavers) and second highest by group III (Stayers). Ironically, perceived need deficiency was also the highest for group I (Leavers). Need deficiency was lower for group III (Stayers) in these areas.

On Job Satisfaction and its various dimensions, group III (Stayers) obtained the highest mean scores and group I (Leavers) the lowest or second lowest. On Gross Performance evaluation, group I (Leavers) were rated the lowest but no clear-cut trend emerged for the various micro level job performance skills.

**Correlational Analysis**

Correlational analysis was carried out to relate the various indices of Job Alienation, viz. Intention to Quit, Job Involvement and Work Involvement with Organizational Commitment; Quality of Working Life; Eysenckian personality dimensions i.e. Extraversion, Neuroticism, Psychoticism and Lie (Social Desirability); Need Satisfaction, Machiavellianism; Job Satisfaction and Job Performance.

As some t-ratios emerged significant among the groups, correlational analysis was done for the total sample as well as for the other four groups i.e.

**Group I** - included the Leavers who had changed more than two jobs during the past twelve years.

**Group II** - included those individuals who had changed only one job during the past twelve years.
Group III - included the Stayers who had not changed any job during the past twelve years.

Group IV - was a composite of groups II and III.

**JOB ALIENATION AND ORGANIZATIONAL COMMITMENT**

(a) **Intention to Quit and Organizational Commitment**

It was expected that Intention to Quit would be negatively related with Organizational Commitment.

When the relationship of Intention to Quit and Organizational Commitment was analyzed, it was found that it was positively related with Total Organizational Commitment and its dimensions of Involvement and Loyalty in the total sample as well as all the other groups. It was positively related with the dimension of Identification in groups II, III (Stayers) and IV and the total sample.

The hypothesis was disproved in all the groups as well as in the total sample.

(b) **Job Involvement and Organizational Commitment**

It was expected that Job Involvement would be positively related with Organizational Commitment.

Job Involvement was positively related with Total Organizational Commitment in the total sample and groups II, III (Stayers) and IV. It was positively related with Loyalty in groups II, III (Stayers) and IV, as well as the
total sample and with Identification in groups II and IV. It was positively related with the dimension of Involvement in the total sample and groups III (Stayers) and IV.

The hypothesis was supported in the total sample and majority of groups, except group I (Leavers).

(c) **Work Involvement and Organizational Commitment**

It was expected that Work Involvement would be positively related with Organizational Commitment.

Work Involvement was positively related with Total Organizational Commitment and its dimensions of Involvement and Loyalty for group I (Leavers) only. No relationship was found between the two variables in the other groups and in the total sample.

The hypothesis was only partially supported in group I (Leavers).

According to Morrow (1983) employees with a high level of Organizational Commitment would feel positively about the Organization they work for. They would identify with it and would wish to maintain membership in it. Therefore workers with high levels of Organizational Commitment would have high levels of Job Involvement too and would subsequently be attracted both by the job and the organization. Morrow’s (1983) study supports the results found in the present study i.e. Job Involvement has been found to be
positively related with Organizational Commitment. Work Involvement, however was related to Organizational Commitment in one or two groups only.

Two other studies also found no relationship between Job Involvement and Organizational Commitment. Chelte and Tauskey (1986) studied Organizational Commitment, antecedents (personal and role related characteristics) and outcomes (turnover intentions and job intentions) among forty-five administrators, one hundred and fifty eight faculty and eight-five blue collar workers at a university. No shared consistent pattern of antecedents or outcomes was found among the groups, suggesting that paths to and outcomes of Organizational Commitment may vary by employee rank. Huselid and Day (1991) obtained data from one hundred and thirty-eight supervisors in order to investigate the hypothesis that Organizational Commitment and Job Involvement interact in the prediction of turnover. Results provided no support for the presence of a commitment - involvement interaction.

**JOB ALIENATION AND QUALITY OF WORKING LIFE**

(a) **Intention to Quit and Quality of Working Life**

A positive perception of Quality of Working Life was expected to be negatively related with Intention to Quit.

Contrary to expectation, Intention to Quit was found to be positively related with the Quality of Working Life dimensions of Career Orientation, Sense of Achievement vs. Apathy and Meaningful Development in the total
sample and group I (Leavers), III (Stayers) and IV. It was positively related with the QWL dimensions of Economic Benefits, Physical Working Conditions, Union Management Relations, Supervisory Relations, Control, Influence and Participation and Employee Commitment in groups III (Stayers) and IV and the total sample. Intention to Quit was positively related with Confidence in Management in the total sample and all four groups. It was positively related with Advancement on Merit, Self Respect & Organizational Climate in the total sample and in groups II, III (Stayers) and IV. It was positively related with Intragroup Relations in the total sample and group I (Leavers).

The hypothesis was disproved for the majority of QWL dimensions.

(b) Job Involvement and Quality of Working Life

A positive perception of Quality of Working Life was expected to be positively related with Job Involvement.

Job Involvement was positively related with the QWL dimension of Economic Benefits in the total sample and groups III (Stayers) and IV. It was positively related with Physical Working Conditions, Career Orientation and Control, Influence and Participation dimensions of Quality of Working Life in the total sample, groups I (Leavers), III (Stayers) and IV. It was positively related with the dimensions of Self Respect, Sense of Achievement vs. Apathy, Meaningful Development, Confidence in Management, Employee Commitment and Organizational Climate in the total sample as well as all the
other groups. It was positively related with Effect on Personal Life in the total sample and groups II and IV. Job Involvement was positively related with the dimensions of Intragroup Relations, Supervisory Relations and Union Management Relations in the total sample and groups I (Leavers), II and IV. It was positively related with Advancement on Merit dimension of QWL in the total sample and in groups II, III (Stayers) and IV.

The hypothesis was supported in the present study for a majority of the QWL dimensions.

(c) Work Involvement and Quality of Working Life

A positive perception of Quality of Working Life was expected to be positively related with Work Involvement.

Work Involvement was positively related with the QWL dimensions of Career Orientation, Economic Benefits, Union Management Relations and Meaningful Development in the total sample and groups III (Stayers) and IV. It was positively related with the dimensions of Physical Working Conditions, Advancement on Merit, Self Respect, Confidence in Management, Control, Influence and Participation, Employee Commitment and Organizational Climate in the total sample and groups I (Leavers), III (Stayers) and IV. It was positively related with the QWL dimensions of Effect on Personal Life and Supervisory Relations in the total sample and group I (Leavers). Work Involvement was positively related with the QWL dimension of Intragroup Relations in the total sample and groups I (Leavers), and IV and was positively
related with the dimension of Sense of Achievement vs. Apathy in the total sample and groups I (Leavers) and III (Stayers). The hypothesis was thus supported in the present study.

Several studies conducted in this area, show a similar pattern of findings i.e. Job Involvement and Work Involvement are related to a positive perception of QWL. Daley (1991) examined supervisory attitudes towards management practices (work group relationships, relations with supervisors, performance appraisal systems and organizational commitment). Regression analysis confirmed a relationship between organizational humanist management practices (especially with respect to intergroup relationships and job challenge) and managerial involvement.

Fields and Thacker (1992) conducted a study which examined changes in union and organizational commitment after implementing a joint union-management Quality of Working Life programme. The results indicated that company commitment increased and alienation decreased only when participants perceived the quality of work life efforts as successful.

Other studies reporting results in a similar direction include those of Spector (1968), DeCotiis and Summer (1987), Kerr and Slocum (1987), Singh and Singh (1987) and Spector (1991).
JOB ALIENATION AND PERSONALITY

Two dimensions of personality were taken in the present study. The first included the Eysenckian dimensions of personality while the second was Machiavellianism.

(a) Intention To Quit And Personality

Intention to Quit was expected to be negatively related with Extraversion. It was expected to be positively related with Neuroticism, and Psychoticism.

Intention to Quit was expected to be positively related with Machiavellianism also.

When the relationship of Intention to Quit and EPQ-R dimensions was analysed, it was found that it was positively related with Social Desirability (Lie) dimension of EPQ-R in the total sample and group I (Leavers), II and IV, and with Machiavellianism in group I (Leavers).

Contrary to expectation, Intention to Quit was found to be negatively related with Psychoticism in the total sample and group I (Leavers), III (Stayers) and IV. It was negatively related with Neuroticism in group II, III (Stayers) and IV and the total sample, and with Extraversion in group IV. The hypothesis regarding the relationship of Extraversion and Intention to Quit was supported in group I (Leavers).
(b) Job Involvement And Personality

Job Involvement was expected to be positively related with Extraversion. It was expected to be negatively related with Neuroticism and was expected to be negatively related with Psychoticism.

Job involvement was expected to be negatively related with Machiavellianism.

Job Involvement was found to be positively related with Social Desirability (Lie) dimension of EPQ-R in the total sample and all other groups. Job Involvement was found to be negatively related with Neuroticism in the total sample and group I (Leavers) and group IV.

The hypothesis regarding relationship of Job Involvement and Psychoticism was supported in group II and the total sample, while that regarding Neuroticism and Job Involvement was proved in the total sample, group I (Leavers) and group IV. The hypothesis regarding Job Involvement and Machiavellianism was not proved as no significant relationship was discernible between the two. In a majority of the other groups, no correlation was found between Job Involvement and Personality.

(c) Work Involvement And Personality

Work Involvement was expected to be positively related with Extraversion. It was expected to be negatively related with Neuroticism and was expected to be negatively related with Psychoticism.

Work Involvement was expected to be negatively related with Machiavellianism.
The hypothesis regarding the relationship of Work Involvement and Neuroticism was proved in the total sample and group I (Leavers) and III (Stayers) and with Psychoticism in group II only. The hypothesis regarding the relationship of Work Involvement with Extraversion and Machiavellianism were disproved as no significant relationship was observed.

Earlier, Sharma and Rai (1976) had also opined that subjects who were high on alienation (i.e. low on job involvement and work involvement) were also high on Neuroticism and Psychoticism, as has been found for the index of Work Involvement in the present study for group I (Leavers) and III (Stayers). Similar trend of results was found by Salvatore et al. (1982) and Mohan and Joginder (1984).

Regarding the relationship of Machiavellianism and Job Alienation, Richard and Fortune (1984) and Mudrack (1989) had reported a positive correlation between Machiavellianism and Job Alienation, thereby supporting the results obtained in the present study, i.e. a positive correlation between Intention to Quit and Machiavellianism in group I (Leavers).

**JOB ALIENATION AND NEED SATISFACTION**

Two dimensions of Need Satisfaction were studied in the present investigation using the Need Satisfaction Questionnaire. One was the degree of need deficiency and other was the degree of need importance, felt by the employees.
(A) Intention To Quit And Perceived Need Satisfaction Deficiency

Intention to Quit was expected to be positively related with perceived need deficiency.

Contrary to expectation, Intention to Quit was negatively related with Self Esteem need deficiency and Self Actualization need deficiency in the total sample and group II, III and IV. It was negatively related with Autonomy need deficiency in the total sample and groups III (Stayers) and IV. Intention to Quit was negatively related with Security need deficiency in group III (Stayers) and IV. The present hypothesis was not supported in any of the groups.

(B) Job Involvement And Perceived Need Satisfaction Deficiency

Job Involvement was expected to be negatively related with perceived need deficiency.

Job Involvement was negatively related with Self Esteem need deficiency in the total sample and group I (Leavers). It was negatively related with Self Actualization need deficiency in the total sample and groups I (Leavers) III (Stayers) and IV and was negatively related with Autonomy need deficiency in the total sample and group I (Leavers).

The present hypothesis was supported in the total sample and in groups I (Leavers), III (Stayers) and IV.

(C) Work Involvement And Need Satisfaction Deficiency

Work Involvement was expected to be negatively related with perceived need deficiency.
Work Involvement was negatively related with Self Actualization need deficiency in the total sample and was negatively related with Security need deficiency in groups III (Stayers) and IV.

The present hypothesis was partially supported in the total sample and groups III (Stayers) and group IV only.

(D) Intention To Quit And Need Importance

Intention to Quit was expected to be negatively related with need importance.

Contrary to expectation, Intention to Quit was positively related with Self Esteem need importance in the total sample and groups I (Leavers), III (Stayers) and IV. It was positively related with Autonomy need importance and Social need importance in the total sample.

The present hypothesis was thus, not supported in any of the groups.

(E) Job Involvement And Need Importance

Job Involvement was expected to be positively related with need importance.

Job Involvement was positively related Self Esteem need importance and Self Actualization need importance in the total sample and in groups I (Leavers), III (Stayers) and IV. It was positively related with Autonomy need importance in the total sample and groups II, III (Stayers) and IV. Job Involvement was positively related with Social need importance and Security
need importance in the total sample and groups I (Leavers), III (Stayers) and IV.

The present hypothesis was supported in all the groups.

**Work Involvement And Need Importance**

Work Involvement was expected to be positively related with need importance.

Work Involvement was positively related with Self Esteem, Social and Security need importance in group I (Leavers) and with Autonomy need importance in the total sample and group I (Leavers).

The present hypothesis was supported in the total sample and group I (Leavers) only. No significant correlations were observed in the other groups.

The present results clearly show that in trying to explain the nature of Job Involvement/Job Alienation, psychological explanations tend to emphasise the need satisfying qualities of the job and basic determinants of Job involvement. Vroom (1962) proposed that a person's attempts to satisfy the need for self esteem through work on the job leads to the Job Involvement. He emphasized intrinsic need strength as the essential condition for higher Job Involvement.

Singh and Kumari (1988), on the basis of their research also concluded that individuals having higher order need satisfaction are likely to contribute most effectively to organizational goals. Their study established that need satisfaction was positively associated with job satisfaction and consequently
with job involvement. The above cited studies thus reveal a similar direction as the results obtained in the present study.

**JOB ALIENATION AND JOB SATISFACTION**

Five dimensions of Job Satisfaction, viz. Work Satisfaction, Supervision Satisfaction, Co-worker Satisfaction, Pay-Satisfaction and Promotion Satisfaction along with Total Job Satisfaction were taken in the present study.

**A) Intention To Quit And Job Satisfaction**

Intention to Quit was expected to be negatively related with total Job Satisfaction and its dimensions. Intention to Quit was positively related with Work Satisfaction in the total sample and group I (Leavers). It was positively related with the dimension of Promotion Satisfaction and Supervision Satisfaction in the total sample and with Total Job Satisfaction in group I (Leavers).

Present hypothesis was not supported in any of the groups.

**B) Job Involvement And Job Satisfaction**

Job Involvement was expected to be positively related with Job Satisfaction and its dimensions.

Job Involvement was positively related with Work Satisfaction in the total sample and groups I (Leavers) and II. It was positively related with Supervision Satisfaction in the total sample and groups II and IV and was positively related with Co-worker Satisfaction in the total sample and group III
Job Involvement was positively related with Promotion Satisfaction in the total sample as well as in group III (Stayers) and group IV and with Total Job Satisfaction in the total sample and all the four groups. The hypothesis was proved in most of the group in the present study.

(C) Work Involvement And Job Satisfaction

Work Involvement was expected to be positively related with Job Satisfaction and its dimensions.

Work Involvement was negatively related with Pay Satisfaction in the total sample and groups III (Stayers) and IV.

The hypothesis was thus, not supported in the present study.

Present results, with the exception of those obtained for the index of Job Involvement are contrary to results obtained in previous studies. Previous studies have shown that overall, job satisfaction shows consistent negative relationship with job alienation and turnover (Hulin 1968, Newman 1974, Marsh and Mannari 1977, Mobley et al. 1978). Hui (1988) using data from twelve thousand, six hundred and eighty-six young workers found that Job Satisfaction and Intention to Quit were predictive of voluntary terminations during the subsequent year. Ward (1988), too found a negative correlation between Job Satisfaction and Intention to Quit.

However, the hypothesis was supported for the index of Job Involvement. Earlier, Mishra and Singh (1986) conducted a study on four hundred first line industrial supervisors and found that Job Involvement and Job
Satisfaction were positively related. Similar results were obtained by Mishra (1987) and Orpen (1990).

**JOB ALIENATION AND JOB PERFORMANCE**

Two indices of Job Performance were taken in the present study. The first was supervisory ratings of the subjects on gross performance, while the second was the supervisory ratings they obtained on sixteen skills of job performance.

(A) Intention To Quit And Job Performance

It was expected that Intention to Quit would be negatively related with Job Performance.

Intention to Quit was negatively related with Overall Job Performance in the total sample and group IV. It was negatively related with Analytical skills in the total sample and groups III (Stayers) and IV and with Innovation and Technical skills in the total sample and group IV.

Intention to Quit was positively related with Communication skills in the total sample.

The hypothesis was partially supported as Intention to Quit was negatively related with some Job Performance skills only.

(B) Job Involvement And Job Performance

Job Involvement was expected to be positively related with Job Performance.
However, no significant correlation was found between the two variables in any of the groups.

(C) Work Involvement And Job Performance

Work Involvement was expected to be positively related with Job Performance.

Work Involvement was positively related with Overall Job Performance in group II. Work Involvement was negatively related with Overall Job Performance in groups I (Leavers) and III (Stayers). It was negatively related with Technical skills in group III (Stayers).

The hypothesis revealed limited support only in group II and was not supported in any other group.

The previous models and studies of turnover-performance linkage are equivocal. Some researchers have concluded that the relationship is positive (Martin et al. 1981) while some have concluded that it is negative (Keller, 1984, Sheridan 1985). In the present investigation also, no clear relationship between job alienation and job performance has emerged. Findings are mixed, reflecting a trend similar to the one prevailing in the field.

FACTOR STRUCTURES OF THE THREE INDICES OF JOB ALIENATION

For the sake of brevity and clarity of interpretation, only factors relevant to the focus of the study have been taken into consideration for detailed
interpretation i.e. only those factors have been interpreted in detail which have a significant component of one alienation index or the other as factor loading (Refer Tables 18 A, B and C). For a sample size of less than 50, a loading of .40 + is considered significant. For a sample size of more than 100 a factor loading of .35 + is considered significant. Occasionally factor loadings slightly lower than these have also been included if they aid in interpretation of factors. As Tables 18 A, B and C reveal-

**Factor A** consists of various factors across all the groups showing clusters of Work Involvement (Table 18 A).

**Factor B** consists of various factors across all the groups showing clusters of Job Involvement (Table 18 B).

**Factor C** consists of various factors across all the groups showing clusters Intention to Quit (Table 18 C).

**FACTOR A: WORK INVOLVEMENT (TABLE 18 A)**

Factor A consists of the following factors:

**Total Sample.**

**Factor 12.**

This factor accounted for 2.49% of the total variance.

The loading pattern on this factor suggests that those who are high on Work Involvement are low on the Pay Satisfaction dimension of Job
### TABLE 18 B

**FACTOR STRUCTURE: JOB INVOLVEMENT**

(FACTOR B)

<table>
<thead>
<tr>
<th>Total Sample</th>
<th>Group I (Leavers)</th>
<th>Group II</th>
<th>Group III (Stayers)</th>
<th>Group IV</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(N = 200)</em></td>
<td><em>(N = 50)</em></td>
<td><em>(N = 47)</em></td>
<td><em>(N = 103)</em></td>
<td><em>(N = 150)</em></td>
</tr>
<tr>
<td><strong>FACTOR 22</strong></td>
<td><strong>FACTOR 10</strong></td>
<td><strong>FACTOR 3</strong></td>
<td><strong>FACTOR 47</strong></td>
<td></td>
</tr>
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<td>VARIABLE</td>
<td>VARIABLE</td>
<td>VARIABLE</td>
<td>VARIABLE</td>
<td>VARIABLE</td>
</tr>
<tr>
<td>CIP = -.31</td>
<td>INV = -.52</td>
<td>CO = -.59</td>
<td>LOY = .39</td>
<td></td>
</tr>
<tr>
<td>Aut.N.imp = -.35</td>
<td>JI = -.82</td>
<td>JI = -.45</td>
<td>JI = -.50</td>
<td></td>
</tr>
<tr>
<td>JI = -.82</td>
<td>PS = .47</td>
<td>SS = .80</td>
<td>Init = .57</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>GROUP III (Stayers)</strong></th>
<th><strong>GROUP IV</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(N = 103)</em></td>
<td><em>(N = 150)</em></td>
</tr>
<tr>
<td><strong>FACTOR 9</strong></td>
<td><strong>FACTOR 10</strong></td>
</tr>
<tr>
<td>VARIABLE</td>
<td>VARIABLE</td>
</tr>
<tr>
<td>InQ = .43</td>
<td>InQ = -.29</td>
</tr>
<tr>
<td>OC = .31</td>
<td>JI = -.77</td>
</tr>
<tr>
<td>N = -.31</td>
<td></td>
</tr>
<tr>
<td>JI = .76</td>
<td></td>
</tr>
<tr>
<td>Anal = .32</td>
<td></td>
</tr>
</tbody>
</table>
Satisfaction and the Quality of Working Life dimension of Physical Working Conditions.

**Group I. (Leavers)**

**Factor 1.**

This factor accounted for 16.13% of the total variance.

The factor loading pattern reveals that those who are high on Work Involvement are also high on Machiavellianism, Psychoticism and the Quality of Working Life dimensions of Mental state, Physical Working Conditions, Advancement on Merit, Effect on Personal Life, Supervisory Relations, Intragroup Relations, Sense of Achievement Vs Apathy, Confidence in Management, Meaningful Development, Control, Influence and Participation and Employee Commitment. These subjects are low on Self Actualization need deficiency, Autonomy need deficiency, Social need deficiency, and Security need deficiency.

**Group II**

**Factor 9**

This factor accounted for 3.66% of the total variance.

An examination of the factor loading pattern reveals that those who are high on Work Involvement are also high on Work Satisfaction dimension of Job Satisfaction and performance of Technical Skills and are low on Extraversion dimension of personality.
**Group III (Stayers)**

**Factor 1.**

This factor accounted for 13.38% of the total variance.

The loading pattern on this factor suggests that those who are high on Work Involvement are also high on the Quality of Working Life dimensions of Physical Working Conditions, Mental State, Advancement on Merit, Effect on Personal Life, Self Respect, Supervisory Relations, Intragroup Relations, Sense of Achievement Vs. Apathy, Meaningful Development, Control Influence and Participation, Employee Commitment, General Life Satisfaction and Organizational Climate and on the personality trait of Psychoticism. These subjects are low on self Actualization need deficiency.

**Factor 7**

This factor accounted for 2.96% of the total variance.

The loading pattern on this factor suggests that those who are low on Work Involvement are also low on Self Esteem need deficiency. They are high on the performance skill of Open Mindeness.

**Factor 8**

This factor accounted for 2.89% of the total variance.

The factor loading pattern suggests that those who are low on Work Involvement are also low on Work Satisfaction and the Quality of Working Life dimension of General Life Satisfaction.
Group IV

Factor 1

This factor accounted for 11.69% of the total variance.

The factor loading pattern reveals that those who are high on Work Involvement are also high on Psychoticism dimension of Personality and the QWL dimensions of Mental State, Advancement on Merit, Effect on Personal Life, Self Respect, Supervisory Relations, Intragroup Relations, Sense of Achievement Vs. Apathy, Meaningful Development, Control, Influence and Participation, Employee Commitment and Organizational Climate.

Factor 6

This factor accounted for 4.95% of the total variance.

An examination of the loadings on this factor reveals that those who are high on Work Involvement are also high on the Involvement, Identification and Loyalty dimensions of Organizational Commitment as well as on the Quality of Working Life dimensions of Economic Benefits and General Life Satisfaction.

Factor 7

This factor accounted for 2.80% of the total variance.

The factor loading patterns suggests that those who are high on Work Involvement and Self Esteem need deficiency are low on Extraversion dimension of Personality and the performance skill of Open Mindedness.

Factor 8

This factor accounted for 2.72% of the total variance.
The factor loading pattern reveals that those who are high on Work Involvement are also high on Quality of Working Life dimension of General Life Satisfaction and Work Satisfaction dimension of Job Satisfaction.

**FACTOR B: JOB INVOLVEMENT**

Factor B consists of following factors:

**Total Sample**

**Factor 22**

This factor accounted for 2.26% of the total variance.

The factor loading pattern suggests that those who are low on Job Involvement are also low on Autonomy need importance and Control, Influence and Participation dimension of Quality of Working Life.

**Group 1(Leavers)**

**Factor 10**

This factor accounted for 3.18% of the total variance.

The factor loading pattern suggests that those who are low on Job Involvement are also low on the Involvement dimension of Organizational Commitment and are high on Promotion Satisfaction dimension of Job Satisfaction.

**Group II**

**Factor 3**

This factor accounted for 7.30% of the total variance.
The pattern of loadings on this factor suggests that those who are low on Job Involvement, the Quality of Working Life dimension of Career Orientation and on Social Desirability are high on Self Esteem need deficiency, Supervision Satisfaction, Co-workers Satisfaction, Pay Satisfaction dimension of Job Satisfaction and Overall Job Performance.

**Factor 17**

This factor accounted for 2.40% of the total variance.

The factor loading pattern reveals that those who are low on Job Involvement are high on Performance skill of on Initiative and the Loyalty dimension of Organizational Commitment.

**Group III (Stayers)**

**Factor 9**

This factor accounted for 2.86% of the total variance.

An examination of the pattern of factor loadings suggests that those who are high on Job Involvement are also high on Intention to Quit, Analytical Skills and the Quality of Working Life dimension of Organizational Climate. They are low on Personality dimension of Neuroticism.

**Group IV**

**Factor 10**

This factor accounted for 2.46% of the total variance.

The factor loading pattern reveals that those who are low on Job Involvement are also low on Intention to Quit.
FACTOR C: INTENTION TO QUIT

Factor C consists of the following factors:

Total Sample

Factor 2

This factor accounted for 4.40% of the total variance.

The loading pattern of this factor reveals that those who are high on Intention to Quit are also high on the Involvement, Identification and Loyalty dimensions of Organizational Commitment and are low on the Organizational Climate dimension of Quality of Working Life.

Group I (Leavers)

Factor 12

This factor accounted for 3.03% of the total variance.

The factor loading pattern suggests that those who are low on Intention to Quit are high on Advancement on Merit dimension of Quality of Working Life.

Group II

Factor 12

This factor accounted for 3.42% of the total variance.

The factor loading pattern reveals that those who are high on Intention to Quit and Self Actualization need deficiency are low on performance of Analytical Skills.
Group III

Factor 9

This factor accounted for 2.86% of the total variance.

The factor loading pattern suggests that those who are high on Intention to Quit are also high on Job Involvement, performance of Analytical Skills and the Quality of Working Life dimension of Organizational Climate. They are low on the personality dimension of Neuroticism.

Group IV

Factor 1

This factor accounted for 11.69% of the total variance.

An examination of the pattern of loadings on this factor reveals that those who are low on Intention to Quit, Self Actualization need deficiency and Social need deficiency are high on Security need importance, Work Involvement, the personality dimensions of Psychoticism and the Quality of Working Life dimensions of Physical Working Conditions, Mental State, Advancement on Merit, Effect on Personal Life, Self Respect, Supervisory Relations, Intragroup Relations, Sense of Achievement vs Apathy, Meaningful Development, Control, Influence and Participation, Employee Commitment and Organizational Climate.
Factor 11

This factor accounted for 2.41% of the total variance.

The loading pattern on this factor suggests that those who are high on Intention to Quit score highly on the Quality of Working Life dimensions of Confidence in Management and Organizational Climate. They are low on Career Orientation dimension of Quality of Working Life and on Social Desirability dimension of personality.

A NOTE ON THE THREE INDICES OF JOB ALIENATION AND THEIR FACTOR STRUCTURES.

A glance at the tables of correlation and Factor analysis (tables 3 to 17) reveals that Work Involvement is throughout related positively with Job Involvement but not with Intention to Quit (except in Stayers). Intention to quit was throughout positively related with Job Involvement except in the group of Leavers.

A positive correlation between Job Involvement and Intention to Quit implies that the relationship between Job Involvement and withdrawal
cognitions may be moderated by other factors which are not fully understood yet. Farris (1971) who found a negative correlation between Job Involvement and Intention to Quit in one study failed to replicate this finding in another study.

**WORK INVOLVEMENT (FACTOR A)**

Work Involvement which has been defined as a generalized cognitive (belief) state of psychological identification with work (Kanungo, 1981), has emerged as the most robust index of alienation with clear cut factor structures. A glance at Factor A (Table 18 A) reveals that Work Involvement is not a simple factor but has emerged as a complex factor with its variance split into three different components. For example, Factor 1 in group III (Stayers) has Quality of Working Life and need deficiency components; Factor 6 in group IV has Organizational Commitment components Factor 1 in group IV has QWL components; Factor 8 in group IV and group III (Stayers) has Work Satisfaction and General Life Satisfaction dimensions of Quality of Working Life as components and Factor 1 in group I (Leavers) has Quality of Working Life, need deficiency, Personality and Machiavellianism dimension as components.

So, a positive perception of Quality of Working Life, lower need deficiency in higher order needs viz. Self Actualization, Autonomy and Social needs and Organizational Commitment, all seem to go together with Work
Involvement. In some factors Work Involvement has also been found to be related positively with Introversion and negatively with Pay Satisfaction.

Comparing factor structures of Leavers and Stayers, one can see that in both cases Work Involvement is positively related with a positive perception of Quality of Working Life. The dimensions clustering with Work Involvement in both the groups appear to be the same except Self Respect and General Life Satisfaction which are present in the Stayers group only, and Confidence in Management which is present in the Leavers group only. The Eysenckian personality dimension of Psychoticism as well as need deficiency in Self Actualization, and Social needs have been found in both the groups. In the Leavers group however, Work Involvement showed additional clustering with Machiavellianism and need deficiency in areas of Autonomy and Security.

JOB INVOLVEMENT (FACTOR B) AND INTENTION TO QUIT (FACTOR C)

A glance at Factor B(Table 18 B) reveals that Job Involvement is generally, related positively with withdrawal cognitions (in total sample, group IV and group III - Stayers) except in group I (Leavers) and group II.

Job Involvement has been defined as the degree to which individuals identify psychologically with their jobs (Rabinowitz and Hall, 1977)

Intention to Quit is labelled as a predictor of job turnover but whether it actually translates into turnover may be moderated by a number of variables (eg. perception of Quality of Working Life, Job Satisfaction, Organizational
Commitment, need deficiency etc.), as is evident in the present study. A glance at factors B and C shows that both Job Involvement and Intention to Quit cluster with a positive perception of some Quality of Working Life dimensions. Factor structures of Organizational Commitment (tables 8 to 17) reveal that subjects high on Organizational Commitment also have a high positive perception of the Quality of Working Life dimensions (viz. Economic Benefits and General Life Satisfaction) and also score high on Intention to Quit. This implies that Intention to Quit and Organizational Commitment co-exist simultaneously and a positive perception of Quality of Working Life and Organizational Commitment may prevent subjects with a high intention to quit from leaving.

Job Involvement (Factor B) clusters show that they are positively related with Organizational Commitment and several dimensions of Quality of Working Life and negatively with need deficiency in Self Actualization. A comparison of factor structures of Leavers (group I) and Stayers (group II) reveals them to be different. Among Leavers, those who are low on Job Involvement are also low on the Involvement dimension of Organizational Commitment but high on Promotion Satisfaction dimension of Job Satisfaction. Among the Stayers, those who are high on Job Involvement, are also high on Intention to Quit, have a positive perception of Organizational Climate (QWL), are rated high on performance of Analytical Skills and are low on Neuroticism dimension of personality. In group II, Job Involvement emerges as a complex
factor, with factor 3 showing Job Satisfaction components and factor 17 showing Organizational Commitment and Performance components.

A glance at Factor C (Table 18 C) also reveals that Intention to Quit clusters positively with need deficiency in higher order needs (for example, Self Actualization and Social needs); is related positively with the three dimensions of Organizational Commitment and is related with a positive perception of the Quality of Working Life dimensions viz. Career Orientation, Confidence in Management and Organizational Climate.

Intention to Quit also shows a complex structure: Factor 1 in group IV shows Intention to Quit to have Quality of Working Life and need deficiency components. Factor 11 in group IV shows Intention to Quit to have Quality of Working Life components.

A comparison of the factor structures of Stayers (group III) and Leavers (group I) for factor C i.e. Intention to Quit reveals them to be different. In the Leavers sample, subjects with low Intention to Quit have a higher positive perception of Quality of Working Life (Advancement in Merit), whereas in the Stayers group, Intention to Quit clusters positively with Job Involvement, Analytical Skills of Performance, low anxiety and a positive perception of Organizational Climate dimension of Quality of Working Life.

As is revealed by factors A, Band C, indices of Alienation i.e. Work Involvement, Job Involvement and Intention to Quit, have by and large different clusters in Leavers (group I) and Stayers (group III) thus, justifying
group formation in the present study. Work Involvement emerges as a stable index of Alienation whereas Job Involvement and Intention to Quit emerge as complex indices and need further clarification if they are to be used as indices of Alienation. Work Involvement has emerged not as a unitary concept, but a complex one.

Factor structures of the indices of Job Alienation, specially for Work Involvement and Job Involvement confirm some of the earlier reviews reproduced below, that Organizational Commitment, a positive perception of Quality of Working Life, Need Satisfaction and Job Satisfaction are stable and reliable correlates of Job Alienation.

Some of the earlier studies giving support to present results of Factor analysis are as follows:

**FACTOR STRUCTURE OF JOB ALIENATION IN THE PRESENT INVESTIGATION AND EARLIER STUDIES.**

**FACTOR STRUCTURE OF JOB ALIENATION AND ORGANIZATIONAL COMMITMENT.**

Balaji (1988) tested the relative powers of Organizational Commitment and satisfaction in explaining Intention to Quit, using different measures of Organizational Commitment. For the purpose of this study, Organizational Commitment was defined as an affective state of mind in which an employee feels emotionally attached, to his or her employing organization as a whole. The sample consisted of one hundred and sixty-nine managerial employees in
nine cooperative organizations in India. Results showed that intent to quit was most strongly, negatively related with organizational commitment.

Shore et al. (1990) developed a theoretical model that described the differential relationship that organizational attitudes (organizational commitment and satisfaction) and job attitudes (job involvement and satisfaction) have with several behavioural intentions (turnover, absenteeism, performance). The sample included one hundred and fifty-seven male and four hundred and nine female university employees. Results generally supported the model which proposed that job attitudes are more strongly linked with job intentions whereas organizational attitudes are more strongly linked with turnover intentions.

Bedeian et al. (1991) examined the questionnaire responses of two hundred and forty-four hospital nurses on their career commitment, expected utility of present job, turnover intentions and actual turnover. The relation between expected career growth opportunities and turnover intent was negative for the subjects with higher career commitment, but positive for subjects with low career commitment. The effect of these career factors on actual turnover was completely mediated by turnover intentions. Results confirmed the position that a variety of cognitive phenomena occur between a willingness to leave or intent to leave and actual leaving. Psychological interventions can help between intention to leave and actual leaving.
Johnston and Snizek (1991) examined the influence of calculative involvement and moral involvement on organizational commitment and task performance of one hundred and twenty one direct sales distributors. Organizational commitment was positively related to distributor task performance and calculative involvement and moral involvement were positively related to organizational commitment. While calculative involvement and organizational commitment were positively related to distributor task performance, there was a significant negative relationship between moral involvement and distributor task performance. Results supported A. Etzioni's (1961) dual compliance structure hypothesis of organizational involvement.

In the present investigation Factors 6 in group IV and factor 10 in group I (Leavers) show the same pattern as in the review of literature, while factor 2 in the total sample and factor 17 in group II show factor structures opposite to earlier studies.

**FACTOR STRUCTURE OF JOB ALIENATION AND QUALITY OF WORKING LIFE**

Advocates of participative management (McGregor, 1960; Likert, 1961; Argyris, 1964; and Walton, 1975) have stressed the fact that Job Involvement results from an organizational (and job) environment, designed to promote ego and growth need satisfaction. Likert (1961), for instance, suggested that involvement in one's job results from a supportive psychological climate in an organization that provides a sense of human dignity or satisfies the need for self esteem.
Lawler and Hall (1970) reiterated that other things being equal, more people will become involved in a job that allows them to control and a chance to use their abilities, than will become involved in jobs that lack these Quality of Working Life characteristics." The above studies about dynamics of Job Involvement show that almost all researchers consider intrinsic need satisfaction as the necessary condition for job involvement.

Nightingale and Toulouse (1978) collected data from one thousand employees in twenty organizations and found that the determinants of employee alienation were virtually identical despite the different nature of social, legal and political systems. Although the most significant predictors of alienation were education and individual characteristics, the organizational context (including interpersonal relationships on the job and organization structure) explained thirty-seven percent of the variance of member alienation.

Mohan (1984) had also reported that to increase motivation and Job Satisfaction of workers, there is a need to improve the perception of Quality of Working Life dimensions (Self Respect and Control, Influence and Participation).

Jeremier (1985) dramatized class based workplace dynamics in relation to divergent forms of alienated consciousness, to illustrate the "meaning making" processes in understanding human behaviour. He proposed that subjective alienation is shaped by mythical forces in the broader symbolic environment and that it profoundly conditions actions and attitudes.
Knoop (1986) examined and tested a cluster of leadership variables for alienating consequences, using survey responses from one hundred and ninety-one university professors (aged 26-28 years). Findings showed that lack of influence over decision-making accounted for 44% variance in alienation and perceived powerlessness. Inconsiderate or structured leadership, close supervision and lack of autonomy were significantly related to alienation but did not add to its variance.

In another study conducted by Mohan in 1990 on doctors, engineers, university teachers and managers, it was clearly revealed that Job Satisfaction and cordial employee management relations were the key variables in motivating individuals, improving performance and enriching human resource development.

Plunkett (1990) chose three divisions of a public agency as experimental, placebo and control groups to investigate the effect of increased participation in the decision making in workplace creativity. The experimental treatment was an intervention designed to encourage a high degree of involvement by organizational members. The experimental group showed a much higher increase in the feelings of participation than the placebo group. A significant increase in creativity was found in the experimental group only.

In the present investigation factor 12 in group I (Leavers), factor 2 in the total sample, factor 1 in group IV, factor 8 in group III (Stayers), factor 1 in group I (Leavers), factor 1 and factor 7 in group III (Stayers), factor 1, 6 and 8 in group IV, factor 9 in group III (Stayers), factor 22 in the total sample and factor 3 in group II show the same pattern as in the review of literature, i.e. a positive perception of Quality of Working Life reduces job alienation.
However, factor 9 in group III (Stayers), factor 11 in group IV and factor 12 in the total sample show factor structure opposite to the predicted direction.

**FACTOR STRUCTURE OF JOB ALIENATION AND PERSONALITY**

Pestonjee and Ahmad (1977) stated that blue-collar workers were found to be highly alienated because they were insecure and less stable as compared to the supervisory group. They found a negative relationship between Extraversion and Alienation.

Mohan and Nisha (1990) investigated the relationship of alienation to Eysenckian personality dimensions. The sample consisted of four hundred adolescents (both male and female). Statistical analysis of data revealed that Total Alienation, Social Isolation, Powerlessness and Normlessness were positively correlated with Psychoticism and Neuroticism and negatively with Extraversion and Lie (Social Desirability) scale.

Present results regarding the relationship of Extraversion and Job Alienation are contrary to earlier findings as is revealed by factor 9 in group II and factor 7 in group IV. Equally intriguing is the finding regarding the relationship of Psychoticism and Job Alienation, as unlike earlier studies Job Alienation and Psychoticism are negatively related here, as is revealed by factor 1 in group I (Leavers), factor 1 in group III (Stayers), factor 1 in group IV (Table 18 B) and factor 1 in group IV (Table 18 C). Mixed findings are there regarding the relationship of Neuroticism and Job Alienation as is revealed by factor 9 in group III (Stayers - Table 18 C) and factor 9 in group III (Stayers - 18 B).

As some groups showed no correlation among job alienation and Eysenckian personality dimensions, the present results are similar to studies conducted by Mohan and Jahangiri (1987) and Mohan and Sarin (1989) which also found that managerial effectiveness and performance was not a function of Eysenckian personality dimensions of Neuroticism or Extraversion.

As regards the relationship of Job Alienation and Machiavellianism, Wesolowski et al. (1989) investigated the role of perception of political tactics
in producing turnover from behavioural intentions in a sample of four hundred and four textile mill employees. Turnover intentions were less predictive of turnover for subjects who perceived political tactics to be useful in attaining organizational success, than for those who perceived them not to be useful. Subjects who scored high on perception of political tactics were less likely to leave the organization when such intentions were stated.

Similar trend of results was found in the present study in group 1 (Leavers -Table 18 A). The results of Factor analysis show equivocal findings as regards the indices of Job Alienation, Eysenckian personality dimensions of Extraversion, Psychoticism and Neuroticism and Machiavellianism.

**FACTOR STRUCTURE OF JOB ALIENATION AND NEED SATISFACTION**

Lee and Graham (1986) conducted a survey on two thousand, three hundred and three public employees to determine the moderating effect of self actualization need strength on the relationships between job characteristics and job outcomes. Results showed that Self Actualization need strength moderated the relationship on four criterion variables, i.e., life satisfaction, job satisfaction, intrinsic job satisfaction and turnover intention. Implications of the study were that employee motivation, commitment and job satisfaction can be significantly enhanced by steering individuals with high self actualization needs towards jobs that have the characteristics for fulfilling those needs.

Hendrix et al. (1987) collected data from four hundred and thirty-two civilian auditors of the airforce for identifying the correlates of turnover. The survey also measured Maslow's five need levels. Results showed that these
subjects had higher need deficiency scores than the average need deficiency scores of subjects in other organizations. Also age and tenure were found to be predictive of intent to stay with the organization. Opportunity for need fulfilment and promotion accounted for most of the intent to remain with the organization.

According to Ashforth (1989) an assumption shared by many theorists is that individuals desire a personal control over their environment (e.g. Bandura 1982; De Charms, 1968; White, 1959). Research has found that individuals initially desire personal control over the immediate parameters of their work and some input into decisions that either directly, or indirectly affect that work and for which they have some expertise to contribute. (Hespe and Wall 1976; Tannenbaum and Cooke, 1979).

In the present results factor 12 in group II, factor 1 in group IV, factor 1 in group I (Leavers), factor 1 in group III (Stayers) and factor 3 in group II show factor structures similar to those reported in review of literature. However factor 7 in group III (Stayers) and factor 7 in group IV showed factor structures opposite to those predicted.

**FACTOR STRUCTURE OF JOB ALIENATION AND JOB SATISFACTION**

Based on previous findings, Porter et al. (1974) conducted a study in which they expected overall job satisfaction measures to be inversely related to turnover. When individual components of job satisfaction - satisfaction with pay, promotion, supervision, co-workers and work itself - were studied, fairly
consistent relationships were reported with propensity to remain (Friedlander and Walton, 1964; Ley, 1966; Hulin, 1968; Farris, 1971).

Krausz et al. (1989) conducted a study on one hundred and seven supervisory and one hundred and fifty-five non-supervisory subjects to study the causal attributions for turnover. Results showed that (a) employees leave because they are dissatisfied with their work (b) Employees leave because of external causes such as family matters. The attributes and organizational commitment are also measured and contrary to expectation causal attributions of both supervisory and non-supervisory subjects were related to job attitudes. The less satisfied subjects were more likely to attribute turnover to dissatisfaction of the leaver.

Roberts and Sarvela (1989) used the Job Descriptive Index to examine the factors related to Job Satisfaction among three hundred and ninety three community care workers. Results indicated that the subjects employed for longer than one year had significantly lower satisfaction scores than subjects employed for less than one year. Reasons why new employees quit included low wages, no benefits, no raises or promotions, inability to cope with or dislike for the elderly and lack of suitability for the type of work.

Factor 7 and factor 8 in group III (Stayers), factor 9 in group II and factor 8 in group IV show factor structures similar to those found by earlier investigators. However, factor 12 in the total sample, factor 10 in group I (Leavers) and factor 3 in group II show factor structures opposite to earlier findings.
FACTOR STRUCTURE OF JOB ALIENATION AND JOB PERFORMANCE

Bluedorn (1982) reported that performance was not correlated with turnover linearly; it was not true that the better the employee, the more likely there was to be turnover (a negative correlation). Nor was there a curvilinear correlation; middle level employees were neither more likely to quit (an $\cap$-shaped relationship) or less likely to quit (a $U$-shaped relationship). Although some studies have found that better employees are more likely to leave, the results of Bluedorn's (1982) study illustrate the dangers of making such an assumption. Even if performance and turnover are positively correlated in an organization, this means only that more turnover comes from the better performing employees. This means that even when performance and turnover are positively correlated, an across the board turnover management strategy will not optimise the hit/miss ratio since turnover of some of the poorer performers would also be reduced. It will still be necessary to identify the better performers.

Mohan and Jahangiri (1984) also found that managers in educational organizations, though professionally committed were not active in setting performance standards.

If one looks at the factor structures (table 18 A, B and C) of the indices of Alienation with Performance, one is forced to conclude that no clear-cut results are being portrayed by the Performance-Alienation relationship.
One may thus, conclude that the Organizational variables (Organizational Commitment and Quality of Working Life), Need Satisfaction and job related attitudes (Job Satisfaction) emerge as reliable correlates of Job Alienation, as is amply borne out by the correlation and Factor analysis results, but not much is added by way of information by Personality and Performance correlates.