AIMS AND RELEVANCE
There is a widespread belief among those involved in personnel selection that turnover costs the organization heavily. Most of the previous reviews have agreed that one of the major antecedents of turnover frequency is job alienation which formed the focus of present investigation. There are scores of reviews in the literature linking alienation and turnover but as yet no model has been developed which has universal acceptance in terms of the correlates of Job Alienation. Although previous reviews have agreed on Job Satisfaction, Quality of Working Life, Organizational commitment, Need Satisfaction and other organizational variables as antecedents of job alienation, yet there is no consensus on the exact nature, direction and degree of the relationship. Nothing can be said as to which are more consistent/reliable correlates of job alienation as most of the studies conducted have been bivariate in nature. The present study will take a multivariate perspective of job alienation. Also another important feature of the present study is that after reviewing the literature, a multidimensional criteria of job alienation has been taken into consideration. Personal and organizational correlates taken in the present study were related to three indices of job alienation viz., Intention to Quit, Job Involvement and Work Involvement. Organizational Commitment, Quality of Working Life, Job Satisfaction, Need Satisfaction, Eysenckian dimensions of Personality and Machiavellianism were studied in relation to all the three indices of job alienation in two hundred male, middle level managers drawn from public sector undertakings manufacturing heavy engineering and electronics goods. It
was expected that the study would throw light on which variables are more consistently related to all the three indices i.e. Intention to Quit, Job Involvement and Work Involvement, with a view to formulating guidelines of job redesign/job enrichment for reducing job alienation.

Also there is another area full of controversial findings in the field of job alienation i.e. alienation-performance relationship. The question - are good performers more likely to be alienated than poor performers and hence leave the organization, has not been answered till date. The present study undertook a fresh look at the alienation-performance relationship. Job performance was studied both at the macro and micro levels. At the macro level gross performance was measured using a five point scale ranging from "clearly outstanding" to "clearly unsatisfactory". At the micro level sixteen performance skills were measured on a four point rating scale, ranging from "expert or excellent" to "needs improvement". Results may reveal information about which human resource management practices should be used to retain good performers.

Also based upon the criterion of number of jobs changed in the last twelve years, four groups were formed.

**Group I** includes the **Leavers** who have changed two or more jobs during the past twelve years.

**Group II** includes those individuals who have changed only one job during the past twelve years.
**Group III** includes the **Stayers** who have not changed any job during the past twelve years and

**Group IV** is a composite of Groups II and III.

This was done to compare the subjects who are highest on turnover frequency (Group I - Leavers) with subjects low on turnover frequency (Group III - Stayers) as also with Group II (with only one job changed) on various indices of Job Alienation, viz Organization Commitment, Quality of Working Life, Personality, Need Satisfaction, Job Satisfaction and Performance.