CHAPTER - 1

INTRODUCTION
Introduction

Review of researches in the area of Job Involvement

Specific Objectives of the Study

Hypotheses

Specific research questions

Variables studied

Independent variables

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Delimitations of the study
Recently, the concept of job involvement has attracted the attention of industrial psychologists. Many different terms have been used to describe job-involvement, such as central life interests, work role involvement, ego involvement, ego involved performance, occupational involvement, morale, intrinsic motivation, job satisfaction and finally job involvement.

Job involvement has been used to explain "ego involvement, occupational-involvement, work-involvement, intrinsic-motivation, central life interests etc. The early studies on job involvement used the term" ego involvement" although the implication of both terms are similar. Vroom (1962) viewed ego involvement as the extent to which self-esteem is affected by the level of performance.

The concept of job involvement has become much important in last few years because of its central role in providing a link between employee's need and performance on the one hand and the quality of working life on the other (Hall & Lawler, 1970; Walton, 1972; Dewhrist, 1973).

Job involvement has been widely studied by industrial psychologists with special reference to employee's job satisfaction, morale, participation and performance. The concept of job involvement has gained much importance in recent years, because of its pivotal role in
providing a link between performance on one hand and employee’s needs and quality of working life on the other.

Lewis (1944) and Lewis & Franklin (1944) proved that individual became involved in their work even in the artificial contest of a laboratory. Since that time empirical investigations of ego-involvement in the job have appeared in the psychological literature with increasing frequency.

The process of ego involvement in work has been a concern of both psychologists, such as McGregor (1944) and Allport (1947), and sociologists such as Hughes (1958) and Dubin (1958, 1961). The psychologists have tended to focus on organizational conditions that lead to job involvement: such as meaningfulness of work, adequacy of supervision etc. The sociologists have been more concerned with aspects of the socialization process that lead to the incorporation in the person of work-relevant norms and values. Dubin, for instance, holds that psychological (i.e., derived-drive) theories of motivation are not adequate to explain organizational behavior because they do not account for wide variations in modes of drive satisfaction and modes of drive reduction can be changed. In order to account for the ways in which motivation is channeled, we must turn to social norms and values which determine (and in the long run are changed by) specific modes of behavior. The social structure, then, channels and sustains motivation in specific ways.
The process of ego involvement in work has been affair for both psychologists and sociologists. Allport (1947) defined ego involvement, as the situation in which the person "engages the status seeking motive" in his work: The psychologists have tended to focus on organizational conditions that lead to job involvement such as meaningfulness of work, adequacy of supervision etc.

Job involvement is the internalization of values about the goodness of work or the importance of work in the worth of the person and perhaps it, thus, measures the ease with which the person can be further socialized by an organization.

Job involvement is the degree to which a person identifies psychologically with his work on the importance of work in his total self-image. Beside the situational variables the past specialization processes experienced by the individual, in specific socio-economic and cultural milieu influence job involvement (Reddy and Rajasekhar, 1991).

There is something to be said for the attitudinal frame of reference in which a man perceives him to be so important to himself, to his company and to society, that his superior "blunders" are not to be tolerated. Veroff and Field (1960) considered involvement in terms of the degree to which performance affects self-esteem. French and Kahn (1962) have reported that the centrality of an ability is the degree to which it
affects self-esteem, if job-performance is central to the workers, then we have ego-involved performance.

Job involvement is the degree to which a person identifies psychologically with his work of the importance of his work in his total self image.

Guion's (1958) definition of moral is also relevant to the job involvement. According to him "morale is ego involvement in one's job". There is something to be said for the attitudinal frame of reference in which a man perceives his job to so important to himself, to his company and to society that his superiors, "blunders" are not to be tolerated.

The definition of job involvement may be classified into different categories. The first class of definition might be considered as the extent to which self-esteem is effected by level of performance (Lodahl and Kejner, 1965).

Allport (1947) has defined the ego involvement as the situation in which the person "engages the status seeking motive". Gurin, Veroff and Feld (1960) have indicated involvement in term of the degree to which performance affects self-esteem. French and Kahn (1962) have reported that the centrality of an ability is the degree to which it effects self-esteem; if job performance is central to the worker, then we have "ego involved performance."
French & Kahn (1962) have reported that the centrality of ability is the degree to which it affects self-esteem, if job performance is central to the workers, then we have ego-involved performance. The early studies on job involvement used the term "ego involvement" although the implications of both terms are same.

Lodahl and Kejner (1965) have defined job involvement as the degree to which a person's work performance affects his self-esteem. To them job Involvement refers to the "internalization of values about the goodness of work or the importance of work in the worth of the person and perhaps it thus measures, the case with which the person can be further socialized by an organization".

Lodahl & Kejner (1965) have also defined it as, "job involvement is the degree to which a person's work performance affects his self esteem".

A series of later investigations explored the concept of job involvement as a potentially distinct job-attitude (Lodahl & Kerjner, 1965; Weissenberg & Gruenfield, 1968; Lawler & Hall, 1970; Schwyhart & Smith, 1972). However, some problems still remain in defining job involvement and in establishing the relationship of this construct to other job variables, particularly job satisfaction.
Vroom (1962) describes a person as ego involved in a job or task to whatever extent his self-esteem is affected by his perceived level of performance.

Bass (1965) views it as representative of employee's ego involvement in his job and thus relates it to performance. He also suggested that the condition under which job involvement could be enhanced. These conditions relate to opportunity to make more of the job-decision, the feeling that one is making an important contribution to the organization and freedom to set one's own work place.

Katz & Kahn (1966) have suggested that firstly, job involvement is a necessary condition in the individual for accepting fully the organization's demand placed upon him by his membership in an organization, secondly, that the degree of job involvement is related to level of aspiration and to the degree of internalization of organizational goal, and, thirdly, job involvement is a moderator variable in the relationship between satisfaction and performance. Thus, job involvement can be considered as an important measure of organizational effectiveness that may be at least in part influenced by job satisfaction.

Lawler (1969) refers to intrinsic motivation the degree to which a job holder is motivated to perform because of some subjective reward or feelings that he expects to receive or experience as a result of performing well.
The second category of the definition of job involvement considers it as a component of self image. Lodahl and Kejner (1965) has indicated the job involvement as 'the degree to which a person is identified psychologically with his work, or the importance of work in his total self image.

For Lawler and Hall (1978), job involvement refers to psychologically identification with one's work as well as "the degree to which the job satisfaction is central to the person and his identity".

Maurer (1969) has described "self-definition" as the degree to which an individual defines or conceptualizes himself as a person primarily in term of his work role".

Patchen (1970) considered the construct of job involvement as convenient level summarizing several characteristics that make the job more important and potentially more satisfying to the individual. According to the Patchen the job involved person is highly motivated and feels a sense of pride in his work. Lawler and Hall (1970) defined job involvement with one's work as well as the degree to which the job situation is central to person and identity. Mehta (1977) has proposed a model of participation in organization and considered job involvement as an intervening condition. Accordingly, factors such as autonomy, friendly relations, supervisory behaviour, trust and support lead to involvement in turn
In their review of the literature, Robinowitz and Hall (1977) suggested that progress has been made to understand workers who are psychologically involved in their jobs. After describing the conceptual confusion and proliferation of term that have plagued definition of job involvement, these reviewers identified two classes of definition that have guided past research:

(a) Job involvement as a performance-self-esteem contingency, and

(b) Job involvement as a component of self-image.

Further Robinowitz and Hall (1977) specified three theoretical perspectives:

(i) Job involvement as an individual difference variable;

(ii) Job involvement as a function of the situation;

(iii) Job involvement as an individual-situation interaction.

Their conclusions, based primarily on reported bivariate correlations, were as follows:

(a) Job involvement is related to three classes of working variables—personal characteristics, situational characteristics and work-outcomes. No one class of variables shows clearly stronger relationship to job involvement than any other.
(b) Job involvement is quite stable.

(c) Much of variance in job involvement remains unexplained.

(d) The data are more consistent with the importance of work definition of job involvement than with the extent to which performance affects self-esteem definition.

(e) Job involvement seems to be a "feed back variable", both a cause and an effect of job behaviour.

(f) Personal and situational variables have independent effects on involvement.

(g) Situational variables seem to have more effect on the attitudes of low involved person than on highly involved persons.

In a nutshell, we can say that there is a great deal of confusion about the construct labelled a job-involvement. It is notable that the confusion is not at the theoretical level, but also continues in the empirical studies of the term. In the empirical studies of job involvement it has been considered in three ways, namely, as an individual difference variable, as a situationally determined variable, and as person-situation interaction variable.

First theoretical perspective of job-involvement is known as an individual difference variable. Dubin (1956) has indicated that job
Involvement is intimately tied up in the protestant work ethic, the morale character of work and a sense of personal responsibility.

Lodahl (1964) assumed that the main determinant of job involvement is a value orientation toward work that is learned early in the socialization process. For Siegel (1969) differences in job involvement can probably be traced back to value orientation in the course of socialization and internalized as determinants of behaviour.

Second theoretical perspective of job involvement describes it as a function of situation. Vroom (1962) has reported that job factors can influence the degree to which an employee is involved in his job. According to the theory of Vroom (1962), job involvement may be surely influenced by the situational factors.

Participative management theorist (Argyris, 196 and McGregor, 1960) have stressed involvement as a response to organizational condition rather than as a personal characteristic. Argyris (1964) has also clarified the importance of situational factors in determining the job involvement.

Bass (1965) concluded that conditions lead to strengthening of the variables:

(a) The opportunity to make more of the job decisions;

(b) The feeling that one is making an important contribution to company success;
(c) Success;

(d) Achievement;

(e) Self-determination; and

(f) Freedom to set one's own work place.

Blauner (1964) has suggested that involvement in work may come from personal control, from association with others, and from a sense of purpose.

The last theoretical perspective of job involvement is an individual-situation interaction. In the other words we can say that job involvement is influenced by the interactional effect of individual and situation.

Saleh & Hosek (1976) identified four different interpretations of the concept of job involvement. A person is involved (i) when work to him is a central life interest, (ii) when he actively participates in his job, (iii) when he perceives performance as a consistent with his self concept and (iv) when he perceives performance as central to his self esteem. Saleh & Hosek (1976) observe job involvement 'as the degree to which the person identifies with the job, actively participates in it, and consider his performance important to his self work'. Currently Saleh (1981) identified job involvement as a "self involving attitude". According to him it is a
multidimensional concept and that the basic dimensions are cognitive, connective (behavioural) and evaluative.

Kanungo (1979, 1982) proposed a motivational approach to the study of job involvement which argues for maintaining a conceptual distinction between intrinsic motivation and job involvement. According to this approach, the satisfaction of intrinsic needs might increase the likelihood of job involvement. The approach also argued that job involvement is a cognitive state of psychological identification with the job and depends on the degree to which job is perceived to meet one's salient needs, be they intrinsic or extrinsic.

In a mutivariate study, Saal (1981) examined the significance of the cognitive definition of job involvement, and established its validity. He argues that job involvement is a joint function of individual characteristics (demographic and psychological) and situational variables, and that these different types of variables explain some non-redundant parts of total job involvement variance.

Lawler and Hall (1970) suggested that job-involvement was a function of individual job interaction. Farrisdenoted that job involvement is a result of the interaction of person with his environment. Lodahl and Kejner (1965) declared 'It seems clear that job involvement is affected by local organization (mostly social ones), as well as, by value orientations learned early in the socialization process.
Hall & Mansfield (1971) are of opinion that if job involvement is indeed a personal characteristic, then there should be little change in its under periods of organizational stress. Hulin & Blood (1968) have also denoted the importance of individual differences in job involvement. Mehta (1977) has proposed a model of participation in organization and considered job involvement as an intervening condition. Accordingly, factors such as autonomy, friendly relations, supervisory behaviour, trust and support lead to involvement in turn increases productivity.

Wanous (1974) reported job involvement as an interactional function of individual's socialization process and characteristics of a job. According to Wanous the earliest determinants of job involvement is individual's social environment. Job characteristics, such as autonomy, variety, challenge, feedback and task identity may influence to the job involvement. For Wanous (1974), it is likely that an involvement prone individual will become involved when holding a job with such characteristics.

Since the work of Lodahl and Kejner (1965), there have been performed a number of studies to explore the relationship of job involvement with other organizational and situational variables.

Hall and Mansfield (1971, 1975); Hamner and Tosi (1974); Jones, James and Bruni (1975); Lawler (1973); Lawler, Hackman and Kaufman (1973); Siegal and Ruh (1973); Ruh and White (1974); Manheim, (1975);
Maurer (1969); Runyon (1973); Sall (1978); Salesh and Hasek (1978); Schneider, Hall and Nygren (1971); Schwyhart and Smith (1972); Weissenberg and Gurenfeld (1968); and White (1978); attempted to investigate job involvement in relation to personal and situational variables.

Job involvement has been viewed as an attitude. Hence, its development or determinant may only be effected by many repeated or very strong stimulation and the resulting reinforcement of an employee's ideas about work. For any individual his goals in life are multiple and unequally weighted. It follows that for high job involvement a job implementing an individual's ambition is necessary, i.e., the job must hold a high priority among his various goals. For a job aspirant the acquisition of a job holds an emotional content. He has some expectations from the job, which is determined by his previous socialization background (Dubin, 1956; Lodahl, 1964). If he seeks the job just as a stepping-stone to a more desirable goals then such feelings of the employee would be directed to a different goal than the job. Siegel (1969) endorses that early socialization process goes a long way in affecting the development of an individual's job involvement.

Evition, Whitely & Jans (1982) hypothesized the construct of work involvement as having three dimensions. Job involvement or psychological identification with the position or job occupied, specialization involvement or psychological identification with the career or
specialization of performance to self-esteem. Factor analysis supported that the three attitudes are distinct.

These definitions have a common core of meaning in that they describe job involved person as one for whom work is very important and his life is very much affected by his job situation (the work itself, his co-workers, the company etc). On the other hand for the uninvolved person work is not an important part of his psychological life. His interests are elsewhere and the core of his self image, the essential part of his identity is not greatly affected by the kind of work, he does or how well he does it. It is important to note, with Guion (1958) that job involved worker is not necessarily happy within job; infact, very angry people may be just as involved in their jobs as very happy ones.

In a nutshell, we can say that there is a great deal of confusion about the construct of job involvement. It is notable that the confusion is not at the theoretical level but also continues in the empirical studies of job involvement.

In a multivariable study, Sall (1981) has examined the significance of the cognitive definition of job involvement (Kanungo, 1979) and found the similar result. Saal argued that job involvement is a joint function of individual (demographic and psychological) and situational variables, and these different types of variables explain some nonredundant unique portions of total job involvement variance.
From the above cited definitions and approaches about job involvement it can be concluded that job involvement is (i) a cognitive state of identification with work and (ii) a degree to which an individual feels that the work in an important part of his job life.

In India the area of job involvement has been least explored. Recently the Indian psychologist have tried to relate the job involvement with demographic, situational and personal variables. Researchers in India attempted to determine the relationship of job involvement like demographic (Sharma and Sharma, 1978) perceived importance of job factors (Kulkarni, 1976), different occupational groups (Bajaj, 1978a). Anxiety (Bajaj, 1978b), role stress variables like role conflict and role ambiguity (Madhu and Harigopal, 1979; Harigopal and Ravi Kumar, 1979b and 1980), company satisfaction and intrinsic motivation (Harigopal and Ravi Kumar, 1979b and 1980), and perceived importance and satisfaction of employee needs (Kanungo, Mishra and Dayal, 1975). A few other researchers, Srivastava and Dolke (1978), Ravi Kumar and Harigopal (1980), attempt to investigate the factorial purity and independence of job involvement along with other job attitudes like need satisfaction and intrinsic motivation.
Review of researches in the area of Job Involvement

During the past several years there accumulated a mass of literature on job involvement, which reflects a growing interest in the area concerned since job involvement is not a objective phenomena, rather it is subjectively experienced as it depends upon the individuals cognitive appraisal of the stress for agents. The present section deals a review of researches in the area of job involvement. Investigator has made an attempt for a comprehensive review of the related studies conducted in the field of job involvement.

The study by Schwyhart and Smith (1972) found that a worker's involvement in his job not dependent upon his job satisfaction. But Singh Mishra and Pestonjee (1995) find that job satisfaction is affected by joy involvement.

Siegel & Ruh (1973) and Jones, James & Bruni (1975) reported no relationship between education and job involvement. However, Mannheim (1975) reported a positive relationship between these two variables.

Ruh & White (1974) have also demonstrated that the job involvement was negatively related to education for rank and file workers.

Hall & Mansfield (1975) found no relationship between job involvement and tenure for a sample of male middle managers, developing scientist and engineers.
Robinowitz (1975) and Lodahl & Kejner (1965) found that these two variables are unrelated.

Mannheim (1975), Tannenbaum (1966) and Sharma & Kapoor (1978) reported that individuals at higher ranks are more involved with their jobs.

Madhu & Harigopal (1976) obtained role ambiguity to be negatively related with job involvement. However, the researchers could not find the significant relationship between role conflict and job involvement.

Bajaj (1977) explored the relationship between the amount of anxiety and the degree of job involvement in working women. Job Involvement Scale (Lodahl & Kejner, 1965) and Anxiety Scale (Sinha, 1961) were individually administered to 125 working women to measure their degree of job involvement and the anxiety level. As a result, a positive correlation was found between the amount of anxiety and job involvement ($r = .70$).

Sharma & Kapoor (1978) have reported that higher salary also leads to higher job involvement. They also found that the workers with rural and urban background do not differ in their job involvement. Social factor on the job can influence job involvement. Group employees also reported stronger job involvement in comparison to single worker. Participation in
decision-making is related to job involvement, as is the extent to which employees support organizational goals. Feeling of success and achievement on the job enhance one's level of job involvement. But at the same time contradictory results have been found between job level and job involvement.

Sharma & Kapoor (1978) have reported a negative relationship between educational qualification and job involvement.

Sharma & Sharma (1978) investigated the relationship among measures of job involvement, job satisfaction and general anxiety on samples of 40 (high job level) and 80 (low job level) white collar employees. The findings are; (i) Job involvement and job satisfaction are positively related (ii) Job involvement is negatively related to general anxiety, similarly (iii) Job satisfaction and general anxiety are negatively related.

Bajaj (1978a) tried to find out the differences existing in the degree of job involvement in four occupational groups (government school teachers, clerks and nurses). 125 unselected working women from different occupational groups (government school teachers n=45, private school teachers n=25, office clerks n=30; and nurses n=25) were used as Ss for the present study. Job Involvement Scale was administered individually to measure the degree of job involvement. The results of the present study indicated that there were significant differences in the degree of job involvement among different occupational groups (F = 10.78;
df = 124; P = .01). Simultaneously it was also found that nurses were more job involved in comparison to the members of other occupational groups (teachers and clerks).

Cheloha and Farr (1980) reported that job involvement was more consistently related to absence behaviour on a sample of state government employees.

In a cross-cultural study, Sekaran and Mowday (1981) observed that demographic variables as well as job characteristics play a less central role in determining the level of job involvement in Indian employees as compared to the United States Employees.

Komarraju (1981) employed 270 middle and lower level managers from public and private sector formed the sample. Job Involvement Scales by Agarwal (1978) and Lodal and Kejner (1965), job satisfaction item (Porter, 1962) and Intrinsic motivation items (Lawler and Hall, 1970) were administered. Analysis of result showed that within the private sector the lower management has a significantly higher degree of job involvement. Middle managers in the public sector had a greater degree of job involvement job satisfaction and intrinsic motivation than their counterparts in the private sector.

Shanthamani (1982) identified the extent of work motivation, involvement and level of aspiration of R & D personnel of various
organizations and also to compare these organizations on various variables. Wernimonts's Job Satisfaction Scale. Lodahl and Kejner's 20 item Job Involvement Scale and Contrils Self Anchoring Scale were given to 65 Engineers Scientists. The major findings of this study reveal that there is a significant difference between organization in some variable. The study also reveal that there is no significant difference between organization as far as their scores on job involvement is concerned. There is also significant difference between organization with regard to level of aspiration is concerned.

Anantharaman & Kaljappan (1982) attempted to find out the relationship between age, income, tenure, anxiety and job involvement, 46 nurses were interviewed. Job Involvement Scale and State-Trait Inventory were administered. Age, tenure, state anxiety and trait anxiety were postitively correlated with job-involvement.

Anantharaman (1982) attempted to find out difference in job involvement among bank employees. 10 Managers, 50 Officers and 100 Clerks have been interviewed with Lodhal and Kejner's (1965) Job Involvement Scale. There was no difference in job involvement among them.

Pathak (1982), in studying job involvement and job performance among bank employees; employeeed 86 (clerical) employees of a nationalized bank (random sampling) and found that
(i) The mean job involvement (JI) of employees below 27 years (4.74) was higher than those above 27 years' (61.04) (not significant) the mean job performance (JP) of the employees above 27 years' was higher than those below 27 years' (not significant).

(ii) The relationship between JP and educational qualifications were not significant.

(iii) The mean of JI of married employees was significantly higher than unmarried employees. (P < .05), but the mean of JP of unmarried was higher than those of the married employees.

(iv) The mean JI of the rural employees were higher those of urban employees (P < .05), but the mean JP of urban employees were higher than those from rural areas (P < .05).

(v) Previous experience increased JI & JP of the employees (not significant).

(vi) The mean JI & JP of the employees with one or more dependents were higher than those with no dependce demogaphic variable JI, JP of employees.

Srivastava & Sinha (1983) explored the employee's job anxiety as a resultant of their level of job involvement and employed 200 semi-skilled employees, 23-44 yrs and with 6-16 yrs. of professional experience. The result indicate the degree of employees job involvement
plays a significant role in determining their degree of anxiety with regard to all aspects of the job except, future prospects' (2) Employee's job involvement was found to correlate positively with job anxiety components except recognition and future prospects.

Pathak (1983) investigated the stipulated relationship between JI and need satisfaction but did not find any strong relationship. The important finding of the study emerged was that the bank officeres, regardless of their job-involvement. Wanted more "decision making authority", "opportunity for personal growth and development" and recognition for good work done". One factor of importance for job involvement appeared to be satisfaction vis-a-vis "recognition for good work done". Recommendations based on the findings include adequate feedback and incentive for good work, widening the area of responsibility, larger delegation of authority and tangible as well as symbolic modes of recognition for raising need satisfaction and job involvement.

Srivastava & Sinha (1983) examined the effect of employees ego-strength and job-involvement on their experience of role-stress. A group of 120 supervisory and managerial personnel (technical and non-technical) from a large automobile industry were selected for the study. The result of the study indicate that a high level of ego-strength and job involvement minimizes the employees' experience of role stress. Ego strength and job involvement interact to moderate to a marked extent, the
effect of the three role stressors, viz., role overload, role ambiguity and role conflict.

Singh & Mishra (1984) attempted to find out the potential moderator effect of ego-strength on job involvement-job satisfaction relationship. The Ego-strength Scale developed by Hasan (1970) and the S.D. Employees Inventory developed by Pestonjee (1973) and Job Involvement Scale developed by Kapoor and Singh (1978) were administered to a sample of 200 first level industrial supervisors of a diesel locomotive work at Varanasi. The moderated regression and sub-group analysis confirm the significant moderating effect.

Mishra (1985) employed 80 female subjects (doctors, teachers and bank officers, each) in his study and found that the teachers job involvement was greatest followed by doctors and bank officers. Significant occupational differences in job involvement were found in doctors, teachers and bank officers. Though the degree of job involvement observed was moderate in all the 3 groups.

Verma (1985) attempted to study the various personality factors which affect the job involvement. Sixty eight graduate and post graduate employees of equal status in the age group of 30 to 40 years working in the Maintenance Unit of Bhilai Steel Plant were administered the 16 P.F. Questionnaire and Job Involvement Scale. The finding revealed that the employees who were more job involved exhibited the tendency of being
outgoing (Factor A+), Emotionally stable (Factor C+), Assertive (Factor E+), Conscientious (Factor G+), Venturesome (Factor H+), Trusting (Factor L-), Forthright (Factor N-), Placid (Factor O-), Conservative (Factor Q1-), self sufficient (Factor Q2+), Controlled (Factor Q3+) and Relaxed (Factor Q4), whereas the employees who were less job involvement reflected the tendency of being Reserved (Factor A-), Affected by feelings (Factor C-), Humble (Factor E-), Expedient (Factor G-), Shy (Factor H-), Suspicious (Factor L+), Shrewd (Factor N+), Apprehensive (Factor O+) Experiment (Factor Q1+), Group dependent (Factor Q2-), Undisciplined self conflict (Factor Q3-) and Tense (Factor Q4+), Job involvement and various personality factors were also correlated which too confirms same results.

Srivasan and Kamalanbhan (1986) investigated the relationship of leadership style to job involvement-employing 57 executive volunteers all males, drawn from various public, private and government organization located in Madras 27 of top & middle management and 30 junior management. They found that the three leadership styles differ significantly, with democratic style being the most adopted and autocratic the least. Job involvement was found to have no influence on the level of leadership behaviour.

Mishra & Singh (1986) studied occupational stress, ego-strength and job satisfaction as influencing factors of the job involvement of first
level industrial supervisors by employing 100 first level industrial supervisors working in the diesel locomotive works, Varanasi was admitted. The sample was divided into high and low occupational stress groups on the basis of the median. (1) It was found that the low occupational stress groups (HOS). Though the CR was not significant. It suggests that supervisors of low occupational group were more job involved in comparison to the high occupational stress group. The correlation coefficient between occupational stress and job involvement was negative but not significant. (2) There was a negative relationship, between job involvement and ego strength. Supervisors with high ego-strength find stress in the job and vice versa. And there was a significantly positive relationship between ego-strength and job satisfaction. (3) High job satisfaction group (HJS) had higher job involvement scores as compared to low job satisfaction group-LJS (P < .05). There was a significant positive relationship between job involvement and job satisfaction (P < .05). (4) The international effects of occupational stress × JS, ego strength × JS and occupational strength × ego strength × JS were not found to be significant.

Mishra (1987) found that job involvement scores are not significantly related to occupational stress but related to job satisfaction. Also occupational stress and job satisfaction have significant negative relationship. The study was conducted at a diesel locomotive works in North India, Four hundred first level supervisors served as subjects.
Chadha & Kaur (1987) studied the demographic variable with job involvement and job satisfaction in a public sector organization. This study purported to see the relationship of demographic variables with job involvement and job satisfaction among white collar supervisors. White collar workers and blue collar supervisors and blue collar workers. The data was collected by using questionnaire method and selection of sample with the help of incidental sampling techniques. Pearson product moment correlation was used to find different correlations. Result obtained were discussed in the light of other researchers findings.

Singh (1987) made a comparative study of job involvement of supervisors and workers in relation to their occupational level. They attempted to examine the affect of occupational level on job involvement of industrial personnel. For this purpose, 100 supervisors and 100 workers served as subject. Job Involvement Scale (Kapoor and Singh, 1978) was administered on subjects to assess the level of job involvement. The study was conducted at Diesel Locomotive Works, Varanasi. The respondents were randomly selected for the study. Occupational level has been used as independent variable whereas job involvement has been used as dependent variable. Results indicated that there is no significant difference between the job involvement scores of supervisors and workers. But supervisors scored higher as compare to the workers.
Pathak and Pathak (1987), examined job involvement of public sector metalurgical plant employees employing 20 managers, 40 engineers, 60 supervisors and 80 workers from a public sector metalurgical plant. Job involvement was measured on Lodahl and Kejner's 20 item scale. Result indicated that Managers and Engineers were found to be more job involved than supervisors and workers. Tenure and professional trade education were found positively correlated with job involvement. Income was not related to job involvement in the case of managers, engineers and supervisors.

Happali and Mallappa (1988) explored job involvement and its correlates among bank employees by administering Lodahl & Kejner's (1965) Job Involvement Scale. They found that no correlation has been found with Job Involvement and other variables like age, length of service, salary, for male as well as female employees.

Singh (1988) explored the interaction effects of occupational level, participation and alienation on job-involvement by employing 200 industrial personnel (100 supervisors and 100 workers) from department of Diesel Locomotive Works Varanasi located in North India. Respondents were administered that participation is positively correlated with job involvement whereas an inverse relationship was found between alienation and job involvement. The interaction of occupational level participant and alienation do not excel significant effect on job involvement.
Choudhary (1988) investigated occupational level and job involvement by employing public and private sectors employees. They found that private and public sector employees of any level do not differ significantly on job involvement, in public sector, but differ significantly in the private sector.

Verma and Singh (1989) investigated the role of job satisfaction, job characteristics and job status in job involvement of eighty technical and non-technical employees equally taken from executives and non-executives cadres working in works and administration units of Bhilai Steel Plant formed the main sample of present study. Job Involvement Questionnaire developed by Lodahl and Kejner and Job Satisfaction-Questionnaire constructed by Brayfield and Rothe were administered on them. Result showed that all the three independent variables i.e. job satisfaction (high & low), Job characteristic (technical and non-technical) and job status (executive and non-executive) played significant role in determining the degree of job involvement of employees i.e. employees with high job satisfaction were found to be more job involved than the employees with low job satisfaction. Technical employees were found to show more job involvement than non-technical employees, and executive displayed a higher degree of job involvement than non-executives. However, none of their interaction proved to be significant.
Verma (1990) examined the role of human resource management and managerial respect in job involvement. The study tested the hypothesis that employees perceiving high human resource management and high managerial respect in their organization would show higher level of job involvement than those perceiving low human resource management and low managerial respect respectively. For this purpose 99 executives working in Bhilai Steel Plant (M.P.) selected randomly formed the final sample and were administered the Human Resource Management Scale developed by Verma the Managerial Respect Inventory by Drehmer and Grossman and the Job Involvement Scale by Lodahl and Kejner. The data were analysed through a 2×2 ANOVA taking human resource management and managerial respect as independent variable and job involvement as dependent variables. The result confirmed the hypothesis. However their interaction effect was found to be insignificant. It was interpreted to imply that management of human resources and managerial respect are important for the development of job involvement.

Mishra (1991) attempted to explore the potential moderator effect of powerlessness stressor on the job involvement-job satisfaction relationship. The Occupational Stress Index developed by Srivastava and Singh (1981) "the S.D. Employees Inventory developed by Pestonjee (1973) and the Job Involvement Scale developed by Kapoor and Singh (1978) were administered on a sample of 400 first-line industrial supervisors of
Diesel Locomotive Works in Varanasi. The sub-group analytical strategy and Moderated Regression analysis were applied for determining the effect of powerlessness on the relationship of job satisfaction and job involvement. Both the sub-group analysis and moderated regression analysis suggest that powerlessness stressor does not have a moderating effect on the job involvement-job-satisfaction relationship.

Mukthamath, Gaonkar & Khadi, Pushpa (1991) investigated the factors influencing job involvement and job satisfaction among women teachers and examined job involvement and job satisfaction of 176 married female college teachers in India. Ss complete questionnaires assessing job involvement, attitude toward teaching, family responsibility, and income. Result show that family responsibility and attitude toward teaching were the most-influential factors for job involvement and satisfaction. Family responsibilities and job involvement were inversely related.

Dhar & Jain (1992) attempted to explore the nature of relationship between job satisfaction, job involvement, age and length of service amongst academicians. The sample consisted of 47 university and college teachers' who were participants in a Research Methodology Course conducted by Academic Staff, College of Devi Ahilya University, Indore. Job involvement was measured by a modified version of Kanungo's Scale and Job Satisfaction Scale by Singh and Shurma's Scale of Job Satisfaction. Pearson's correlation was used for the analysis of data. Job
involvement and job satisfaction were found to be positively correlated but job satisfaction was found negatively correlated to both, age as well as length of service.

Dhar & Jain (1992) studied the nature of relationship between job satisfaction, job involvement age and length of service amongst academicians. The sample consisted of 47 university and college teachers who were participants in a Research Methodology course conducted by academic staff, college of Devi Ahilya University. Job involvement was measured by a modified version of Kanungo's Scale and Job satisfaction by Singh and Sharma's Scale of Job Satisfaction. Person's correlation was used for the analysis of data. Job involvement and job satisfaction were found to be positively correlated, but job satisfaction was found negatively correlated to both, age as well as length of service.

Singh (1992) assessed the role of social loafing tendency in explaining differential job involvement. A sample of 75 subjects (aged 28-42 years) selected from various levels of a local cooperative milk processing unit responded to a Social Loafing Scale and the Hindi version of the job involvement scale. Loafing tendency was found to be a significant contributor in prediction of job involvement with persons inclined towards loafing, showing sensitivity to working conditions, and job involvement ranking.
Mishra (1994) investigated the moderator effect of under participation stressor on the relationship between job involvement and job satisfaction. The sample comprised 4000 first line supervisors from north India (mean age 45 years). The Occupational Stress Index (Srivastava & Singh, 1981), the Job Involvement Measure (Kapoor & Singh, 1978) the Job Satisfaction Measure (Pestonjee, 1973) were administered. Data were analyzed using moderator regression analysis and subgroup analysis. Results reveal that under participation stressor did not have a moderating effect on the relationship between job satisfaction and job involvement.

Mishra & Gupta (1994), in his study, determined the influence of motivation and job involvement on the performance of 50 blue-collar industrial workers (aged 25-50 years) in a private sector company having 4-27 years job experience. Ss were administered the performance Rating Scale (Pestonjee & Singh, 1978), the Employees Motivating Schedule (Singh, 1984) A 2x2 analysis of variance indicated increased performance in high motivated group and high job involvement group as categoriesed on the basis of their median scores. Both motivation and job involvement were highly correlated with perforame.

Singh & Pestonjee (1995) examined the effect of job involvement and participation on 'on-the-job' factors and "off-the-job' factors of job satisfaction in different groups. Data were collected from a sample of 145 officers and 135 clerical personnel of a large banking
organization on West Zone. The results tend to support previous research findings regarding the moderating effect of job involvement and participation on 'on-the-job' factors and "off-the-job" factors of job satisfaction in different groups. In fact significant interaction between job involvement and participation and job level and participation are obtained. The relationship between 'on-the-job' and 'off-the-job' factors are also discussed.

Karrir & Khurana (1996) examined the relationship of quality of work life (QWL) with demographic variables (age, educational qualification, experience, native or migrant status, number of dependents and income level) on the one hand and motivational variables (job satisfaction, job involvement, and work involvement) on the other. A sample of 491 managers (public sector 182, private sector 143, cooperative sector 166) from top, middle, and lower levels of management was administered Sashkin and Lenegermann QWL Feeling/Condition (1984), the Job Involvement Questionnaire (Kanungo et.al., 1976), the Work Involvement Questionnaire (Kanungo et.al., 1976), the Job Satisfaction Questionnaire (Kanungo et.al., 1976), and a Personal Information Schedule, QWL was significantly correlated with educational qualification, native or migrant status, income level and with all the motivational variables. An increase in QWL was observed with an increase in income.
Mishra (1997) explored possible moderator effect of under participation stressor on the job involvement-satisfaction relationship. The Occupational Stress Index developed by Srivastava and Singh (1981), the S.D. Employee's Inventory developed by Pestonjee (1973) and the Job-Involvement Scale developed by Kapoor and Singh (1978) were administered to a sample of 400 first-line supervisors. Both sub-group analysis and moderated regression analysis suggest that underparticipation stressor does not have a moderating effect on the relationship of job involvement and job satisfaction.

Bhatt (1997) investigated the correlation between job stress, job involvement and job satisfaction among primary school teachers (PSTs). A random sample of 120 male and 120 female PSTs (age 18-59 years) from public and private schools of Jamnagar city completed D.J. Bhatt's (1994) Job Stress Scale, T.M. Lodahl and M. Kejner's (1965) Job Involvement Scale and Bhatt's (1986) Job Satisfaction Scale (Gujrati adaptation). Results indicate that the PSTs job stress was highly negatively but significantly associated with job involvement and Job satisfaction while, job involvement was highly positively significantly correlated with job satisfaction. Job involvement was significantly positively correlated with 14 job factors and in 2 cases the correlation was positive, but not significant even at the .05 level. Four factors of job stress were significantly negatively correlated with overall job satisfaction. There
was a significant negative partial correlation between the PSTs' job stress and job involvement but there was a negative insignificant partial correlation between job stress and job satisfaction.

Biswas (1998) examined the effect of six lifestyle stressors—performance, threat, boredom, frustration, bereavement and physical damage—on organizational commitment and job involvement. A sample of 160 managers, supervisors and workers (age 35-53 years) of 3 large and medium public and private sector organizations in Baroda completed the Demographic Information Schedule, the Lifestyle Stressor Questionnaire, the Job Involvement Questionnaire and the Perceived Organizational Effectiveness Questionnaire. Performance threat and frustrational stressor were significant predictors of organizational commitment whereas none of the stressors predicted job involvement. Organizational effectiveness was positively correlated with organizational commitment and job involvement. Managers scored higher on organizational commitment and job involvement compared to supervisors and workers. Workers experienced maximum performance stress.

Joshi (1998) compared private and public sector employees in terms of job satisfaction, job involvement and work involvement. Personal variables like gender, age, length of service, work experience on their present job and monthly income were also considered for their role in job satisfaction, job involvement and work involvement. The sample consisted
of 165 employees of various levels belonging to public sector undertakings and 121 employees of various levels belonging to private sector undertakings (N = 286) located in Rajkot. The scales of job satisfaction, job involvement and work involvement developed by Kanungo (1982) were employed in this study. The data were analysed by applying analysis of variance and 't' test. The study revealed that there in significant difference between private and public sector employees in terms of job satisfaction, job involvement and work involvement. Employees' personal variables like age, length of service, work experience on their present job and monthly income had significant work experience on their present job and monthly income had significant effect on their job satisfaction, job involvement and work involvement.

Sayeed (1998) evaluated the conceptual frame work of Biswas (1998) study and conduct meta analysis to revise the learning - effort model. A re-analysis of the intercorrelation matrix showed that career utility and job involvement directly contributed to learning effort. Multiple criteria were introduced to establish the robustness of the model. Decision involvement, training transfer climate, source credibility, job involvement, and organizational commitment were proposed as multiple predictors. It was observed that source credibility, job involvement, and decision involvement were important predictors of the training impact. The re-analysis dearly highlighted the lacunas in Biswas' model. The implications of the
re-analysis for understanding the effectiveness of training have been discussed.

Naaz (1999) investigated job characteristics and demographic variables as predictor of job involvement of Textile Mill workers. The present investigation was carried out to examine the effects of each of the job characteristics and certain demographic variables (Salary & Chances of advancement) on job involvement. 362 workers from a textile mill located in an industrial city of U.P. comprises the sample. A scale developed by Naaz and Akhtar (1993) was used to measure the job characteristics. Job involvement was measured with the help of Lodahl and Kejner's (1965) adopted version. Standard and stepwise regression analysis was applied to analyze the data. Results indicate that only one job characteristics i.e. skill variety was found to be significant predictors of job involvement, Stepwise regression analysis, revealed that task identity along with skill variety emerged as predictors of job involvement.

Bharadwaj, Mishra & Peetonjee (1999) examined the motivational climate and role stress of air traffic controllers (ATCs) and explores the relationship between these variables. A sample of 120 ATCs was administered the Motivational Analysis of Organization-Climate (Pareek, 1989) and the Organizational Role stress Scale (Pareek, 1983). Results indicated that the control and dependency dimensions of motivational climate were perceived as strong while the achievement and extension
dimensions were perceived as weak. Dominant contributors to role stress were interrole distance and resource inadequacy. Role stress was significantly related to achievement, expert influence and affiliation. The authors suggested action for improving the general quality of work life of ATCs.

Patel (1999) investigated the impact of age on job involvement and organizational commitment of nationalized and co-operative bank employees. This study was designed to investigate the impact of age on job involvement and organizational commitment of nationalized and co-operative bank employees. The sample consisted of 100 nationalized and 100 co-operative bank employees selected randomly from various branches of both type of banks in the city of Rajkot. Mowday's Organizational Commitment Scale and Lodahl and Kejner's Job Involvement Scale were administered to them. Results revealed that younger employees of both nationalized and co-operative banks significantly differed with middle aged and elderly groups of employees the former group exhibiting less job involvement and less organizational commitment than the latter groups of employees nationalized and co-operative bank employees belonging to the same age group did not significantly differ with each other on job involvement. However, in case of organizational commitment when employees having same age groups were compared in relation to type of banks significant difference was found only between
employees of middle age group. The nationalized bank employees being higher than co-operative bank employees.

Yadav & Halyal (1999) investigated the influence of job involvement and family involvement on job and marital satisfaction. Purposive sampling was used to obtain a sample of 500 male college teachers who had at least 5 years of married and teaching experience, at least one child, and an unemployed wife. The Job Involvement Scale (Kanungo, 1982), the Family Involvement Scale (Mishra, Ghosh & Kanungo, 1990) the Job Satisfaction Scale (Kanungo-1982) and the Marital Satisfaction Scale (Roach et al. 1981) were administered to all the Ss. Psychological identification with job and family were positively correlated with job and marital satisfaction. Job involvement and family involvement were positively related to each other having an additive interactional influence on job satisfaction and marital satisfaction.

Barkat, Shah & Parveen (1999) examined the interrelationship among skill, job involvement, and work performance of 100 weavers employed in different carpet manufacturing enterprises. Subjects were administered the shorter version of Lodahl and Kejner’s Job Involvement Scale. Their performance and skill appraisals were assessed by a scale developed by the authors. Correlational analysis revealed positive but insignificant correlation among various levels of skill; job involvement and work performance, the only between high skill and low work performance which were inversely but not significantly related.
Ahmad and Ansari (2000) studied the effect of income and job tenure on job involvement of craftsmen in carpet manufacturing industries. The sample consisted of 100 craftsmen (age 26-48 years) working in various small-scale carpet industries. Subjects were administered the Hindi version of Lodahl and Kejner's Job Involvement Scale (1965) and a Biographical Information Blank. Two-way analysis of variance revealed that the main effects of income and job tenure were not significant. However, income mark of multiplication job tenure effect was significant.

Bhargava & Kelkar (2000) explored the prediction of job involvement, job satisfaction and empowerment from organizational structure and corporate culture. A sample of 102 (age 24-32 years) managers, officers and supporting staff of a business organization completed a questionnaire assessing organizational structure as well as corporate culture, job involvement, job satisfaction and empowerment. Job satisfaction and empowerment were positively related, but both were unrelated to job involvement. Centralization was positively related to job involvement but negatively to job satisfaction and empowerment. A negative correlation was found between centralization and job satisfaction and empowerment, high lighting the importance of decentralisation for managing people in organization. The measure of human resource development could be predicted by the corporate culture. It has been argued that organizations should opt for strategies that take into account
the all round development of their members through strategic human resource management.

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Mishra, Kumar & Bhardwaj (2000) assessed the perceived motivational climate of 120 male air traffic controllers (ATCs) (age 24-52 years) in India. With the aim of understanding what motivates them best. prior of data collection, senior officers at each of the three airports
included in the study were contacted and explained the nature and purpose of the study. They helped to contact the ATC working in the different units of the air traffic control department who were administered several questionnaires. Demographic information was also collected. Result reveal that age, education, work experience, marital status, and total monthly income did not significantly affect the perception of motivational climate of the ATCs. However, total monthly income had a significant effect on their-perception of dependency.

Srivastava (2001) examined job involvement and mental health among 60 executives and 75 supervisors (age 30-58 years) with work experience ranging from 8 to 30 years. Ss were administered the job Involvement Scale (Singh 1984) and the Mental Health Inventory (Jagdish & Srivastava, 1983). Results revealed that executives felt more involved in the job than supervisors. Mental health scores of both the groups did not differ significantly. There was a significant association between job involvement and mental health.

Verma & Asthana (2001-2003) aimed to find out relationship between social support on job involvement in working women. Sample consisted of 160 female lecturers from different degree colleges of varanasi district. Job Involvement Scale (Singh 1994) and P.G.I. Social Support Questionnaire (Nehru and others, 1998) were administered and coefficient of correlation between the scores of these two scales was worked
out. A significant negative correlation reveals that female lecturers getting more social support are highly involved in their jobs.

Mehra and Mishra (2004) made an attempt to explore the potential moderator effect of involvement on the intrinsic job satisfaction occupational stress relationship. The psychological participation index developed by Singh and Pestohjee (1978), the S.D. Employees Inventory developed by Pestonjee (1973) and Occupational Stress Index developed by Srivastava and Singh (1981) were administered on a sample of 250 blue-collar industrial workers of "UPTRON INDIA LTD." in Lucknow. The subgroup analytical strategy and moderated regression analysis were applied for determining the effect of involvement on the relationship of job satisfaction with occupational stress the moderated regression analysis confirmed that involvement has moderating effect on the intrinsic job satisfaction occupational stress relationship. The subgroup analysis reaffirmed the moderating effect.

Specific Objectives of the Study

On the basis of the findings of previous researches and existing theories, it may be hypothesized that job involvement and some variables namely motivational and socioemotional climate are jointly related to job involvement. In order to test such a broad hypothesis the present study is designed to attend the following specific objectives.
01. To explore the impact of various levels of socio-emotional climate on job involvement.

02. To investigate the influence of various degrees of motivational climate on job involvement.

**Hypotheses**

01. There would be positive relationship between socio-emotional climate and job involvement.

02. There would be positive relationship between employees' motivational climate and job involvement.

**Specific research questions**

The above-mentioned hypotheses are to be tested to find out the answers of the following questions.

01. Will there be any impact of socio-emotional climate on job involvement?

02. Will there be any impact of various degree of motivational climate on job involvement?
Variable studied

Independent variables

01. Socio-emotional Climate.

02. Motivational Climate.

Dependent Variables

01. Scores on Job Involvement Scale.

Delimitation of the study

The present study due to its nature had certain delimitations. Since the study was focused on the job involvement of the teachers serving in government and private educational institution. The respondents belonged to age group of 35-45 years of age working in Azamgarh, Mau and Jaunpur districts. The sample was chosen from government and private educational institutions.