

APPENDIX - BJOB INVOLVEMENT SCALE

The job involvement scale is designed by Thomas M. Lodahl and Mathilde Kejner, in 1965.*

Methods and Results:

The scale discrimination technique of Edwards and Kilpatrick (1948) was followed in constructing the scale. Initially, 110 statements potentially related to job involvement were collected from interview protocols, existing questionnaires, other researchers or were merely invented. Elimination of duplications, etc., reduced the list to 87 items, which were then prepared for submission to judges. The judging booklet included a face sheet giving definitions and examples of job involvement. They were told to rate the statements on 11 point scale.

The items were then submitted to "expert" judges: 11 psychologists, three sociologists, and 8 second year graduate students in a course in human relations. Means, medians, standards deviations, and Q values of their ratings were calculated for each of the 87 items. Forty seven items were discarded using these statistics: the 40 items retained had low Q values and tended to have medians more toward the ends of the distribution.

* Lodahl, Thomas. M and Kejner, M.
"The Definition and Measurement of Job Involvement"
Journal of Applied Psychology, 1965, Vol.49, No-1, 24-33

A Likert type item analysis was then performed, the 40 items were cast into the Likert format with four categories of responses (strongly agree, agree, disagree and strongly disagree; scored 1, 2, 3, 4 respectively). The items were put in random order and administered to 137 nursing personnel in a large general hospital. Total scores summed over the 40 items were obtained for each person, and the data from the 40 items plus the total job involvement score were inter-correlated and factor analyzed. Product moment correlation coefficients were factored by the method of principal axes, using unities in the diagonal and the results were rotated using Kaiser's varimax criterion.

A general factor accounting for 22% of the obtained communality emerged in the unrotated solution. The total job involvement score had a loading of .96 on this general factor, accounting for about 91% of its variance. Altogether, 11 factors with eigen values over 1.00 were obtained, but only the first 7 of these had loadings greater than .30 on more than two variables. These 7 accounted for 77% of the obtained communality. Accordingly the first 7 factors were rotated separately, as well as all 11. The 7 factor rotation was somewhat easier to interpret.

In the following lists of variables, a positive loading means agreement with the item. The items with the four highest loadings will be presented for the first five factors(the

sixth and seventh factors have substantially zero loadings on total job involvement score.

Factor 1

- .71 I used to care a lot about my work but now other things are more important to me.
- .64 I used to be more ambitious about my work then I am now.
- .57 I avoid taking on extra duties and responsibilities in my work.
- .50 Quite often I feel like staying home from work instead of coming in.

These items (and the others on the factor) have a hopeless quality, as if the person who endorses them has given up caring much about work.

Factor 2

- .62 Sometimes I lie awake at night thinking ahead to the next day's work.
- .62 The most important things that happen to me involve my work.
- .55 I live, eat and breathe my job.
- .54 I feel depressed when I fail at some thing connected with my job.

These items all express very high job involvement.

Factor 3

- .67 I will stay overtime to finish a job, even if I'm not paid for it.
- .63 For me, mornings at work really fly by.
- .58 How well I work does not affect the way I feel about myself.
- .54 Sometimes I would like to kick myself for the mistakes I make in my work.

They clearly express high involvement and a high sense of duty toward work.

Factor 4

- .68 I usually show up for work a little early, to get things ready.
- .58 I am late for work pretty often.
- .43 I am almost sure to think about unfinished work problems at home.
- .42 Quite often I feel like staying home from work instead of coming in.

These items seem to deal with tendencies to avoid coming to work and with guilt over unfinished work. They seem like a negative kind of involvement.

Factor 5

- .73 I enjoy discussing my work with people outside the Company.
- .72 I like to talk about my work with my friends.
- .49 I prefer a job where I can put my own ideas to work.
- .44 I would like a chance to make important decisions on my job.

This factor seems to deal with pride in the organisation, general ambition and upward mobility desires.

The loadings of total job - involvement score for factors 1-5 respectively were: 1, -.43; 2, -.58; 3, .38; 4, -.37; 5, .36. Together, these loading account for 92% of the variance in the total job involvement score. Thus, these could be considered dimensions of job involvement for nursing personnel. The question then arises as to the generality of these dimensions in different populations.

Further Item Reduction:

The set of items was reduced by considering the item - total correlations, the communality of an item and the factorial clarity of the item. At the conclusion of this process, the 20 items included 6 each from factors 1 and 2, 5 from 3, and 3 from factor 4. (None were included from factor 5 because these items had substantially lower item - total correlations.

Reliability and Validity:

Reliability: The split half reliability of the 20 item scale was computed by calculating product - moment correlation coefficients between halves of the scale using odd-even items as the split. The table below shows the results:

Norming Group	M	SD	Split half r	Correlated split half r
Nurses (N=137)	43.37	6.52	.56	.72
Engineers (N=70)	42.62	7.83	.67	.80
Students (N=46)	48.06	9.56	.80	.89

High score indicates lower involvement

It must be concluded job involvement is not very interanally consistent attitude but perhaps that is reasonable in light of its multidimensionality and the low interitem correlations.

Validity:

One evidence of validity is the degree to which a measure discriminates among groups. Analysis of variance performed on the data, indicate that the 3 groups differ significantly from each other ($F = 4.84$, $P = .01$).

The students have lower job involvement than the nurses or the engineers, who do not differ from each other. The students had just been handed back a midterm exam in the class in which data were collected and the instructor had remarked that his policy was to give low marks in all but the final. Considering this and the fact that this was their final semester in a graduate professional school, it is not surprising to find their involvement as students lower than that of engineers or nurses who were already embarked on their life careers.

Another kind of evidence for the validity of a scale is its correlation with other (preferably well-understood) variables. Four sets of data were available with which to assess the relation of job involvement to other variables: nursing personnel, head nurses, students and engineers. In all these four sets of data, job involvement was found having significant correlation with other variables like age, supervisors qualities, initiative, intelligence, satisfaction from work itself, promotion, supervision and people, perceived technical proficiency of the supervisors and job satisfaction.

Job Involvement Scale:

	<u>Strongly</u> <u>disagree</u>	<u>Disagree</u>	<u>Uncer-</u> <u>tain</u>	<u>Agree</u>	<u>Strongly</u> <u>Agree</u>
1. Quite often I feel like staying home from work instead of coming in	—	—	—	—	—
2. I avoid taking an extra duties and responsibilities in my work.	—	—	—	—	—
3. I am very much involved personally in my work.	—	—	—	—	—
4. I used to be more ambitious about my work than I am now.	—	—	—	—	—
5. Sometimes I lie awake at night thinking ahead to the next day's work.	—	—	—	—	—
6. The major satisfaction in my life comes from my job.	—	—	—	—	—
7. I live, eat and breathe my job.	—	—	—	—	—
8. Most things in life are more important than work.	—	—	—	—	—
9. I feel depressed when I fail at something connected with my job.	—	—	—	—	—

	<u>Strongly disagree</u>	<u>Disagree</u>	<u>Uncer- tain</u>	<u>Agree</u>	<u>Strongly Agree</u>
10. Sometimes I would like to kick myself for the mistakes I make in my work.	—	—	—	—	—
11. I am really a perfectionist about my work.	—	—	—	—	—
12. To me, my work is only a small part of who I am.	—	—	—	—	—
13. I have other activities more important than my work.	—	—	—	—	—
14. I used to care more about my work but now other things are more important to me.	—	—	—	—	—
15. You can measure a person pretty well by how good a job he does.	—	—	—	—	—
16. I usually show up for work a little early to get things ready.	—	—	—	—	—
17. I would probably keep working even if I did not need the money.	—	—	—	—	—
18. I shall stay overtime to finish a job even if I am not paid for it.	—	—	—	—	—