

CHAPTER IV

BEHAVIOURAL RESPONSES:

CONCEPT AND MEANING OF JOB INVOLVEMENT, JOB MORALE AND JOB ADJUSTMENT:

As discussed earlier in Chapter III, the individual operatives behavioural responses are result of job characteristics moderated by higher order needs. In other words, the nature of job performed by an operative has behavioural implication for him. However, some job may have different behavioural implications for different operative. The same job may lead to involvement for one operative and may result into alienation for an other operative on account of differences in their needs and expectations.

Several earlier studies have measured these behavioural implications in terms of satisfaction, performance, absenteeism turnover and so on. The present study, has considered instead of these common conventional variables, new variables in terms of job involvement, job morale and job adjustment as behavioural responses which are the outcome of Job-Need Congruence.

The review of literature shows the interrelationship between these new variables and performance, satisfaction, laws of control, participation in decision making and so on. It reveals that on large number of occasions job satisfaction

has been interchangeably used with job involvement, job morale and job adjustment. However, in the present study the job involvement, job morale and job adjustment have been considered a distinct from job satisfaction although correlated with it along with other behavioural responses like performance, absenteeism, turn over and so on.

This chapter, first of all discusses the theoretical framework of these concepts, thereafter it brings out various confusions and ambiguities in these terms followed by review of relationship between job involvement, job morale and job adjustment and other variables. The idea behind this chapter is to understand these terms in proper perspective and the role of these variables in the present study.

JOB INVOLVEMENT

The Problem of Conceptual Ambiguity:

In recent years, the study of job involvement has advanced from a descriptive stage to more theoretically grounded and explanative stage. Uptil now, throughout the literature many different terms have been used to describe job involvement and there is little agreement on just what the job involvement concept should include. It has been considered as protestant Ethic work role involvement positive identification, Intrinsic

motivation, ego involvement, Occupational involvement, Personal involvement in the work role.

The meaning of some of the concepts mentioned above is as follows:

Gurin, Veroff and Feld¹ use the concept of degree of personal involvement in the work role which is defined as the "extent to which an individual seeks some expression and actualisation of the self in his work"

Faunc² refers the occupational involvement as "extent to which success and failure in the occupational role effects self image".

In Allport's³ treatment of the psychology of participation, ego involvement was defined as the situation in which the person "engages the status seeking motive" in his work.

Vroom⁴ describes a person as ego involved in a job a task to extent his self esteem is affected by his perceived level of performance.

For French and Kahh⁵, the centrality of an ability is the degree to which it affects self esteem, if performance is

central to the worker then it is "ego involved performance".

When the meaning of these concepts is analysed, one hardly finds much difference. Ego involvement evolves around the need for self esteem and status. Occupational involvement has been referred with reference to self image. Personal involvement in the work role evolves around need for actualisation. While on the other hand job involvement is considered as "a belief description of the present, job and how such job can satisfy ones present needs".

However, there exists a difference between job involvement and terms like work involvement, centrality of work, organisation involvement and intrinsic motivation.

Work involvement is a normative belief about the value of work in one's life and is more a function of one's past cultural conditioning or socialisation.

The work involvement or centrality of work in one's life is interchangeably used.

Organisational involvement refers to a general attitude toward an organisation as a whole.

Intrinsic motivation refers to "the degree to which a job holder is motivated to perform well because of some rewards

behaviour. Hall and Masfield¹³ suggested that if job involvement is indeed a personal characteristics then there should be little change in it under period of organizational stress.

The most recent motivational formulation of the construct job involvement by Kanungo. R.N.¹⁴ is in two clearly distinguishable contexts:

1. Involvement with a "specific job"
2. Involvement with work in general.

The former is a descriptive belief that is contemporaneously caused and the latter is a normative belief that is historically caused. Involvement in either context can be viewed as a "Unidimensional cognitive or belief state of psychological identification. An individual's psychological identification with a particular job depends upon the saliency of the person's needs (both extrinsic and intrinsic) and the perceptions the person has about the need - satisfying potentialities of the job.

The present study is with reference to involvement with a 'specific job'.

The analysis of the various definitions and meanings of job involvement provided by different authors brings out the variations in these definitions. However, three aspects of job involvement emerge from this discussion.

1. Several authors suggest that the job involvement is not a personal character but internalisation of values about the importance and worth of the job. Thus, it is viewed as the value orientation which is the outcome of socialisation process.

2. Job involvement and intrinsic motivation have been frequently interchangably used and have not been distinctly segregated.

3. Job involvement is used with reference to specific job context and generalised work context.

However, so far as the present study is concerned, three aspects of job involvement have been considered

1. Job involvement is with reference to specific job context and not the generalised work context.

2. Psychological identification with the work and intrinsic rewards have been considered important in job involvement.

3. Job involvement is the behavioural response in this study. Thus, independent nature of this concept has been considered relevant rather than inter-active nature of the concept.

or feelings he expects to receive or experience as a result of performing well.

The reason for this ambiguity is that the more attention has been given to the identification of correlates of job involvement than to careful conceptual and operational specification of job involvement. Moreover earlier conceptualisation of job involvement have failed to distinguish different contexts in which an individual can show personal involvement. The two contexts are (a) specific or particular job context and (b) generalised work context. Involvement in a specific job is not the same as involvement with work in general." While commenting on the confusion regarding the meaning of job involvement, Rabindra Kanugo⁶ writes "past conceptualisations of the construct have confused the issue of job involvement with the issue of intrinsic motivation on the job. The most widely used measure of job involvement developed by Lodahl and Kejner(1965)⁷ combines terms representing the two issues. Some items represent a person's psychological identification with the job and some items represent person's intrinsic motivation at work for filling self-esteem needs. It contains items which are the descriptions of both affective and cognitive state of an individual.

Thus, there exists the problem of excess meaning in various constructs and various terms have been interchangeably used and one is not sure whether the respondents view them synonymously.

Concept and Meaning of Job Involvement:

The various definitions of Job Involvement have been mentioned below.

Lawler and Hall⁸ focused on job involvement as referring to "Psychological identification with one's work" as well as a degree to which the job situation is central to the person and his identity.

Runyon⁹ writes that anyone who has internalized traditional values will be job involved regardless of the situational context within which he might be employed.

Lodahl and Kejner¹⁰ write 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 organisation.

Thus Lodahl¹¹ hypothesized that the main determinant of job involvement is a value orientation toward work that is learned early in the socialization process.

Siege¹² initially concurred with this point of view stating that differences in job involvement can probably be traced back to value orientations toward work learned early in the course of socialization and internalized as determinants of

In view of above considerations, the following definition of job involvement by Lodahl and Kejner(1965)¹⁵ has been adopted:

"the degree to which a person is identified psychologically with his job or the important of his job in his total self image.

The present study has administered job involvement scale in order to measure the job involvement of the operative. The Scale is designed by Lodahl and Kejner and is based on above definition which fullfills the considerations mentioned above.

To conclude above discussion, it can be said that job involvement is very comprehensive, complex and multidimensional concept. This has led to various definitions by various authors. Therefore, it becomes very difficult to come to exact defintion which covers everything of job involvement. The definition which has been mentioned above may have its own limitations but is best appropriate with reference to Scale used.

In fact, same thing can be concluded about job morale and job adjustment.

Review of Relationships between Job Involvement and other Variables:

As mentioned earlier, job involvement is correlated with satisfaction, performance, absenteeism, turnover anxiety and so on.

The large number of researches have been reported establishing these relationships though in some cases, ambiguity of relationships between some variable and contradictory results have been reported by the researchers.

Here, one of the reasons which might have played the role is that many researches use these terms interchangeably which leads to confusion and contradictory results.

Robinowitz, Hall and Goodale(1977)¹⁶: While explaining an individual's level of job involvement, identified the following three sources of influence:

1. Personal background and socialisation.
2. Job characteristics
3. A combination of Job and Personal factors.

The studies by Dubin(1956)¹⁷; Lodahl (1964)¹⁸ Blood & Hulin (1967)¹⁹; Hulin and Blood(1968)²⁰ cover personal background and socialisation.

The studies by Vroom(1962)²¹, McGregor(1960)²², Argyris (1964)²³, Bass(1965)²⁴, Bluner(1964)²⁵, cover the second sources of influence.

The studies by Lawler and Hall(1970)²⁶, Farris(1971)²⁷, Lodahl and Kejner(1965)²⁸, Wanous(1974)²⁹, Ruh and White(1974)³⁰, Lawler(1973)³¹ focus on combination of job and personal factors.

However, here only relevant reseaches have been reported which show the relationship between job involvement and performance, satisfaction, absenteeism, turnover and so on.

Job Involvement, Job Satisfaction, and Performance:

Lawler and Hall(1970)³² point out that job involvement and job satisfaction are different attitudes although both may be similarly affected by some of the same job characteristics.

Weissenberg and Gruenfeld(1968)³³ found that job involvement is positively related to satisfaction with motivation variables and unrelated to satisfaction with 'hygiene' variables for a sample of 96 civil service supervisors.

Maurer(1967)³⁴ indicated that job involvement and percieved existence of opportunity for the satisfaction of esteem, autonomy and self actualisation needs for the sample of middle managers.

siegel and Ruh(1973)³⁵ have come to conclusion that it is possible to operationally distinguish job involvement from job satisfaction.

Rabinowitz, Hall and Goodale(1977)³⁶ study give indication that job involvement and satisfaction are distinct variables which behave in different ways.

Schein(1971)³⁷ suggested that while opportunities for the fulfillment of higher order needs may contribute to favourable employee responses to the job for highly educated individuals. This relationship may not hold for less educated employees.

Similarly there is some evidence (Blood & Hulin(1967)³⁸; Hulin and Blood (1968)³⁹ Turner and Lawrance(1965)⁴⁰; that job attitudes may be positively related to opportunity for higher order need fulfillment for workers with rural or small town backgrounds but not for urban workers.

Hackman and Lawler(1971)⁴¹ indicate that employees with strong growth needs are generally more satisfied with jobs possessing high core task characteristics than are individuals with weaker growth needs. Wenous. J.P.(1974)⁴² and Brief and Aldag(1975)⁴³ have also come to the same conclusion.

V.S.Shanthanani(1982)⁴⁴ in his study concluded that job involvement increases with increasing levels of satisfaction

with motivator variables. Thus, there is high and significant correlation between overall job satisfaction and job involvement. Moreover, it was found that job involved persons are motivator seekers rather than hygiene seekers.

Wood(1974)⁴⁵ suggests that job involvement develops from a job which allows the incumbent to experience intrinsic or self-administered rewards, which implies that skilled jobs will elicit greater involvement than jobs requiring less skill. He more frequently found significant correlations between satisfaction and behaviour for skilled workers than semi-skilled workers.

Lawler and Hall(1970)⁴⁶ found small but significantly positive correlations between job involvement and the extent to which the job is seen to allow influence, creativity and the use of skills and abilities for a sample of 291 R and D scientists.

Similarly Patchen(1965)⁴⁷ found significantly positive correlations between "general job interest" and perceived opportunities for achievement control over work methods difficulty of work and feedback on performance for a sample of 90 work groups at TVA.

Patchen's results also indicated that job interest was unrelated to the need for achievement.

Bass(1965)⁴⁸ found the following conditions that lead to job involvement: Opportunities to make more of the job decisions, the feeling that one is making an important contribution to company's success, recognition, achievement self determination, freedom to set one's own work pace.

Schneider and Olson(1970)⁴⁹, Cherrington, Reitz and Scott (1971)⁵⁰ come to the conclusion that involvement is more strongly related to skill level and performance.

Job Involvement and Behaviour:

Patchen(1965)⁵¹ reported results indicating weak but significant negative relationships between job involvement and absenteeism.

Farris(1971)⁵² found a negative relationship between job involvement and turnover for a sample of 212 research scientists in a pharmaceutical company and in other study found no relationship between job involvement and turnover for a sample of 362 engineers.

Siegel and Rub(1973)⁵³ found in his study that job involvement was consistently or strongly related to job behaviours. The correlation between job involvement and turnover was significant and negative. So was the case for absenteeism.

However Bass(1965)⁵⁴ found job involvement related to Turnover.

Job Involvement, Anxiety and Performance:

Pestonjee and Singh(1982)⁵⁵ studied the effect of anxiety and job involvement on performance of workers. Two psychometric tools were administered to 600 rank and file workers of a textile unit to assess their levels of job involvement and anxiety. The index of their performance was the actual production records. Statistical analysis of the data indicates that both anxiety and job involvement have significantly affected performance. Their interaction were also found to be statistically significant. These findings indicate that for higher performance high job involvement and low levels of anxiety were necessary. Anxiety was found to be detrimental to performance even in the case of high levels of involvement.

Job Involvement and Performance:

Usually the relationship between job involvement and performance has proved to be complex, confusing and far from conclusive. The studies conducted by Lodahl and Kajner(1965)⁵⁶, Lawler and Hall(1970)⁵⁷ and Siegel and Ruh(1973)⁵⁸ have found no significant relationship between job involvement and performance.

Patchen(1965)⁵⁹ brought out mixed and confusing results about the relationship between job involvement and performance. Goodman, Furcot & Rose(1970)⁶⁰ reported no relationship between job involvement and performance. Frank E. Saal(1981)⁶¹ supported Robinowitz and Hall's⁶² observation that job

involvement and job performance are not highly correlated.

Siegel and Rub(1973)⁶³ found job involvement not significantly related to performance. Schneider and Olson(1970)⁶⁴; Cherrington, Reitz and Scott(1971)⁶⁵ also come to the same conclusions.

However Vroom(1962)⁶⁶ found the direct and positive relationship between performance and ego - involvement.

Hall and Lawler(1970)⁶⁷ using a sample of 22 directors and 291 professionals engaged in applied and developmental work for 22 research and development organisations observed a significant correlation between job involvement and global technical performance.

Pestanjeo, Singh and Singh(1981)⁶⁸ have also reported a significant relationship between job involvement and performance. Peltz and Andrews(1966)⁶⁹ reported positive relationships between job involvement and performance.

JOB MORALE

Job morale has remained one of the most widely studied concepts, in the field of human relations.

The term morale has been studied initially by sociologist in the army and group interaction and then social psychologists studied it in the industrial set up where it meant as a group feeling characterized by positive attitudes of group members towards one another and towards the goals of a group. The job morale, sometimes termed as industrial morale, has been defined differently by various authors. However, in several studies this concept evolves around group identification, group feelings and togetherness. Probably this may be on account of sociological background of the term.

Blum. M.L.⁷⁰ considers industrial morale as "the possession of a feeling on the part of the employee of being accepted and belonging to a group of employees through adherence to common goals." Alongwith his definition he suggested four determinant of morale. i.e. feeling of togetherness, need for a goal observable progress towards the goal and specific meaningful

Stagner Roos⁷¹ defines Morale in terms of an individual group relationship it is an index of the extent to which the individual perceives a probability of satisfying his own motives through cooperation with the group.

Morale, is not a meaningful term if the individual is seeking individual goals through individualistic action.

Katzell, Raymond. A⁷² provides conceptual definition as this "Morale is a condition of congruent motivation among members of a group, resulting in relatively high levels of energy expenditure toward common goals having positive valence".

The author further analyses the statement and bringout variables which have to be considered:

1. The member's understanding of and identification with group goals.
2. The extent to which the incentive system provides positive rather than negative or no reinforcements, or at least promises to afford such reinforcements.
3. The degree to which group objectives are realized.
4. The cohesiveness of the group.
5. Level of job satisfaction, viewed as a function of the relative levels of individual goal realization and frustration.

Motowidla, S.J. and Borman, W.C⁷³ refers job morale as a psychological state shared by members of a group that consists of general feelings of satisfaction with conditions that have impact on the group and strong motivation to accomplish group objectives despite obstacles or adversity.

The definitions of various authors Baynes. J(1967)⁷⁴, Boring E.G.(1945)⁷⁵, Gvion. R.M.(1958)⁷⁶, Katzell. R.A(1958)⁷⁷ Meier. N.C(1943)⁷⁸, Stagner R(1953)⁷⁹, Campbell, J.P and others(1974)⁸⁰ suggest the above definition in its most general sense.

However, the definitions of job morale based on group identification, group feelings have its own limitations. As mentioned in the first chapter, there is more and more segmentations jobs and on account of new technological developments, the group interaction and cohesiveness has reduced. There are jobs in which there is no immediate group affiliation and thus under these definitions, holder of such jobs will not have any morale at all, either high or low.

Thus, job morale is discussed with reference to individual's feelings and attitude towards the work and working environment. It concerns with outcome in terms of intrinsic satisfaction from the job particularly from individual's point of view.

There are several definitions of job morale, where focus is on working environment. Some of them are as follows:

Pestonjee. D.M.⁸¹ defined employees morale as a "general attitude of workers based upon their faith in the fairness of the employer's policies and behaviour, adequacy of immediate leadership, a sense of participation in the organisation and an overall belief that the organisation is worth working for".

Scott, William E(JR)⁸² following orientations have been considered to develop morale measures:

- a) Morale was postulated to be an intra-organismic condition or process.
- b) There are discriminable aspects of the work surroundings to which the individual differentially reacts.(Underlying pre-disposition with major affective and cognitive components)
- c) Morale may be a complex function of the predispositions toward discriminable aspects of the environment but it is not an additive function.

The other definitions of job morale focus on individual's feelings, attitudes and experience with reference to his expectations in terms of intrinsic job satisfaction.

According to Smith H.C. and Wakeley. J.H.⁸³ morale concerns the work itself. They consider it to be the "Worker's intrinsic interest in what he is doing as measured by his work effort, initiative and satisfaction".

Child I.L.⁸⁴ refers morale to a condition of physical and emotional well being within the individual.

Johnson and Bledsoe⁸⁵ write that morale may be concerned as a continuous variable. The level of morale is determined by the extent to which an individual's needs are satisfied and

the extent to which the individual perceives satisfaction as stemming from the total job situation. High morale is evidenced by interest in and enthusiasm for the job. Important in morale is what the person believes and feels rather than the conditions that may exist as perceived by others.

Thus, the various authors have considered different aspects in defining job morale. This has made the concept of job morale complex.

Robert M. Guion⁸⁶ in a symposium on Industrial morale at Chicago brought out the following definitions of morale collected:

1. Morale is the absence of conflict.
2. Morale is a feeling of happiness.
3. Morale is good personal adjustment
4. Morale is the extent of "Co feeling" or cohesiveness of the group.
5. Morale is ego involvement in one's job.
6. Morale is a collection of job related attitudes.
7. Morale is the personal acceptance of the goals of the group.

He, after being critical of above definitions, furnishes his own definition "Morale is the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation.

- a) It recognises the dynamic complexity of morale. It tells us that morale is not a single dimension but that it has many components or factors which call for factor analytic approach to definition.
- b) It considers morale as basically an attribute of the individual.
- c) It recognizes that morale exists with reference to the job and not merely as a generalized trait.
- d) It recognizes the role of the motivational processes in morale. It implies that an individual may have many needs , and that these can be satisfied either objectively or within the perceptions of the individuals by the job.
- e) It can apply to employees at any job level or in any job satisfaction.

The above definition by Guion, R.M. can be considered as the most comprehensive and refined as it covers the multi.

The morale Scale developed by Quaraishi Z.M. covers the following aspects have been considered in the explanation of job morale by Guion R. M.

1. It is not a single dimension but that it has many factors.

2. It is with reference to the job and not merely as a generalised trait.
3. It recognises the role of the motivational processes in morale.

In view of all these reasons, mentioned above, the definition provided by the author has been considered the most appropriate for the present study.

Review of Relationship between Job Morale and other Variables:

Job Morale and Job Satisfaction:

In earlier investigations job satisfaction and job morale have been used interchangeably. There was hardly any emphasis on proper definition and differentiation between these two terms.

Krech. D and Crutchfield. R.S.(1948)⁸⁷; Ganguli. H.C.(1964)⁸⁸ have treated morale and job satisfaction as interchangeable terms. However, the emphasis in recent years has been on treating job satisfaction and morale as two separate and distinct terms. Perstonjee. D.M.. 73)⁸⁹ and Sinha. D.(197⁹⁰) consider job satisfaction distinct from morale.

Similarly Hull. R.L and Kalstad. A.(1942)⁹¹, Blum M.L.(1956)⁹², Siegal(1962)⁹³, Harrell. T.W.(1964)⁹⁴ are all of the view that job satisfaction and morale are not the same and the two terms cannot be used interchangeably.

Factor - analytic investigations by Katz. D (1949)⁹⁵ Kahn. R.L and Katz. D.(1953)⁹⁶ also established the view that job satisfaction is not the same as morale.

Smith H.C.(1955)⁹⁷ in his recent text, leaves out the word "morale" but has used the term "Job Satisfaction", another term of many meanings.

Blum. M. L. (1956)⁹⁸ observes that the concepts of morale and of job satisfaction are different and that the terms must not be used interchangeably.

Katzell. R.A.(1958)⁹⁹ writes that morale has its place either as a dependent variable or independent variable in its own right but we are guilty of fuzzy semantics when we label job satisfaction surveys as "Morale Surveys".

Ganguli H.C.(1964)¹⁰⁰ has isolated a number of morale factors of which job satisfaction was one.

For Baynes J.(1967)¹⁰¹, Boring E.h.(1945)¹⁰², Meier N.C.(1943)¹⁰³, morale is more than just satisfaction or just motivation, it is a complex amalgam of these concepts. It differs from concepts of motivation and satisfaction in that it seems to have special relevance for the behavior of group members under pressure.

JOB ADJUSTMENT

The concept of adjustment is very common and at the same time very old. However, adjustment has been frequently used in two contexts i.e. Job adjustment and general adjustment. In fact the two terms so closely influence each other that it becomes very difficult to segregate them. Therefore relationship between work adjustment and other spheres of life is closely inter linked.

The overall adjustment has been defined as the composite of adjustment in areas of personal, social and work life.

Factors within the work situation is meant all those variables which influence a worker while he is working on a particular job e.g. hours of work, nature of work, opportunities for advancement, treatment of supervisors, policies of the management, reward and punishment etc.

The factors outside the work situation imply those conditions and personality but which are directly operative only when the worker has left his work premises.

Dudek. E.E.¹⁰⁴ has strongly recommended that to have a deeper insight into the problems of human relations a study of the "conditions both within the plant and outside the plant" must be taken into account.

Elton Mayo¹⁰⁵ while bringing out the findings of Hawthorne's Experiments reported that outside the job factors influence the workers more than the factors within the job.

Similar viewpoint has been brought by Garrison. & Gray¹⁰⁶ Akhtar. S.S and Pestonjee. D.M.(1963)¹⁰⁷ in their study found that the extent of employee's adjustment within work situation is significantly related to adjustment to outside the work factors. However, they brought out that personal adjustment is found to be highly correlated to job and management. Thus, it is concluded that social adjustment is not as important in influencing adjustment "within" work situation as personal adjustment.

McMurry. R.N.¹⁰⁸ is also of the view that personality maladjustment in general is directly related to maladjustment in work.

Tiffin, Knight and Asher¹⁰⁹ on the basis of their own study have concluded that the human individual has to adopt himself constantly to his external environment.

Fisher and Hanna¹¹⁰ have also contended that "Vocational maladjustment is a reflection of emotional maladjustment".

The study done by Singhal. S¹¹¹ revealed that work adjustment was affected by social adjustment to a greater degree than personal adjustment in all the three groups i.e. personal-social-work, demonstrating the high needs of social approval and acceptance in the work life. The inter relationships among

the three adjustment indices were positive and significant in the case of all the three groups.

However, the present study is concerned with job adjustment. The job adjustment inventory Scale is based on the job and job related factors. Therefore, adjustment we have considered is with reference to job.

Schein. E.H.¹¹² writes "decision to accept employment with a company or an organisation is greatly influenced by expectations that the organisation will satisfy important individual needs or work goals. In addition to these individual needs, an organisation has designed jobs, specified policies, practices and procedures that reflect the organisation's expectations about its employees. Whether a person is working effectively, whether he generates commitment, loyalty and enthusiasm for the organisation and its goals and whether he obtains satisfaction from his work depends to a large extent on the degree of alignment between individual and organisational expectations."

This study had adopted the following definition of job adjustment provided by Lofquist and Dawis(1969)¹¹³ "work adjustment exists when individual needs correspond with the occupational reinforcement pattern of the job(satisfaction) and when individual abilities correspond with ability requirement(satisfactoriness)".

This explanation exclusively deals adjustment with rerenent to job. It covers the individual's needs and expectation from the job and their reinforcement as well as satisfaction. The focus is on matching (Corrosponds) of individual's need expectations and their satisfaction which results into job adjustment.

Review of Relationship between Job Adjustment and other Variables:

Job Satisfaction and Employee Adjustment:

Sinha D and Agarwala. V.N(1971)¹⁰⁴ in their study on white callar workers brought out product-moment correlation of the two indicated that workers who were satisfied tended to have better score on adjustment and those less satisfied were generally poorer in their adjustment.

It is not surprising that difficulties faced in adjustment are often projected to some aspects of the work which results in his being dissatisfied with his job, supervisor or other facts of the situation. Howthorne investigation(Reported by Roethlisberger. F.J. and Dickson. W.J,(1939)¹¹⁵ brought out several instances where workers displaying discontent at work were often found to suffer from some problems of adjustment.

Sinha. D(1965)¹¹⁶ More adjusted workers were found to have significantly higher job satisfaction score. It has been

suggested that job satisfaction may be regarded as an aspect of general adjustment.

Sinha. D. and Nair. R.R(1965)¹¹⁷ found adjustment as assessed through supervisory ratings has been found to be significantly related to job satisfaction.

Organisational Structure and Job Adjustment:

Akhtar. S. S and Pestonjee. D.M.(1967)¹¹⁸. The study was directed to assess the effectiveness of Regimentational(bureaucratic) and Democratic types of organisational structures in terms of job adjustment.

It is reasonable to believe that 'recognising' and 'rewarding' workers and being considerate towards them help the workers in their job adjustment. Thus, the presence of these supervisory practices in the democratic organisational structure and their absence in the bureaucratic structure may be considered to be responsible for making the employees of the former organisation better adjusted than their counterparts in the latter, organisation.

It is also brought out that the employees of the democratic structure get greater opportunities to display their skill and this might be responsible for making them adjusted to their work situation.

Fairchild. M.(1930)¹¹⁹ and Harrell. T.W(1958)¹²⁰ have also suggested the importance of display of skill and its relationship with satisfaction and adjustment.

Job Insecurity and Job Adjustment:

Hall. O.M(1934)¹²¹, Watson. G.(1942)¹²² and have reported Job insecurity having an adverse effect on job adjustment. The same is confirmed by Akhtar. S.S. and Pestonjee D.M.(1967)¹²³. They explain that this is because ever changing fear that the in the case of voilation of rule there is none to protect an erring employee. Again, rewards for conformity are few but punishments for non-conformity are many.

EGO - Involvement & Adjustment:

Akhtar. S.S. and Pestonjee. D.M(1967)¹²⁴. The study brought out that another important factor adversely influencing the satisfaction and adjustment of employees from bureaucratic structures is the absence of ego-involvement. The democratic set up allows the workers to have greater ego-involvement in their job.

Ilgen. D.R and Seely(1974)¹²⁵ Wanous J.P.(1980)¹²⁶ state that if employees are made aware of problems to be faced on the job, they cope with such problems better when they arise.

Dugoni, B.L and Ilgen. D.R(1981)¹²⁷ brought out that realistic job previews affect turnover as it improves the new employees ability to cope with the job.

Need-Achievement Motivation and Employee Adjustment:

Singhal. S.(1974)¹²⁸ the results revealed that the high n-ach group was high on indices of personal, social and work adjustment than the middle or the low n-ach confirming the assertion that differences in n-ach motive affect the employee adjustment at job and affect differentially.

High social adjustment of the high n-ach resulted in high work adjustment while poor social relationships of the low n-ach resulted in low work adjustment, inspite of a comparable job perception score of the two groups. The middle n-ach group was also higher on work adjustment than the low n-ach inspite of a low job perception score.

To conclude, this chapter has discussed the different definitions and meanings provided by various authors. The appropriate definition and rational of these behavioural responses i.e. Job involvement, job morale and job adjustment which are used in the present study, has been brought out.

The review of relationships between job involvement and other variables bring out that job involvement is related with other variables such as performance, satisfaction, absenteeism and turnover. Same relationships have been brought out with reference to job morale and job adjustment.

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