

RELATIONSHIP OF JOB INVOLVEMENT TO PERCEIVED
IMPORTANCE, SATISFACTION OF EMPLOYEE NEEDS
AND BACKGROUND FACTORS

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DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES

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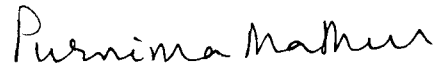
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C E R T I F I C A T E

This is to certify that the thesis entitled, "RELATIONSHIP OF JOB INVOLVEMENT TO PERCEIVED IMPORTANCE, SATISFACTION OF EMPLOYEE NEEDS AND BACKGROUND FACTORS" being submitted by Mr. Kul Bhushan Mehra to the INDIAN INSTITUTE OF TECHNOLOGY, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him. Mr. Kul Bhushan Mehra has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge, has reached the requisite standard.

The results contained in this thesis have not been submitted in part or in full, to any other University or Institute for the award of any degree or diploma.


(PURNIMA MATHUR)
Supervisor

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A B S T R A C T

Job involvement has been defined as the degree to which a person is identified psychologically with his work or the importance of work in his total 'self-image' by Lordahol & Kejner (1965). The job involved person is thus characterized as one for whom the work is an important part of his life. He is concerned very much with his work and committed to it. He has a deep sense of duty and responsibility in his work. With this concept, the present study in the context of Maslow's (1954) need categories and their hierarchy, is designed to explore the relationship of job involvement with respondent's background, perceived importance of needs, need satisfaction and need strength variables.

Data were collected from a sample of 150 respondents belonging to two different divisions of a large scale public sector organization located in Delhi. The data were processed using various uni-variate, bi-variate and multi-variate statistical techniques.

Results revealed that among the background factors, sex, marital status, monthly income, number of dependents, organizational level and length of service have significant correlation with the level of job involvement. It was observed that the respondents in their cognitive evaluation consider self-actualization on the job to be important and safety and physiological need satisfaction to be least important. The respondents also exhibit a stronger desire for self-actulization need satisfaction alongside physiological need satisfaction. Furthermore, their overall job

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satisfaction is more strongly related to higher order need satisfaction than to lower order need satisfaction. Both the high and low involved employees did not differ with respect to their need satisfactions and need strengths, but did attach differential importance to job factors representing higher and lower order needs.

The findings of this investigation, if established with support of larger and longitudinal studies, could be of considerable help to industrial organizations.

Suggestions have been made for further research.

C O N T E N T S

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