

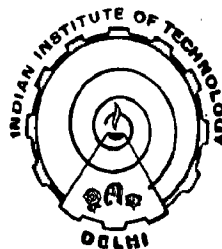
# WORK ALIENATION : A MOTIVATIONAL APPROACH

By

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in fulfilment of the requirements of the degree of

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CERTIFICATE  
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This is to certify that the thesis entitled "Work Alienation ; A motivational approach" being submitted by Ms. Radha Pyari Bakshi 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 her. Ms. Radhar Pyari Bakshi 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.

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## ABSTRACT

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The study emphasizes that the psychological word 'Involvement' and the Sociological word 'Alienation' are representing the opposite ends of single dimension. The motivational approach (Kanungo 1982) used in the study makes a distinction between cognitive specific state of job involvement and generalized belief of work involvement. Job involvement depends on the satisfaction of extrinsic and intrinsic salient needs on the job, work involvement depends on the past socialization experience of worker.

Data were collected from Indian born engineers. Out of the 194 respondents 95 were working in organizations of United States of America and 99 in Indian organizations. The information was gathered on a four part questionnaire. The first part evaluated the perceived importance of job characteristics and the second part measured its satisfaction in job. The third and fourth part measured the job and work involvement of the respondents. Last part of the questionnaire was designed to provide the personal data. A questionnaire of job demands was prepared to find the matched preference of job characteristics in the two groups of respondents. Univariate, bivariate and multivariate statistical techniques were applied to test the hypotheses.

Results reveal that both, extrinsic and intrinsic workers are job involved. The satisfaction of salient needs leads to job involvement. The same pattern of relationship was not evident in work involvement of the respondents. Job satisfaction was significantly related to job involvement.

Amongst the background factors, length of service, income, length of residence in U.S.A. and age are significantly related to job involvement. The variables, significantly related to work involvement, are age, education and residency abroad.

Regression analysis of the data reveal that significant predictors of job involvement is age for respondents working in India and income for respondents working abroad. The common predictors of both the groups for work involvement are marital status, organizational size and education. Factor analysis of the study did not give any common factor which accounts for major variance of the data. Best use of materials, liaison with other departments, and applying technical ideas and principles are few job demands which are most frequently performed by the respondents.

The investigation, could be of considerable help to organizations in developing their job designs and making organizational decisions.

Suggestions have been made for future research.

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