

**THE BASES OF INVOLVEMENT IN WORK AND
FAMILY CONTEXTS**

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THE BASES OF INVOLVEMENT IN WORK AND FAMILY CONTEXTS

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ABSTRACT

The paper reports on a bi-national study of involvement in work and family contexts. Using heterogenous samples of managerial personnel in India and Canada, the study explored the differential need patterns aroused in work and family contexts, the nature of relationship between work and family contexts, and the relationship between perceived need satisfaction potential of the context and involvement in that context. Results reveal that in the work context, growth needs are perceived to be most important, affiliative needs next, and subsistence needs least important. In the family context on the contrary, affiliative needs are perceived to be most important, subsistence needs next, and growth needs least important. With respect to involvement, the relationship between work and family contexts was found to be weak. This relationship was found to be influenced by the need satisfaction potential of respective contexts. The cross-national generalizability and usefulness of several sociological and psychological approaches for research on involvement in multilife-spheres are discussed.

The Bases of Involvement in Work and Family Contexts

The motivational formulation of involvement and alienation constructs (Kanungo, 1979, 1982a) provides a guiding framework for studying involvement of individuals in multiple life contexts.¹ The three interwoven propositions basic to this framework are: (1) involvement in a given context refers to the individual's cognitive belief of psychological identification with the context; (2) the degree of psychological identification results from the perceived potential of the context for satisfying the individual's context specific needs; (3) the specific needs that the individual seeks to satisfy in a given life context are determined by past socialization and cultural influences. Following this framework, a bi-national study of involvement was conducted in Canada and India in two different life contexts: the work and the family. Specifically, the study addressed the following issues: (1) what are the differential need patterns aroused in work and family contexts; (2) what is the nature of relationship between involvement in work and family contexts; and (3) how does involvement in work or family context relate to the perceived need satisfaction potential of the contexts. While addressing these issues, the study tested the cross cultural generality of the findings. Since diverse psychological and sociological conceptualizations have bearing on the subject of need arousal, satisfaction and involvement in work and non-work spheres of life, it is necessary to consider some of the intellectual trends and the lines of reasoning followed therein insofar as these impinge upon the rationale of the present study.

Two fundamental assumptions about human nature underlie major variants of growth theories of work behavior (e.g. Argyris, 1964; Herzberg, 1966; McGregor, 1960). Both are rooted in the Marxian thesis (1844/1932) of worker alienation

as well as in Maslow's (1954) general theory of human motivation. The first assumption pertains to the human urge to develop individual capabilities to the fullest extent through personal achievements and self-actualization. The second assumption is interlocked with the first, i.e., work role is central to one's life, for it is deemed to provide the best opportunity for the realization of human potential for growth. Marx (1844/1932) in fact, enshrined labor as the "existential activity of man, his free conscious activity, not a means of maintaining his life, but for developing his universal nature" (pp. 87-88). In a somewhat similar vein, Maslow (1965) stressed that the needs for autonomy, control, and achievement are sought to be fulfilled primarily through the work role. Several sociological perspectives are also supportive of this trend of thinking. For example, work is viewed broadly in terms of the main source of life purpose (Morse & Weiss, 1955), prized self-image (Wilensky, 1966), and validating experiences (Rainwater, 1974). Implicit in such ideological and normative statements about work role is the assumption that in the absence of meaningful work that do not meet intrinsic human needs, the individual will experience a state of alienation, and this sense of estrangement will extend to other facets of his/her life.

The importance attached to intrinsic growth needs and centrality of work in one's life appears to be empirically unsubstantiated. Several studies suggest that for many people intrinsic growth needs are neither important (Gorn & Kamungo, 1980; Misra & Kalro, 1981) nor work role central (Dubin, 1956; Goldman, 1973; Yankelovich, 1982). From a phenomenological perspective, people do not define themselves only through their work roles but rather their self-identity is more likely to be a function of many roles they play in different life contexts to meet different types of needs. For instance, it would not be uncommon for a person to define his/her identity in terms of both family and work roles that are equally important to the person. It is conceivable that

through the process of socialization an individual not only learns how to satisfy different behavioral demands made on him/her by different life contexts but also comes to view these contexts to be differentially capable of meeting his/her different needs. For instance, an individual during his/her early socialization may learn to compete with others for the fulfillment of achievement related needs in the work setting, but to cooperate with others for meeting affiliation and intimacy needs in the family context. Should the arousal of a given need and its gratification be contextually determined, the crucial questions to be asked are no longer those founded on the growth theoretic assumptions of work behavior. Questions such as, are intrinsic needs the core motivational force in life; or is work the central life interest, are relatively less germane than the question, which needs, be they intrinsic or extrinsic, are salient and satisfied in which life context? Observations of day-to-day behavior suggest that different sets of needs are salient in different life contexts. More specifically, individuals appear to be socially conditioned to seek satisfaction of affiliative needs primarily in the family realm and growth needs primarily in the realm of work. One purpose of the present study was to test this possibility using heterogenous samples of supervisory and managerial personnel belonging to two different countries namely, India and Canada.

The second purpose of the study was to determine the nature of relationship between work and family involvement. Extensive sociological research on involvement in multiple roles have drawn on three different analytic approaches that have relevance to this issue. First, as stated earlier, the classical Marxian approach (Marx & Engels, 1939) suggested that involvement or alienation from work role that is central to life shall generalize to all other life roles. Second, the scarcity approach posits that man has a fixed amount of energy which

depletes as a result of involvement in a given role. Existence of role strain or conflicts between work and family roles (Edgell, 1970; Rapoport & Rapoport, 1971; and Ridley, 1973) provides credence to this approach, and suggests that high involvement in one context necessarily implies low involvement in the other.

The third approach that deals with work-nonwork relationship suggests three hypotheses concerning an individual's involvement in work and family (or other nonwork) contexts. These three hypotheses are known as generalization, compensation, and segmentation (Champoux, 1981; Kanungo & Misra, 1984, Wilensky, 1960). The generalization hypothesis which echos the Marxian approach suggests that involvement or alienation at work will extend to the family context. The compensation hypothesis on the contrary suggests that need deprivation and consequent alienation in one context will accompany compensatory need satisfaction and involvement in other contexts. Thus, the compensation approach makes similar predictions about a person's involvement in work and family contexts as that of the scarcity approach, though for different reasons. Finally, the segmentation hypothesis suggests that work and family roles are segmented; each role is played within its own context and is independent of the other (Dubin, 1956). Thus, involvement in one context is not necessarily related to involvement in the other context.

Besides the sociological perspectives, the recent motivational formulation of involvement-alienation (Kanungo, 1979, 1982a) suggests that the relationship between family and work involvement is determined by the perceived potential of the respective contexts for need satisfaction. Assuming that different needs are aroused in work and family contexts and each context is seen as meeting the respective set of needs, the individual would experience high involvement in both the contexts. When both the contexts are seen as lacking the potential for need satisfaction, the individual would experience low involvement (alienation)

in both contexts. If however, one of the contexts is perceived to be lacking the potential and the other as having the potential for need satisfaction, the individual would experience alienation in the former and involvement in the latter context. Thus, in a sample of employees, it is likely that several individuals would show high levels of involvement in both work and family contexts, others would exhibit involvement in one context yet not in the other, and still some would not be involved in any context.² In a correlational sense, both the motivational and segmentation approaches would predict insignificant or very weak relationship between work and family involvement in a heterogenous sample. On the other hand, the Marxian and generalization hypotheses would predict a significant and strong positive relationship, and the scarcity and compensation hypotheses would predict a significant and strong negative relationship. Furthermore, the proposition advanced by the motivational formulation regarding the determining influence of the perceived need satisfaction potential of the context on involvement could be tested by analysing the perceptions of four different groups: one showing high involvement in both contexts, a second showing low involvement in both context, a third showing high involvement in work but low involvement in family contexts, and a fourth showing low involvement in work but high involvement in family contexts.

Finally, the above four groups can be compared with respect to their demographic characteristics, separately for the Indian and the Canadian sample. Such comparison may add to the construct validity of such groupings based on multiple role involvement and may increase our understanding of the cultural similarities and differences between Indian and Canadian samples with respect to the nature of involvement in work and family contexts.

METHOD

The Questionnaire

The study employed a four part questionnaire. The first three parts consisted of separate operational measures of the differential need patterns that are aroused in work and family contexts of each individual, perceived potential of work and family contexts for satisfaction of needs that are aroused, and involvement in the work and family contexts. The fourth part elicited demographic information.

Measures of context specific need patterns. First, respondents were asked to rank nine different outcomes people seek in their work lives according to their perceived importance. These were: "Receiving respect and recognition from those around you"; "Good interpersonal relationship with others"; "Opportunity for developing a sense of security in your life"; "Receiving and expressing love and solidarity"; "Assuming greater personal responsibility"; "Maintaining a comfortable standard of living"; "Opportunity for independent thought and action"; "Opportunity for greater personal achievement"; "Opportunity for growth and self-fulfillment by using your unique abilities and realizing your potential". The nine outcomes operationalized the entire spectrum of human need categories (existential, belonging, and growth needs) suggested by various theorists (Alderfer, 1972; Maslow, 1954). Each respondent was then asked to think specifically of the family context and rank the same list of nine items according to their perceived importance. For each context, the ranking was done by assigning ordinal values from 1 = representing the most important need to 9 = the least important need.

Measures of need satisfaction potential of the context. Consistent with the measures of need importance in work and family contexts, a total of nine items were used in each of the measures of need satisfaction potential of the work and family contexts. The specific items measuring the satisfaction

potential were appropriately worded to reflect the perceived potential of each context to meet a given need of the individual. Examples of such items are: "The opportunity given by the family for receiving and expressing love and solidarity"; "The opportunity for independent thought and action given by work", etc. Respondents were instructed to indicate on a 7-point ordinal scale (1=minimum to 7=maximum) the amount of need satisfaction they expected with respect to each item in each (family or work) context.

Measures of involvement. Involvement in the work context was measured by the recent work involvement questionnaire and graphic scales developed by Kanungo (1982b). The questionnaire scale included the following six items: (1) "The most important thing that happens in life involve work"; (2) "People should get involved in work", (3) "Work should be a large part of one's life", (4) "Work should be considered central to life", (5) "An individual's life goals should be mainly work oriented, (6) "Life is worth living when people get totally absorbed in work". The graphic scale had two items. In one graphic item, two circles representing work and self, respectively were presented with varying degrees of overlap (no overlap representing total alienation to complete overlap representing total involvement). The other graphic item portrayed a human figure (representing self) and an office desk (representing work) with varying distances between them. Involvement in the family context was measured by another set of eight items (six questionnaire items and two graphic items). The questionnaire scale included six items as listed above with the word 'family' replacing the word work. In the graphic item where two overlapping circles were used, the two circles represented family and self, respectively. The other graphic item portrayed a human figure (representing self) and a house (representing family) with varying distances between them. The two sets of eight involvement items for work and family contexts used a seven point response

format. The reliability, validity, and cross-cultural applicability of both work and family involvement measures have been established in earlier studies (Kanungo, 1982b; Misra, Kanungo, von Rosenstiel, & Stuhler, 1985; Misra, Ghosh, & Kanungo, 1986).

The questionnaire³ was prepared in both English and French following the translation - retranslation procedure (Brislin, Lonner, & Thorndike, 1973). The English version was used in India. Both English and French versions were used appropriately for the Anglophone and the Francophone respondents from Quebec, Canada.

Sample and Procedure

Indian. The questionnaire written in English was administered to middle and senior level executives from a wide variety of the public and private sector organizations during their participation in various short duration executive development programs. In addition, several organizations, through a form letter addressed to divisional heads in some cases and the chief executives in others, were approached to aid and cooperate in the study. Those who acceded to our request solicited the cooperation of their organizational colleagues at various levels and put one of us in direct touch with persons willing to participate in the study. Each participant was requested to respond to each item in the questionnaire freely and frankly and return the same to one of us anonymously. A total of 269 completed questionnaires were finally returned.

Canadian. The questionnaire written in both English and French was administered to French-and-English speaking lower to middle level management personnel enrolled in various evening courses in three different universities in Montreal. These personnel belonged to various industrial and governmental organizations in and around Montreal. The questionnaire was completed during a class hour in groups of varying sizes. The final count revealed that 168 completed questionnaires were returned.

It should be noted that all respondents in India as well as in Canada received an explanation through a form letter that this was a cross-national study and the general conclusions rather than individual results were the primary concern of this research. In addition, it was emphasized that their participation in the study was entirely voluntary and that they could be assured of the confidentiality of the data.

RESULTS

Demographic Data

Both the Indian and the Canadian samples were heterogeneous in composition. The respondents were employed in managerial and supervisory positions in a wide variety of organizations of varying size in different sectors of each nation's economy. The average age of the Indian sample was 35 years. In the Indian sample, there were 73.6% male and 26.4% female respondents. Sixty-one percent of respondents came from the public sector and 38% from the private sector organizations. Three-fourths (75.4%) of Indian respondents were married and most of them (95.3%) had children. The mean organizational and job tenures for the Indian respondents were 10.29 and 4.46 years, respectively. Sixty five percent of Indian respondents were employees of large organizations; the balance came from medium and small sized organizations with less than 700 employees.

In the Canadian sample the average age was 30 years. Male respondents constituted 51.8% of the sample and the rest 48.2% were females. Forty percent of respondents came from the public sector and 60% from the private sector organizations. Half (50.6%) of Canadian respondents were married. Of these, 39% had no children. The mean organizational and job tenures for Canadian respondents were 3.85 and 2.86 years, respectively. Forty two percent of Canadian respondents were employees of large organizations; the balance came from medium and small sized organizations.

It may be noted that though the demographic characteristics of Indian and Canadian samples differ, these are not atypical with respect to each country. In India for instance, the public sector occupies the commanding heights of the economy and these organizations are typically large. Likewise, a large proportion of employees with an average organizational tenure of 10 years are likely to be married persons having children. The proportion of females in the white collar labor force is substantially lower than that of males. In Canada, on the contrary, the private sector plays the major role in the economic activities of the country. Rising proportion of females in the labor force, late marriages, dropping proportion of parenthood are reflected in the demographic compositions of the Canadian sample. Considering such differences in the two samples, it was decided to treat the data obtained in the two countries separately for all subsequent analysis.

Context Specific Need Patterns

The responses to the first part of the questionnaire were analyzed in order to examine whether the pattern of importance attached to the nine needs in the two different life contexts was similar or different. These 9 needs can be broadly classified into three categories: Subsistence needs (comfortable standard of living and security); affiliative needs (love, interpersonal relations, and recognition); growth needs (responsibility, independence, achievement, and growth). The means for perceived importance rankings of each of the nine needs are graphically presented in Figures 1 and 2 for Indian and Canadian samples, respectively.

 Figures 1 and 2 About Here

Inspection and comparison of the figures reveal striking differences in need patterns between work and family contexts and substantial similarities between

Indian and Canadian samples. In general, with respect to the work context, growth needs are perceived to be most important, affiliative needs next and subsistence needs least important by both samples. With respect to the family context on the contrary, affiliative needs are perceived to be most important, subsistence needs next and growth needs least important.

More specifically, the need to grow was perceived by the Indian respondents as second in order of importance in the work context but eighth in the family context ($\bar{t}=14.72$, $p<.01$). Similarly, for the Canadian respondents the mean ranks were first and sixth in work and family contexts, respectively ($\bar{t}=6.45$, $p<.01$). The need for achievement was ranked third and last by the Indian respondents ($\bar{t}=15.67$, $p<.01$) and third and eighth by the Canadian respondents ($\bar{t}=6.89$, $p<.01$). The need for independence yielded first and seventh mean ranks for the Indian sample ($\bar{t}=11.97$, $p<.01$) and fourth and seventh mean ranks for the Canadian sample ($\bar{t}=4.24$, $p<.01$). The need for assuming personal responsibility was perceived by both the samples to be of low order of importance in both work and family contexts. However, for both samples it was considered to be of relatively lower importance in the family context compared to the work context ($\bar{t}=5.30$, $p<.01$ and $\bar{t}=4.19$, $p<.01$ for Indian and Canadian samples, respectively).

Although the four need items representing the growth need category were considered more important in work context compared to family context, the reverse was true for the affiliative and subsistence need items. The need for good interpersonal relationship with others was ranked fifth in the work context but second in the family context by both Indian and Canadian respondents ($\bar{t}=3.73$, $p<.01$ and $\bar{t}=2.62$, $p<.01$ for Indian and Canadian samples, respectively). Likewise, the need for receiving and expressing love and solidarity received eighth and first mean ranks in work and family contexts respectively from the Indian respondents ($\bar{t}=20.84$, $p<.01$), and ninth and first in work and family contexts respectively from the Canadian respondents ($\bar{t}=14.28$, $p<.01$).

Opportunity for receiving respect and recognition was ranked fourth and third in work and family contexts, respectively by the Indian respondents ($t=1.96$, $p<.05$). For the Canadian respondents, however, recognition was considered equally important in both life contexts. The need for security was ranked ninth and fifth by the Indian Sample and eighth and fourth by the Canadian sample, with t values of 8.08 ($p<.01$) and 5.64 ($p<.01$) for respective samples. Finally, the need for maintaining a comfortable standard of living was ranked seventh and fourth in work and family contexts, respectively by the Indian respondents ($t=12.53$, $p<.01$). For the Canadian respondents the importance attached to this item in work and family contexts showed no significant difference ($t=1.57$, $p>.05$).

Relationship Between Work and Family Involvement

The relationship between involvement in work and family contexts was examined by correlating each respondent's summated scores on the work and family involvement scales. As described earlier, each Scale had eight items. The internal consistency coefficients (Cronbach alpha) of the work involvement scale were .86 and .85 and of the family involvement scale were .87 and .88 for Indian and Canadian Samples, respectively. With respect to the relationship between the work and family involvement, the correlations were low for both Indian ($r=-.23$, $p<.05$) and Canadian ($r=.10$, $p>.05$) samples. Such marginal relationships between work and family involvement are consistent with predictions derived from both the segmentation hypothesis and the motivational formulation.

The motivational formulation however, explicitly posits that such weak relationships between work and family involvement can be explained in terms of the influence of perceived need satisfaction potential of the two contexts. Specifically, the motivational model predicts that individuals who are highly involved in both work and family contexts would perceive both contexts as having higher need satisfaction potential compared to individuals who show low

 Table 1 About Here

involvement in both contexts. Moreover, individuals showing high involvement in one context and low involvement in the other would perceive higher need satisfaction potential of the former context than the latter. In order to test these assertions, the data were analyzed in the following manner. Each sample was divided into four groups based on median split of work and family involvement scores. These four groups were: high work and family involved (WHFH), low work and family involved (WLFL), high work and low family involved (WHFL), and low work and high family involved (WLFH). For each sample the perceived need satisfaction potential scores of the four groups were compared separately for work and family contexts using two-way ANOVAs. The two classifications represented high and low involvement, and work and family contexts. The mean involvement and need satisfaction potential scores of the four groups in each sample are presented in Table 1. The results of the ANOVAs performed on scores for satisfaction potential of work context yielded significant main effects of work involvement for both Indian ($F(1,254)=11.11$, $p<.001$) and Canadian ($F(1,159)=5.85$, $p<.02$) samples. Neither the main effect of family involvement nor the interaction effect were significant. The results of similar analyses performed on scores for satisfaction potential of family context yielded significant main effects of family involvement for both Indian ($F(1,254)=12.61$, $p<.001$) and Canadian ($F(1,159)=17.56$, $p<.001$) samples. The main effect of work involvement and the interaction effect were insignificant. These results clearly support the prediction that involvement in a given context covaries with the perceived need satisfaction potential of that context.

Comparison of Demographic Features of High and Low Involvement Groups

The demographic characteristics of the four groups formed on the basis of median split of work and family involvement scores are presented in Table 2.

 Table 2 About Here

Data for each sample on each of the first three demographic variables listed in Table 2, age, organizational tenure, and job tenure, were analyzed using two-way anova. For the Indian sample, analysis of age variable revealed that only the main effect of work ($F(1,255)=10.13, p<.002$) was significant. Respondents in the high work involvement groups were older than the respondents in the low work involvement groups.

With respect to organizational tenure, again only the main effect of work was significant ($F(1,255)=9.42, p<.002$). Organizational seniority is greater for respondents in the high compared to the low work involved groups. For job tenure however, both the main effects of work ($F(1,255)=4.4, p<.05$) and family ($F(1,255)=6.44, p<.01$) were significant. Job seniority of respondents in both high work involved and high family involved groups was greater than low work and family involved groups respectively. It appears that involvement in work context tends to increase with age and work related seniority presumably because of the increase in experience with respect to the need satisfying potential of the work context. In the Canadian sample however, similar analysis of the three demographic variables resulted in only one significant effect. High family involved respondents were older than low family involved respondents ($F(1,161)=7.47, p<.01$).

Data on four other demographic variables are presented in Table 2, with respect to the distribution of males and females, a significant relationship was obtained between sex and family involvement in the Indian sample ($\chi^2=23.48, p<.01$). It will be noticed that 62% of all working female respondents belonged to high family involvement group (WHFH and WLFH) as opposed to 44% of all working males. In the Canadian sample, similar analysis reveals just the opposite trend, greater percentage of females (60%) belonging low family

involvement groups, as opposed to 43% of males ($\chi^2=4.07$, $p<.05$). These results are in line with expectations based on cultural differences. In India, males and females still confirm to the traditional role prescriptions of carrying their major responsibility in the work and family contexts respectively. In Canada, influence of such sex role prescriptions is eroding rapidly as working females are getting less and less involved in their traditional family role.

In the Indian sample, there was a tendency for married respondents to fall in the high work involved categories (65%) whereas singles were more evenly divided between low and high work involved groups ($\chi^2=3.51$, $p<.10$). In the Canadian sample, marital status tended to be related to family involvement ($\chi^2=3.37$, $p<.10$). Sixty-one percent of all married respondents belonged to high family involved group as opposed to 36% of all singles. It is quite natural to expect singles to be less family involved than married respondents.

Greater percentage of married respondents with working spouse (60%) belonged to high family involvement group in the Indian sample ($\chi^2=3.70$, $p=.05$). This finding was contrary to one's expectation that working spouse makes the family context less satisfying and hence reduces involvement.

Finally, greater percentage of married respondents with children in the Indian sample (68%) belonged to high work involved group ($\chi^2=7.80$, $p<.01$). In the Canadian sample, 76% of married respondents with children belonged to high family involved group ($\chi^2=14.05$, $p<.01$). In both the samples, majority of respondents without children show low involvement in both work and family contexts.

DISCUSSION

The research reported here provide empirical support for the claim that patterns of human needs in different life spheres differ significantly. From the patterns of needs in work and family contexts specifically examined in the

present study, it is clearly evident that in the work context, managerial employees perceive growth needs to be most important, affiliative needs next, and subsistence needs least important. In the family context on the contrary, affiliative needs are perceived to be most important, subsistence needs next, and growth needs least important. Moreover, for these managerial employees in both India and Canada the need patterns are substantially similar. These findings question the widespread assumption that a fixed pattern of human needs operate in different spheres of life. Earlier research on work non-work relation that dealt with either generalization or compensation hypothesis often implicitly accepted the simplistic assumption of a fixed pattern of human needs across life contexts, and for this reason, research in the area has yielded largely inconclusive results (Kanungo & Misra, 1984).

With respect to the relationship between work and family involvement, our results are in line with the segmentation notion that suggest relative independence of life roles, as well as with the motivational formulation of involvement constructs that argues for the differential patterns of need arousal and satisfaction in different life contexts. Both the segmentation hypothesis and the motivational formulation predicted insignificant or weak relationship with respect to involvement in the two contexts. For the Canadian sample, the results confirm this prediction. However, a low but significant positive correlation between involvement in work and family contexts was obtained for the Indian sample. It seems that for the Indian respondents, the role separation between work and family contexts is not as clearcut as with the Canadian respondents. Despite rapid urbanization and increasing adoption of Western life styles in the upper economic strata of Indian society, the family persists to be of focal interest that permeates to other significant spheres of life such as, work.

Analysis of the demographic composition of high and low family involvement groups suggested some interesting profiles that validates the family involvement scale. For instance, in both the Canadian and the Indian samples, respondents who are single and who are married but without children exhibited low family involvement. Furthermore, greater percentage of working females in the Indian sample showed high family involvement as would be expected in a more traditional society that confirms to sex role stereotypes. On the other hand greater percentage of working females in Canadian sample showed low family involvement reflecting their breakaway from traditional sex role. The results also suggested that in both India and Canada, involvement in the family context does not necessarily decline with spouse working. On the contrary, in the Indian sample, greater percentage of respondents with working spouse showed high family involvement. With additional income, a working spouse in India may positively contribute toward family welfare and thereby increase the need satisfaction potential of the family context.

Examination of high and low work involved respondents also provides some interesting demographic profiles that validate work involvement scale. Both in India and Canada, work role is perceived as the major means of support for family. Hence, high work involved group in the Indian sample includes greater percentages of married respondents and particularly those with children. In the Canadian sample greater percentage of respondents who are single and those married but without children fall into the low work involvement group.

Strong evidence supporting the motivational model is derived from results pertaining to the influence of need satisfying potential of each context on involvement in that context. As predicted, persons showing high involvement in a given context, be it work or family, did perceive the satisfaction potential of that context to be high. Likewise, persons showing low involvement in a given context perceived the need satisfaction potential of that context to be

low. The parallel results obtained in this respect for both Indian and Canadian samples attest to the cross-cultural generality of the motivational model.

Thus the motivational approach to studying involvement phenomena seems to have the potential for providing an acceptable paradigm for conduct of such multilife-sphere studies. The present research also highlights the fact that nonwork spheres of life are not to be treated as subsidiaries of work life as implied by compensation/generalization notions, but rather should be studied in and of themselves. Social planner and policy makers concerned about quality of life and well being of citizens in their respective societies must not only focus their attention on work lives of individuals but also explore the motivational bases of their lives in significant nonwork spheres. The complex interaction between different life spheres of the individual should be focus of future research and theory development. As Kabanoff (1980) put it, "...it should be our aim to describe different work/leisure/family patterns, to discover the factors that determine these patterns, and to relate these patterns to other significant life outcomes such as, general life satisfaction, work and leisure satisfaction, physical and mental health, and so on" (p. 74).

FOOTNOTES

1. Kanungo's original article (1979) having traced the manifold sources of confusion and fuzziness surrounding the treatment of the concepts of alienation and involvement proposed a generic and explanative framework for studying the phenomena in both work and non-work spheres of a person's life. Integrating sociological and psychological thinking on the issue, involvement-alienation constructs are assumed to be unidimensional bipolar and defined in motivational terms. Subsequent empirical evidence (Kanungo, 1982a, 1982b) has validated the motivational formulation and the measurement of the constructs.

2. It may be relevant to note here another somewhat rarer sociological approach to the study of multiple roles which indirectly captures the sense of the motivational approach proposed in the present research. This is known as the expansion approach (Marks, 1977) according to which engagement in a given role is not necessarily a drain on the person's scarce physical energy and time resources as the scarcity approach would imply. Since a person's involvement is viewed in terms of cognitive interests, it is possible for an individual to get psychologically involved in multiple life contexts. Thus, high involvement in more than one life context is possible, though not necessary.

Complete questionnaire is available upon request from R.N. Kanungo.

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TABLE 1

Mean Involvement and Satisfaction Potential Scores in
Work and Family Contexts

<u>Measure</u>	<u>Indian Sample</u>			
	WHFH (N=96)	WHFL (N=67)	WLFH (N=33)	WLFL (N=63)
Work Involvement	45.81	44.69	32.42	33.30
Family Involvement	48.53	35.21	47.58	35.51
Satisfaction Potential of Work	45.82	45.04	42.12	40.50
Satisfaction Potential of Family	53.47	47.87	50.15	48.24
	<u>Canadian Sample</u>			
	WHFH (N=34)	WHFL (N=31)	WLFH (N=48)	WLFL (N=50)
Work Involvement	43.37	42.87	32.00	33.02
Family Involvement	47.80	38.00	46.47	34.31
Satisfaction Potential of Work Context	46.60	45.66	42.04	43.41
Satisfaction Potential of Family Context	52.00	46.94	51.77	46.12

WHFH = High involvement in both work and family contexts

WHFL = High involvement in work and low involvement in family contexts

WLFH = Low involvement in work and high involvement in family context

WLFL = Low involvement in work and low involvement in family contexts

TABLE 2
Demographics of the Four Groups

Demographics*	Indian Sample					Canadian Sample				
	N	WHPH	WHPL	WLPH	WLPL	N	WHPH	WHPL	WLPH	WLPL
Age	258	38.47	35.30	33.04	32.58	165	32.00	28.72	31.51	28.2
Organizational Tenure	258	11.81	11.71	7.70	7.61	165	3.91	3.00	4.00	4.2
Job Tenure	258	5.77	3.91	3.91	3.06	165	2.97	2.10	3.26	2.9
Sex (%)										
Male	198	34	30	10	26	87	29	17	28	26
Female	71	42	11	20	27	81	12	21	28	39
Marital Status (%)										
Married	202	42	23	9	26	85	28	14	33	24
Single	62	23	29	19	29	82	13	23	23	40
Spouse (%)										
Working	90	51	12	9	28	66	27	14	29	30
Not Working	106	36	31	10	23	17	29	12	41	18
Children (%)										
With	182	43	25	9	23	50	36	16	40	8
Without	9	22	-	11	67	32	9	12	25	53

*For age, organizational and job tenure variables average number of years for each group are presented. For all other variables rounded percentages are presented.

FIGURE 1
Importance of Outcomes in Indian Sample

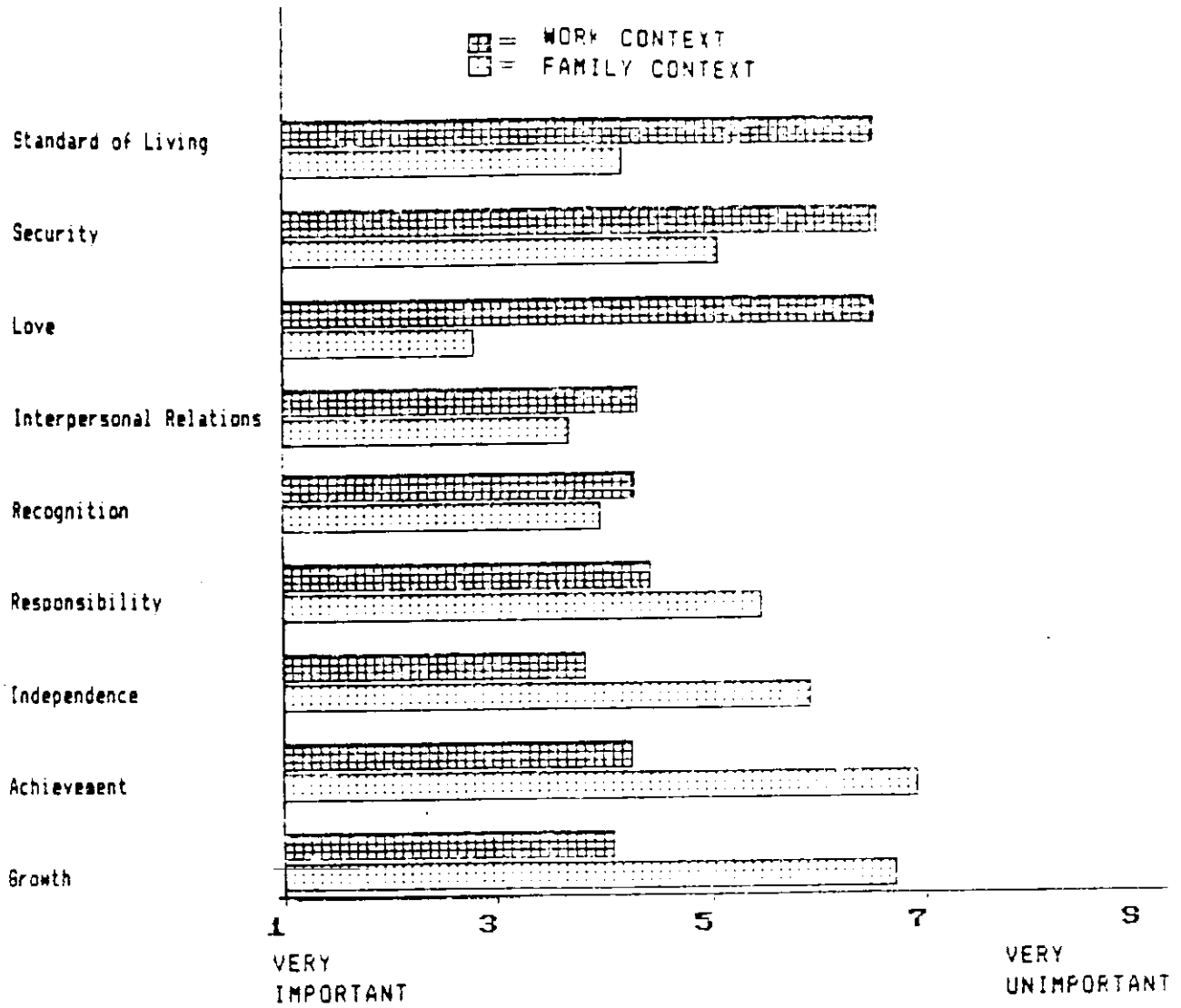


FIGURE 2
Importance of Outcomes in Canadian Sample

